

No. NSL_CS 03/2026

March 26, 2026

Re: Invitation to attend the 2026 Annual General Meeting of Shareholders

Attn.: Shareholders
NSL Foods Public Company Limited

Attachments: Supporting Documents of the Agenda of the 2026 Annual General Meeting of Shareholders

1. Minutes of the 2025 Annual General Meeting of Shareholders *(for Agenda Item 1)*
2. Annual Report 2025 (Form 56-1 One Report), together with the Financial Statements for the year ended December 31, 2025, QR Code format *(for Agenda Items 2 and 3)*
3. List and profiles of directors due to retire by rotation and nominated for reappointment for another term and definition of an independent director *(for Agenda Item 5)*
4. Profiles and work experiences of the Auditors *(for Agenda Item 8)*

Supporting Documents for the Meeting

5. Clarifications on procedures for registration, proxy appointment, documents and evidence for registration of the Meeting held via electronic means (E-AGM)
6. Proxy Forms
7. List and profiles of independent directors for the purpose of assigning the proxy of the shareholders
8. Acceptance for the invitation to the Meeting via electronic means (E-AGM)
9. Articles of Association of the Company in relation to the Shareholders' Meeting
10. Question Form for the 2026 Annual General Meeting of Shareholders
11. Privacy Notice for the Shareholder's Meeting

NSL Foods Public Company Limited (the "**Company**") hereby gives notice that the Board of Directors of the Company has resolved to convene the 2026 Annual General Meeting of Shareholders to be held on Friday, April 24, 2026 at 10.00 a.m. via electronic means (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2020) and other related laws and regulations, with the agenda of the Meeting as follows:



Facts and Reasons:

In order to comply with Section 112 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) (“**Public Limited Companies Act**”) and Articles 36 and 39 of the Company’s Articles of Association, which require the Board of Directors to prepare the statement of financial position (balance sheet) and the income statement of the Company as at the end of the fiscal year, and propose the same to the annual general meeting of shareholders for consideration and approval, the Board of Directors shall have an auditor complete an audit of such balance sheet and income statement before submission to the Shareholders’ Meeting.

In this regard, the Audit Committee has considered and reviewed the financial statements of the Company for the year ended December 31, 2025, which have been audited, signed and certified by Ms. Lasita Magut, Certified Public Accountant Registration No. 9039, from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., and deemed it appropriate to propose the same to the Board of Directors for consideration and approval to further propose the same to the 2026 Annual General Meeting of Shareholders to consider approving the Company’s financial statements for the year ended December 31, 2025.

The Company’s financial statements for the year ended December 31, 2025 are described under “Financial Statement” section in the heading “Financial Statement” of the Annual Report 2025 (Form 56-1 One Report), as per the details in ***Attachment 2***, which has been distributed to all shareholders in QR Code format together with the invitation letter for this Meeting. The consolidated financial statements for the year ended December 31, 2025 may be summarized in essence as follows:

Description	Consolidated Financial Statements as of December 31			Separate Financial Statements as of December 31		
	2024 (THB)	2025 (THB)	Change percent +/(–)	2024 (THB)	2025 (THB)	Change percent +/(–)
Total assets	3,077,266,455	3,673,341,231	19.4	2,887,324,439	3,246,597,160	12.4
Total liabilities	1,156,744,267	1,466,067,030	26.7	987,669,076	1,058,868,623	7.2
Shareholders’ equity	1,920,522,188	2,207,274,201	14.9	1,899,655,363	2,187,728,537	12.4
Total revenues	5,865,704,566	6,952,329,551	18.5	5,624,292,282	6,451,582,777	14.7
Net profit	541,008,129	604,179,899	11.7	539,810,911	603,071,704	11.7
Earnings per share (THB/share)	1.80	2.01	11.7	1.80	2.01	11.7

Opinion of the Board:

The Board of Directors has considered the matter and agreed with the Audit Committee's proposal, and thus deemed it appropriate to propose the 2026 Annual General Meeting of Shareholders consider approving the financial statements for the year ended December 31, 2025.

Voting:

The resolution of this agenda item requires a majority vote of the shareholders present at the Meeting and casting their votes, excluding any abstentions as the basis of the vote counting.

Agenda Item 4

To consider and approve the dividend payment and omission of the allocation of profits as a legal reserve for the year 2025 and to acknowledge the interim dividend payment

Facts and Rationale:

Section 115 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 44 of the Company's Articles of Association, require that the Company's dividend payment shall be made out of its profits, and should the Company still sustain any accumulated loss, no dividend shall be declared. The declaration of dividends is subject to approval from the shareholders' meeting. Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 45 of the Company's Articles of Association, the Company is required to appropriate part of its annual net profit as a reserve fund at not less than 5 percent of the annual net profit, less any accumulated losses brought forward (if any) until such reserve reaches not less than 10 percent of the registered capital.

As of December 31, 2025, the Company's registered capital was THB 300,000,000, and the Company had legal reserves of THB 30,000,000, equal to 10 percent of the registered capital. This meets the requirements of the law and the Company does not have a duty to allocate any further profits to the legal reserve.

In addition, the Company has a policy to pay dividends to the shareholders at the rate of not less than 50 percent of the net profit according to the separate financial statements after the deduction of corporate income tax and all kinds of reserves as required by law and by the Company each year, whereby the Board of Directors will consider the declaration of dividend by primarily taking into account various factors in the best interests of the shareholders, e.g., economic situation, the Company's operating results and financial position, cash flow, reserves for future investments, reserves for repayment of loans or as working capital in the Company, conditions and restrictions as specified in the loan agreements, provided that such dividend payment shall in no way materially affect the ordinary course of business operations of the Company, as the Board of Directors may consider appropriate or reasonable.

In 2025, the Company had a net profit from its operating results according to the separate financial statements as of December 31, 2025 in the amount of THB 603,071,704. Therefore, the Company deems it appropriate to propose that the Shareholders' Meeting consider approving the declaration of dividends from the operating results for the year 2025 to the shareholders at the rate of THB 1.05 per share, totaling THB 315,000,000 or representing 52.23 percent of the net profit according to the separate financial statements. The Company paid an interim dividend on September 12, 2025 at the rate of THB 0.50 per share. The final dividend payment will be made at the rate of THB 0.55 per share, in the total amount of THB 165,000,000. The comparison of dividend payments in the past year is as follows:

Details of Dividend Payment	2024	2025 (Proposed Year)
1. Net profit per the separate financial statements (THB)	539,810,911	603,071,704
2. Interim dividend (THB: share)	0.35	0.50
3. Annual dividend (THB: share)	0.55	0.55
4. Total dividend paid (THB)	270,000,000	315,000,000
5. Dividend rate per net profit (%)	50.02	52.23

Opinion of the Board:

The Board of Directors has considered the matter and deemed it appropriate to propose that the 2026 Annual General Meeting of Shareholders consider approving the declaration of dividends from the operating results for the year 2025 to the shareholders at the rate of THB 1.05 per share, totaling THB 315,000,000 or representing 52.23 percent of the net profit according to the separate financial statements; approving the omission of the allocation of profit as legal reserve for the year 2025; and acknowledging that the Company paid an interim dividend on September 12, 2025 at the rate of THB 0.50 per share. The final dividend payment will be made at the rate of THB 0.55 per share, in the total amount of THB 165,000,000.

Voting:

The resolution of this agenda item requires a majority vote of the shareholder present at the Meeting and casting their votes, excluding any abstentions as the basis of the vote counting.

Agenda Item 5

To consider and approve the appointment of directors to replace those who are due to retire by rotation

Facts and Rationale:

Section 71 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 17 of the Company's Articles of Association require that at every annual general meeting of shareholders, one-third (1/3) of the directors shall retire from the office. If the number of directors is not a multiple of three, then the number nearest to one-third (1/3) of the directors who have held office for the longest term shall retire. Retiring directors are eligible for re-election.

At present, the Board of Directors is composed of 8 directors. At the 2026 Annual General Meeting of Shareholders, there will be three directors due to retire by rotation as follows:

List of Directors	Position
1. Mrs. Suvimol Chrityakierne	Chairman of the Board of Directors and Independent Director
2. Assoc. Prof. Dr. Pannipa Rodwanna	Chairman of the Audit Committee and Independent Director
3. Mr. Weerachon Khaophonng	Director

In this respect, the Board of Directors has considered the three directors who are retiring namely (1) Mrs. Suvimol Chrityakierne (2) Assoc. Prof. Dr. Pannipa Rodwanna and (3) Mr. Weerachon Khaophonng are knowledgeable, experienced, as well as possessing good employment record, leadership, vision, ethics, integrity, and have an excellent attitude toward the Company. In addition, for those holding positions as independent directors is a person fully qualified according to the definition of an independent director of the Company, which is equivalent to the notification of the Capital Market Supervisory Board and relevant regulations as well as suitable for the position as the company's director. The Board of Directors, therefore, deemed it appropriate to reappoint the 3 directors retiring by rotation as directors for another term and proposed the 2026 Annual General Meeting of Shareholders for approval. Moreover, the shareholder do not nominate other people for consideration.

The details regarding profiles, educational backgrounds and work experience of the directors due to retire by rotation and nominated to return to office as directors for another term are described in **Attachment 3**, which has been distributed to all shareholders together with the invitation letter for this Meeting.

Moreover, the Board of Directors is of the view that (1) Mrs. Suvimol Chrityakierne and (2) Assoc. Prof. Dr. Pannipa Rodwanna, who are nominated for election as independent directors and/or Audit Committee for another term, is fully qualified per the definition of an independent director of the Company, which has been specified to be in line with the Notification of the Capital Market Supervisory Board. The details of the definition of an independent director are described in **Attachment 3**, which has been distributed to all shareholders together with the invitation letter for this Meeting. In addition, (1) Mrs. Suvimol Chrityakierne and (2) Assoc. Prof. Dr. Pannipa Rodwanna are capable of performing his functions and offering their opinions independently and have held his positions as the Company's independent directors for a consecutive period of not exceeding 9 years from the date of their initial appointment (including the term of office proposed for appointment on this occasion).

Opinion of the Board:

The Board of Directors, excluding interested directors, has considered this matter, with a view that the three candidates have passed the recruitment process of the Board of Directors to ensure that they are duly qualified for the Company's business operations, knowledgeable and competent with experiences and expertise in line with the Company's business strategies, and credentials, leadership, vision, and are capable of contributing sufficient time to the benefit of the Company's business operations, and are fully qualified without any prohibited characteristics under the applicable laws.

Besides, the Board of Directors considers that (1) Mrs. Suvimol Chrityakierne and (2) Assoc. Prof. Dr. Pannipa Rodwanna are eligible to act as independent directors according to the definition of an independent director of the Company, which has been specified to be in line with the Notification of the Capital Market Supervisory Board and are capable of offering their opinions independently, in line with the applicable requirements and have held their positions as the Company's independent directors for a consecutive period of not exceeding 9 years from the date of their initial appointment (including the term of office proposed for appointment on this occasion), and thus deemed it appropriate to propose the 2026 Annual General Meeting of Shareholders consider approving the re-election of those three directors who are due to retire by rotation above to return to office as director and independent directors of the Company for another term.

Voting:

The resolution of this agenda item requires a majority vote of the shareholders present at the Meeting and casting their votes, excluding any abstentions as the basis of the vote counting (in considering the election of directors who are due to retire by rotation, the Company will consider and approve on an individual basis).

Agenda Item 6

To consider and approve the remuneration of the Company's directors for the year 2026

Facts and Rationale:

Section 90 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 22 of the Company's Articles of Association require that the Company's directors shall be entitled to receive remuneration from the Company in the form of rewards, meeting allowances, fringe benefits, bonuses or other benefits as the Shareholders' Meeting shall consider and resolve by not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting. Such remuneration for directors may be fixed or subject to specific criteria, and may be effective from time to time or indefinitely until otherwise changed by resolution of the Shareholders' Meeting, and furthermore, the Company's directors are also entitled to allowances and benefits under the Company's regulations.

In this regard, the Board of Directors has reviewed and determined the remunerations for the directors and subcommittee members for the year 2026 by taking into account the number of directors, the Company's operating results, business size, duties and responsibilities as well as their respective performances, and such remuneration is justifiable and comparable to those of other leading companies listed on the Stock Exchange of Thailand and in the same industry, and thus deemed it appropriate to propose the Board of Directors consider proposing that the Shareholders' Meeting consider approving the determination of the remuneration for the directors and subcommittee members for the year 2026 to be as follows:

Remuneration of the directors

Position	Remuneration/ Year (THB)		Change	
	2025	2026 (Proposed Year)	THB +/-(-)	Percent +/-(-)
1. Chairman of the Board of Directors	380,000	380,000	-	0.00
2. Director	280,000	280,000	-	0.00
3. Chairman of the Audit Committee	380,000	380,000	-	0.00
4. Audit Committee	300,000	300,000	-	0.00

Remark: The Company will pay the remuneration of the directors quarterly and the director will receive the highest remuneration from any one of the positions he holds.

However, should any director be the Company's staff member or employee, such director shall also be entitled to receive allowances and welfare as remuneration and benefits of staff or employees in accordance with the Company's regulations, provided that the remuneration received in such capacity as the Company's director shall not prejudice the directors' right to receive such remuneration and welfare in his/her capacity as the Company's staff member or employee.

Non-monetary compensation and other benefits

The Board of Directors shall consider the justifications for these items, taking into account the net profit from the Company's operating results, its ability to pay, as well as business practices in the same industry.

Opinion of the Board:

The Board of Directors has considered this matter, and thus deemed it appropriate to propose that the 2026 Annual General Meeting of Shareholders consider approving the remuneration for directors for the year 2026 based on the proposed reasons and details in all respects.

Voting:

The resolution of this agenda item requires not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting, including any abstentions as the basis of the vote counting.

Agenda Item 7

To consider and approve the bonus payment to Board of Directors

Facts and Rationale:

Section 90 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 22 of the Company's Articles of Association require that the Company's directors shall be entitled to receive remuneration from the Company in the form of rewards, meeting allowances, fringe benefits, bonuses or other benefits as the Shareholders' Meeting shall consider and resolve by not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting. Such remuneration for directors may be fixed or subject to specific criteria, and may be effective from time to time or indefinitely until otherwise changed by resolution of the Shareholders' Meeting, and furthermore, the Company's directors are also entitled to allowances and benefits under the Company's regulations.

In this regard, the Board of Directors has reviewed and determined the bonus payment for directors for the year 2025, taking into consideration the number of directors, the Company's financial performance, business scale, directors' responsibilities, and individual performance. The proposed remuneration is deemed appropriate and comparable to those offered by leading companies listed on the Stock Exchange of Thailand and within the same industry. Therefore, the Board of Directors deems it appropriate to propose that the shareholders' meeting consider and approve the allocation of a bonus to directors for the year 2025 in an amount not exceeding THB 2,480,000 as a recognition of the contributions of the Board of Directors.

Opinion of the Board:

The Board of Directors has considered this matter, and thus deemed it appropriate to propose that the 2026 Annual General Meeting of Shareholders consider approving the bonus payment to Board of Directors for the year 2025 based on the proposed reasons and details in all respects.

Voting:

The resolution of this agenda item requires not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting, including any abstentions as the basis of the vote counting.

Agenda Item 8

To consider and approve the appointment of auditors and fixing of the audit fees for the year 2026

Facts and Rationale:

Section 120 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 36 of the Company's Articles of Association require that the annual general meeting of shareholders shall consider appointing the auditor and fixing the audit fees every year, whereby the existing auditor may be reappointed. In addition, by virtue of the Notification of the Capital Market Supervisory Board No. TorJor. 44/2556 Re: Rules, Conditions and Procedures for Disclosure of Information relating to Financial Status and Operating Results of Issuing Company (as amended), the listed company shall rotate its auditor in the event where any auditor has performed his/her duties on reviewing or auditing and expressed his/her opinions on the company's financial statements for 7 fiscal years, whether consecutively or not, whereby the company may appoint such auditor as its auditor only after the lapse of at least 5 consecutive fiscal years.

In this regard, the Audit Committee has considered the independence, qualifications, backgrounds, performance and efficiency in the audit by the auditor, taking into account the past performance, and is of the view that Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. has knowledge and understanding of the Company's business operations at a reasonable rate of audit fees, and has thus deemed it appropriate to nominate Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., as a certified public accountant approved by the Office of the Securities and Exchange Commission as the Company's auditor for the year 2026, per the list of the following auditors:

List of Auditors	CPA Registration	Financial Statements Certification History (Years)
1. Ms. Lasita Magut	9039	1
2. Mrs. Darunee Chantra	8625	-
3. Mrs. Wilasinee Krishnamra	7098	-
4. Ms. Porakoch Jongkolsiri	7150	-

Any one of the auditors shall conduct the audit and express their opinion on the Company's financial statements for the year 2026.

Should the auditors per the above list not be able to perform their duties, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. shall be empowered to appoint another certified public accountant from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. to act as such instead.

The auditors per the above list are qualified and do not have any characteristics contrary to the requirements of the Stock Exchange of Thailand or do not have any relationship or interest with the Company, its subsidiaries, executives, major shareholders or their concerned persons, and thus they are independent enough to conduct the audit and express their opinions on the Company's financial statements. The profiles and experience of the respective auditors are described in ***Attachment 4***, which has been distributed to all shareholders together with the invitation letter for this Meeting.

In addition, the Audit Committee has deemed it appropriate to fix the audit fees for the year 2026 for the Company in the amount of THB 1,950,000 per year, with the significant information in support of its consideration as follows:

Supporting Information	2025	2026 (Proposed Year)	Change THB +/(–)	Change Percent +/(–)
Audit Firm	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.		
Audit fees for the Company (THB)	1,950,000	1,950,000	-	0.00

Such audit fees exclude the non-audit fees as actually incurred (which includes out-of-pocket expenses as actually incurred), whereby in 2025, the non-audit fees amounted to THB 268,864. Other service refer to travel and accommodation expenses, other expert review, goods destruction observation fees and document preparation fees.

Opinion of the Board:

The Board of Directors has considered this matter and granted approval for the Audit Committee’s proposal, and thus deemed it appropriate to propose the 2026 Annual General Meeting of Shareholders consider granting approval for Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. to be the Company’s audit firm and approving the appointment of (1) Ms. Lasita Magut, CPA Registration No. 9039 and/or (2) Mrs. Darunee Chantra, CPA Registration No. 8625 and/or (3) Mrs. Wilasinee Krishnamra, CPA Registration No. 7098 and/or (4) Ms. Porakoch Jongkolsiri, CPA Registration No. 7150 as the Company’s auditor for the year 2026, with the audit fees in the amount of THB 1,950,000 per year and non-audit fees and out-of-pocket expenses as actually incurred.

In this connection, the Board of Directors shall ensure that the Company prepares the financial statements in a timely manner in accordance with such period as prescribed by law.

Voting:

The resolution of this agenda item requires a majority vote of the shareholders present at the Meeting and casting their votes, excluding any abstentions as the basis of the vote counting.

Agenda Item 9

To consider other matters (if any)

Information for Shareholders

1. The Company has scheduled Monday, March 16, 2026 as the record date to determine the list of shareholders entitled to attend the 2026 Annual General Meeting of Shareholders.
2. The Company will hold the Meeting via electronic means (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2021), Notification of the Ministry of Digital Economy and Society, re: Standards for Maintaining Security of Meetings via Electronic Means, B.E. 2563 (2021) and other related laws and regulations. In this regard, the Company requests cooperation from all the shareholders to consider complying with the Clarifications on procedures for registration, proxy appointment, documents and evidence for registration of the Meeting via electronic means (e-AGM) as per the details in **Attachment 5**.

In the case that the shareholders are unable to attend the Meeting via electronic means (e-AGM), the shareholders may choose one of the applicable proxy forms provided by the Company to the shareholders as per the details in **Attachment 6** (Proxy Form A, Proxy Form B and Proxy Form C, provided that Proxy Form C applies to foreign shareholders who appoint their custodians in Thailand for depository and custody of their shares only) or download Proxy Forms from the Company's website at <https://nslfoods.com/en/shareholders-meeting/>, although only one Proxy Form per shareholder may be used. The profiles of the Company's independent directors in support of their appointment as proxies by the shareholders are described in **Attachment 7**. Moreover, the Company has prepared the acceptance for the invitation to the Meeting via electronic means (e-AGM) as per the details in **Attachment 8**. The Company would highly appreciate it if the shareholders send the acceptance for the invitation to the Meeting via electronic means (e-AGM) and/or the Proxy Forms, together with supporting documents and evidence, to the Company (affixed with THB 20 stamp duty for the Proxy Forms) by April 15, 2026 at the following address:

Company Secretary

NSL Foods Public Company Limited

55/22 Moo 3 Bangbuathong-Nonthaburi Bridge (345) Road, Lampo Subdistrict,
Bangbuathong District, Nonthaburi 11110

3. The Company has published the invitation letter for the 2026 Annual General Meeting of Shareholders, together with supporting documents, available for download from the Company's website as follows:

Thai version : <https://nslfoods.com/th/shareholders-meeting/>

English version : <https://nslfoods.com/en/shareholders-meeting/>

4. The Company shall conduct the Meeting in accordance with the Company's Articles of Association relating to the Shareholders' Meeting as per the details in **Attachment 9**.

5. The Company has prepared the Annual Report 2025 (Form 56-1 One Report) in QR Code format, which is available for download from the Notice of the Meeting (with QR Code) as per the details in **Attachment 2**.
6. For the purpose of the 2026 Annual General Meeting of Shareholders, the shareholders may send their questions in advance regarding such matters in the agenda of this Meeting as per the form in **Attachment 10** through the following channels:

E-mail ir@nslfoods.com

Mail Company Secretary

NSL Foods Public Company Limited

55/22 Moo 3 Bangbuathong-Nonthaburi Bridge (345) Road, Lampo
Subdistrict, Bangbuathong District, Nonthaburi 11110

All shareholders are hereby invited to attend the 2026 Annual General Meeting of Shareholders on the date and at the time as indicated above.

Please be informed accordingly.

Sincerely yours,

NSL Foods Public Company Limited



(Mr. Somchai Asavapiyanond)

Chairman of the Executive Committee

Minutes of the 2025 Annual General Meeting of Shareholders

NSL Foods Public Company Limited

Date, Time, and Venue of Meeting

The 2025 Annual General Meeting of Shareholders (the “**Meeting**”) was convened on Friday, April 18, 2025 via electronic means (e-AGM) in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2021) and other related laws and regulations.

The Meeting was commenced at 10.00 hours

NSL Foods Public Company Limited (the “**Company**”) by Mrs. Jariya Musigchai, Company Secretary, serving as the meeting facilitator (“**Meeting Facilitator**”) welcomed the participants to the Meeting. The Meeting Facilitator then informed the Meeting of the registered capital and the shares of the Company, in brief, as follows:

Registered capital	THB	300,000,000
Paid-up capital	THB	300,000,000
Ordinary shares		300,000,000 Shares
Par value (per share)	THB	1.00

In this regard, the Company had scheduled the record date to determine the names of the shareholders entitled to attend the 2025 Annual General Meeting of Shareholders on Friday, March 14, 2025 (Record Date).

There were a total of 12 shareholders attending the Meeting in person and 139 shareholders attending the Meeting by proxy, and as such, the total number of shareholders present in the Meeting amounted to 151 shareholders representing a total of 239,925,101 shares or equivalent to 79.9750 percent of the Company’s issued and paid-up shares. The quorum was thus, constituted in accordance with the Law and the Article of Association (Article 33). This requires the presence of not less than twenty-five (25) shareholders in persons or by proxies (if any) or at least half (1/2) of the total number of the shareholders, and holding not less than one-third (1/3) of the total number of the paid-up shares shall be present to form a quorum.

To be in line with the principles of good corporate governance, the Meeting Facilitator then informed the Meeting of the voting and vote counting procedures for each agenda as follows:

1. All shareholders are entitled to voting rights according to the number of shares held by them, whereby one share is equivalent to one vote.

2. At the time of each voting, kindly press on "E-Voting" window to cast your vote "Approval", "Disapproval" or "Abstention" within the time limit (approximately 1 minute). After submitting your votes, the system will show a pop-up asking if the votes are confirmed. Press OK to confirm the votes.

For participants attending the Meeting via mobile devices or tablets, please switch from the Zoom application back to the Chrome browser to cast your vote in the E-Voting menu.

If shareholders wish to change their vote, the shareholders can cast their voting again. However, the system will allow the shareholders to change their vote until the voting period for that agenda is closed.

3. For vote counting, the Company will deduct the votes of "*Disapproval*" or "*Abstention*" from the total number of votes.

In the event that the shareholders do not vote in the e-voting program or fail to cast their vote within the time limit on any agenda item, the Company will consider that you have Approved with that particular agenda item.

At the conclusion of each agenda, when the vote counting is completed, the e-voting system will be closed, and the voting result will be announced after the end of each proposed agenda.

4. In the case that a shareholder executes Proxy Form B and C to assign his/her proxy or the independent director of the Company to attend the Meeting and vote in accordance with such shareholders' intention and sends such proxy form to the Company before considering any agenda, the Company has already recorded such vote in accordance with the intention of the shareholder as specified in the Proxy Form.
5. Once the voting results for a particular agenda item are announced, it is considered final for that agenda item.
6. Shareholders having a special conflict of interest in any agenda shall have no right to vote in that agenda, except for the election of the director.
7. In counting votes for the meeting agenda of the 2025 Annual General Meeting of Shareholders shall be divided into 2 categories:

- (a) The agendas which require the resolution with a majority votes of the shareholders who attend the meeting and cast their vote are Agenda 1, Agenda 3, Agenda 4, Agenda 5, and Agenda 8.

Agenda 5 is the agenda to consider and approve the appointment of directors to replace those who are due to retire by rotation. The Company has arranged to consider and approve the appointment of directors individually.

In this case, the Company will count the votes of the shareholders who attend the meeting and cast their vote of "Approval" and "Disapproval" only, and the Company

will not count the vote of “Abstention” as the total vote. The vote of “Abstention” will not be considered that the shareholders did not approve on such agenda.

- (b) Agenda 6 and Agenda 7 requires the resolution with no less than two-thirds (2/3) of total votes of the shareholders present at the Meeting.
8. As the shareholders and proxy holders are allowed to enter and/or leave the Meeting from time to time after the commencement of the Meeting, therefore, the number of attendees and their votes on the respective agenda items may vary.
9. Before voting on each agenda, the Company will give the shareholders and proxy holders an opportunity to ask questions concerning such agenda as appropriate. Any shareholder or proxy who wishes to ask questions can do so through the following options:
- An audio chat channel Please go to the Reactions menu in the E – meeting window and press the ‘Raise Hand’ button. After the Meeting Facilitator calls your name, the staff will allow you to open the microphone. You have to press ‘Unmute’ and turn on the microphone on your device. Before asking the question the shareholders are requested to specify name, surname, and shareholder status such as a shareholder or proxy in order to record the minutes of the Meeting minutes correctly and completely.
 - A chat channel Please go to the ‘Q&A’ menu in the Zoom application, type your message, and press Enter to submit your message to the system. Kindly provide your full name and specify whether you are a shareholder or a proxy holder before posing each question. This is essential for accurate and comprehensive meeting recording purposes. Once received, our staff will read and address your questions in the order they appear in the system’s timestamp.

In the case that the shareholders cannot speak into the microphone, kindly type your questions and send it through the Q&A instead.

In this regard, the Company requests the shareholders or proxy holders to share their opinions or ask questions concisely and refrain from asking questions or sharing opinions on redundant issues so as to also allow other shareholders to exercise their rights to ask questions. Therefore, the shareholders are kindly requested to cooperate in order to ensure that the Meeting is conducted smoothly and proceeds in a timely manner.

- In case no participants ask questions within 1 minute, the Company will continue the Meeting. If the shareholders have additional questions, kindly type the questions through the Q&A channel and the staff will read your questions on the other matters at the end of the Meeting to ensure that the Meeting proceeds smoothly.
- In the event that you do not specify your full name or your status, the Company reserves the right not to read your question.
- In case you do not specify which agenda your question is for, the Company reserves the right to bring such questions to be read in other matters at the end of the Meeting.

- In the event that you specify that the question you wish to ask is a question for which agenda but the content of the question is not related to the agenda you specified, the Company reserves the right to bring such questions to be read in other matters at the end of the Meeting.
- In the event that your question concerns the same issue as the question that has been read and answered by the Company, the Meeting Facilitator will read such questions and the Company reserves the right to let the Chairman of the Meeting exercise discretion to rule that it is a duplicate question and to skip such questions without answering.

During the period from March 21, 2025, to April 16, 2025, the Company gave the shareholders a chance to submit questions in advance before the Meeting. Upon the lapse of such period, no shareholders sent questions to the Company in advance.

10. In order to make the vote counting transparent, the Company has appointed an independent legal advisor from external organization, namely Ms. Supatra Kerinsaguna, from TTT and Partners Co., Ltd., to oversee and monitor the vote counting.
11. The Company recognizes the importance of the personal data of the shareholders and proxy holders. In this regard, the Company has prepared a privacy notice in accordance with the Personal Data Protection Act B.E. 2562 (2019) to inform details about the storage process, the processing, and the use of data, including informing the shareholders and proxy holders of their personal data rights as per the details in the notice of the Meeting. In this Meeting, the Company takes visual and audio records of the Meeting in the form of video media, in which the Company will disclose such visual and audio records on the Company's website for the shareholders and all other parties involved to watch retrospectively.

The Company reserves the right to take any appropriate action to keep the Meeting concise and efficient.

Before proceeding with the meeting agenda, the Meeting Facilitator introduced the directors, executives, auditors, and legal advisor, attending the Meeting as follows:

Directors present at the Meeting

- | | |
|-------------------------------|--|
| 1. Mrs. Suvimol Chrityakierne | Chairman of the Board of Director and Independent Director |
| 2. Mr. Somchai Asavapiyanond | Director and Chairman of the Executive Committee |
| 3. Mr. Arkradej Liamcharoen | Director and Vice President of Accounting and Finance |
| 4. Mr. Weerachon Khaophonong | Director and Executive Vice President |
| 5. Mr. Charoen Asavapiyanond | Director and Vice President of Operation |
| 6. Mrs. Pannipa Rodwanna | Chairman of Audit Committee and Independent Director |

7. Mr. Chaiwut Jumnongsutasathien Independent Director and Audit Committee
8. Mr. Anajak Limphaisan Independent Director and Audit Committee

Therefore, in the Meeting, there are 8 directors attending the Meeting represented 100 percent of the total number of all directors.

The executives of the Company who are attending the Meeting today and are prepared to answer the inquires of the shareholders are as follow:

1. Ms. Phimnada Charoennaraphiwat Vice President (Sales and Marketing 7-Eleven)
2. Ms. Waewdao Tanavatsatiend Vice President (Food Services)
3. Mr. Visut Pornsalanu wattana Vice President (Brand & Business Development)
4. Miss Churailuk Jiemwongsa Director and Management of NSL Inno Foods Co., Ltd.
5. Mr. Jirawat Daechasatien Director and Management of NSL Intertrade (2023) Co., Ltd.
6. Miss Veji Prachyasilpawut Director and Management of NSL Bake A Wish Co., Ltd.

Auditors attending the Meeting from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.

1. Mr. Mongkol Somphol Audit Partner
2. Ms. Lasita Magut Audit Partner
3. Ms. Sudsawat Ritwara Audit Director

Legal Advisors attending the Meeting from TTT and Partners Co., Ltd.

1. Ms. Supatra Kerinsaguna Senior Associate

Mrs. Suvimol Chrityakierne, a chairman of the board of directors (the “**Chairman**”), presided as the chairman of the 2025 Annual General Meeting of Shareholders. The Chairman welcomed all attending shareholders and proxy holders and made an official opening speech. The Chairman then commenced the Meeting according to the meeting agenda items as follows:

Agenda Item 1 To consider and adopt the Minutes of the 2024 Annual General Meeting of Shareholders

The Chairman informed the Meeting that the Company held the 2024 Annual General Meeting of Shareholders on April 22, 2024 and has duly prepared the Minutes of such Meeting, as per the details in **Attachment 1**, which has been distributed to all shareholders together with the notice of the Meeting.

The board of directors has considered the Minutes of the 2024 Annual General Meeting of Shareholders, which was held on Monday, April 22, 2024, and found the same to be

duly and completely recorded, and thus deemed it appropriate to propose that the 2025 Annual General Meeting of Shareholders consider and adopt the Minutes of the 2024 Annual General Meeting of Shareholders.

The Chairman gave the shareholders an opportunity to inquire and express their opinions. The Meeting Facilitator explained the method of asking questions or expressing opinions using the Zoom program to the shareholders. No shareholders or proxy holders raised any inquiries or expressed opinions, the Chairman then asked the Meeting to vote.

The Meeting Facilitator explains the voting procedure by E-Voting in which the shareholders can vote in the specified time period (1 minute) and will close the vote within 1 minute.

Resolution: The Meeting has resolved to adopt the Minutes of the 2024 Annual General Meeting of Shareholders, held on April 22, 2024, as proposed in all respects, with the voting results as follows:

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	240,003,802	100.00
Disapproved	0	0.00
Voided Ballot	0	0.00
Total	240,003,802	100.00
Abstained	0	-

Remarks

1. The resolution on this agenda item must be approved by a majority of votes of the shareholders present at the Meeting and casting their votes.
2. In this agenda item, there were the additional shareholders registering to attend the Meeting by 6 shareholders, representing 78,701 shares, and as such, the total number of shareholders present in this agenda item amounted to 157 shareholders, representing a total of 240,003,802 shares.

Agenda Item 2 To acknowledge the Company's operating results for the year 2024

The Chairman informed the Meeting that in order to comply with Article 36 of the Company's Articles of Association which require an annual general meeting of shareholders to consider acknowledging the board of directors' report on the Company's activities over the past year, therefore, the Company has summarized its operating results and significant changes in the Company during 2024 under the

heading Management Discussion and Analysis and Financial Highlights of the Annual Report 2024 (Form 56-1 One Report), as per the details in Attachment 2, which has been distributed to all shareholders in QR Code format together with notice of the Meeting.

The board of directors has considered the matter and deemed it appropriate to propose that the 2025 Annual General Meeting of Shareholders acknowledge the Company's operating results for 2024. The Chairman delegated Mr. Somchai Asavapiyanond, Chairman of the Executive Committee, Mr. Weerachon Khaophon, Executive Vice President and Mr. Arkradej Liamcharoen, Vice President of Accounting and Finance, to inform the Meeting of the details of the Company's operating result.

Mr. Arkradej Liamcharoen informed the Meeting of the Company's operating results for the year 2024, the Company recorded a total revenue of THB 5,865.7 million, representing an increase of approximately THB 1,056 million from the year 2023, which recorded total revenue of THB 4,809.3 million. The majority of the revenue was generated from the bakery and ready-to-eat product segments sold in 7-Eleven stores, accounting for approximately 85.8 percent of the total revenue. The Company's core revenue was derived from three main segments as follows:

1. Bakery products and snacks sold in 7-11 stores;
2. Food services; and
3. Snack under NSL's brands

In terms of operating profit, the financial statements included both separate financial statements for the Company itself and consolidated financial statements. For the separate financial statements, the Company reported a profit of 540 million Baht, compared to a total profit of 345 million Baht in 2023. This represents an increase of about 195 million Baht, or 57%. However, due to last year's investments in three subsidiaries and one joint ventures, the operations of these subsidiaries and joint ventures did not yet generate profit in the Company's consolidated financial statements, resulting in a consolidated profit of 541 million Baht.

In terms of expenses, the cost of distribution in 2024 was approximately 387.3 million Baht, which accounted for 6.6% of total revenue. This is very close to the cost of distribution as a percentage of total revenue in 2023, which was 7.0%. The slight increase in expenses in 2024 was primarily due to the distribution costs were related to the logistics of sales, where transportation costs increased proportionally with the volume of sales. The Company was able to maintain the cost of distribution which increase by 52.5 million Baht.

Administrative expenses for the Company in 2024 totaled 164.4 million Baht, which is increase from 2023. However, when compared to the total revenue, the Company has effectively managed to keep administrative expenses at a rate of 2.8%. The majority of these expenses are comprised of salaries and wages. When calculated as a

percentage of sales, the Company has consistently controlled salary expenses. In 2024, this rate increased from 2.6% of total revenue in 2023 to 2.8% of total revenue in 2024.

The consolidated financial statements, as of December 31, 2024, the Company reported total assets of 3,077.2 million Baht, total liabilities of 1,156.7 million Baht, and total shareholders' equity of 1,920.5 million Baht. Regarding cash and bank balances, the Company had about 227.5 million Baht in 2024 which indicating a strong cash flow and good liquidity.

Regarding liabilities, the Company has total debts of 1,156.7 million Baht, with the majority being trade payables and other current liabilities, which corresponds with the expansion of operations and increased revenue. As for loans from financial institutions, the Company has already fully paid long-term borrowings in 2024.

In terms of equity, the Company has fully complied with the legal requirements for legal reserve funds, and it has an unallocated retained earnings of 761.7 million Baht, an increase from the previous year, which aligns with the Company's increased profitability.

Then, Mr. Somchai Asavapiyanond reported on last year's overall performance, stating that the Company has begun launching new brands to expand further into the food business. Several new products have been introduced to the market, such as rice bars, and the Company has distributed its products through its subsidiaries: (1) NSL Bake A Wish Co., Ltd., (2) NSL Inno Foods Co., Ltd., and (3) NSL Intertrade (2023) Co., Ltd. Towards the end of the year, the Company launched beverage products and expanded its Food Services product line. The Company also increased its production capacity by constructing a new factory to support the production of new products to be introduced to the market.

The Company's primary customer group includes 7-11, for which approximately 50 new products have been launched, such as sandwiches, snacks, and grilled cheese items utilizing cheese from affiliated companies.

For the 2025 strategy, the Company plans to introduce new products through collaborations with market brands (Co-Branding), such as KitKat and Nuea Tae, releasing seasonal and popular items like cheese-based menus, given the rising popularity of cheese. In the Food Services segment, a new factory is under construction to enhance production capabilities and processing. Currently, the Company is conducting market trials with processed meat products and has developed items for the Nuea Tae brand, aiming to penetrate niche markets with Ready-to-Eat products tailored for the restaurant business, transitioning towards Ready-to-Cook offerings.

Then, Mr. Weerachon Khaophonng provided further information regarding the operations of the subsidiary companies in the past year.

1. NSL Bake A Wish Co., Ltd.

During the past period, the Company launched products under seasonal (Seasonal) and trend-based (Trend) concepts, such as Dubai chocolate and pork cake. The business primarily operates through a franchise model, with 57 franchisees, 11 company-owned branches, and 2 pop-up booths. For the current year, the company plans to open 3 additional company-owned branches to manage the Company's investment proportion.

2. NSL Intertrade (2023) Co., Ltd.

The Company plans to introduce new products to customers and develop existing products into new offerings. Additionally, it will participate in trade exhibitions to expand its customer base, including international Thai product showcases. Earlier this year, the company exported frozen rice bars for international market trials and acquired N.B. Value Link Co., Ltd. to expand its coconut-related product line.

The Chairman invited shareholders to ask questions and express opinions. The meeting facilitator explained the process for inquiries and comments via the Zoom program. Key questions and responses are summarized as follows:

1. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Inquired about the Q1 performance of N.B. Value Link Co., Ltd., its advantages and disadvantages, and concerns regarding U.S. tax policies announced by President Donald Trump.

Mr. Weerachon explained that the operations are proceeding as planned. The U.S. tax situation is not expected to have significant impacts. The main concern is raw material planning and allocation appropriate for each period.

2. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Requested clarification on the Company's current debt obligations.

Mr. Arkradej explained that the Company has fully repaid long-term loans predating the IPO as of August 2024. Currently, only minor debts from regular business investments remain.

3. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Asked whether management remains confident in achieving set targets after Q1.

Mr. Somchai explained that the preliminary sales figures align with targets; official numbers will be finalized subsequently.

4. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Inquired about preparations for serving Muslim customers, specifically regarding separate heating equipment.

Mr. Somchai explained that the matter is currently under negotiation with the customer, as the distribution equipment falls under the customer's responsibility. A decision from the customer's management team is still pending. However, it is expected that preparations will be started with provinces where the majority of customers are from the Islamic community.

5. Mr. Apinan Jirakomes, a shareholder attending the meeting in person:

Requested details on the new factory's construction, depreciation recognition, and expected break-even timeline.

Mr. Somchai was explained that the Company anticipates completing the process within the second quarter of 2026.

Mr. Arkradej explained that the Company is selecting contractors for the approximately 700 million Baht project, pending board approval. Depreciation will be capitalized as assets; thus, no depreciation will be recorded this year. Specific calculations for buildings and factories will be applied, excluding them from this year's financials.

6. Mr. Narongchai Ratanachan, a shareholder attending the meeting in person:

Asked about the profit margin comparison between Food Services and 7-Eleven bakery products.

Mr. Somchai explained that the profit margins of both segments are at comparable levels.

7. Mr. Narongchai Ratanachan:

Inquired about the desired proportion of international sales and the definition and profitability of Product Champions.

Mr. Weerachon explained that NSL Intertrade (2023) Co., Ltd. is in its early stages, aiming for a 5% growth rate this year, with potential for further growth per the business plan. Product Champions include coconut water and coconut cream. Recently introduced to the international market is the frozen rice bar.

8. Mr. Narongchai Ratanachan:

Asked about the Company's tax strategy, considering its export focus, and potential indirect impacts from U.S. tariffs.

Mr. Weerachon explained that the Company manages distribution risks, with U.S. sales accounting for 15–20% of total sales. Indirect impacts may arise from competitors with lower tariffs. Nonetheless, the Company aims to manage administrative costs and supply chain effectively.

9. Mr. Worachet Chaiwiratana, a shareholder attending the meeting in person:
- Inquired about the cheese business investment in NSL Inno Foods, specifically the reduction in reliance on partner products and the 2025 sales target for cheese.*
- Mr. Somchai explained that there is no intention to cease using partner products; however, new products will utilize NSL Inno Foods' offerings.
10. Mr. Apinan Jirakomes, a shareholder attending the meeting in person:
- Asked about the types of products to be manufactured in the new factory and expected returns.*
- Mr. Somchai explained that the factory aims to expand and support growth across all product lines, particularly bakery items. It will feature modern production innovations to meet 7-Eleven's supply demands.
11. Mr. Apinan Jirakomes, a shareholder attending the meeting in person:
- Inquired about the development of new products following the positive reception of the Nuea Tae Bangto sandwich and the expected timeline.*
- Mr. Somchai explained that the development is underway, with co-branding initiatives in progress.
12. Mr. Worachet Chaiwiratana, a shareholder attending the meeting in person:
- Asked about the Company's strategy and goals for the cheese business in 2025.*
- Mr. Somchai explained that NSL Inno Foods operates on a small scale but offers flexibility in producing innovative products, enabling quicker market testing.
13. Mr. Apinan Jirakomes, , a shareholder attending the meeting in person:
- Inquired whether the new factory plans have been discussed with key customers, particularly regarding sandwich exports.*
- Mr. Somchai explained that the construction plans have been communicated to customers, with collaborative planning for product distribution expansion. Export sandwiches will differ from domestic offerings and have received positive feedback.

Remark: This agenda item is for acknowledgment only and requires no resolution.

Agenda Item 3 To consider and approve the Financial Statements for the year ended December 31, 2024

The Chairman informed the Meeting that in order to comply with Section 112 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Articles 36 and 39 of the Company's Articles of Association, which require the Board of Directors to prepare the statement of financial position (balance sheet) and the income statement of the Company as at the end of the fiscal year, and propose the same to the annual general meeting of shareholders for consideration and approval, the Board of Directors shall have an auditor complete an audit of such balance sheet and income statement before submission to the Shareholders' Meeting.

In this regard, the Company has prepared the financial statements for the year ended December 31, 2024 and profit and loss statement for the year ended December 31, 2024, which have been audited, signed and certified by Mr. Mongkol Somphol, Certified Public Accountant from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd, the auditor of the Company, considered and reviewed by the Audit Committee, and have been approved by the Board of Directors of the Company. The details of which are described under the heading Financial Statements of the Annual Report (Form 56-1 One Report), as per the details in **Attachment 2**, which has been distributed to all shareholders in QR Code format together with the invitation letter for this Meeting. The financial statements for the year ended December 31, 2024 is summarized as follows:

Description	Consolidated Financial Statements as of December 31			Separate Financial Statements as of December 31		
	2023 (THB)	2024 (THB)	Change percent +/(–)	2023 (THB)	2024 (THB)	Change percent +/(–)
Total assets	2,499,601,094	3,077,266,455	23.1	2,438,143,663	2,287,324,439	18.4
Total liabilities	923,202,527	1,156,744,267	25.3	866,693,759	987,669,076	14.0
Shareholders' equity	1,576,398,567	1,920,522,188	21.8	1,571,449,904	1,899,655,363	20.9
Total revenues	4,809,325,428	5,865,704,566	22.0	4,748,698,545	5,624,292,282	18.4
Net profit	333,477,185	541,008,129	62.2	345,269,403	539,810,911	56.3
Earnings per share (THB/share)	1.11	1.80	62.2	1.15	1.80	56.3

The Chairman gave the shareholders an opportunity to inquire and express their opinions. The Meeting Facilitator explained the method of asking questions or expressing opinions using the Zoom program to the shareholders.

The Meeting Facilitator informed that the Meeting had no further questions. The Chairman then asked the Meeting to vote.

The Meeting Facilitator explained how to vote by using the E-Voting method. Shareholders can vote within the specified time (1 minute) and the voting results will be closed within 1 minute.

Resolution: The Meeting has resolved to approve the Financial Statements for the year ended December 31, 2024, as proposed in all respects, with the voting results as follows:

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	240,364,902	100.00
Disapproved	0	0.00
Voided Ballot	0	0.00
Total	240,364,902	100.00
Abstained	0	-

- Remarks**
1. The resolution on this agenda item must be approved by a majority of votes of the shareholders present at the Meeting and casting their votes.
 2. In this agenda item, there were the additional shareholders registering to attend the Meeting by 3 shareholders, representing 361,100 shares, and as such, the total number of shareholders present in this agenda item amounted to 160 shareholders, representing a total of 240,364,902 shares.

Agenda Item 4 To consider and approve the 2024 annual dividend payment and omission of the allocation of profits as a legal reserve and to acknowledge the interim dividend payment

The Chairman delegated Mr. Arkradej Liamcharoen, Vice President of Accounting and Finance to present the details of this agenda item to the Meeting.

Mr. Arkradej Liamcharoen informed the Meeting that in order to comply with Section 116 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 45 of the Company's Articles of Association, the Company is required to appropriate part of its annual net profit as a reserve fund at not less than 5 percent of the annual net profit, less any accumulated losses brought forward (if any) until such reserve reaches not less than 10 percent of the registered capital.

As of December 31, 2024, the Company's registered capital was 300,000,000, Baht and the Company had legal reserves of 30,000,000 Baht, equal to 10 percent of the

registered capital. This meets the requirements of the law and the Company does not have a duty to allocate any further profits to the legal reserve.

Moreover, Section 115 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 44 of the Company's Articles of Association, require that the Company's dividend payment shall be made out of its profits, and should the Company still sustain any accumulated loss, no dividend shall be declared. The declaration of dividends is subject to approval from the shareholders' meeting.

In addition, the Company has a policy to pay dividends to the shareholders at the rate of not less than 50 percent of the net profit according to the separate financial statements after the deduction of corporate income tax and all kinds of reserves as required by law and by the Company each year, whereby the Board of Directors will consider the declaration of dividend by primarily taking into account various factors in the best interests of the shareholders, e.g., economic situation, the Company's operating results and financial position, cash flow, reserves for future investments, reserves for repayment of loans or as working capital in the Company, conditions and restrictions as specified in the loan agreements, provided that such dividend payment shall in no way materially affect the ordinary course of business operations of the Company, as the Board of Directors may consider appropriate or reasonable.

In 2024, the Company had a net profit from its operating results according to the separate financial statements in the amount of 539,810,911 Baht. Therefore, the Company deems it appropriate to propose that the Shareholders' Meeting consider approving the declaration of dividends from the operating results for the year 2024 to the shareholders at the rate of 0.90 Baht per share, totaling 270,000,000 Baht or representing 50.02 percent of the net profit according to the separate financial statements. The Company paid an interim dividend on September 9, 2024 at the rate of 0.35 Baht per share. The final dividend payment will be made at the rate of 0.55 Baht per share, in the total amount of 165,000,000 Baht. The comparison of dividend payments in the past year is as follows:

Details of Dividend Payment	2023	2024 (Proposed Year)
1. Net profit per the separate financial statements (THB)	345,269,403	539,810,911
2. Interim dividend (THB: share)	0.30	0.35
3. Annual dividend (THB: share)	0.35	0.55
4. Total dividend paid (THB)	195,000,000	270,000,000
5. Dividend rate per net profit (%)	56.48	50.02

The Chairman gave the shareholders an opportunity to inquire and express their opinions. The Meeting Facilitator explained the method of asking questions or expressing opinions using the Zoom program to the shareholders.

The Meeting Facilitator informed that the Meeting had no further questions. The Chairman then asked the Meeting to vote.

The Meeting Facilitator explained how to vote by using the E-Voting method. Shareholders can vote within the specified time (1 minute) and the voting results will be closed within 1 minute.

Resolution: The Meeting has acknowledged the interim dividend payment and resolved to approve the dividend payment for 2024 and the omission of the allocation of profits as a legal reserve for the year 2024, as proposed in all respects, with the voting results as follows:

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	240,364,902	100.00
Disapproved	0	0.00
Voided Ballot	0	0.00
Total	240,364,902	100.00
Abstained	0	-

Remarks

1. The resolution on this agenda item must be approved by a majority of votes of the shareholders present at the Meeting and casting their votes.
2. In this agenda item, there were no additional shareholders registering to attend the Meeting.

Agenda Item 5 To consider and approve the appointment of directors to replace those who are due to retire by rotation

The Chairman informed the meeting that since Mr. Somchai Asavapiyanond, Mr. Charoen Asavapiyanond and Mr. Anajak Limphaisan , were directors who had to retire by rotation in 2025. For transparency and to be in line with the guidelines for good corporate governance, Mr. Somchai Asavapiyanond, Mr. Charoen Asavapiyanond and Mr. Anajak Limphaisan were asked to temporarily leave the meeting room and let the Meeting Facilitator continue the Meeting on this agenda.

The Chairman informed the Meeting that in order to comply with Section 71 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 17 of the Company's Articles of Association, at every annual general meeting of shareholders,

one-third (1/3) of the directors shall retire from the office. If the number of directors is not a multiple of three, then the number nearest to one-third (1/3) of the directors who have held office for the longest term shall retire. Retiring directors are eligible for re-election.

At present, the board of directors is composed of 8 directors. At the 2024 Annual General Meeting of Shareholders, there are 3 directors due to retire by rotation as follows:

No.	List of Directors	Position
1.	Mr. Somchai Asavapiyanond	Director
2.	Mr. Charoen Asavapiyanond	Director
3.	Mr. Anajak Limphaisan	Independent Director and Audit Committee

In this respect, the board of directors has considered selecting candidates eligible to be nominated as directors in place of those due to retire by rotation, taking into account their knowledge, competency, experience, and expertise in line with the Company's business strategies, and deemed it appropriate to nominate those three directors due to retire by rotation to return to their office as directors and/or independent directors of the Company for another term. All such three directors neither hold any positions as directors or executives in other businesses which may give rise to a conflict of interest or in a business in competition with the Company. Moreover, the shareholder do not nominate other people for consideration.

Moreover, the board of directors is of the view the Mr. Anajak Limphaisan who is nominated for election as independent directors and/or the audit committee of the Company for another term, are fully qualified per the definition of an independent director of the Company, which has been specified to be in line with the Notification of the Capital Market Supervisory Board, in which the definition of an independent is per the details in **Attachment 3**, which has been distributed to all shareholders together with the invitation letter for this Meeting. In addition Mr. Anajak Limphaisan is capable of performing their functions and offering their opinions independently and have held their positions as the Company's independent directors for a consecutive period of not exceeding 9 years from the date of their initial appointment (including the term of office proposed for appointment on this occasion).

The Board of Directors, excluding interested directors, has considered this matter, with a view that the 3 candidates have passed the recruitment process of the Board of Directors to ensure that they are duly qualified for the Company's business operations, knowledgeable and competent with experiences and expertise in line with the Company's business strategies, and credentials, leadership, vision, and are capable of

contributing sufficient time to the benefit of the Company's business operations, and are fully qualified without any prohibited characteristics under the applicable laws, and thus deemed it appropriate to propose the Shareholders' Meeting to consider approving the election of those three directors due to retire by rotation above to return to their office as directors and independent director of the Company for another term.

The profiles of the persons nominated to replace the directors who are due to retire by rotation are described in **Attachment 3**, which has been distributed to all shareholders together with the invitation letter for this Meeting.

The Chairman gave the shareholders an opportunity to inquire and express their opinions. The Meeting Facilitator explained the method of asking questions or expressing opinions using the Zoom program to the shareholders. No shareholders or proxy holders raised any inquiries or expressed opinions, the Chairman then asked the Meeting to vote.

The Meeting Facilitator explained how to vote by using the E-Voting method. Shareholders can vote within the specified time (1 minute) and the voting results will be closed within 1 minute.

Resolution: The Meeting has resolved to approve the appointment of three directors to replace those who are due to retire by rotation in the year 2025, namely (1) Mr. Somchai Asavapiyanond, Mr. Charoen Asavapiyanond and Mr. Anajak Limphaisan to return to their office as directors of the Company for another term, as proposed in all respects, with the voting results as follows:

1. Mr. Somchai Asavapiyanond – Director

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	237,916,902	98.9815
Disapproved	2,448,000	1.0185
Voided Ballot	0	0.00
Total	240,364,902	100.00
Abstained	0	-

2. Mr. Charoen Asavapiyanond – Director

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	237,916,501	98.9815
Disapproved	2,448,000	1.0185
Voided Ballot	0	0.00
Total	240,364,501	100.00
Abstained	401	-

3. Mr. Anajak Limphaisan – Independent Director and Audit Committee

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	237,911,702	99.9876
Disapproved	2,448,000	1.0185
Voided Ballot	0	0.00
Total	240,359,702	100.00
Abstained	5,200	-

Remarks

1. The resolution on this agenda item must be approved by a majority of votes of the shareholders present at the Meeting and casting their votes.
2. In this agenda item, there were no additional shareholders registering to attend the Meeting.

Agenda Item 6 To consider and approve the remuneration of the Company's directors for the year 2025

The Chairman informed the Meeting that in order to comply with Section 90 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 22 of the Company's Articles of Association, the Company's directors shall be entitled to receive remuneration from the Company in the form of rewards, meeting allowances, fringe benefits, bonuses or other benefits as the Shareholders' Meeting shall consider and resolve by not less than two-thirds (2/3) of all votes of the shareholders present at the

Meeting. Such remuneration for directors may be fixed or subject to specific criteria, and may be effective from time to time or indefinitely until otherwise changed by resolution of the Shareholders' Meeting, and furthermore, the Company's directors are also entitled to allowances and benefits under the Company's regulations.

In this regard, the Board of Directors has reviewed and determined the remunerations for the directors and subcommittee members for the year 2025 by taking into account the number of directors, the Company's operating results, business size, duties and responsibilities as well as their respective performances, and such remuneration is justifiable and comparable to those of other leading companies listed on the Stock Exchange of Thailand and in the same industry, and thus deemed it appropriate to propose the Board of Directors consider proposing that the Shareholders' Meeting consider approving the determination of the remuneration for the directors and subcommittee members for the year 2025 to be as follows:

Remuneration of the directors

Position	Remuneration/ Year (THB)		Change	
	2024	2025 (Proposed Year)	THB +/-(-)	Percentage +/-(-)
1. Chairman of the Board of Directors	380,000	380,000	-	0.00
2. Director	280,000	280,000	-	0.00
3. Chairman of the Audit Committee	380,000	380,000	-	0.00
4. Audit Committee Member	300,000	300,000	-	0.00

Remark: The Company will pay the remuneration of the directors quarterly and the director will receive the highest remuneration from any one of the positions he holds.

However, should any director be the Company's staff member or employee, such director shall also be entitled to receive allowances and welfare as remuneration and benefits of staff or employees in accordance with the Company's regulations, provided that the remuneration received in such capacity as the Company's director shall not prejudice the directors' right to receive such remuneration and welfare in his/her capacity as the Company's staff member or employee.

Non-monetary compensation and other benefits

The Board of Directors shall consider the justifications for these items, taking into account the net profit from the Company's operating results, its ability to pay, as well as business practices in the same industry.

The Chairman gave the shareholders an opportunity to inquire and express their opinions. The Meeting Facilitator explained the method of asking questions or expressing opinions using the Zoom program to the shareholders. No shareholders or proxy holders raised any inquiries or expressed opinions, the Chairman then asked the Meeting to vote.

The Meeting Facilitator explained how to vote by using the E-Voting method. Shareholders can vote within the specified time (1 minute) and the voting results will be closed within 1 minute.

Resolution: The Meeting has resolved to approve the remuneration of the Company's directors for the year 2025, as proposed in all respects, with the voting results as follows:

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting
Approved	240,045,602	99.8672
Disapproved	319,300	0.1328
Voided Ballot	0	0.00
Abstained	0	0.00
Total	240,364,902	100.00

Remarks

1. The resolution on this agenda item must be approved by not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting.
2. In this agenda item, there were no additional shareholders registering to attend the Meeting.

Agenda Item 7 To consider and approve the bonus payment to Board of Directors

Section 90 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 22 of the Company's Articles of Association require that the Company's directors shall be entitled to receive remuneration from the Company in the form of rewards, meeting allowances, fringe benefits, bonuses or other benefits as the Shareholders' Meeting shall consider and resolve by not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting. Such remuneration for directors may be fixed or subject to specific criteria, and may be effective from time to time or indefinitely until otherwise changed by resolution of the Shareholders' Meeting, and

furthermore, the Company's directors are also entitled to allowances and benefits under the Company's regulations.

In this regard, the Board of Directors has reviewed and determined the bonus payment for directors for the year 2024, taking into consideration the number of directors, the Company's financial performance, business scale, directors' responsibilities, and individual performance. The proposed remuneration is deemed appropriate and comparable to those offered by leading companies listed on the Stock Exchange of Thailand and within the same industry. Therefore, the Board of Directors deems it appropriate to propose that the shareholders' meeting consider and approve the allocation of a bonus to directors for the year 2024 in an amount not exceeding THB 2,480,000 as a recognition of the contributions of the Board of Directors.

Resolution: The Meeting has resolved to approve the bonus payment to Board of Directors for the year 2024 based on the proposed reasons and details in all respects, with the voting results as follows:

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting
Approved	239,803,002	99.7662
Disapproved	561,900	0.2338
Voided Ballot	0	0.00
Abstained	0	0.00
Total	240,364,902	100.00

Remarks

- The resolution on this agenda item must be approved by not less than two-thirds (2/3) of all votes of the shareholders present at the Meeting.
- In this agenda item, there were no additional shareholders registering to attend the Meeting.

Agenda Item 8 To consider and approve the appointment of auditors and fixing of the audit fees for the year 2025

The Chairman informed the Meeting that in order to comply with Section 120 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 36 of the Company's Articles of Association, the annual general meeting of shareholders shall consider appointing the auditor and fixing the audit fees every year, whereby the existing auditor may be reappointed.

In addition, by virtue of the Notification of the Capital Market Supervisory Board No. TorJor. 44/2556 Re: Rules, Conditions and Procedures for Disclosure of Information

relating to Financial Status and Operating Results of Issuing Company (as amended), the listed company shall rotate its auditor in the event where any auditor has performed his/her duties on reviewing or auditing and expressed his/her opinions on the company's financial statements for 7 fiscal years, whether consecutively or not, whereby the company may appoint such auditor as its auditor only after the lapse of at least 5 consecutive fiscal years.

In this regard, the Audit Committee has considered the independence, qualifications, backgrounds, performance and efficiency in the audit by the auditor, taking into account the past performance, and is of the view that Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. has knowledge and understanding of the Company's business operations at a reasonable rate of audit fees, and has thus deemed it appropriate to nominate Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., as a certified public accountant approved by the Office of the Securities and Exchange Commission as the Company's auditor for the year 2025, per the list of the following auditors:

List of Auditors	CPA Registration No.	Number of Years Audited for the Company
Ms. Lasita Magut	9039	-
Mrs. Darunee Chantra	8625	-
Mrs. Wilasinee Krishnamra	7098	-
Ms. Porakoch Jongkolsiri	7150	-

Any 1 of the auditors shall conduct the audit and express their opinion on the Company's financial statements for 2025.

Should the auditors per the above list not be able to perform their duties, Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. shall be empowered to appoint another certified public accountant from Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. to act as such instead.

The auditors per the above list are qualified and do not have any characteristics contrary to the requirements of the Stock Exchange of Thailand or do not have any relationship or interest with the Company, its subsidiaries, executives, major shareholders or their concerned persons, and thus they are independent enough to conduct the audit and express their opinions on the Company's financial statements. The profiles and experience of the respective auditors are described in [Attachment 4](#), which has been distributed to all shareholders together with the invitation letter for this Meeting.

and approved the auditor's remuneration for 2025 in the amount of 1,950,000 Baht per year, as proposed in all respects, with the voting results as follows:

Shareholder's votes	Number (votes)	Percentage of shareholders attending the Meeting and casting their votes
Approved	240,301,301	99.9735
Disapproved	63,601	0.0265
Voided Ballot	0	0.00
Total	240,364,902	100.00
Abstained	0	-

- Remarks
1. The resolution on this agenda item must be approved by a majority of votes of the shareholders present at the Meeting and casting their votes.
 2. In this agenda item, there were no additional shareholders registering to attend the Meeting.

Agenda Item 9 To acknowledgment of the change in the utilization of proceeds from the Initial Public Offering (IPO)

The Chairman delegated Mr. Arkradej Liamcharoen, Vice President of Accounting and Finance to present the details of this agenda item to the Meeting.

In order for the Company to comply with the Notification of the Securities and Exchange Commission No. SorJor. 63/2561 regarding the Change in the Utilization of Proceeds as Disclosed in the Registration Statement for Securities Offering and the Draft Prospectus, dated November 5, 2018, which requires the Company to report any changes in the utilization of funds raised from the Initial Public Offering (IPO) to the shareholders after obtaining approval from the Board of Directors' resolution.

Accordingly, it is deemed appropriate to propose that the Annual General Meeting of Shareholders for the year 2025 acknowledge the change in the utilization of IPO proceeds. This change involves reallocating the investment funds or expenses among the categories previously disclosed in the registration statement to be used as working capital for the Company's operations, ensuring maximum benefit to the Company and its shareholders. The details of the proposed changes are as follows:

Purpose of use	Existing Estimated amount (million Baht)	Estimated amount based on the proposed utilization plan (million Baht)
1. Financial institution debt settlement	350.00	350.00
2. Used as working capital in business operation	172.38	272.38
3. Used to finance the construction of new projects		
- Ready Meal	250.00	192.27
- Rice Bar	100.00	57.73
Total	872.38	872.38

This change in the objectives of utilizing of the proceeds received from capital increase from IPO is intended to optimize the management of proceeds received from the IPO for the maximum benefit of the Company and shareholders, as well as to improve operational efficiency and the Company's business plan. This change is considered non-material as it involves reallocating investment proceeds or expenses between transactions that have already been disclosed through the disclosure system. Therefore, the Company is required to seek approval from the Board of Directors' meeting and report this change to the shareholders' meeting for acknowledgment at the next meeting.

The Board of Directors has considered and deemed it appropriate to propose to the 2025 Annual General Meeting of Shareholders to acknowledgment of the change in the utilization of proceeds from the Initial Public Offering (IPO).

The Chairman gave the shareholders an opportunity to inquire and express their opinions. The Meeting Facilitator explained the method of asking questions or expressing opinions using the Zoom program to the shareholders. No shareholders or proxy holders raised any inquiries or expressed opinions.

Remark: This agenda item is for acknowledgment only and requires no resolution.

Agenda Item 10 To consider other matters (if any)

The Chairman gave the shareholders or proxies an opportunity to propose additional matters for the Meeting's consideration. Shareholders holding not less than one-third

(1/3) of the total number of sold shares may request the Meeting to consider other matters beyond those specified in the Notice of the Meeting.

The Chairman invited shareholders to ask questions and express opinions. The meeting facilitator explained the process for inquiries and comments via the Zoom program. Key questions and responses are summarized as follows:

1. Mr. Worachet Chaiwiratana, a shareholder attending the meeting in person:

Suggested that the Company should consider organizing future meetings in a hybrid format to benefit all stakeholders and align with the guidelines prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand.

2. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Asked whether the Company has adopted AI technology in its operations, such as in marketing.

Mr. Weerachon explained that the Company is currently exploring the use of AI in both production and management. Employees have been assigned to study and undergo training to determine the most suitable and beneficial types of AI for each department. This initiative aims to utilize data and behavioral analytics to develop products that better meet consumer needs.

3. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Further inquired about the marketing budget as a percentage of sales and how the Company measures the effectiveness of such spending.

Mr. Somchai explained that the marketing budget is set at approximately 1–15% of total sales, varying by business segment. The Company has been increasingly utilizing social media for advertising. Budget planning is carefully managed to ensure effectiveness and is expected to support the achievement of growth targets.

4. Mr. Narongchai Ratanachan, a shareholder attending the meeting in person:

Asked about the expected increase in production capacity at the new factory and which customer segments it is designed to support.

Mr. Somchai explained that the new factory is expected to increase bread production capacity to approximately 700,000 pieces, supporting growth over the next 3–4 years. Bread slice production will be relocated to the new factory, while the existing factory will focus on diversifying its bakery product offerings. The new facility will serve both domestic and international markets, particularly with a focus on frozen goods for export.

5. Mr. Narongchai Ratanachan, a shareholder attending the meeting in person:

Also asked whether the Company has taken steps to register patents for its products.

Mr. Weerachon explained that the Company has proceeded with patent registrations for various product lines, such as coconut water, including registrations in international markets.

6. Mr. Apinan Jirakomes, a shareholder attending the meeting in person:

Asked about the Company's long-term growth strategy, noting that its products are well-represented in 7-Eleven stores.

Mr. Somchai explained that the Company's long-term growth strategy involves multi-dimensional expansion within the food business—ranging from front-of-store bakery segments, export-oriented subsidiaries, to the development of new innovations such as coconut water and canned fruit. These expanded ventures are expected to deliver sustainable growth.

7. Mr. Apinan Jirakomes, a shareholder attending the meeting in person: :

Further asked whether the Company expects to recognize profit growth in 2026, considering the new factory's associated expenses.

Mr. Somchai explained that while interest and depreciation expenses are expected to increase, the Company anticipates that sales in each business unit will meet their respective targets.

8. Mr. Apinan Jirakomes :

Also asked whether the new factory project has received or will receive BOI (Board of Investment) promotion privileges to reduce the tax burden.

Mr. Weerachon explained that the Company has plans to apply for BOI promotion privileges and that the application process is currently underway.

9. Mr. Paisarn Kittiruangpol, a shareholder attending the meeting in person:

Asked for a comparison of the Company's revenue, costs, and expenses in Q1 relative to the same period last year and to Q4.

Mr. Somchai explained that the Company's performance met the projected target, achieving a growth rate of 16 percent, which is not lower than the previously presented target.

10. Ms. Somrudee Kerdbankram, a shareholder attending the meeting in person:

Asked that the first quarter has passed, will the management increase this year's targets? And if there is an emergency, does the Company have any business interruption insurance? What are the backup plans?

Mr. Somchai explained that at the present, there has been no increase in the target and the Company has business interruption insurance.

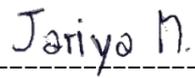
Since no shareholders or proxies propose any other agendas for consideration, the Chairman informed the Meeting that the 2025 Annual General Meeting of Shareholders has completed all the agenda items specified in the notice of the meeting. On behalf of the Board of Directors, the Chairman thanked all the shareholders for their time in participating in the Meeting today and stated to close the Meeting.

The Meeting was adjourned at 12.25 hours.

A handwritten signature in blue ink, reading "S. Chrityakierne", written over a horizontal dashed line.

(Mrs. Suvimol Chrityakierne)

Chairman of the Board of Director

A handwritten signature in black ink, reading "Jariya N.", written over a horizontal dashed line.

(Mrs. Jariya Musigchai)

Company Secretary

**Annual Report 2025 (Form 56-1 One Report),
together with the Financial Statements for the year ended December 31, 2025,
QR Code format**

The Thailand Securities Depository Co., Ltd., as a securities registrar under the Stock Exchange of Thailand (SET), has developed a system which allows SET listed companies to send to the shareholders documents regarding the Annual General Meeting of Shareholders, Financial Statements and Annual Report (56-1 One Report) in the form of e-books accessible through QR Code, thus allows the shareholders to access the information with ease.

**QR Code for Annual Report 2025
(Form 56-1 One Report) and
the Financial Statements for the year ended December 31, 2025**



Instruction for Downloading of QR Code

▪ **For iOS System (iOS 11 and above)**

1. Turn on the mobile camera.
2. Turn the mobile camera to the QR Code to scan it.
3. The notification will appear on top of the screen. Click on the notification to access documents regarding the meeting.

Remark: If the notification does not appear on the mobile phone, the QR Code can be scanned with other applications such as QR Code Reader, Facebook or LINE.

▪ **For Android System**

- Scan QR Code via LINE application → Open applications LINE Click on "Add friends" → Choose "QR Code" → Scan the QR Code
- Scan QR Code via QR Code Reader → Open applications QR Code Reader → Scan the QR Code
- Scan QR Code via Facebook application → Open applications Facebook and Click on "Search" → Click on "QR Code" → Scan the QR Code

In addition, Shareholders may download Annual Report 2025 (Form 56-1 One Report), together with the Financial Statements for the year ended December 31, 2025 from our website at <https://nslfoods.com/en/investor-relations/publications/>.

List and profiles of directors due to retire by rotation and nominated for reappointment for another term and definition of an independent director

1. Mrs. Suvimol Chrityakierne

Type of Director Nominated for Election Chairman of the Board,
Independent Director

Age 73 Years

Current Position Chairman of the Board, Independent Director

Year in Position 6 Years 3 Months

Shareholding Proportion (including spouses and children)

0.01% (As of 31 December 2025)

Educational Qualification

1. BA in Accountancy, Chulalongkorn University
2. MA in Accountancy, Chulalongkorn University

Training Program

Certification from Thai Institute of Directors (IOD)

- Director Certification Program (DCP) Class 92/2007
- Diploma – Advanced Audit Committee Program (AACP) Class 27/2017
- Ethical Leadership Program (ELP) Class 10/2017

Current Position in Other Listed Company in Thailand

2017 – Present Independent Director and Chairman of Audit Committee, Team Consulting Engineering and Management Public Co., Ltd.

2015 – Present Independent Director and Chairman of Audit Committee, Khonburi Sugar Public Co., Ltd.

Current Position in Non-Listed Company / Other Organization

2010 – Present Director, DIA International Audit Co., Ltd.

2002 – Present Director, 75 CPE Co., Ltd.

1990 – Present Director, DIA Audit Co., Ltd.

1988 – Present Director, Yongsomjai Co., Ltd.

Work Experience for the last 5 years

2019 – Present Independent Director and Chairman of the Board, NSL Foods Plc.

2017 – Present Independent Director and Audit Committee, Team Consulting Engineering and Management Public Co., Ltd.

2015 – Present Independent Director and Chair of Audit Committee, Khonburi Sugar Public Co., Ltd.

2010 – Present Director, DIA International Audit Co., Ltd.



2002 – Present Director, 75 CPE Co., Ltd.

1990 – Present Director, DIA Audit Co., Ltd.

1988 – Present Director, Yongsomjai Co., Ltd.

Current Directorship / Executive in Other Companies Potentially having Conflict of Interest or in Competition with the Company – None –

Illegal Record in the Past 10 Years – None –

Relationship with Executives – None –

Meeting Attendance in the Previous Year (between 1 January 2025 – 31 December 2025)

Meeting	Year 2025
1. Board of Directors	7/7 meetings (100%)

2. Assoc. Prof. Dr. Pannipa Rodwanna**Type of Director Nominated for Election**

Chairman of Audit Committee, Independent Director

Age 72 Years

Current Position Chairman of Audit Committee, Independent Director

Year in Position 6 Years 3 Months

Shareholding Proportion (including spouses and children)

- None - (As of 31 December 2025)

Educational Qualification

1. BA in Accountancy, Chulalongkorn University
2. MA in Accountancy, Chulalongkorn University
3. M.S. Computer Information System, Assumption University
4. Ph.D. in Accountancy, Chulalongkorn University
5. Diploma in Auditing, Chulalongkorn University

Training Program

Certification from Thai Institute of Directors (IOD)

- Director Accreditation Program (DAP) Class 167/2019

Current Position in Other Listed Company in Thailand

- None -

Current Position in Non-Listed Company / Other Organization

- None -

Work Experience for the last 5 years

2019 – Present Independent Director and Chairman of Audit Committee, NSL Foods Plc.

Current Directorship / Executive in Other Companies Potentially having Conflict of Interest or in Competition with the Company

- None -

Illegal Record in the Past 10 Years

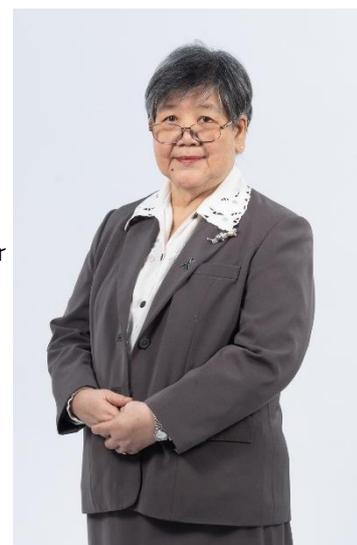
- None -

Relationship with Executives

- None -

Meeting Attendance in the Previous Year (between 1 January 2025 – 31 December 2025)

Meeting	Year 2025
1. Board of Directors	7/7 meetings (100%)
2. Audit Committee's Meeting	6/6 meetings (100%)



3. Mr. Weerachon Khaophong

Type of Director Nominated for Election

Director

Age 57 Years
Current Position Director, Executive Vice President
Year in Position 6 Years

Shareholding Proportion (including spouses and children)

- None - (As of 31 December 2025)

Educational Qualification

1. B.Sc., Srinakarinwirot University
2. MA in Environmental Management, National Institute of Development Administration (NIDA)

Training Program

Certification from Thai Institute of Directors (IOD)

- Director Accreditation Program (DAP) Class 164/2019
- Financial Statements for Directors (FSD) Class 43/2020
- How to Develop a Risk Management Plan (HRP) Class 34/2023
- Risk Management Program for Corporate Leaders (RCL) Class 30/2023
- Board Reporting Program (BRP) Class 48/2567
- The Board's Role in Mergers and Acquisitions (BMA) Class 8/2567
- Strategic Board Master Class (SBM) Class 14/2567
- Successful Formulation & Execution of Strategy (SFE) Class 47/2568

Current Position in Other Listed Company in Thailand

- None -

Current Position in Non-Listed Company / Other Organization

2025 – Present Director NSL Integration Co., Ltd.
 2025 – Present Director Pro Natural Foods Co., Ltd.
 2024 – Present Director NSL Inno Foods Co., Ltd.
 2023 – Present Director NSL Bake A Wish Co., Ltd.
 2023 – Present Director NSL Intertrade (2023) Co., Ltd.
 2023 – Present Director Penl F&B Co., Ltd.

Work Experience for the last 5 years

2020 – Present Director and Executive Vice President, NSL Foods Plc.
 2025 – Present Director NSL Integration Co., Ltd.
 2025 – Present Director Pro Natural Foods Co., Ltd.



2024 – Present Director NSL Inno Foods Co., Ltd.

2023 – Present Director NSL Bake A Wish Co., Ltd.

2023 – Present Director NSL Intertrade (2023) Co., Ltd.

2023 – Present Director Penl F&B Co., Ltd.

1999 – 2019 Managing Director, Q&A Quality and Calibration Co., Ltd.

Current Directorship / Executive in Other Companies Potentially having Conflict of Interest or in Competition with the Company – None –

Illegal Record in the Past 10 Years – None –

Relationship with Executives – None –

Meeting Attendance in the Previous Year (between 1 January 2025 – 31 December 2025)

Meeting	Year 2025
1. Board of Directors	7/7 meetings (100%)

Definition of Independent Director

Independent Director means a qualified individual and possesses an independency according to the Company's Audit Committee Charter and Corporate Governance Policy established by the Board of Directors, which have been defined equally to the criteria established by the Stock Exchange of Thailand and the Securities and Exchange Commission. An Independent Director shall:

1. Holding no exceeding 1 percent of the total number of voting shares of the Company, its parent companies, subsidiaries, associate companies, major shareholders or persons with controlling power of the Company. For this purpose, shareholding of related persons of such independent directors shall be accumulated with the shareholding of the independent directors.

2. Not being or not having been directors involved in the management, employees, hired workers, advisers earning fixed salary or persons with controlling power of the Company, its parent companies, subsidiaries, associate companies and same-level subsidiaries, major shareholders or persons with controlling power of the Company except where such status has terminated at least two years before the date on which he or she has assumed the position of a member of the Audit Committee. This prohibited status shall, however, exclude the case where the independent director used to be a government official or adviser of a governmental agency, which is a major shareholder or the controlling person of the Company.

3. Not being a person who is related by blood or legal registration as father, mother, spouse, sibling and child, including spouse of child of other directors, executives, major shareholders, controlling person or person to be nominated as director, executive or controlling person of the Company or its subsidiaries.

4. Not having or having had a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder or controlling person in a manner that may interfere with independent judgement. This prohibition shall also include cases where the independent is or has been a significant shareholder or the controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder or controlling person except where such relationships have terminated at least two years.

The business relationship described above shall include normal business transactions, rental or lease of immovable property, transactions relating to assets or services or granting or receipt of financial assistance by way of acceptance or provision of loan, guarantee, use of assets as collateral, and such other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in an amount starting from three percent of the net tangible assets of the Company or from THB 20million baht or more, whichever amount is lower. Such indebtedness shall be calculated in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of one year prior to the date of establishing the business relationship with the related person.

5. Not being or having been an auditor of the Company, its parent company, subsidiary, associate company, majority shareholder, or controlling person, and not being a significant shareholder, person with controlling power, or partner of the audit firm which employs the auditor of the Company, its parent company, subsidiary, associate company, majority shareholder, or person of controlling power, except where such relationship has terminated not less than two years.

6. Not being or having been a provider of professional services, including legal advisory services or financial advisory services earning a service fee of more than THB two million per year from the Company, its parent company, subsidiary, associated company, majority shareholder, or person with controlling power, and not being a significant shareholder, person with controlling power, or partner of such provider of professional services, except where such relationship has terminated not less than two years.

7. Not being a director who is appointed as the representative of directors of the Company, major shareholder, or shareholder who is a connected person of a major shareholder.

8. Not undertaking any business of the same nature and in significant competition with that of the Company or its subsidiary, or not being a significant partner in a partnership, or an executive director, employee, hired worker, adviser earning regular monthly salary, or holding more than one percent of the voting shares of another company that undertakes a business of the same nature and in significant competition with that of the Company or its subsidiary.

9. Not being a director assigned by the Board of Directors to make decisions regarding business operations of the Company, its parent company, subsidiary, associated company, majority shareholder, or person with controlling power.

10. Not being a director of parent company, subsidiary or same-level subsidiary, which are listed companies.

11. Having other complete and appropriate qualifications required by the law or in accordance with the requirements of government agencies.

12. Not having any other characteristics that could cause the independent directors to express their independent opinion about business operations of the Company.

Profiles of the Auditors

1. Miss Lasita Magut	
Certified public accountant registration number	9039
Audit firm	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Education	<ul style="list-style-type: none"> - Master of Science in Accounting, Chulalongkorn University - Bachelor in Accounting, Thammasat University
Work experiences	<ul style="list-style-type: none"> - Audit Partner Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. - Certified Public Accounting (CPA), Thailand, approved by the Office of Securities and Exchange Commission, Thailand (SEC) - Sub-committee of the Ethics for Professional Accountants - Member of the Thailand Federation of Accounting Professions (TFAC)
Relationship or interest or transaction having possible conflict of interests with the company, the management, major shareholders or any parties relating to those persons	None

2. Mrs. Darunee Chantra	
Certified public accountant registration number	8625
Audit firm	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Education	<ul style="list-style-type: none"> - Bachelor of Accountancy, Thammasat University - Bachelor of Law, Chulalongkorn University - Bachelor of Business Administration, Ramkhamhaeng University
Work experiences	<ul style="list-style-type: none"> - Audit Partner Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. - Certified Public Accounting (CPA), Thailand, approved by the Office of Securities and Exchange Commission, Thailand (SEC) - Responsible for auditing both Thai companies, multinational companies and companies listed on the Stock Exchange of Thailand. Experienced in auditing various types of businesses including commercial banks, financial institutions, hire purchase and long-term lease (Leasing), vehicle registration loans. - Member of the Thailand Federation of Accounting Professions (TFAC)
Relationship or interest or transaction having possible conflict of interests with the company, the management, major shareholders or any parties relating to those persons	None

3. Mrs. Wilasinee Krishnamra	
Certified public accountant registration number	7098
Audit firm	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Education	<ul style="list-style-type: none"> - Master of Commerce in Accounting, University of Sydney, Australia - Bachelor Degree in Accountancy, Kasetsart University
Work experiences	<ul style="list-style-type: none"> - Audit Partner Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. - Certified Public Accounting (CPA), Thailand, approved by the Office of Securities and Exchange Commission, Thailand (SEC) - Member of Sub-committee on Oversight and Investigations of the Federation of Accounting Professions - Individual Practicing Associate Member of Lao Chamber of Professional Accountants and Auditors, Lao People's Democratic Republic - Member of the Thailand Federation of Accounting Professions (TFAC)
Relationship or interest or transaction having possible conflict of interests with the company, the management, major shareholders or any parties relating to those persons	None

4. Miss Porakoch Jongkolsiri	
Certified public accountant registration number	7150
Audit firm	Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.
Education	<ul style="list-style-type: none"> - Master of Business Administration, National Institute of Development Administration (NIDA), Thailand - Bachelor of Accountancy, Thammasat University, Thailand
Work experiences	<ul style="list-style-type: none"> - Audit Partner Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. - Certified Public Accounting (CPA), Thailand, approved by the Office of Securities and Exchange Commission, Thailand (SEC) - Investigation Subcommittee of Thai Federation of Accounting Profession - Experience in providing audit and advisory services to Thai companies and international groups including organizing and coordinating audit of international companies and communication with foreign auditors. She serves clients in a wide range of sectors including manufacturing, trading business and logistics business. - Member of the Thailand Federation of Accounting Professions (TFAC)
Relationship or interest or transaction having possible conflict of interests with the company, the management, major shareholders or any parties relating to those persons	None

Rules for attending the shareholders' meeting via electronic media (E-AGM)

Shareholders or proxies who wish to attend the meeting must submit documents proving their identity as specified to the Company **within April 15, 2026**. The Company shall verify the list of shareholders according to the closing information of the shareholders' register book who have the right to attend the meeting wholly and correctly. After that, the electronic conferencing service provider will send a Link to attend the meeting and the user manual to the Email you have sent to inform the Company. The Link will be sent three days in advance of the meeting date.

Requesting to attend the meeting via electronic media

Shareholders wishing to attend the meeting via electronic media must notify their intention to attend the meeting in two ways as follows:

1. Submit your request to attend the meeting by sending information via Email or postal mail.
2. Submit your request to attend the meeting by sending information via website or QR Code.

If shareholders wish to notify their intention to attend the meeting via electronic media (E-AGM) by sending information via Email or postal:

1. Please fill in the document requesting to attend the meeting via electronic media (E-AGM) (Attachment 8) by specifying your Email and your mobile phone number clearly for registering for the meeting.
2. Attach a copy of proof of identity to confirm the right to attend the E-AGM meeting.
 - 2.1 Shareholders who are natural persons:
 - If a shareholder wishes to attend the meeting in person via E-Meeting:
 - Attach a copy of a valid government-issued identification document such as an ID card, government ID card, driver's license, or passport. In case of name-surname changes, shareholders are requested to attach supporting evidence.
 - If a shareholder appoints another person to attend the meeting on his/her behalf via E-Meeting:
 - The Proxy Form C (attached with the invitation letter) is filled in all information signed by the proxy grantor and the proxy correctly and entirely together with duty stamp affixed;
 - A copy of the proxy grantor's identity document, such as an ID card, a government official ID card, passport (In the case of foreigners) that has not expired and signed certifying the true copy of the proxy.
 - A copy of the proxy's identity document, such as an ID card, a government official an ID card, passport (In the case of foreigners) that have not expired and signed certifying the true copy of the proxy.
 - 2.2 Shareholders who are juristic persons:
 - If the person authorized to sign on behalf of the juristic person (director) wishes to attend the meeting in person via electronic media (E-Meeting)

- A copy of the shareholder's juristic person registration certificate issued no later than one year before the date of the shareholders' meeting, which is duly certified by the juristic person representative (director) authorized to sign on behalf of the juristic person.
- A copy of the identity document of the representative of the juristic person (director), such as an ID card, a government official ID card, passport (In the case of foreigners) that has not expired and signed to certify the true copy.
- If the proxy is assigned to attend the meeting instead via electronic media (E-Meeting)
 - The Proxy Form C (attached with the invitation letter) is filled in all information signed by the proxy grantor and the proxy correctly and entirely together with duty stamp affixed;
 - A copy of the shareholder's juristic person registration certificate issued no later than one year before the date of the shareholders' meeting, which is duly certified by the juristic person representative (director) authorized to sign on behalf of the juristic person.
 - A copy of the identity document of the representative of the juristic person (director), such as an ID card, a government official ID card, passport (In the case of foreigners) that has not expired and signed to certify the true copy.
 - Copy of the identity document of the proxy as in the case of natural persons as mentioned above.

Suppose the documents or evidence mentioned above are not Thai or English versions. In that case, the shareholders must present an English translation of the document signed to certify the translation by the shareholder or by an authorized signatory to bind that juristic person (in the case of a juristic person).

3. Submit the documents requesting to attend the meeting via electronic media (item 1) and proof of identity together with supporting documents (item 2) by sending to the Company **within April 15, 2026.**

- Email channel: ir@nslfoods.com
- Postal channels: Company Secretary
 NSL Foods Public Company Limited
 55/22 Moo 3 Bangbuathong–Nonthaburi Bridge (345) Road,
 Lampo Subdistrict, Bangbuathong District, Nonthaburi 11110

If a shareholder wishes to submit a request to attend the meeting via electronic media (E-AGM) via the website or QR Code

1. Request to attend the meeting via Web Browser: Chrome by going to

Scan QR Code	Go to Link
	https://nsl.thekoble.com/agma/emeeting/index/1

2. Fill in the information of shareholders:
 1. Securities holder account number;
 2. Name (do not include a title)
 3. Last Name
 4. ID card number;
 5. Choose to accept the terms and consent to access to personal information;
 6. Press "Confirm"

3. Check the name of the shareholder and the number of shares. If correct, please fill in shareholder information.
 1. Name – Surname (English);
 2. Email to receive a link to attend the meeting;
 3. Mobile phone number;

Self-Attending: Shareholder's mobile number.
Proxy: **Proxy's mobile number**. (Used to log in system).
 4. Select the attendance type:
 - i. Attend the meeting in person via E-AGM;
 - ii. Authorize the natural persons to attend the meeting via E-AGM;
 - iii. Assign a proxy to an independent director;
 5. Press "Next"

In the case of shareholders attending the meeting in person:

Prepared shareholders' identification documents

1. Attach a copy of the shareholder's identity document;
2. Attach a copy of other identity documents;
3. Press "Next";
4. The system will display a message "Information received successfully," check the name, surname, and number of shares again;
5. Close window to finish;

In the case of appointing the natural person to attend the meeting via E-AGM:

Prepared shareholders' identification documents

1. Attach a copy of the shareholder's identity document;
2. Attach a copy of other identity documents;
3. Press "Next";
4. Save the proxy's information and attach supporting documents:
 - a. Name-surname of the proxy (Thai language);
 - b. Name-surname of the proxy (English);
 - c. Attach a copy of the proxy's identity document;
 - d. Attach the proxy form with complete information and signature;
5. Press "Next";
6. The system will display a message "Information received successfully," check the name, surname, and number of shares again;
7. Close window to finish;

In the case of appointing a proxy to an independent director:

1. Attach a copy of the shareholder's identity document (Like in the case of shareholders attending the meeting in person);
2. Attach the completed and signed proxy form;
3. Press "Next";
4. The system will display a message "Information received successfully," check the name, surname, and number of shares again;
5. Close window to finish;

Remark: The system for receiving the request to attend the meeting will be open for operation from March 26, 2026 to April 15, 2026 or until the meeting is completed. (The system does not accept information on Saturdays, Sundays, and public holidays.)

Suppose the documents or evidence mentioned above are not Thai or English versions. In that case, the shareholders must present an English translation of the document signed to certify the translation by the shareholder or by an authorized signatory to bind that juristic person (in the case of a juristic person).

Electronic Meeting Attendance (E-AGM):

1. Once the shareholders or proxies wish to attend the meeting and have been fully verified, you will receive an Email from the meeting organizer, a link for attending the meeting, and a system's user manual two days before the meeting date. Please study the manual on how to use the E-AGM meeting system in detail. If you haven't received the Email within April 21, 2026, please get in touch with the Company immediately.
2. Please prepare the following information for logging in the meeting
Self-Attending: Shareholder Account Number (10 digits Number) and ID Card.
Proxy: Proxy ID Card and Proxy's Mobile Number.

3. Meeting attendance and voting via electronic media can be used with computers/notebooks/tablets and mobile phones via Web Browser: Chrome with 4G internet speed or home internet basic.

Note: In case of meeting via tablet and mobile phone, Zoom Cloud Meeting program must be installed before attending the meeting, which can be downloaded as follows:

IOS system	Android system
	
https://apps.apple.com/th/app/zoom-cloud-meetings/id546505307	https://play.google.com/store/apps/details?id=us.zoom.videomeetings

4. The system will open for meetings 60 minutes before the start of the meeting. However, the live broadcast will only start at the time of the meeting.
5. To log in, attendees must use the information of the shareholder registration number and the shareholder's ID card number.
6. Voting through the E-Voting system, you will be able to vote for each agenda only by voting for agreeing, disagreeing, or abstaining. In case of not voting in any agenda, the system will be deemed to vote as agree immediately (using the vote-counting method by pouring votes towards agreeing).
7. If attendees have any problems or problems in using the E-AGM system, you can contact OJ International Co., Ltd. at the phone number specified in the Email that sends you the system's user manual.

***** This E-AGM meeting will be an electronic meeting only and will not be held in a conventional meeting venue; therefore, shareholders are requested not to come to the Company. *****

If a shareholder wishes to appoint an independent director as a proxy:

Suppose any shareholders cannot attend the E-AGM meeting in person or cannot appoint other proxies to attend the E-AGM meeting and wish to appoint an independent director as a proxy. In this regard, they can send a proxy form (Attachment 6) specifying the proxy as one of the independent directors as specified by the Company along with supporting documents to the Company by the date **within April 15, 2026**, via the following channels:

- By Email: ir@nslfoods.com
- By mail: Company Secretary
NSL Foods Public Company Limited
55/22 Moo 3 Bangbuathong–Nonthaburi Bridge (345) Road,
Lampo Subdistrict, Bangbuathong District, Nonthaburi 11110

Note: If the shareholders specify their votes in each agenda, the independent directors will cast their votes as specified in the proxy form. In which the voting in each agenda, shareholders have the right to vote in agreeing, disagreeing, or abstaining only and cannot divide a partial vote (unless it is a Custodian vote).

In the case of a shareholder who is a foreign investor and appoints a custodian in Thailand to be a stock depository and keeper:

Please submit the following information:

1. The Proxy Form C (attached with the invitation letter) is filled in all information signed by the proxy grantor and the proxy correctly and entirely together with a 20-baht duty stamp affixed;
2. Custodian juristic person registration certificate (Custodian) with a signature certifying true copy by the authorized signatory on behalf of the juristic person of the Custodian or the attorney with the corporate seal (if any).
3. A power of attorney from the shareholders for the Custodian to be authorized to sign the proxy form;
4. A letter confirming that the person signing the proxy form is authorized to operate a custodian business;
5. Copy of ID card, or a copy of government official ID card, or copy of passport (In the case of foreigners) of the proxy with certified the true copy;
6. Submit information via the following channels:
 - By Email: ir@nslfoods.com
 - By mail: Company Secretary
NSL Foods Public Company Limited
55/22 Moo 3 Bangbuathong–Nonthaburi Bridge (345) Road,
Lampo Subdistrict, Bangbuathong District, Nonthaburi 11110

Submitting advice or questions related to business, industry, Company performance, or related to any agenda which will be considered at the E-AGM meeting:

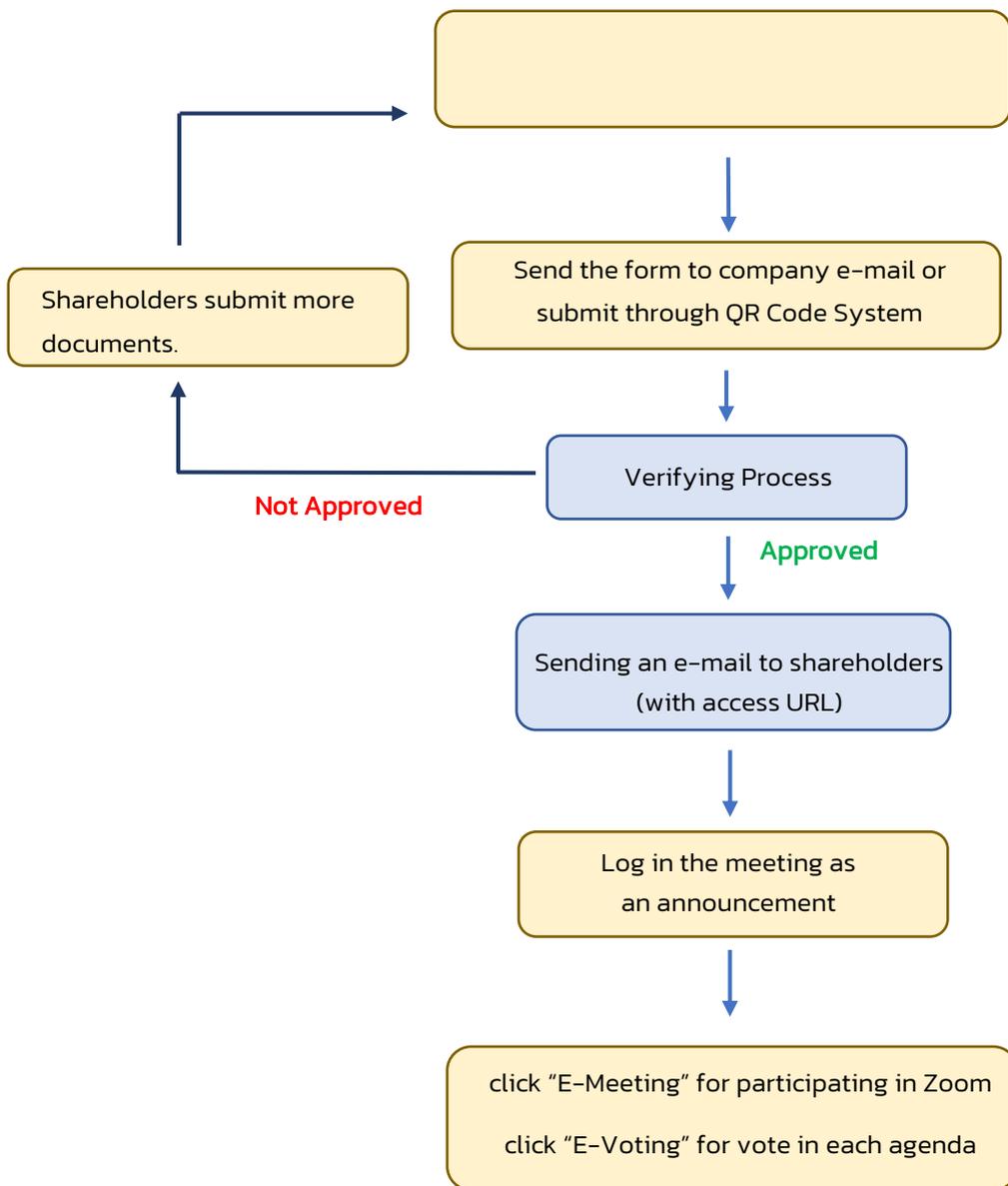
If shareholders wish to submit suggestions or questions, they can be done in two ways as follows:

1. Send advice or questions **in advance** to the Company before the meeting date through the following channels:
 - By Email: ir@nslfoods.com
 - Telephone: 0-2585-8520-1 Ext. 1010
 - By mail: Company Secretary
NSL Foods Public Company Limited
55/22 Moo 3 Bangbuathong-Nonthaburi Bridge (345) Road,
Lampo Subdistrict, Bangbuathong District, Nonthaburi 11110
2. Submit advice or questions **during the meeting** to those attending the E-AGM meeting. The attendee must specify his/her first and last name and state whether his/her is a shareholder attending the meeting himself/herself or a proxy. Before every suggestion or question is submitted, the Company has opened channels for sending advice and questions during the meeting as follows:
 - Chat channel for text messages;
 - An audio chat channel where attendees press the raising hand button and turn on the microphone on their device after the operator sends you an invitation to chat. Please turn off the microphone after the conversation is finished every time (For more details, please refer to the user manual sent to the attendees' Emails).

In this regard, if shareholders have questions about the meeting, they can contact the following staff:

1. Regarding submitting documents confirming identity to attend the shareholders' meeting via E-Meeting, please contact the Company Secretary for further information via the Company's contact channels as detailed above.
2. Regarding the process of attending the meeting and voting via E-Meeting, in the case of correct and complete identity verification, please contact OJ International Co., Ltd. at the phone number specified in the Email that sends you the system's user manual.

E-AGM Flowchart



ติดอากร
แสตมป์ 20
บาท
Duty Stamp
Bath 20

แบบหนังสือมอบฉันทะ

PROXY FORMS

หนังสือมอบฉันทะแบบ ก.

(แบบทั่วไปซึ่งเป็นแบบที่ง่ายไม่ซับซ้อน)

PROXY FORM A

(General and Simple Form)

เขียนที่.....

Written at

วันที่.....เดือน.....พ.ศ.....
Date Month Year

(1) ข้าพเจ้า..... สัญชาติ..... อยู่บ้านเลขที่.....
I/We Nationality residing at No.
ถนน..... ตำบล/แขวง..... อำเภอ/เขต.....
Road Tambon/Sub-district Amphoe/District
จังหวัด..... รหัสไปรษณีย์.....
Province Postal Code

(2) เป็นผู้ถือหุ้นของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน)
As a shareholder of NSL Foods Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้นรวม..... หุ้น และ ออกเสียงลงคะแนนได้เท่ากับ..... เสียง ดังนี้
Holding a total number of shares and a total of votes votes, as follows
หุ้นสามัญ..... หุ้น ออกเสียงลงคะแนนได้เท่ากับ..... เสียง
Ordinary shares shares, the number of votes votes
หุ้นบุริมสิทธิ..... หุ้น ออกเสียงลงคะแนนได้เท่ากับ..... เสียง
Preferred shares shares, the number of votes votes

(3) ขอมอบฉันทะให้
Hereby appoint:

(1)..... อายุ..... ปี อยู่บ้านเลขที่.....
Age years, residing at
ถนน..... ตำบล/แขวง..... อำเภอ/เขต.....
Road Tambon/Sub-district Amphoe/District
จังหวัด..... รหัสไปรษณีย์..... หรือ
Province Postal Code ; or

- (2) **นางสุวิมล กฤตยาเกียรติ** ตำแหน่งกรรมการอิสระ/ประธานกรรมการ อายุ 73 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
- Mrs. Suvimol Chrityakierne**, Independent Director/Chairman of the Board, Age 73 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (3) **ศ. ดร. พรรณนิภา รอดวรรณะ** ตำแหน่งกรรมการอิสระ/ประธานกรรมการตรวจสอบ อายุ 72 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
- Assoc. Prof. Dr. Pannipa Rodwanna**, Independent Director/Chairman of Audit Committee, Age 72 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (4) **นายชัยวุฒิ จ้างนงสุทรเสถียร** ตำแหน่งกรรมการอิสระ อายุ 48 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
- Mr. Chaiwut Jumnongsutasathien**, Independent Director, Age 48 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (5) **นายอาณาจักร ลิมไพรัตน์** ตำแหน่งกรรมการอิสระ อายุ 41 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110
- Mr. Anajak Liphaisan**, Independent Director, Age 41 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110

คนหนึ่งคนใดเพียงคนเดียวเป็นผู้แทนของข้าพเจ้าเพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ของบริษัท เอ็นเอสแอล พิวดส์ จำกัด (มหาชน) ในวันศุกร์ที่ 24 เมษายน 2569 เวลา 10.00 น. โดยการประชุมผ่านสื่ออิเล็กทรอนิกส์ (e-AGM) ภายใต้พระราชกำหนดว่าด้วยการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และประกาศกระทรวงดิจิทัลเพื่อเศรษฐกิจและสังคม เรื่อง มาตรฐานการรักษาความมั่นคงปลอดภัยของการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และกฎเกณฑ์อื่นที่เกี่ยวข้อง หรือที่จะพึงเลื่อนไป ในวัน เวลา และสถานที่อื่นด้วย

Only one of them as my/our proxy to attend and vote in the 2026 Annual General Meeting of Shareholders of NSL Foods Public Company Limited to be held on Friday, April 24, 2026, 10.00 a.m. through electronic meeting (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2020), Notification of the Ministry of Digital Economy and Society, re: Standards for Maintaining Security of Meetings via Electronic Means, B.E. 2563 (2020) and other related laws and regulations, or at any adjournment thereof to any other date, time and place.

กิจการใดที่ผู้รับมอบฉันทะได้กระทำได้ในการประชุมนั้น ให้ถือเสมือนว่าข้าพเจ้าได้กระทำเองทุกประการ

Any act(s) undertaken by the proxy at such meeting shall be deemed as my/our own act(s) in all respects.

ลงชื่อ/Signed.....ผู้มอบฉันทะ/Grantor
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

หมายเหตุ / Note:

ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนน ไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้

The shareholder appointing the proxy must authorize only one proxy to attend and vote at the Meeting and may not split the number of shares to many proxies to vote separately.

ติดอากร
แสตมป์ 20
บาท
Duty Stamp
Bath 20

หนังสือมอบฉันทะ แบบ ข.
(แบบที่กำหนดรายการต่างๆ ที่จะมอบฉันทะอย่างละเอียดชัดเจนตายตัว)
PROXY FORM B
(Form with fixed and specific details for authorizing proxy)

เขียนที่.....

Written at

วันที่.....เดือน.....พ.ศ.....
Date Month Year

(1) ข้าพเจ้า.....สัญชาติ.....อยู่บ้านเลขที่.....
I/We Nationality residing at No.
ถนน.....ตำบล/แขวง.....อำเภอ/เขต.....
Road Tambon/Sub-district Amphoe/District
จังหวัด.....รหัสไปรษณีย์.....
Province Postal Code

(2) เป็นผู้ถือหุ้นของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน)
As a shareholder of NSL Foods Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้นรวม.....หุ้น และออกเสียงลงคะแนนได้เท่ากับ.....เสียง ดังนี้
Holding a total number of shares and a total of votes votes, as follows

หุ้นสามัญ.....	หุ้น	ออกเสียงลงคะแนนได้เท่ากับ.....	เสียง
Ordinary shares	shares,	the number of votes	votes
หุ้นบุริมสิทธิ.....	หุ้น	ออกเสียงลงคะแนนได้เท่ากับ.....	เสียง
Preferred shares	shares,	the number of votes	votes

(3) ขอมอบฉันทะให้
Hereby appoint:

(1).....อายุ.....ปี อยู่บ้านเลขที่.....
Age years, residing at

ถนน.....ตำบล/แขวง.....อำเภอ/เขต.....
Road Tambon/Sub-district Amphoe/District
จังหวัด.....รหัสไปรษณีย์.....หรือ
Province Postal Code ; or

- (2) **นางสุวิมล กฤตยาเกียรติ** ตำแหน่งกรรมการอิสระ/ประธานกรรมการ อายุ 73 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
- Mrs. Suvimol Chrityakierne**, Independent Director/Chairman of the Board, Age 73 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (3) **ศ. ดร. พรรณนิภา รอดวรรณะ** ตำแหน่งกรรมการอิสระ/ประธานกรรมการตรวจสอบ อายุ 72 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
- Assoc. Prof. Dr. Pannipa Rodwanna**, Independent Director/Chairman of Audit Committee, Age 72 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (4) **นายชัยวุฒิ จ้างนงสุทธเสถียร** ตำแหน่งกรรมการอิสระ อายุ 48 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
- Mr. Chaiwut Jumngsutasathien**, Independent Director, Age 48 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (5) **นายอาณาจักร ลิมไพสันธ์** ตำแหน่งกรรมการอิสระ อายุ 41 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110
- Mr. Anajak Liphaisan**, Independent Director, Age 41 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110

คนหนึ่งคนใดเพียงคนเดียวเป็นผู้แทนของข้าพเจ้าเพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ของบริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน) ในวันศุกร์ที่ 24 เมษายน 2569 เวลา 10.00 น. โดยการประชุมผ่านสื่ออิเล็กทรอนิกส์ (e-AGM) ภายใต้พระราชกำหนดว่าด้วยการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และประกาศกระทรวงดิจิทัลเพื่อเศรษฐกิจและสังคม เรื่อง มาตรฐานการรักษาความมั่นคงปลอดภัยของการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และกฎเกณฑ์อื่นที่เกี่ยวข้อง หรือที่จะพึงเลื่อนไป ในวัน เวลา และสถานที่อื่นด้วย

Only one of them as my/our proxy to attend and vote in the 2026 Annual General Meeting of Shareholders of NSL Foods Public Company Limited to be held on Friday, April 24, 2026, 10.00 a.m. through electronic meeting (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2020), Notification of the Ministry of Digital Economy and Society, re: Standards for Maintaining Security of Meetings via Electronic Means, B.E. 2563 (2020) and other related laws and regulations, or at any adjournment thereof to any other date, time and place.

- (4) ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้
I/We hereby authorize the proxy to vote on my/our behalf at this Meeting as follows:

วาระที่ 1 พิจารณารับรองรายงานการประชุมสามัญผู้ถือหุ้น ประจำปี 2568
Agenda Item 1 To consider and adopt the Minutes of the 2025 Annual General Meeting of Shareholders

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

วาระที่ 2 พิจารณารับทราบผลการดำเนินงานของบริษัท ประจำปี 2568
Agenda Item 2 To acknowledge the Company group's operating results for the year 2025

วาระนี้เป็นวาระเพื่อทราบ จึงไม่มีการลงมติ

วาระที่ 3 พิจารณานุมัติงบการเงินของบริษัท สำหรับปีสิ้นสุดวันที่ 31 ธันวาคม 2568
Agenda Item 3 To consider and approve the Financial Statements for the year ended December 31, 2025

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

- วาระที่ 4 พิจารณานโยบายการจ่ายเงินปันผล ประจำปี 2568 การงดจัดสรรกำไรเพื่อเป็นทุนสำรองตามกฎหมาย และรับทราบการจ่ายปันผลระหว่างกาล
- Agenda Item 4 To consider and approve the dividend payment and omission of the allocation of profits as a legal reserve for the year 2025 and to acknowledge the interim dividend payment**

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

- วาระที่ 5 พิจารณานโยบายการแต่งตั้งกรรมการแทนกรรมการที่ต้องพ้นจากตำแหน่งตามวาระ
- Agenda Item 5 To consider and approve the appointment of directors to replace those who are due to retire by rotation**

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- การแต่งตั้งกรรมการทั้งชุด
- Appoint the entire group of nominated directors
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |
- การแต่งตั้งกรรมการเป็นรายบุคคล
- Appoint each nominated director individually
- | | |
|----------------------------|-----------------------------------|
| บุคคลที่ได้รับการเสนอชื่อ | นางสุวิมล กฤตยาเกียรติ |
| Name of nominated director | Mrs. Suvimol Chrityakierne |
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

บุคคลที่ได้รับการเสนอชื่อ
Name of nominated director **ศร. ดร. พรรณิภา รอดวรรณะ**
Assoc. Prof. Dr. Pannipa Rodwanna

- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

บุคคลที่ได้รับการเสนอชื่อ
Name of nominated director **นายวีระชน ขาวพ่อง**
Mr. Weerachon Khaopong

- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

วาระที่ 6 พิจารณานุมัติการกำหนดค่าตอบแทนกรรมการ ประจำปี 2569
Agenda Item 6 To consider and approve the remuneration of the Company's directors for the year 2026

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

วาระที่ 7 พิจารณานุมัติการจ่ายเงินโบนัสให้แก่กรรมการ
Agenda Item 7 To consider and approve the bonus payment to Board of Directors

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

วาระที่ 8 พิจารณานุมัติการแต่งตั้งผู้สอบบัญชี และกำหนดค่าตอบแทนผู้สอบบัญชี ประจำปี 2569
Agenda Item 8 To consider and approve the appointment of auditors and fixing of the audit fees for the year 2026

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy shall vote in accordance with my/our instruction as follows:

- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

วาระที่ 9 พิจารณาเรื่องอื่น ๆ (ถ้ามี)
Agenda Item 9 To consider other matters (if any)

(ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy shall vote in accordance with my/our instruction as follows:

- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

(5) การลงคะแนนเสียงของผู้รับมอบฉันทะในวาระใดที่ไม่เป็นไปตามที่ระบุไว้ในหนังสือมอบฉันทะนี้ให้ถือว่าการลงคะแนนเสียงนั้นไม่ถูกต้อง และไม่ใช้เป็นการลงคะแนนเสียงของข้าพเจ้าในฐานะผู้ถือหุ้น
In case the voting of the proxy in any agenda item fails to comply with the instructions in this proxy form, it shall be deemed that such voting is invalid and is not my/our voting as a shareholder.

(6) ในกรณีที่ข้าพเจ้าไม่ได้ระบุความประสงค์ในการออกเสียงลงคะแนนในวาระใดไว้หรือระบุไว้ไม่ชัดเจนหรือในกรณีที่ประชุมมีการพิจารณาหรือลงมติในเรื่องใดนอกเหนือจากเรื่องที่ระบุไว้ข้างต้น รวมถึงกรณีที่มีการแก้ไขเปลี่ยนแปลงหรือเพิ่มเติมข้อเท็จจริงประการใด ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

In case I/we have not specified any instructions regarding my/our votes on any agenda item or such instructions are not clear, or in case the Meeting considers or resolves on any matters other than those specified above, including any amendment or addition of any facts, the proxy shall have the right to consider and vote on my/our behalf as he/she deems appropriate in all respects.

กิจการใดที่ผู้รับมอบฉันทะได้กระทำไปในการประชุมนั้น ให้ถือเสมือนว่าข้าพเจ้าได้กระทำเองทุกประการ

Any act(s) undertaken by the proxy at such meeting shall be deemed as my/our own act(s) in all respects.

ลงชื่อ/Signed.....ผู้มอบฉันทะ/Grantor
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

หมายเหตุ/Note:

1. ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนน ไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้
The shareholder appointing the proxy must authorize only one proxy to attend and vote at the Meeting and may not split the number of shares to many proxies to vote separately.
2. วาระเลือกตั้งกรรมการสามารถเลือกตั้งกรรมการทั้งชุดหรือเลือกตั้งกรรมการเป็นรายบุคคล
As regards to agenda to appoint directors, the Meeting may consider appointing the entire board or any director(s).
3. ในกรณีที่มีวาระที่จะพิจารณาในการประชุมมากกว่าวาระที่ระบุไว้ข้างต้น ผู้มอบฉันทะสามารถระบุเพิ่มเติมได้ในใบประจำต่อแบบหนังสือมอบฉันทะแบบ ข. ตามแนบ
In case there are additional agenda items to be considered other than those specified above, the proxy may use the Supplement to Proxy Form B as attached.

ใบประจำต่อแบบหนังสือมอบฉันทะแบบ ข.

การมอบฉันทะในฐานะเป็นผู้ถือหุ้นของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน)

SUPPLEMENT TO PROXY FORM B

Grant of proxy as a shareholder of NSL Foods Public Company Limited

ในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน) ในวันศุกร์ที่ 24 เมษายน 2569 เวลา 10.00 น. โดยการประชุมผ่านสื่ออิเล็กทรอนิกส์ (e-AGM) ภายใต้พระราชกำหนดว่าด้วยการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และประกาศกระทรวงดิจิทัลเพื่อเศรษฐกิจและสังคม เรื่อง มาตรฐานการรักษาความมั่นคงปลอดภัยของการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และกฎเกณฑ์อื่นที่เกี่ยวข้อง หรือที่จะพึงเลื่อนไป ในวัน เวลา และสถานที่อื่นด้วย

The 2026 Annual General Meeting of Shareholders of NSL Foods Public Company Limited to be held on Friday, April 24, 2026, 10.00 a.m. through electronic meeting (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2020), Notification of the Ministry of Digital Economy and Society, re: Standards for Maintaining Security of Meetings via Electronic Means, B.E. 2563 (2020) and other related laws and regulations, or at any adjournment thereof to any other date, time and place.

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:
- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

- วาระที่ เรื่อง พิจารณาเลือกตั้งกรรมการ (ต่อ)
Agenda Item To consider and approve the appointment of directors (Continued)

ชื่อกรรมการ.....

Name of director.....

- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

ชื่อกรรมการ.....

Name of director.....

- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

ชื่อกรรมการ.....

Name of director.....

- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

ชื่อกรรมการ.....

Name of director.....

- | | | |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve | Disapprove | Abstain |

ติดอากร
แสตมป์ 20
บาท
Duty Stamp
Bath 20

หนังสือมอบฉันทะ แบบ ค.

(แบบที่ใช้เฉพาะกรณีผู้ถือหุ้นเป็นผู้ลงทุนต่างประเทศและแต่งตั้งให้คัสโตเดียน (Custodian)

ในประเทศไทยเป็นผู้รับฝากและดูแลหุ้น)

PROXY FORM C

(For foreign investors appointing a custodian in Thailand to keep their shares in custody and care)

เขียนที่.....

Written at

วันที่.....เดือน.....พ.ศ.....

Date Month Year

(1) ข้าพเจ้า.....สัญชาติ.....อยู่บ้านเลขที่.....
I/We Nationality residing at No.
ถนน.....ตำบล/แขวง.....อำเภอ/เขต.....
Road Tambon/Sub-district Amphoe/District
จังหวัด.....รหัสไปรษณีย์.....
Province Postal Code

ในฐานะผู้ประกอบธุรกิจเป็นผู้รับฝากและดูแลหุ้น (Custodian) ให้กับ.....
as the custodian of

ซึ่งเป็นผู้ถือหุ้นของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน)
who is a shareholder of NSL Foods Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้นรวม.....หุ้น และออกเสียงลงคะแนนได้เท่ากับ.....เสียง ดังนี้
Holding a total number of shares and a total of votes votes, as follows

หุ้นสามัญ.....หุ้น ออกเสียงลงคะแนนได้เท่ากับ.....เสียง
Ordinary shares shares, the number of votes votes

หุ้นบุริมสิทธิ.....หุ้น ออกเสียงลงคะแนนได้เท่ากับ.....เสียง
Preferred shares shares, the number of votes votes

(2) ขอมอบฉันทะให้
Hereby appoint:

(1).....อายุ.....ปี อยู่บ้านเลขที่.....
Age years, residing at

ถนน.....ตำบล/แขวง.....อำเภอ/เขต.....
Road Tambon/Sub-district Amphoe/District
จังหวัด.....รหัสไปรษณีย์.....หรือ
Province Postal Code ; or

- (2) **นางสุวิมล กฤตยาเกียรติ** ตำแหน่งกรรมการอิสระ/ประธานกรรมการ อายุ 73 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
Mrs. Suvimol Chrityakierne, Independent Director/Chairman of the Board, Age 73 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (3) **ศ. ดร. พรรณนิภา รอดวรรณะ** ตำแหน่งกรรมการอิสระ/ประธานกรรมการตรวจสอบ อายุ 72 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
Assoc. Prof. Dr. Pannipa Rodwanna, Independent Director/Chairman of Audit Committee, Age 72 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (4) **นายชัยวุฒิ จ้างนงสุทรเสถียร** ตำแหน่งกรรมการอิสระ อายุ 48 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110 หรือ
Mr. Chaiwut Jumnongsutasathien, Independent Director, Age 48 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110 or
- (5) **นายอาณาจักร ลิ้มไพรัตน์** ตำแหน่งกรรมการอิสระ อายุ 41 ปี อยู่บ้านเลขที่ 55/22 หมู่ที่ 3 ถนนบางบัวทอง-สะพานนนทบุรี (345) ตำบลลำโพ อำเภอบางบัวทอง นนทบุรี 11110
Mr. Anajak Limphaisan, Independent Director, Age 41 years, Residing at No. 55/22 Moo 3, Bangbuathong-Nonthaburi Bridge (345) Road, Tambol Lampho, Amphur Bang Bua Thong Nonthaburi 11110

คนหนึ่งคนใดเพียงคนเดียวเป็นผู้แทนของข้าพเจ้าเพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ของบริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน) ในวันศุกร์ที่ 24 เมษายน 2569 เวลา 10.00 น. โดยการประชุมผ่านสื่ออิเล็กทรอนิกส์ (e-AGM) ภายใต้พระราชกำหนดว่าด้วยการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และประกาศกระทรวงดิจิทัลเพื่อเศรษฐกิจและสังคม เรื่อง มาตรฐานการรักษาความมั่นคงปลอดภัยของการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และกฎเกณฑ์อื่นที่เกี่ยวข้อง หรือที่จะพึงเลื่อนไป ในวัน เวลา และสถานที่อื่นด้วย

Only one of them as my/our proxy to attend and vote in the 2026 Annual General Meeting of Shareholders of NSL Foods Public Company Limited to be held on Friday, April 24, 2026, 10.00 a.m. through electronic meeting (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2020), Notification of the Ministry of Digital Economy and Society, re: Standards for Maintaining Security of Meetings via Electronic Means, B.E. 2563 (2020) and other related laws and regulations, or at any adjournment thereof to any other date, time and place.

- (3) ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้
I/We hereby authorize the proxy to vote on my/our behalf at this Meeting as follows:

- มอบฉันทะตามจำนวนหุ้นทั้งหมดที่ถือและมีสิทธิออกเสียงลงคะแนนได้
To grant proxy according to the total number of shares held and having the right to vote;
- มอบฉันทะบางส่วน คือ
To grant proxy in partial portions:
- หุ้นสามัญ.....หุ้น และมีสิทธิออกเสียงลงคะแนนได้.....เสียง
Ordinary shares shares, with the voting right of votes
- หุ้นบุริมสิทธิ.....หุ้น และมีสิทธิออกเสียงลงคะแนนได้.....เสียง
Preferred shares shares, with the voting right of votes
- รวมสิทธิออกเสียงลงคะแนนได้ทั้งหมด.....เสียง
Total voting right votes

- (4) ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้
I/We hereby authorize the proxy to vote on my/our behalf at this Meeting as follows:

- วาระที่ 1 พิจารณารับรองรายงานการประชุมสามัญผู้ถือหุ้น ประจำปี 2568
Agenda Item 1 To consider and adopt the Minutes of the 2025 Annual General Meeting of Shareholders
- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วย.....เสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

- วาระที่ 2 พิจารณารับทราบผลการดำเนินงานของบริษัท ประจำปี 2568**
Agenda Item 2 To acknowledge the Company group's operating results for the year 2025

วาระนี้เป็นวาระเพื่อทราบ จึงไม่มีการลงมติ

วาระที่ 3 พิจารณานุมัติงบการเงินของบริษัท สำหรับปีสิ้นสุดวันที่ 31 ธันวาคม 2568
Agenda Item 3 To consider and approve the Financial Statements for the year ended December 31, 2025

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 (b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วยเสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

วาระที่ 4 พิจารณานุมัติการจ่ายเงินปันผล ประจำปี 2568 การงดจัดสรรกำไรเพื่อเป็นทุนสำรองตามกฎหมาย และรับทราบการจ่ายปันผลระหว่างกาล
Agenda Item 4 To consider and approve the dividend payment and omission of the allocation of profits as a legal reserve for the year 2025 and to acknowledge the interim dividend payment

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 (b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วยเสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

วาระที่ 5 พิจารณานุมัติการแต่งตั้งกรรมการแทนกรรมการที่ต้องพ้นจากตำแหน่งตามวาระ
Agenda Item 5 To consider and approve the appointment of directors to replace those who are due to retire by rotation

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
- (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.

- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
- (b) The proxy shall vote in accordance with my/our instruction as follows:

- การแต่งตั้งกรรมการทั้งชุด
 Appoint the entire group of nominated directors

- เห็นด้วยเสียง
 Approve with votes

- ไม่เห็นด้วยเสียง
 Disapprove with votes

- งดออกเสียงเสียง
 Abstain with votes

- การแต่งตั้งกรรมการเป็นรายบุคคล
 Appoint each nominated director individually

บุคคลที่ได้รับการเสนอชื่อ	นางสุวิมล กฤตยาเกียรติ
Name of nominated director	Mrs. Suvimol Chrityakierne

- เห็นด้วยเสียง
 Approve with votes

- ไม่เห็นด้วยเสียง
 Disapprove with votes

- งดออกเสียงเสียง
 Abstain with votes

บุคคลที่ได้รับการเสนอชื่อ
Name of nominated director **ศร. ดร. พรรณิภา รอดวรรณ-**
Assoc. Prof. Dr. Pannipa Rodwanna

- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วยเสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

บุคคลที่ได้รับการเสนอชื่อ
Name of nominated director **นายวีระชน ชาวพ่อง**
Mr. Weerachon Khaophon

- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วยเสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

วาระที่ 6 พิจารณาอนุมัติการกำหนดค่าตอบแทนกรรมการ ประจำปี 2569
Agenda Item 6 To consider and approve the remuneration of the Company's directors for the year 2026

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วยเสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

- วาระที่ 7 พิจารณานุมัติการจ่ายเงินโบนัสให้แก่กรรมการ**
Agenda Item 7 To consider and approve the bonus payment to Board of Directors
- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 (b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วย.....เสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes
- วาระที่ 8 พิจารณานุมัติการแต่งตั้งผู้สอบบัญชี และกำหนดค่าตอบแทนผู้สอบบัญชี ประจำปี 2569**
Agenda Item 8 To consider and approve the appointment of auditors and fixing of the audit fees for the year 2026
- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 (b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วย.....เสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes
- วาระที่ 9 พิจารณาเรื่องอื่น ๆ (ถ้ามี)**
Agenda Item 9 To consider other matters (if any)

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 - (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 - (b) The proxy shall vote in accordance with my/our instruction as follows:
 - เห็นด้วยเสียง
Approve with votes
 - ไม่เห็นด้วย.....เสียง
Disapprove with votes
 - งดออกเสียงเสียง
Abstain with votes

(5) การลงคะแนนเสียงของผู้รับมอบฉันทะในวาระใดที่ไม่เป็นไปตามที่ระบุไว้ในหนังสือมอบฉันทะนี้ให้ถือว่า การลงคะแนนเสียงนั้นไม่ถูกต้อง และไม่ใช้เป็นการลงคะแนนเสียงของข้าพเจ้าในฐานะผู้ถือหุ้น
In case the voting of the proxy in any agenda item fails to comply with the instructions in this proxy form, it shall be deemed that such voting is invalid and is not my/our voting as a shareholder.

(6) ในกรณีที่ข้าพเจ้าไม่ได้ระบุความประสงค์ในการออกเสียงลงคะแนนในวาระใดไว้หรือระบุไว้ไม่ชัดเจนหรือในกรณีที่ประชุมมีการพิจารณาหรือลงมติในเรื่องใดนอกเหนือจากเรื่องที่ระบุไว้ข้างต้น รวมถึงกรณีที่มีการแก้ไขเปลี่ยนแปลงหรือเพิ่มเติมข้อเท็จจริงประการใด ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
In case I/we have not specified any instructions regarding my/our votes on any agenda item or such instructions are not clear, or in case the Meeting considers or resolves on any matters other than those specified above, including any amendment or addition of any facts, the proxy shall have the right to consider and vote on my/our behalf as he/she deems appropriate in all respects.

กิจการใดที่ผู้รับมอบฉันทะได้กระทำให้ไปในการประชุมนั้น ให้ถือเสมือนว่าข้าพเจ้าได้กระทำเองทุกประการ

Any act(s) undertaken by the proxy at such meeting shall be deemed as my/our own act(s) in all respects.

ลงชื่อ/Signed.....ผู้มอบฉันทะ/Grantor
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

ลงชื่อ/Signed.....ผู้รับมอบฉันทะ/Proxy
()

หมายเหตุ/Note:

1. หนังสือมอบฉันทะแบบ ค. นี้ใช้เฉพาะกรณีที่ผู้ถือหุ้นที่ปรากฏชื่อในทะเบียนเป็นผู้ลงทุนต่างประเทศและแต่งตั้งให้ คัสโตเดียน (Custodian) ในประเทศไทยเป็นผู้รับฝากและดูแลหุ้นให้เท่านั้น
This Proxy Form C is used only for a shareholder registered as a foreign investor who appoints a custodian in Thailand to keep their shares in custody and care.
2. หลักฐานที่ต้องแนบพร้อมกับหนังสือมอบฉันทะ คือ
Evidence required to be attached to the proxy form includes:
 - (1) หนังสือมอบอำนาจจากผู้ถือหุ้นให้คัสโตเดียน (Custodian) เป็นผู้ดำเนินการลงนามในหนังสือมอบฉันทะแทน
A power of attorney from the shareholder authorizing the custodian to sign the proxy form on his/her behalf; and
 - (2) หนังสือยืนยันว่าผู้ลงนามในหนังสือมอบฉันทะแทนได้รับอนุญาตประกอบธุรกิจคัสโตเดียน (Custodian)
A letter of confirmation that the undersigned of the proxy form is licensed to operate the custodian business.
3. ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนน ไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้
The shareholder appointing the proxy must authorize only one proxy to attend and vote at the Meeting and may not split the number of shares to many proxies to vote separately.
4. วาระเลือกตั้งกรรมการสามารถเลือกตั้งกรรมการทั้งชุดหรือเลือกตั้งกรรมการเป็นรายบุคคล
As regards to agenda to appoint directors, the Meeting may consider appointing the entire board or any director(s).
5. ในกรณีที่มีวาระที่จะพิจารณาในการประชุมมากกว่าวาระที่ระบุไว้ข้างต้น ผู้มอบฉันทะสามารถระบุเพิ่มเติมได้ในใบประจำต่อแบบหนังสือมอบฉันทะแบบ ค. ตามแนบ
In case there are additional agenda items to be considered other than those specified above, the proxy may use the Supplement to Proxy Form C as attached.

ใบประจำต่อแบบหนังสือมอบฉันทะแบบ ค.

การมอบฉันทะในฐานะเป็นผู้ถือหุ้นของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน)

SUPPLEMENT TO PROXY FORM C

Grant of proxy as a shareholder of NSL Foods Public Company Limited

ในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน) ในวันศุกร์ที่ 24 เมษายน 2569 เวลา 10.00 น. โดยการประชุมผ่านสื่ออิเล็กทรอนิกส์ (e-AGM) ภายใต้พระราชกำหนดว่าด้วยการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และประกาศกระทรวงดิจิทัลเพื่อเศรษฐกิจและสังคม เรื่อง มาตรฐานการรักษาความมั่นคงปลอดภัยของการประชุมผ่านสื่ออิเล็กทรอนิกส์ พ.ศ. 2563 และกฎเกณฑ์อื่นที่เกี่ยวข้อง หรือที่จะพึงเลื่อนไป ในวัน เวลา และสถานที่อื่นด้วย

The 2026 Annual General Meeting of Shareholders of NSL Foods Public Company Limited to be held on Friday, April 24, 2026, 10.00 a.m. through electronic meeting (e-AGM) in accordance with Emergency Decree on Electronic Meetings, B.E. 2563 (2020), Notification of the Ministry of Digital Economy and Society, re: Standards for Maintaining Security of Meetings via Electronic Means, B.E. 2563 (2020) and other related laws and regulations, or at any adjournment thereof to any other date, time and place.

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 - (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 - (b) The proxy shall vote in accordance with my/our instruction as follows:
 - เห็นด้วยเสียง
Approve with votes
 - ไม่เห็นด้วย.....เสียง
Disapprove with votes
 - งดออกเสียงเสียง
Abstain with votes

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 - (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy shall vote in accordance with my/our instruction as follows:

- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วยเสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

วาระที่ เรื่อง
 Agenda Item Re:

(ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy shall vote in accordance with my/our instruction as follows:

- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วยเสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

วาระที่ เรื่อง
 Agenda Item Re:

(ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

(a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy shall vote in accordance with my/our instruction as follows:

- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วยเสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

วาระที่ เรื่อง

Agenda Item Re:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
 (a) The proxy shall have the full authority to consider and vote on my/our behalf as he/she deems fit.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
 (b) The proxy shall vote in accordance with my/our instruction as follows:
- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วย.....เสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

วาระที่ เรื่อง พิจารณาเลือกตั้งกรรมการ (ต่อ)

Agenda Item To consider and approve the appointment of directors (Continued)

ชื่อกรรมการ.....

Name of director.....

- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วย.....เสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

ชื่อกรรมการ.....

Name of director.....

- เห็นด้วยเสียง
 Approve with votes
- ไม่เห็นด้วย.....เสียง
 Disapprove with votes
- งดออกเสียงเสียง
 Abstain with votes

ชื่อกรรมการ.....

Name of director.....

- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วยเสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

ชื่อกรรมการ.....

Name of director.....

- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วยเสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

ชื่อกรรมการ.....

Name of director.....

- เห็นด้วยเสียง
Approve with votes
- ไม่เห็นด้วยเสียง
Disapprove with votes
- งดออกเสียงเสียง
Abstain with votes

List and profiles of independent directors that are candidates for appointment as proxies of shareholders

1. Mrs. Suvimol Chrityakierne

Position Independent Director, Chairman of the Board

Age 73 Years

Address 55/22 M.3 Bang Bua Thong – Nonthaburi Bridge Road (345), Lam Pho Sub-District, Bang Bua Thong District, Nonthaburi 11110

Special interest in any agenda items

Having a special interest in Agenda Item 5 since he is a director who has been nominated to be re-elected as a director for another term of office.

2. Assoc. Prof. Dr. Pannipa Rodwanna

Position Independent Director, Chairman of Audit Committee

Age 72 Years

Address 55/22 M.3 Bang Bua Thong – Nonthaburi Bridge Road (345), Lam Pho Sub-District, Bang Bua Thong District, Nonthaburi 11110

Special interest in any agenda items

Having a special interest in Agenda Item 5 since he is a director who has been nominated to be re-elected as a director for another term of office.

3. Mr. Chaiwut Jumnongsutasathien

Position Independent Director, Audit Committee

Age 48 Years

Address 55/22 M.3 Bang Bua Thong – Nonthaburi Bridge Road (345), Lam Pho Sub-District, Bang Bua Thong District, Nonthaburi 11110

Special interest in any agenda items

Not having special interest in relation to all agenda items.

4. Mr. Anajak Limphaisan

Position Independent Director, Audit Committee

Age 41 Years

Address 55/22 M.3 Bang Bua Thong – Nonthaburi Bridge Road (345), Lam Pho Sub-District, Bang Bua Thong District, Nonthaburi 11110

Special interest in any agenda items

Not having special interest in relation to all agenda items.

วันที่.....เดือน.....พ.ศ.....
Date Month Year

(1) ข้าพเจ้า.....หมายเลขบัตรประชาชน/หนังสือเดินทาง.....

I/We, Identification Card/Passport number

สัญชาติ.....บ้านเลขที่.....ถนน.....ตำบล/แขวง.....

Nationality Residing at No. Road Sub district

อำเภอ/เขต.....จังหวัด.....รหัสไปรษณีย์.....

District Province Postal Code

(2) เป็นผู้ถือหุ้นของ บริษัท เอ็นเอสแอล ฟู้ดส์ จำกัด (มหาชน)

Being a shareholder of NSL Foods Public Company Limited

โดยถือหุ้นรวมทั้งสิ้น หุ้น

Holding the total amount of shares

ประสงค์จะร่วมประชุมและลงคะแนนผ่านสื่ออิเล็กทรอนิกส์สำหรับการประชุมสามัญผู้ถือหุ้นประจำปี 2569
I would like to participate the E-AGM for Annual General Meeting 2026

เข้าร่วมประชุมด้วยตัวเอง เบอร์โทรศัพท์มือถือ.....(โปรดระบุ)
(Self-Attending) Mobile Number Please fill in the blank.

มอบฉันทะให้ (นาย/นาง/นางสาว).....ได้เข้าร่วมประชุมดังกล่าวข้างต้น
Proxy to attend the meeting.
เบอร์โทรศัพท์มือถือของผู้รับมอบฉันทะ.....(โปรดระบุ เพื่อใช้ในการเข้ารหัส)
Proxy's Mobile Number Please fill in the blank.

(3) ข้อมูลในการจัดส่ง URL เพื่อเข้าประชุมและวิธีการเข้าร่วมประชุม
Please send the Link to join the meeting by below email

อีเมล.....(โปรดระบุ)

E-Mail Please fill in the blank.

โทรศัพท์มือถือ.....(โปรดระบุ)

Mobile Number Please fill in the blank.

(4) จัดส่งเอกสารเพื่อยืนยันตัวตน ตามสิ่งที่ส่งมาด้วย 5 วิธีการเข้าร่วมประชุม ภายในวันที่ 15 เมษายน 2569
Please submit the required document per an attachment 5 by 15 April 2026

(5) เมื่อได้รับการยืนยันตัวตน บริษัทฯ จะจัดส่งลิงค์การเข้าร่วมประชุมและวิธีการเข้าร่วมประชุมไปยังอีเมลที่ท่านได้ระบุ
Once you have verified, the company will send the Link to join the meeting via email

(6) ในวันประชุมผู้ถือหุ้นจะต้องเตรียม เลขบัญชีผู้ถือหุ้น และเลขบัตรประชาชนไว้ สำหรับการเข้าร่วมประชุม
Please prepare your Account Number and your Identification Card Number for log in the meeting.

ลงชื่อ/Signed.....ผู้ถือหุ้น/Shareholder

(.....)

Articles of Association of the Company in relation to the Shareholders' Meeting

CHAPTER V

Board of Directors

- Article 15. The Company shall have a Board of Directors to carry out its business operations. The Board of Directors shall consist of at least five (5) directors. At least half (1/2) of the total number of directors shall reside in Thailand.
- A director may or may not be a shareholder of the Company.
- Article 16. The Shareholders' Meeting shall elect the directors of the Company in accordance with the following criteria and procedures:
- (1) Each shareholder shall have one (1) vote per one (1) share held by them;
 - (2) Each shareholder shall exercise all votes applicable under (1) in electing one or more persons to be a director, provided that no vote shall be divisible in the case of electing more than one person as director;
 - (3) Any candidates who have the highest votes arranged in order from highest to lowest shall be elected as directors according to the number of directors required; if two candidates have equal votes and the number of directors exceeds the number required, the Chairman shall have a casting vote.
- Article 17. At every annual general meeting, one-third (1/3) of directors, or, if their number is not a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office.
- A retiring director can be re-elected as a director.
- The directors to retire in the first and the second years following the registration of the Company's incorporation shall draw lots. In subsequent years, the directors who have been in office the longest shall retire by rotation.
- Article 18. Apart from retirement by rotation, a director shall vacate their office upon:
- (1) Death;
 - (2) Resignation;
 - (3) Lack of qualifications, or possession of prohibited characteristics as specified by public limited company laws and securities and exchange laws;
 - (4) Removal by a resolution of the Shareholders' Meeting under Article 20;
 - (5) Removal by court order.
- Article 19. Any director who wishes to resign from his/her office shall submit a resignation letter to the Company. The resignation shall be effective on the date the notice reaches the Company.
- The resigning director in the first paragraph may notify the Registrar of his resignation.
- Article 20. The shareholders' meeting may resolve to remove any director from office before the expiration of their term of office by rotation with a vote of not less than three-quarters (3/4) of the shareholders attending the meeting and entitled to vote, and representing

an aggregate number of not less than one-half (1/2) of the shares held by the shareholders attending the meeting and entitled to vote.

Article 21. In the case of a vacancy on the Board of Directors (other than due to a retirement by rotation), the Board of Directors shall elect a person who is qualified and does not possess prohibited characteristics prescribed as by public limited company laws and the securities and exchange laws to fill the vacancy at the next Board of Directors' meeting except in the case that the remaining term of the former director is less than two (2) months. The replacement director shall remain in office only for the remaining period for which the former director was entitled to.

The resolution of the Board of Directors under the above paragraph shall be supported by the votes of three-quarters (3/4) of the remaining directors.

Article 22. The directors shall be entitled to receive remuneration from the Company by means of awards, meeting allowances, pensions, bonuses or any other benefits as approved by the Shareholders' Meeting by a vote of not less than two-thirds (2/3) of the total votes of the shareholders attending the meeting. The directors' remuneration may be a fixed sum or subject to any conditions from time to time or for a specified time until a Shareholders' Meeting comes to a resolution to make a change thereto. The Directors shall also have the right to receive allowances and fringe benefits in accordance with the Company's rules.

The provision in the first paragraph shall not prejudice the rights of the directors appointed from staff or employees of the Company to receive remunerations and benefits in respect of their entitlement to receive remuneration and benefits as staff or employees of the Company.

Article 27. A director shall not operate a business of the same nature or operate a business that is in competition with the Company or become a partner in an ordinary partnership or an unlimited partner in a limited partnership or a director in any private limited company or public limited company which operates a business of the same nature or that is in competition with the business of the Company, whether for their own or for the benefit of other persons, unless they have already notified this matter to the Shareholders' Meeting before approval of a resolution for their appointment.

CHAPTER VI

Shareholders' Meeting

Article 31. The Board of Directors shall arrange for an Annual General Meeting to be held within four (4) months from the date of the end of the Company's accounting year.

Any other Shareholders' Meeting shall be called to as an "Extraordinary General Meeting". The Board of Directors may call the Extraordinary General Meeting of shareholders any time as it deems appropriate.

One (1) shareholder or more shareholders holding not less than ten (10) percent of the total number of shares sold may request the Board of Directors in writing to convene an Extraordinary General Meeting at any time, in which case they shall specify the reasons for such request in the notice. In such case, the Board of Directors must hold a

meeting of shareholders within forty-five (45) days from the date of receipt of the notice.

In the case that the Board of Directors does not hold such meeting within forty-five (45) days from the date of the receipt of the shareholders' notice, the shareholders who have submitted the request or other shareholders holding an aggregate number of shares as prescribed may convene the meeting themselves within forty-five (45) days from the date that the period of forty-five (45) days during which the Board of Directors should have held the meeting has lapsed. In this case, it shall be deemed that the Shareholders' Meeting is a meeting called by the Board of Directors. The Company shall be responsible for all necessary expenses incurred from the holding of the meeting and reasonable facilitation thereof.

In the case that the quorum of the Shareholders' Meeting convened as requested by shareholders according to paragraph four cannot be formed as required in Article 33, the shareholders referred to in paragraph four shall be jointly responsible for any expenses incurred from the convening of such meeting to the Company.

Article 32. In summoning a shareholders' meeting, the board of directors shall prepare a written notice of the meeting specifying the place, date, time, and agenda of the meeting, as well as matters to be proposed to the meeting with appropriate details by clearly stating the matters that will be proposed for acknowledgment, approval, or consideration, as the case may be, including the opinion of the board of directors on such matters. It shall be sent to the shareholders and the registrar at least seven (7) days prior to the meeting date. The notice of the meeting shall be published in a newspaper at least three (3) days prior to the meeting date.

The board of directors shall determine any other place in the Kingdom of Thailand to be used as the place of the meeting under paragraph one. The shareholders' meeting may be held via electronic means according to the law governing electronic meetings and it shall be deemed that the head office of the company is the meeting place.

Article 33. In a Shareholders' Meeting, a quorum shall be constituted by not less than twenty-five (25) shareholders present in person and by proxy (if any) or not less than half (1/2) of all shareholders representing an aggregate number of not less than one-third (1/3) of the total number of shares sold.

If within one (1) hour from the time fixed for the Shareholders' Meeting the required quorum in paragraph one is not constituted, if the meeting was called at the request of the shareholders, the meeting shall be dissolved. If such meeting was not called at the shareholders' request, another meeting shall be convened and a notice of the meeting shall be sent to the shareholders not less than seven (7) days prior to the date of the meeting. At such meeting no quorum shall be required.

Article 34. The Chairman of the Board of Directors shall also preside over the Shareholders' Meeting. In case that the Chairman is not present at the meeting or unable to perform their duties, the Vice-Chairman shall act as the presiding Chairman. If there is no Vice-Chairman or if there is a Vice-Chairman but they are not present in the meeting or unable to perform their duties, the meeting shall elect one of shareholders attending the meeting to be the Chairman.

Article 35. In casting votes in the Shareholders' Meeting, each shareholder shall have one (1) vote for each share held by them. A shareholder who has a special interest in any resolution may not vote on such resolution, except for the election of directors. A resolution of the Shareholders' Meeting shall be passed by the following votes:

- (1) In an ordinary event, a resolution of the Shareholders' Meeting shall be approved by a majority vote of the shareholders present and casting their votes. In the case of a tied vote, the Chairman of the meeting shall have a casting vote.
- (2) In the following events, a vote of three-quarters (3/4) of all shareholders present and entitled to vote shall be required:
 - (a) Sale or transfer of the whole or a substantial part of the business of the Company to other persons;
 - (b) Purchase or acceptance of the transfer of the business of other companies, both private companies and public limited companies;
 - (c) Entry into, or amendment or termination of any contracts with respect to the granting of a lease of the whole or substantial parts of the Company's business, assignment of management of the Company's business to any other persons, or amalgamation of the business with another entity for the purpose of profit and loss sharing;
 - (d) Amendment to the Memorandum or Articles of Association;
 - (e) Increase or decrease of the Company's registered capital;
 - (f) Dissolution of the Company;
 - (g) Issuance of the Company's debentures;
 - (h) Amalgamation of the Company with other companies;

Article 36. The agenda of an Annual General Meeting shall include the following:

- (1) To consider the Board of Directors' report showing the Company's performance during the previous year;
- (2) To consider and approve the balance sheet and statement of profit and loss;
- (3) To consider and approve the dividend payment
- (4) To elect any new director in replacement of a director who is due to retire by rotation;
- (5) To consider and determine the directors' remuneration;
- (6) To consider and elect the auditor and fix the audit fee; and
- (7) To consider any other business.

Article 46. In the shareholders' meeting, shareholders may authorize a person who is sui juris to attend the meeting and vote on their behalf. The proxy must be made in writing with the signature of the grantor or may be performed by electronic means instead as required by law and handed over to the chairman of the board of directors or the person assigned by the chairman before the proxy attends the meeting.

In casting a vote, it shall be deemed that the proxy has the same number of votes as the total number of votes held by the shareholders appointing the proxy unless the proxy declares to the meeting before voting that he or she will vote on behalf of only some of the shareholders appointing the proxy by specifying the name of the shareholder appointing the proxy and the number of shares held by the shareholder appointing the proxy.

Article 47. The shareholder's meeting, the meeting of the board of directors or sub-committees of the company may be held via electronic means. However, the meeting must have the basic elements in accordance with relevant laws and announcements. The location of the head office of the company shall be considered as the place of meeting.

**Question Form for the 2026 Annual General Meeting of Shareholders
of NSL Foods Public Company Limited
on Friday, April 24, 2026 at 10.00 hours**

To Corporate Secretary, NSL Foods Public Company Limited (the “**Company**”)

I/We

Please mark ✓ in ().

() being a shareholder of NSL Foods Public Company Limited

() being a proxy of, who is a shareholder of NSL Foods Public Company Limited

would like to submit questions regarding various agenda items of the General Meeting of Shareholders of the Company, as follows:

.....

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.....

Signed:Attendee

Remark: Please fill in and send the completed form to the Company by 17:00 hours of Wednesday, April 22, 2026.

- E-mail: ir@nslfoods.com

To make inquiries or give suggestions, please contact:

- Investor Relations: Tel 02 149 9436-9 Ext. 1010

Privacy Notice for the Shareholder's Meeting

NSL Foods Public Company Limited

Privacy Notice

Pursuant to the Personal Data Protection Act B.E. 2562 (2019)

NSL Foods Public Company Limited (the "**Company**") recognizes the importance of personal data of a shareholder and/or its proxy. Therefore, the Company has issued this privacy notice to uphold the obligations under the Personal Data Protection Act, B.E. 2562 (2019) (the "**Privacy Notice**") and to describe our means to collect, use and disclose (collectively will be referred to as to "**process**") of personal data of a shareholder and/or its proxy (which shall be collectively referred to in this Privacy Notice as "**you**" or "**your**") and explain your rights in connection with your personal data.

In this Privacy Notice, "**personal data**" means any data relating to an identifiable living individual who can be identified from that data or from that data and other data; and "**sensitive data**" means any personal data revealing racial, ethnic origin, political opinions, cult, religious or philosophical beliefs, sexual behavior, criminal records, health data, disability, trade union information, genetic data and biometric data of a person.

1. Personal Data We Collect

We directly collect following personal data from a shareholder and/or its proxy, and indirectly collect from Thailand Securities Depository Company Limited, the share registrar of the Company:

- 1.1 General personal data, such as full name, national ID card number, date of birth, gender, nationality, share register number, number of shares, picture and video from the video recording of the shareholder meeting;
- 1.2 Contact details, such as address, telephone number, email, etc.;
- 1.3 Sensitive data, such as health data (vaccination record and diagnosis of infectious disease)

2. Purpose of Processing Personal Data

We process your personal data in order to carry out tasks and undertake activities, including but not limited to:

- 2.1 Sending a notice, conducting and organizing the Company's shareholders' meeting including preparing minutes in order to comply with the Company's articles of association, applicable laws, notifications and criteria set by the government regarding shareholder meeting arrangements;
- 2.2 Verification of the identity of shareholder and/or proxy who attended the meeting;

- 2.3 Preparation of a share register book or documents pertaining to rights of the shareholders;
- 2.4 Dividend payment;
- 2.5 Protection of personal safety and property of meeting attendees, as well as buildings, facilities, and assets of the Company from damage, disturbance, destruction and other forms of crimes;
- 2.6 Prevention, suppression or control of diseases or epidemics.

We rely on the following legal basis to process your personal data and may be based upon one single or a combination of several legal basis.

- 1) **Contractual Basis** in the case when it is necessary for the performance of a contract to which you are a party, or in order to proceed with your request prior to entering into a contract;
- 2) **Legitimate Interests** in the case when it is necessary for legitimate interests of the Company or any other parties, except where such interests are overridden by your fundamental rights;
- 3) **Legal Obligation** in the case when it is necessary for compliance with applicable laws, notifications, obligations and any court order or judgment to which the Company is subjected;
- 4) **Preventing or suppressing a danger to a person's life, body or health** in the case when it is necessary for preventing or suppressing a danger to the life, body or health of you or other parties.
- 5) **Consent Basis** in the case when the purpose of processing your personal data requires your consent.

In the case where you withhold any of your personal data, we may not be able to process it with respect to the specified purpose in this Privacy Notice or allow you to attend the shareholder meeting.

3. External Parties We Will Share Your Personal Data with

We may be required to disclose or transfer your personal data to certain external parties in order to process your personal data, such as affiliated company, meeting consultant, Thailand Securities Depository Company Limited, service provider, government affair or relevant regulators.

4. Your Personal Data Rights

Subject to your personal data rights under the Personal Data Protection Act, B.E. 2562 (2019), including the right to withdraw consent, right to access and receive a copy of personal data, right to rectification of personal data, right to erasure and destruction of personal data, right

to restrict using of personal data, right to personal data portability in accordance with the lawful mean, right to lodge a complaint and right to object to any processing activities of your personal data.

Please be informed that your above-mentioned rights are subject to the relevant factors and we may not be able to proceed with your request if we can rely on any lawful grounds to further process your personal data.

5. Retention Period of Your Personal Data

We will retain your personal data stated in Clause 1 for as long as it is reasonably necessary to fulfill our scope and proposes set out in Clause 2, and to establish, exercise or defense the legal claims. However, we may have to retain your personal data for longer if required by any applicable law.

6. Contact Information to Exercise Data Subject's Rights

If you have any inquiries concerning this Privacy Notice, or if you intend to exercise your personal data protection rights, specified in Clause 4, please contact us through the channel below:

Company's Secretary

NSL Foods Public Company Limited

E-mail: ir@nslfoods.com

Registered post at the following address: 55/22 Moo 3 Bangbuathong-Nonthaburi (345) Road, Lampo Subdistrict, Bangbuathong District, Nonthaburi 11110

Tel. 02 149 9436-9 Ext. 1010