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**SIMPLY
DELICIOUS**

(Translation)

Minutes of the 2026 Annual General Meeting of Shareholders

S&P Syndicate Public Company Limited

Thursday, 23 April 2026

The Meeting started at 14.00 hrs.

Ms.Penpun Kasetsiri, Assistant Company Secretary as a Master of Ceremonies, addressed to welcome all shareholders and their proxies to the Meeting that the Company convened the 2026 Annual General Meeting of Shareholders via Electronic Media from S&P Hall Meeting Room, Sukhumvit 26 no. 1/2 Soi Athakravi, Sukhumvit 26 Road Khlong Ton, Khlong Toey Bangkok in accordance with the requirements of the Emergency Decree on Electronics Meetings, B.E. 2563, and Announcement of the Ministry of Digital Economy and Society Re: Security Standards of Meeting via Electronic, B.E.2563, and others laws in relation to Electronic Meetings. The electronic meeting system utilized by the Company was provided by an independent external service provider, Inventech Systems (Thailand) Company Limited, which offers meeting control systems in compliance with the standards set by the Electronic Transactions Development Agency (ETDA). These systems include the Zoom Meeting platform, which is certified, and the Inventech Connect e-voting system, which has undergone a self-assessment of conformity. Shareholders who registered for the meeting were provided with a username and password to access the system. The Company had informed shareholders of the meeting via the Stock Exchange of Thailand system on 23 March, 2026 and sent out the Notice of Meeting by post on 1 April, 2026.

The Company set the date for listing shareholders who have the right to attend the Annual General Meeting of Shareholders on 17 March 2026 (Record Date). In this regards, at the time of the Meeting, there were 24 shareholders attending in person, holding 158,759,629 shares, and 34 shareholders attending by proxy, holding 274,637,572 shares, totalling 58 shareholders, holding 433,397,201 shares, representing 84.8749 percent of the total 510,630,383 voting shares, excluding the treasury shares repurchased by the Company. This constituted a quorum in accordance with the Company's Articles of Association, which requires the attendance of not less than 25 shareholders and proxies, representing an aggregate of not less than one-third (1/3) of the total number of the Company's issued shares.

The Master of Ceremonies invited Mrs. Patara Sila-on, Chairman of the Board of Directors, to act as the Chairman of the Meeting, to declare the meeting open, and to introduce the Board of Directors, the Sub-Committees, the Executives, the Auditors, the Legal Advisors, and the Right Protection Volunteer, as follows: Directors attending the meeting

- | | | |
|-----|--------------------------|--|
| 1. | Mrs. Patara Sila-On | Chairman of the Board |
| 2. | Mr. Pravesvudhi Raiva | Vice Chairman of the Board |
| 3. | Mr. Kachorndej Raiva | Director |
| 4. | Mrs. Kessuda Raiva | Director and Chairman of the Executive Committee |
| 5. | Mr. Vitoon Sila-On | Director and Vice Chairman of the Executive Committee |
| 6. | Mr. Kamtorn Sila-On | Director and Chief Executive Officer |
| 7. | Mr. Kosin Chantikul | Director |
| 8. | Mr. Chaiyapat Paitoon | Director |
| 9. | Ms. Cattleya Saengsastra | Independent Director and Chairman of the Audit Committee |
| 10. | Ms. Sophavadee Uttamobol | Independent Director |

11. Mr. Teeranun Srihong Independent Director, Chairman of the Nomination and Remuneration Committee and Chairman of the Corporate Governance and Sustainability Committee
12. Mr. Piya Sosothikul Independent Director and Chairman of the Risk Management Committee

Mrs. Patamawalai Ratanapol as a Company Secretary and all directors have attending the Meeting at the venue where the Meeting control system and via electronic meeting, in total of 12 directors, representing 100 percent of the total number of directors.

Chairman of the Boards introduced 5 Sub-committees as follows:

1. Audit Committee

1. Ms. Cattleya Saengsastra Chairman of the Audit Committee
2. Ms. Sophavadee Uttamobol Audit Committee
3. Mr. Piya Sosothikul Audit Committee

2. Nomination and Remuneration Committee

1. Mr. Teeranun Srihong Chairman of the Nomination and Remuneration Committee
2. Mrs. Kessuda Raiva Nomination and Remuneration Committee
3. Mr. Piya Sosothikul Nomination and Remuneration Committee

3. Risk Management Committee

1. Mr. Piya Sosothikul Chairman of the Risk Management Committee
2. Mrs. Kessuda Raiva Risk Management Committee
3. Mr. Teeranun Srihong Risk Management Committee
4. Mr. Vitoon Sila-On Risk Management Committee
5. Mr. Kamtorn Sila-On Risk Management Committee

4. Corporate Governance and Sustainability Committee

1. Mr. Teeranun Srihong Chairman of the Corporate Governance and Sustainability Committee
2. Ms. Sophavadee Uttamobol Corporate Governance and Sustainability Committee
3. Mr. Kamtorn Sila-On Corporate Governance and Sustainability Committee
4. Mr. Kosin Chantikul Corporate Governance and Sustainability Committee
5. Mr. Pravesvudhi Raiva Advisor of the Corporate Governance and Sustainability Committee

5. Executive Committee

1. Mrs. Kessuda Raiva Chairman of the Executive Committee
2. Mr. Vitoon Sila-On Vice Chairman of Executive Committee
3. Mr. Kachorndej Raiva Executive Committee
4. Mr. Pravesvudhi Raiva Executive Committee
5. Mrs. Patamawalai Ratanapol Executive Committee and Chief Executive Advisor
6. Mr. Arth Prakhunhungsit Executive Committee
7. Mr. Kamtorn Sila-On Executive Committee

Management Team

1. Mrs. Maneesuda Sila-On Chief Sustainability Officer and Public Relations
2. Mr. Chongchana Chantamas Chief Supply Chain Officer
3. Mrs. Anuttra Wichayapinyo Vice President of Finance and Account (Acting CFO)

The Auditor attending the Meeting

Mr. Paiboon Tunkoon Auditor from PricewaterhouseCoopers ABAS Ltd.

Legal Consultant attending the Meeting

Ms. Sutaporn Rienvichit Suthaphichit Ltd.

Rights Protection Volunteer

Ms. Suwannarasamee Sangsuwan Thai Investors Association

Thereafter, the Master of Ceremonies informed the Meeting that the Company had arranged for audio and video recording of this meeting. The Company will collect, use, and disclose personal data, which includes still images, audio, and video recordings of all attendees, solely for the purposes of recording, preparing the minutes of the meeting, and meeting administration. Furthermore, the Master of Ceremonies clarified the meeting and voting procedures to the Meeting as follows:

1. The Meeting will consider the matters in the order of the agenda items specified in the Notice of the Meeting. Information will be presented for each agenda item, and shareholders will be provided with an opportunity to ask questions prior to casting their votes. The voting results will be announced to the Meeting once the counting of votes for each respective agenda item is completed

2. In casting votes at the Meeting, each shareholder shall have a number of votes equal to the number of shares they hold or are representing by proxy, on the basis of one share representing one vote. Each shareholder has the right to cast their votes as either 'Approve', 'Disapprove', or 'Abstain' in only one category, with the exception of shareholders who are Custodians.

For the voting process, shareholders are to select the agenda item they wish to vote on and click the 'Vote' button. The system will display three voting options: 'Approve', 'Disapprove', and 'Abstain'. For proxies representing multiple shareholders, the system will display the names of all proxy grantors, and voting must be cast individually for each respective grantor.

If a shareholder wishes to cancel their vote, they may click the 'Cancel Vote' button. Should any shareholder fail to cast their vote within the allocated time, the Company will deem that such shareholder 'Approves' the respective agenda item. Votes may be amended until the closure of voting for that specific agenda item is announced. The Company allocates a period of 1 minute for voting. Once voting for each agenda item is closed, the voting results will be subsequently announced to the Meeting.

For Agenda 6, regarding the appointment of directors to replace those retiring by rotation, the election will be conducted on an individual basis to comply with the principles of Good Corporate Governance.

3. In cases where a proxy acts for multiple shareholders using the same email address and telephone number for identity verification, the system will consolidate the names of the proxy grantors under a single user account. However, if different email addresses and telephone numbers are used for verification, the system will not consolidate the proxy grantors, and they will be managed through separate user accounts. To access other accounts, the proxy may select the 'User Account' menu and press the 'Change Account' button to switch to the accounts of other proxy grantors. Switching between accounts will not result in the removal of the associated votes from the meeting quorum.

4. In the event that a shareholder registers their departure from the meeting quorum before the closure of voting for any agenda item, that shareholder's shares will not be counted toward the quorum for such agenda item, and their votes will immediately cease to be counted for all subsequent agenda items. However, departing from the meeting quorum during any specific agenda item shall not prejudice the right of the shareholder or proxy to re-join the meeting and cast their votes for any agenda items that have not yet been processed in the system.

5. Regarding asking questions or expressing opinions prior to voting on each agenda item:

The Company will provide attendees with an opportunity to ask questions or express opinions on matters relevant to each respective agenda item, as appropriate. To do so, attendees must select the relevant agenda item and click the "Question" button. Inquiries can be made through 2 channels:

1. Inquiries via Text Message: Attendees may type their desired inquiry and click the "Send Question" button. The Company will read aloud and answer the questions relevant to that agenda item for the Meeting's information. However, should a large volume of questions be submitted into the system, the Company reserves the right to screen and select questions as deemed appropriate.

2. Inquiries via Video and Audio: Attendees must click the "Inquire via Video and Audio" button, followed by "OK" to confirm their queue reservation. The meeting moderator will announce the first and last name of the attendee who is granted the floor to ask a question. Thereafter, the attendee is requested to turn on their microphone and camera. Prior to asking a question, attendees must state their first and last name, and declare their status as either a shareholder or a proxy, every time. This is to ensure the Company can accurately and completely record the details in the minutes of the meeting.

In this regard, the Company reserves the right to terminate the video and audio feed of any attendee whose questions or comments are impolite, defamatory to others, or violate any laws, including the infringement upon the rights of others, or which disrupt the meeting or cause a nuisance to other attendees.

6. In the event that any shareholder encounters technical difficulties in utilizing the meeting system or the voting system, please refer to and follow the instructions provided along with the Notice of the Meeting, or select the 'Help' menu within the system. Alternatively, shareholders may contact the Inventech Call Center staff via the telephone number and LINE Official Account displayed on the screen.

7. In the event of a system failure during the meeting, shareholders will receive an email notification to re-join the meeting via a backup system.

8. For shareholders who have appointed a proxy to attend the meeting on their behalf and have already cast their votes in the proxy form, the Company will record such votes as specified by the shareholders in the proxy form.

Thereafter, Mrs. Patara Sila-On, Chairman of the Board of Directors, was invited to deliver the Chairman's Message, and subsequently assigned Mr. Kamtorn Sila-On, Director and Chief Executive Officer, to proceed with conducting the meeting, along with the presentation of a corporate introduction video. Upon the conclusion of the presentation, the meeting proceeded to the agenda items as follows:

Agenda 1 To approve the Minutes of the 2025 Annual General Meeting of Shareholders

The Master of Ceremonies invited Mr. Kamtorn Sila-On, Director and Chief Executive Officer to present information to the shareholders.

Mr. Kamtorn Sila-On, Director and Chief Executive Officer, proposed that the Meeting consider and certify the minutes of the 2025 Annual General Meeting of Shareholders, which was held on 22 April, 2025. The details of the minutes are presented in the copy of the minutes of the meeting attached as Attachment 1, which the Company has dispatched to the shareholders along with the Notice of the Meeting. The Board of Directors has reviewed the minutes of the 2025 Annual General Meeting of Shareholders and is of the opinion that the minutes were accurately and completely recorded, and therefore deems it appropriate to certify the said minutes. Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. As there were no further questions

or comments from the shareholders, the Master of Ceremonies requested the Meeting to cast their votes. A resolution for this agenda item requires a majority vote of the shareholders who are present at the meeting and casting their votes.

Resolution: The Meeting unanimously resolved to certify the minutes of the 2025 Annual General Meeting of Shareholders, held on 22 April, 2025, with the following votes

Resolutions	Votes	%
Agree	433,408,209	100.0000
Disagree	0	0.0000
Abstain	0	-
Voided Ballot	0	-

Agenda 2 To acknowledge the report on the Company's operating results for the year 2025

The Master of Ceremonies invited Mr. Kamtorn Sila-On, Director and Chief Executive Officer to present information to the shareholders.

Mr. Kamtorn Sila-On, Director and Chief Executive Officer, reported to the Meeting that, as the Company had dispatched the Board of Directors' report regarding the Company's operational results for the year 2025, the details of which are in the 2025 Annual Registration Statement / Annual Report (Form 56-1 One Report), to the shareholders along with the Notice of the Meeting for their consideration, he therefore requested the Meeting to acknowledge the report on the Company's operational results. In this regard, the operational and financial information for the year 2025 was presented to the Meeting via a video presentation, the summary of which is as follows:

Performance for the year 2025

In terms of revenue, the Company reported a total group revenue of 5,642 million Baht, representing a decrease of 8 percent. This was due to a decline in sales from the 'Domestic Restaurants' channel resulting from the economic slowdown, as well as the closure of 4 Maisen branches and S&P restaurants in Cambodia due to international unrest.

In terms of profit, the Company reported a net profit of 271 million Baht, equivalent to 4.8 percent of sales.

In terms of expenses, selling and administrative expenses amounted to 2,888 million Baht, representing a decrease of 4 percent compared to the previous year. This was due to a reduction in variable expenses in line with the decline in revenue. However, the majority of the expenses consisted of fixed costs that remained unchanged, coupled with increases in rental and personnel expenses.

In terms of Assets, Liabilities, Shareholders' Equity, and Financial Ratios: As of the end of 2025, the Company reported total assets amounting to 4,182 million Baht, and total liabilities recorded at 1,602 million Baht.

The Return on Equity, or ROE, decreased from 15.8 percent to 10.5 percent, which was attributed to a decline in operating profit and an increase in expenses. Meanwhile, the Return on Assets, or ROA, increased from 11.5 percent to 7.8 percent, as a result of the closure of unprofitable branches and the optimization of store models to suit each respective location.

Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. In this regard, a shareholder had submitted questions in advance to the Company as follows:

1. Ms. Suwannarasamee Sangsuwan, a Right Protection Volunteer serving as a proxy from the Thai Investors Association, inquired: As the Company has launched the Wingstop brand to expand its customer base into the

Gen Z demographic, which has received highly positive feedback since its first day of operations, she would like to know what indicators of success the Company utilizes regarding the increased proportion of new, younger-generation customers. Furthermore, to what extent will the plan to open 7 additional Wingstop branches this year enhance efficiency in managing central overhead costs?

Mr. Kamtorn Sila-on, Director and Chief Executive Officer, clarified that the Company launched Wingstop in December and has consistently received a positive response. It is considered a success among the new customer demographic, exceeding the Company's expectations. Specifically, the Gen Z demographic accounts for approximately 70 to 80 percent of the customer base. Furthermore, as the branch is located at MBK Center, it attracts a substantial number of foreign customers. Regarding the expansion of 7 additional branches, this will further enhance efficiency in cost management, as it allows for better cost distribution, thereby improving profitability. As there were no further questions or comments from the attendees, the Meeting was requested to acknowledge the Company's operational results.

Resolution of the Meeting: The Meeting of Shareholders acknowledged the report on the Company's operational results for the year 2025.

Agenda 3 To approve the Statement of Financial Position as of 31 December 2025

The Master of Ceremonies invited Mr. Kamtorn Sila-On, Director and Chief Executive Officer, to present information to the shareholders.

Mr. Kamtorn Sila-On, Director and Chief Executive Officer, stated that, in compliance with the law requiring the Company to prepare its annual financial statements at the end of its fiscal year and to have them audited by an auditor prior to proposing them to the shareholders' meeting for approval, the Board of Directors has considered the annual financial statements for the year ended 31 December, 2025. These statements have been audited and certified by the auditor from PricewaterhouseCoopers ABAS Ltd., the Company's auditor, and have been endorsed by the Audit Committee. The certified public accountant expressed an unqualified opinion that the Company's financial statements present fairly, in all material respects, in accordance with financial reporting standards. The details regarding the Company's annual financial statements are presented in the 2025 Annual Report, which was sent to the shareholders in advance along with the Notice of this Meeting. Therefore, it is deemed appropriate to propose that the shareholders' meeting consider and approve the annual financial statements for the year ended 31 December, 2025.

Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. In this regard, a shareholder had submitted questions in advance to the Company as follows:

1. Ms. Suwannarasamee Sangsuwan, a Rights Protection Volunteer, serving as a proxy from the Thai Investors Association, inquired: As the auditor identified the issue of the 'recoverable amount of the investment in the joint venture' amounting to 273.6 million Baht in the United Kingdom as a Key Audit Matter (KAM) due to the ongoing economic uncertainty in Europe, what is the Audit Committee's opinion regarding the risk of having to recognize an impairment loss on this investment, and what are the Company's plans to turn around sales in London?

Ms. Cattleya Saengsastra, Independent Director and Chairman of the Audit Committee, clarified that over the past year, Management has implemented several initiatives to revitalize the business in the United Kingdom. She then requested Mrs. Kessuda Raiva, Director and Chairman of the Executive Committee, to provide further details as follows:

Over the past year, the United Kingdom experienced an economic recession and slowdown. Management has organized various activities to help boost both sales and profitability, such as hosting pop-up events at the UK branches in collaboration with 'Phed Mark,' a brand renowned for its Pad Krapao (holy basil stir-fry). This resulted in improved operational

performance in the first quarter of 2026, with an increase of 20 percent, as well as improved profitability. Out of the 5 branches, only 1 branch has operational results that have not yet met the Company's targets. The Company is currently developing a turnaround plan for this branch and remains fully committed to protecting the shareholders' interests. Regarding the joint venture investment amount inquired about by the shareholder, this figure represents the combined total for both domestic and international operations.

As there were no further questions or comments from the attendees, the Master of Ceremonies requested the Meeting to cast their votes. A resolution for this agenda item requires a majority vote of the shareholders who are present at the meeting and casting their votes

Resolution: The Meeting resolved to approve the annual financial statements for the year ended 31 December, 2025, with the following votes:

Resolutions	Votes	%
Agree	433,386,009	100.0000
Disagree	0	0.0000
Abstain	22,200	0
Voided Ballot	0	-

Agenda 4 To consider and approve the allocation of profit for the year 2025 and dividend payment.

The Master of Ceremonies invited Mr. Vitoon Sila-On, Director and Vice Chairman of the Executive Committee, to present information to the Meeting.

Mr. Vitoon Sila-On, Director and Vice Chairman of the Executive Committee, reported to the Meeting that, based on the operational results from the consolidated financial statements for the year 2025, the Company reported a net profit of 270,573,251 Baht, equivalent to earnings per share of 0.53 Baht. Therefore, it is deemed appropriate to propose that the shareholders' meeting resolve to approve the dividend payment for the operational results of the year 2025 at the rate of 0.50 Baht per share, which the Board of Directors considers to be an appropriate rate and in accordance with the Company's dividend policy to pay dividends at a rate of 60% of net profit after corporate income tax based on the consolidated financial statements for the year.

The Board of Directors' Meeting held on 13 August, 2025, resolved to approve an interim dividend payment at the rate of 0.05 Baht per share on 12 September, 2025.

Consequently, the remaining dividend to be paid at this time is at the rate of 0.45 Baht per share, amounting to a total of 229,783,672.35 Baht, which excludes the 4,080,000 treasury shares repurchased by the Company. The dividend will be paid to shareholders whose names appear on the Record Date for determining the list of shareholders entitled to receive dividends on 17 March, 2026, and the payment is scheduled for 13 May, 2026. Therefore, it is deemed appropriate to propose that the shareholders' meeting consider and approve the annual dividend payment for the year 2025 and acknowledge the aforementioned interim dividend payment.

Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. The following question was submitted via the electronic messaging system:

1. Mr. Nattorn Ajananurak, a shareholder attending the meeting in person, inquired whether the Company has a policy to repurchase additional shares this year.

Mr. Kamtorn Sila-on, Director and Chief Executive Officer, clarified that the Company currently does not have a policy to repurchase additional shares. Due to the current economic crisis, the Company must exercise greater caution in its cash utilization.

As there were no further questions or comments from the attendees, the Master of Ceremonies requested the Meeting to cast their votes. A resolution for this agenda item requires a majority vote of the shareholders who are present at the meeting and casting their votes.

Resolution: The Meeting unanimously resolved to approve the dividend payment for the operational results of the year 2025, with the following votes:

Resolutions	Votes	%
Agree	433,408,209	100.0000
Disagree	0	0.0000
Abstain	0	-
Voided Ballot	0	-

Agenda 5 To consider and approve the remuneration for the Board of Directors and Sub-committees for the year 2026, and the annual gratuity.

The Master of Ceremonies invited Mr. Teeranun Srihong, Independent Director and Chairman of the Nomination and Remuneration Committee, to present the information to the Meeting.

Mr. Teeranun Srihong, Independent Director and Chairman of the Nomination and Remuneration Committee, reported to the Meeting that, the Nomination and Remuneration Committee has carefully scrutinized and determined the remuneration for the Board of Directors and other sub-committees of the Company for the year 2026. This was conducted by considering the appropriateness of the duties and responsibilities of the directors, as well as benchmarking against companies within the same industry and of similar size, based on the results of the Thai Listed Companies Director Remuneration Survey conducted by the Thai Institute of Directors (IOD). Furthermore, the Company's operational performance and business growth were also taken into consideration.

The Nomination and Remuneration Committee considers it appropriate to maintain the fixed remuneration and meeting allowance for the Board of Directors and the sub-committees for the year 2026 at the same rate as the year 2025, with the following details:

1. Monthly Remuneration:

Monthly Remuneration (Baht/person/Baht)	2025		
	Chairman	Executive Director	Non-executive Director
Board of Directors	45,000	25,000	30,000
Audit Committee	25,000	-	15,000

2. Meeting Allowance (For Non-Executive Directors only)

	2025	
	Chairman of the Board	Directors
Board of Directors	37,500	25,000
Audit Committee	37,500	25,000
Risk Management Committee	22,500	15,000
Nomination and Remuneration Committee	22,500	15,000

Corporate Governance and Sustainability Committee	15,000	10,000
Non-Executive Directors Committee	-	25,000

3. Annual Gratuities

The Nomination and Remuneration Committee deemed it appropriate to pay in the amount of not exceeding 1,765,000 Baht representing a decrease of 31.7% from the previous year. Under this allocation, the Chairman of the Board of Directors will receive 170,000 Baht and the remaining 11 directors will receive 145,000 Baht each.

In this regard, the Board of Directors and the sub-committees do not receive any other benefits apart from the fixed remuneration, meeting allowance, and annual directors' bonus, which is the same as in the year 2025.

Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. As there were no further questions or comments from the shareholders, the Master of Ceremonies requested the Meeting to cast their votes. A resolution for this agenda item requires an affirmative vote of not less than two-thirds of the total number of votes of the shareholders who are present at the meeting.

Resolution: The Meeting resolved to approve the remuneration for the Company's directors and sub-committees for the year 2026, and the directors' bonus, as proposed by the Chairman of the Nomination and Remuneration Committee, with the following votes:

Resolutions	Votes	%
Agree	433,408,209	100.0000
Disagree	0	0.0000
Abstain	0	-
Voided Ballot	0	-

Agenda 6 To approve the appointment of directors to replace those who are due to retire by rotation

The Master of Ceremonies invited Mrs. Kessuda Raiva, Director and Chairman of the Executive Committee, to present information to the Meeting.

Mrs. Kessuda Raiva, Director and Chairman of the Executive Committee, reported to the Meeting that, in accordance with the Company's Articles of Association, at every Annual General Meeting of Shareholders, one-third of the total number of directors shall retire from office. At this 2026 Annual General Meeting of Shareholders, there are 4 directors who are due to retire by rotation, as follows:

1. Mr. Pravesvudhi Raiva Vice Chairman of the Board
2. Ms. Sophavadee Uttamobol Independent Director
3. Mr. Teeranun Srihong Independent Director
4. Mr. Piya Sosothikul Independent Director

In compliance with the principles of good corporate governance, the 4 directors who are due to retire by rotation expressed their intention to temporarily leave the meeting.

The Company had provided the shareholders with an opportunity to nominate qualified candidates for election as the Company's directors between 5 November and 30 December, 2025. Upon the expiration of the specified period, no nominations were submitted to the Company for consideration.

The Nomination and Remuneration Committee, excluding the directors who are due to retire by rotation at this meeting, has thoroughly, carefully, and prudently considered the qualifications and suitability of each individual nominee, including their professional qualifications, knowledge, capabilities, and experience that would be beneficial to the Company's business operations. Consequently, the Committee proposed to the Board of Directors that all 4 directors who are due to retire by rotation be re-appointed to serve as directors for another term.

The Board of Directors, excluding the directors who are due to retire by rotation at this meeting, has considered and deemed it appropriate to propose to the shareholders to re-appoint all 4 directors to serve for another term, as recommended by the Nomination and Remuneration Committee. The Board is of the opinion that all 4 directors possess the necessary qualifications, knowledge, and abilities suitable for the position of the Company's director.

Although the tenure of Ms. Sophavadee Uttamobol and Mr. Piya Sosothikul as independent directors has exceeded 9 consecutive years, the Board of Directors has considered that both independent directors remain fully qualified, have performed their duties effectively, and continue to provide independent opinions. Furthermore, they have applied their knowledge, capabilities, and expertise to offer beneficial advice to the Company. Detailed profiles of the 4 retiring directors are provided in Attachment 3 of the Notice of the Meeting, which has been distributed to the shareholders, as well as in the presentation displayed to the Meeting.

Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. As there were no further questions or comments from the shareholders, the Master of Ceremonies requested the Meeting to cast their votes for the appointment of directors on an individual basis, with the voting results to be announced separately for each director. A resolution for this agenda item requires a majority vote of the shareholders who are present at the meeting and casting their votes. Prior to announcing the results for Agenda Item 6, the 4 directors were invited to return to the meeting.

Resolution: The Meeting resolved to approve the re-appointment of all 4 directors who were due to retire by rotation to serve as directors for another term by a majority vote of the shareholders who were present at the meeting and casting their votes, as follows:

1. Mr. Pravesvudhi Raiva Vice Chairman of the Board

Resolutions	Votes	%
Agree	433,408,209	100.0000
Disagree	0	0.0000
Abstain	0	
Voided Ballot	0	-

2. Ms. Sophavadee Uttamobol Independent Director

Resolutions	Votes	%
Agree	433,408,204	99.9999
Disagree	5	0.0000
Abstain	0	-
Voided Ballot	0	-

3. Mr. Teeranun Srihong Independent Director

Resolutions	Votes	%
Agree	433,408,201	100.0000
Disagree	0	0.0000
Abstain	8	-
Voided Ballot	0	-

4. Mr. Piya Sosothikul Independent Director

Resolutions	Votes	%
Agree	433,408,204	99.9999
Disagree	5	0.0000
Abstain	0	-
Voided Ballot	0	-

Agenda 7 To approve the appointment of auditor, and their remuneration for the year 2026

The Master of Ceremonies invited Ms. Cattleya Saengsastra, Independent Director and Chairman of the Audit Committee, to present information to the Meeting.

Ms. Cattleya Saengsastra, Independent Director and Chairman of the Audit Committee reported to the Meeting that, the Audit Committee has considered and approved the framework for selecting Pricewaterhouse Coopers ABAS Ltd. as the auditor for the Company and its subsidiaries for the year 2026. This is based on the opinion that the auditor's performance has been at a good level with well-accepted professional standards. Furthermore, the auditor has integrated technology into their auditing process and possesses a profound understanding of the business of the Company and its subsidiaries, which will contribute to the swiftness, flexibility, and efficiency of the Company's auditing process.

The Board of Directors concurred with the Audit Committee's recommendation to select Pricewaterhouse Coopers ABAS Ltd. as the auditor for the Company and its subsidiaries, and resolved to propose that the 2026 Annual General Meeting of Shareholders consider and approve the appointment of the auditors and the audit fee, with the details as follows:

- 1) To appoint any one of the following persons as the Company's auditor for the year 2026:
 1. Mr. Paiboon Tunkoon CPA; License No.4298 and/or
 2. Ms. Sakulna Yamesakul CPA; License No.4906 and/or
 3. Ms. Sinsiri Tangsombat CPA; License No.7352

In this regard, the proposed audit firm and the individual auditors listed above do not have any relationship with the management, major shareholders, or any persons related to such parties, and have no interest in the Company or its subsidiaries. Therefore, they are independent in auditing and expressing their opinions on the Company's financial statements.

- 2) To determine the audit fee for the year 2026 in the amount of 3,080,000 Baht, which remains at the same rate as the year 2025. This amount excludes non-audit fees of 125,000 Baht, as detailed in the information distributed to the shareholders along with the Notice of the Meeting.

Thereafter, the Master of Ceremonies provided the shareholders with an opportunity to ask questions and express their opinions via text message or via video and audio (Video Conference) through the Inventech Connect system. As there were no further questions or comments from the shareholders, the Master of Ceremonies requested

the Meeting to cast their votes for approval. A resolution for this agenda item requires a majority vote of the shareholders who are present at the meeting and casting their votes.

Resolution: The Meeting unanimously resolved to approve the appointment of the Company's auditors and the determination of the audit fee for the year 2026, with the following votes:

Resolutions	Votes	%
Agree	433,415,309	100.0000
Disagree	0	0.0000
Abstain	0	-
Voided Ballot	0	-

Agenda 8 Other Matters (if any)

There were no other matters considered by the Company.

The Master of Ceremonies informed the Meeting that the Company had provided an opportunity for shareholders to submit questions related to the agenda of the Annual General Meeting of Shareholders in advance via email at secretary@snpfood.com from 23 March to 22 April 2026, to be addressed during the meeting. It appeared that one proxy had submitted a question in advance, which the Company had already addressed during the relevant agenda item. Furthermore, there was a suggestion submitted through the system, Mr. Kamtorn Sila-On, Director and Chief Executive Officer, acknowledged and thanked the shareholder for their suggestion, and stated that the Company would use this suggestion to improve its systems.

As there were no further questions, the Master of Ceremonies explained the details regarding the preparation of the minutes of the meeting in accordance with good practices. The Company will publish the minutes in both Thai and English on the Company's website and notify the Stock Exchange of Thailand through its information disclosure system within 14 days. Thereafter, Mr. Kamtorn Sila-on, Director and Chief Executive Officer, was invited to express his gratitude and formally close the meeting.

Mr. Kamtorn Sila-On, Director and Chief Executive Officer, expressed his gratitude to the shareholders for attending the meeting. Thereafter, he invited Mrs. Patara Sila-On, Chairperson of the Board of Directors, to formally close the meeting.

The Meeting was concluded at 15.30 hrs.

(Signature).....*Signed*....., Chairman of the Meeting
(Mrs. Patara Sila-on)

(Signature).....*Signed*....., the Meeting Secretary
(Mrs. Patamawalai Ratanapol)

Annex to the Minutes of the 2026 Annual General Meeting of Shareholders

S&P Syndicate Public Company Limited

Summary of Additional Questions and Answers (Meeting held on Thursday, 23 April 2026, from 14:00 to 15:30)

1. Mr. Nattorn Ajananurak, a shareholder attending the meeting in person, inquired about the capital expenditure (CapEx) for this new brand, specifically asking for the expected payback period and when it would begin to impact the overall Company's Cash ROIC. Additionally, he asked what percentage of the total CapEx is typically allocated to maintenance CapEx.

Answer For the development of the new brand, the Company expects the capital expenditure (CapEx) to be approximately 8–10 million Baht per branch. The payback period for the first branch is estimated at approximately 1 year, while subsequent branches are expected to be around 1.5–2 years. In this regard, the return on investment in the form of Cash ROIC will begin to have a significant positive impact on the Company's overall operational performance once the branch expansion of the Wingstop brand proceeds according to the specified projections.
