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บริษัท ปตท. น้ำมันและการค้าปลีก จำกัด (มหาชน)
555/2 ศูนย์อเนกประสงค์คอมเพล็กซ์ อาคารบี ชั้น 12
ถนนวิภาวดีรังสิต แขวงจตุจักร เขตจตุจักร
กรุงเทพฯ 10900 โทรศัพท์ : +66 (0) 2196 5959
เลขประจำตัวผู้เสียภาษี : 0107561000013

PTT Oil and Retail Business Public Company Limited
555/2 Energy Complex Building B, 12th Floor,
Vibhavadi Rangsit Rd., Chatuchak,
Bangkok 10900 Tel : +66 (0) 2196 5959
Tax ID PTTOR : 0107561000013

(Translation)

No. 31300001/50

April 23, 2026

Subject: Submission of the Minutes of 2026 Annual General Meeting of Shareholders

To: Shareholders of PTT Oil and Retail Business Public Company Limited

Enclosure: Copy of the Minutes of 2026 Annual General Meeting of Shareholders

With reference to the 2026 Annual General Meeting of Shareholders of PTT Oil and Retail Business Public Company Limited (the Company) held on April 9, 2026, the Company hereby enclosed the Minutes of 2026 Annual General Meeting of Shareholders (the Minutes) for review. Should you have any amendments or objections to the Minutes, please submit them to corporatesecretary@pttor.com no later than May 25, 2026, so that the Company may proceed accordingly. In the absence of any corrections or objections, it will be deemed that the Minutes have been approved by all shareholders.

Please be informed accordingly.

Yours sincerely,

- Peekthong Thongyai -

(M.L. Peekthong Thongyai)

Chief Executive Officer

Office of Chief Executive Officer and Corporate Secretary

Tel: 02-196-6242, 6243

Email: corporatesecretary@pttor.com

(English Translation)



Minutes of the 2026 Annual General Meeting of Shareholders
of
PTT Oil and Retail Business Public Company Limited

The 2026 Annual General Meeting of Shareholders (the “**Meeting**”) of PTT Oil and Retail Business Public Company Limited (the “**Company**”) was held on Thursday, April 9, 2026, via electronic means only, in accordance with the requirements of the Emergency Decree on Electronic Meetings, B.E. 2563 (2020), and the Announcement of the Ministry of Digital Economy and Society Re: Security Standards of Meetings via Electronic Media, B.E. 2563 (2020), and other laws in relation to electronic meetings, which the Company has informed the shareholders in advance together with the notice calling the Meeting. In this meeting, the Company has also arranged for video and audio recording of the meeting in the form of video media.

In line with the government’s policy to promote energy saving, the Company, as an energy business company, has implemented the relevant measures by setting the air conditioning temperature at an appropriate level and the Company requests that the Board of Directors, management, and employees wear short-sleeved shirts and do not wear suits or neckties when attending the Meeting, to be part of supporting the energy saving and efficient energy use.

Mrs. Sriyapha Hutawanich, Corporate Social Responsibility Division Manager (the “**Facilitator**”) invited Mr. Somchai Lertsutiwong, Chairman of the Board of Directors, who presided as the Chairman of the Meeting (the “**Chairman**”), to declare the Meeting officially open and give a welcome speech.

The Meeting started at 14:00 hrs. The Chairman informed the Meeting that this Meeting has adopted the principles of sustainable meetings in accordance with the Green Meeting approach. This aims to promote efficient resource utilization, including reducing or eliminating the distribution of printed documents and using recyclable materials within the meeting control area.

The Chairman informed the Meeting that, at this Meeting, the Company set the record date for determining shareholders who have the right to attend the Annual General Meeting of Shareholders on February 24, 2026. In this regard, at the opening time of the Meeting, there were 113 shareholders attending the Meeting in person, totaling 685,141 shares, and 604 shareholders attending the Meeting

(English Translation)

by proxy, holding 10,133,984,518 shares. The total number of shareholders attending the Meeting were 717 shareholders with a total combined shareholding of 10,134,669,659 shares, representing 84.4555 percent of the total issued and paid-up shares of the Company, it is therefore considered that there are not less than 25 shareholders and proxies present at the Meeting, with a total shareholding exceeding one-third of the total issued and paid-up shares of the Company, thus constituting a quorum in accordance with the Company's Articles of Association. The Chairman then declared the Meeting commenced and assigned Miss Noppawan Phuycharoen, Company Secretary, to introduce the directors, executives, legal advisors, auditors of the Company, and the witness in the vote counting who present at the Meeting, also clarifying the rules and procedures for voting and counting votes, as well as the criteria for questioning and expressing opinions to the Meeting, with the detail as follows:

Directors in attendance:

- | | | |
|----|--------------------------------------|--|
| 1. | Mr. Somchai Lertsutiwong | Chairman / Independent Director |
| 2. | Mr. Supat Metheeworapote | Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Committee |
| 3. | Prof. Dr. Bundhit Eua - Arporn | Independent Director / Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee |
| 4. | Prof. Dr. Parichart Sthapitanonda | Independent Director / Chairman of the Corporate Governance and Sustainability Committee / Member of the Audit Committee |
| 5. | Mr. Somchai Rungsriphananon | Independent Director / Member of the Corporate Governance and Sustainability Committee |
| 6. | Air Chief Marshal Rawin Thanomsingha | Independent Director / Member of the Corporate Governance and Sustainability Committee |

(English Translation)

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|-----|---|---|
| 7. | Mr. Teerachun Bunsith | Independent Director / Member of the Enterprise Risk Management Committee |
| 8. | Police Lieutenant General Jirabhop Bhuridej | Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee |
| 9. | Ms. Nantika Thangsuphanich | Director / Member of the Enterprise Risk Management Committee |
| 10. | Mr. Tibordee Wattanakul | Director / Member of the Nomination and Remuneration Committee |
| 11. | Dr.Kongkrapan Intarajang | Director |
| 12. | Ms. Pattaralada Sa-Ngasang | Director / Member of the Nomination and Remuneration Committee / Member of the Enterprise Risk Management Committee |
| 13. | Mr. Chaya Chandavasu | Director / Member of the Corporate Governance and Sustainability Committee |
| 14. | M.L. Peekthong Thongyai | Director / Member of the Enterprise Risk Management Committee / Secretary to the Board |

the Company Secretary informed the Meeting that Mr. Danucha Pichayanan, who previously served as an Independent Director and the Chairman of the Enterprise Risk Management Committee, has resigned from his position as a director and all aforementioned positions in the Company, effective from 1 April 2026. Accordingly, Mr. Danucha Pichayanan did not attend this Meeting. At present, the Company is in the process of considering and recruiting a suitably qualified and experienced person to fill the vacant position and will notify the Stock Exchange of Thailand in due course.

Executives in attendance:

- | | | |
|----|-------------------------|-------------------------|
| 1. | M.L. Peekthong Thongyai | Chief Executive Officer |
| 2. | Mr. Suchat Ramarch | President |

(English Translation)

3. Ms. Wilaiwan Kanjanakanti Senior Executive Vice President, Finance
4. Mr. Paisan Udomkulwanich Senior Executive Vice President, Energy Solutions Business
5. Ms. Rajsuda Rungsiyakull Senior Executive Vice President, Special Affairs 1
6. Mr. Songpon Senior Executive Vice President, Global Business
Thepnumsommanus
7. Mr. Racha U-Thaichan Senior Executive Vice President, Lubricants Business
8. Mr. Piman Poolsri Senior Executive Vice President, Oil Retail Business
9. Mrs. Kanchanee Udomkulwanich Senior Executive Vice President, Petroleum Terminal
Operations
10. Mr. Kosala Limaksorn Senior Executive Vice President, Organization Effectiveness
11. Mr. Nisit Pongvutiprapant Senior Executive Vice President, Corporate Strategy
12. Mr. Kraipit Premmani Senior Executive Vice President, Lifestyle Business
13. Mr. Pakorn Suriyabhivadh Senior Executive Vice President, Digital Business and
Solutions
14. Mr. Patcharodom Limpitsatien Senior Executive Vice President, Legal and Corporate
Governance

Legal advisor in attendance:

1. Mrs. Veeranuch Thammavaranucpt Senior Partner from TTT & Partners Co., Ltd.

Auditors in attendance:

1. Mr. Kittiphun Kiatsomphob Auditor from EY Office Company Limited

To ensure transparency of the Meeting process, the Company has appointed legal advisor Mr. Arnut Pongprueksa from TTT & Partners Co., Ltd. as a witness for the vote counting. He will also oversee that the shareholders' meeting via electronic means will be conducted transparently and in accordance with the law and the Company's Articles of Association.

Also to ensure that the Meeting be in accordance with good corporate governance practice, the criteria and procedures for voting and vote counting at the Meeting, as well as the criteria for questioning and expressing opinions to the Meeting has been informed as follows:

The criteria and procedures for voting and counting votes at the Meeting are as follows:

1. The Meeting via electronic means will be conducted in accordance with the Royal Decree on Meeting through Electronic Media and the Announcement of the Ministry of Digital Economy and Society on Security Standards for Meetings through Electronic Media B.E. 2563, as well as other related rules, through a system that has following standards:

- **Zoom Meeting Control System;** and
- **Inventech Connect Voting System,** which has passed a self-assessment from the Electronic Transactions Development Agency.

The Meeting system is controlled by Inventech Systems (Thailand) Co., Ltd., whereby the shareholders could attend via computer, laptop, tablet, or smartphone.

2. At this meeting, the Company will collect, and disclose personal data, including photos, audios, and videos of all the Meeting's attendees for the purpose of recording and preparing minutes of the Meeting. The Company has informed the personal data protection notice for the Meeting in accordance with the Personal Data Protection Act B.E. 2562 (2019) to the shareholders together with the notice of the Meeting.
3. Shareholders or proxies who are entitled to attend the Meeting (the "**Attendees**") will have to authenticate their identity to obtain a username and password, in accordance with the method specified by the Company, which the Company has provided such details in the meeting invitation letter. The Attendees have agreed to follow the attendance rules for the electronic meeting format and register by pressing the "Register" button, which in this process it is assumed that the Attendees have already registered to attend the Meeting, and the number of shares held by the shareholders will be counted as a quorum.
4. The Meeting will proceed the agenda in the order specified in the Meeting invitation letter. Information on each agenda item will be presented, and shareholders will be given the opportunity to ask questions prior to the voting. Then the voting results will be announced to the Meeting after the vote counting for that agenda has been completed respectively.

(English Translation)

5. For voting, all shareholders have one vote per share. Each shareholder may cast his or her vote to either approve, disapprove, or abstain from voting, except for the case of custodian, voting can be separated. Voting in the proxy form delivered to the Company which were filled in with more than one mark or that casts with a vote expressing a conflict of intent, the Company will consider as invalid ballot except for the case of custodian.
6. Shareholders with a conflict of interest in any agenda will not be entitled to vote on such agenda.
7. In voting, the shareholders shall select the agenda item they wish to vote on. After that, press the "Vote" button. The system will display three options: "Approve," "Disapprove," and "Abstain." Shareholders can click on the voting button according to their preferences. For shareholders or proxies representing multiple shareholders, the system will display a list of all proxies. Votes will be separated by user account. If a shareholder wishes to cancel their vote, they should press the "Cancel Vote" button. For any shareholders who do not cast their votes within the specified time, the Company will assume that the shareholders approve such agenda item.
8. In the event that a shareholder logs out of the Meeting before the voting on any agenda item is closed, the shareholder's votes will not be counted toward the quorum for that specific agenda item, and their votes will not be included in the vote count for that and subsequent agenda items. However, leaving the Meeting during any agenda item will not disqualify the shareholder or proxy from rejoining the Meeting and voting on the remaining agenda items.
9. Shareholders may change or amend their votes at any time until the voting for that particular agenda item is declared closed in the system. This is to allow for the collection and announcement of the voting results to the Meeting. Once the voting is declared closed, shareholders will no longer be able to go back and cast or change their votes for that agenda item.
10. The Company allocates 2 minutes for voting on each agenda item in the system, except for Agenda 6 regarding the election of directors to replace those retiring by rotation. For this agenda, shareholders are required to cast their votes for each nominated director individually, and the Company will provide 2 minutes for voting on each nominated director.

(English Translation)

11. In counting votes, the Company will deduct the votes of disapprove, abstain and invalid ballot from all the votes of the shareholders attended the Meeting and had the right to vote, and the rest votes will be counted as “approved”.
12. For shareholders who have authorized proxies to attend the Meeting on their behalf and have cast their votes in advance in the proxy form, the Company will record such votes as specified by the shareholders in the proxy form for each agenda item and will include those votes in the total count for each respective agenda item.
13. In the case that shareholders or proxy holders received proxies from many shareholders by using the same email address and telephone number to verify their identities for proxy, the system will combine the names of shareholders in the same user account. In the case of using different email addresses and phone numbers to verify identity, the system will not combine the names of shareholders but will separate user accounts. Therefore, if the proxy would like to access another user account, pressing to select the menu “User Account”, then the "Change Account" button to access the account of other shareholders. By doing the Change Account, the system will not take the votes out of the vote base.
14. For counting votes:
 - For the Meeting’s resolutions for Agenda Items 1 and 7, as this is an agenda item for acknowledgment, there will be no casting of votes.
 - For Agenda Items 2, 3, 4 and 6 require a majority vote of the shareholders attending the Meeting and casting their votes for approval, whereby the votes shall be counted by only accumulating the votes of *approval*, *disapproval* and *invalid ballots* cast by the shareholders who cast their vote. The votes of abstention shall be excluded.
 - For Agenda Item 5, it requires votes of not less than two-thirds of the total votes of the shareholders present at the Meeting for approval, whereby the votes shall be counted by accumulating all votes of *approval*, *disapproval*, *abstention* and *invalid ballots*.

(English Translation)

- For Agenda Item 6, all shareholders shall be requested to cast their votes for each nominated director individually.
15. The shareholders must vote on each agenda item prior to the vote being closed for casting the votes in the particular agenda item. If the shareholders would like to register to leave the quorum before the vote on any agenda item had been closed, the shareholders need to press “Account” menu, then “Register to leave the quorum” button, whereby the system will notify to confirm to leave the Meeting. If the shareholders wish to leave the Meeting, such shareholders need to press “Confirm” button. In this regard, votes of the shareholders who register to leave the quorum before the vote on such agenda item has been closed will not be counted as part of the quorum for that agenda item and their votes will not be counted for such agenda item and the rest. However, using the “Register to leave the quorum” option on any agenda item does not preclude from returning to the Meeting and voting in the system on the next agenda item, will not affect the vote of the shareholders in the agenda item that the vote has been completed.
 16. In the event that the shareholders encounter problems in entering the Meeting system or voting system, please study and follow the instructions as provided with the invitation to this Meeting or select “Help” menu in the system or contact Inventech Call Center at 02-460-9223.
 17. If there is a system failure during the Meeting, the shareholders will receive the email for returning to the Meeting through the backup system.

The Meeting with regard to question submission and expressing opinion, as follows:

1. Before voting on each agenda item, the Company shall give the Attendees an opportunity to ask questions and express opinion with 2 minutes for each agenda item, for asking questions, the shareholders shall select the agenda that would like to ask or express opinion, then press the "Question" button. The questions and opinions would be submitted through 2 channels as follow:

(English Translation)

- Via message by typing your questions or opinion as wished, then press “Submit question” button. In the event that a large number of questions are sent into the system, the Company reserve the right to consider in selecting the questions as appropriate.
 - Via VDO Conference by pressing “Inquire by VDO Conference” button, after that press “OK” button to confirm the reservation. The Facilitator would provide the first and last names of the Attendees who were entitled to ask questions. The shareholders were advised to keep the camera and microphone on. When receiving the signal from staff to ask the questions or express opinion, the shareholders were advised to kindly inform your name, surname and status (shareholder or proxy) before asking question or expressing opinion every time so that the Company can record in the minutes of the Meeting accurately and completely.
2. The Company asked for cooperation from the shareholder to submit the questions related to the agenda being considered. If the shareholder had questions or opinions in addition to the agenda item being considered, he or she was advised to ask or express opinions in other matters agenda item at the end of the Meeting.
 3. In the event that a large number of questions related to such agenda are sent into the system, the Company would consider selecting the questions as appropriate. This includes the cases where shareholders ask a large number of questions through audio-visual in the system. To keep time of the Meeting, shareholders were requested to ask questions via text message so that the Company’s officer can answer them or take the shareholders' questions to answer at the end of the Meeting.
 4. With regard to any questions not responded to during the Meeting, the Company would summarize these questions and provide responses in an attachment to the minutes of the Meeting.
 5. In addition, the Company requested that the shareholders concisely express their opinions and concisely submit their questions. In this regard, the Company reserved the rights to cut off the images and sounds of the Shareholders who asked the questions or expressed impolite comments or defamation of others or violating any laws, including

(English Translation)

the violation of the rights of others or disturbing the Meeting or causing any troubles to other Attendees.

In this regard, to promote good corporate governance and treat all shareholders equally, the Company provided the opportunity to the Company's shareholders to propose the agenda for the Annual General Meeting of Shareholders in accordance with the criteria specified by the Company on the Company's website between October 20, 2025 to December 31, 2025, but it appeared that no shareholder proposed the agenda according to the criteria set by the Company, to the Company.

The Chairman then proceeded with the Meeting in accordance with the following 8 agenda items:

Agenda Item 1 To acknowledge the operating results for the year 2025

The Chairman then assigned M.L. Peekthong Thongyai, Chief Executive Officer, to present the details of this agenda to the Meeting. Prior to the proceeding of the first agenda item of today's Meeting, M.L. Peekthong Thongyai informed the Meeting of the unrest in the Middle East and the recent volatility in energy markets, which have raised concerns among the public, consumers and investors at large. On behalf of the Company, M.L. Peekthong Thongyai expressed concern for all sectors affected and confirmed that, amid the ongoing uncertainty, the Company continues to conduct its business with prudence. The Company is managing procurement and allocation to ensure that sufficient fuel is delivered to all service stations for distribution to the public nationwide, while cooperating with government policies. The Chairman further confirmed to the meeting that, over the past month, the Company's relevant units, including oil depots nationwide, have been operating continuously on a 24-hour basis to support the situation and to fully serve the public.

Next, M.L. Peekthong Thongyai informed the Meeting that the Company had prepared the report of the directors in relation to the Company's operating results for the year 2025 as detailed in the Annual Registration Statement / Annual Report for the Year 2025 (Form 56-1 One Report), which was distributed to the shareholders in form of QR Code in Enclosures 9 of the invitation letter to this Meeting. In order for the Meeting to acknowledge the summary of the Company's operating results for the year 2025 in a complete and easily understandable manner, therefore, the video presentation of the Company's operating results for the year 2025 shall be presented to the Meeting, which can be summarized as follows.

(English Translation)

- Demonstrating our proven potential and unwavering commitment, the Company continues to pursue sustainable growth and create value for all stakeholders gaining trust and recognition both nationally and globally. As a result, in 2025, the Company recorded total revenue of THB 658,723 million and a net profit of THB 11,304 million.
- The Company operates its business with a focus on strengthening its energy and integrated retail businesses, supporting the energy transition and evolving consumer behavior, while conducting business alongside improving the quality of life of communities and the environment, with the aim of creating opportunities for all stakeholders to grow together. This is in line with its vision of "Empowering All Toward Inclusive Growth."
- The Company has set its strategic direction to become a role model organization through the 3Ps approach, emphasizing social and community well-being, environmental sustainability, and strong business performance. This approach lays a solid foundation toward achieving the OR 2030 GOALS, which encompasses three key dimensions: Living Community, Economic Prosperity, and Healthy Environment.
- The Company is committed to creating sustainable shared growth through the Company's ecosystem by operating in accordance with four strategic missions, and committed to strengthening its 4 core business groups
 - Seamless Mobility: Strengthening integrated energy business for seamless mobility.
 - Over 3.9 million users per day at Physical Platform, with high customer satisfaction.
 - Ranked No. 1 for the highest number of certified standard fuel dispensers approved by the Ministry of Commerce
 - EV Station PluZ network covering all 77 provinces in Thailand, the most extensive nationwide, with EV Hubs offering high-power charging capacity of over 180 kW

(English Translation)

- Development of Sustainable Aviation Fuel (SAF) in collaboration with leading airlines
 - The first and only in Thailand to receive the “Golden Seal QR” certification under TIS 151 standards
 - PERFORMA SUPER SYNTHETIC 0W-20, the first in Thailand to meet API SQ and ILSAC GF-7A standards
 - FIT Auto: a comprehensive automotive service center for both internal combustion engine (ICE) and EV vehicles
 - OR Space: a “Convenience Mall” concept with a unique OR identity, catering to all lifestyle needs
- All Lifestyles: Committed to offering comprehensive lifestyle choices to meet diverse living needs.
- Operated a total of 4,742 Café Amazon branches, with 429 million cups sold.
 - “Café Amazon Premium Selected Cup” offered at an accessible price
 - Café Amazon Rewards program to strengthen customer engagement
 - Expansion of 12 “found & found” stores, offering Health & Wellness products
- Global Market: Expanding the business base to achieve success and recognition in the global market.
- Operated in 11 countries.
 - 355 PTT Station branches and 294 Café Amazon branches overseas
 - Expanding Home Use and Ready-to-Drink channels into international markets, with strong sales growth in new markets such as the Netherlands and Oman

(English Translation)

- First-time export of 100% synthetic lubricants to Seychelles, Africa
- Launch of the first Otteri Wash & Dry store in Lao People's Democratic Republic
- OR Innovation: Driving the business through digital innovation to achieve sustainable growth in the Company's distinctive way.
 - blueplus+ app connects the OR Ecosystem, with over 9.3 million members
 - Dashboard Control Tower and Geo-Analytics for precise decision-making
 - Virtual Bank developed in collaboration with partners, leveraging the OR Ecosystem database
 - Café Amazon for Chance – 468 branches providing employment opportunities for underprivileged individuals
 - Thai Ded - The Best Areas for Thai People

- OR Ecosystem

The Company is strengthening the OR Ecosystem by connecting its products and services with consumers, society, and communities. The goal is to increase daily traffic from 3.9 million to 5 million for physical channels, and to increase blueplus+ members from 9.3 million to 14 million for the digital platform. The foundation is being laid through the development of a digital blueprint covering all processes from front-end to back-end, positioning the Company as a digitally driven organization.

- The Company operates under a management approach that prioritizes the environment, social responsibility, and adherence to good governance principles.
- The Company has firmly implemented an anti-corruption and anti-bribery policy, and in 2023, it was certified as a member of the Thai Private Sector Collective Against Corruption (CAC) for the year 2023.

(English Translation)

- In 2025, the Company has consistently received an Excellent CG Scoring for good corporate governance for 5 consecutive years from the Thai Institute of Directors Association and the Stock Exchange of Thailand. The assessment covers four key aspects: shareholder rights and equitable treatment; consideration of stakeholders' roles and sustainable business development; disclosure and transparency; and the duties and responsibilities of the Board of Directors.
- The Company remains committed to strengthening its business while building on its successes for the future, alongside providing opportunities for sustainable growth in society, communities, and the environment, "Empowering All Toward Inclusive Growth"

Proposed to the Meeting to acknowledge the Company's operating results for the year 2025 as the details of which presented in the video presentation.

Then, yielded the floor to shareholders for questions and comments.

Mr. Nuttachai Korphaophanich (Shareholder) inquired via message as follows:

Given the target to increase revenue from service stations by raising the number of daily customers to 5 million by 2030, what is the plan to achieve this goal?

M.L. Peekthong Thongyai (Chief Executive Officer) responded that:

The Company aims to increase daily traffic from 3.9 million to 5 million through the following initiatives

1. Business Expansion: Expanding the service network to better meet customer needs and enhance accessibility, with an average annual increase as follows:
 - Approximately 90 fuel service stations per year;
 - Approximately 260 Café Amazon branches per year; and
 - Approximately 10 FIT Auto branches per year.

This expansion is supported by Geo-Analytics to assess locations, community density, investment suitability, and potential impact on the Company's nearby service stations.

(English Translation)

2. Know Your Customer: Targeting an increase in blueplus+ membership from 9.3 million to 14 million to better understand customer behavior and preferences, enabling personalized marketing. This will help drive value creation through upselling and cross-selling across businesses within the OR Ecosystem.
3. Ecosystem Development and Retail Mix Enhancement, increasing dwell time on the physical platform from 7 minutes to 30 minutes, driven by growth in EV charging over the past 2–3 years. Examples include Food & Beverage, Found & Found, and budget hotel businesses.

Mr. Rattanapakorn Thanantha (Shareholder) further inquired as follows:

Please provide an update on the progress of the budget hotel investment? Also, what are the long-term plans in terms of expected revenue and EBITDA, and how will these be achieved?

M.L. Peekthong Thongyai (Chief Executive Officer) responded that the investment is a business operation conducted in partnership under a Joint Venture structure, with the Company and the partner holding investment shares of 49% and 51%, respectively. This represents the Company's investment amount of approximately THB 346 million, with an Internal Rate of Return (IRR) of approximately 9%.

The main target customer groups consist of 3 segments:

- 1) Traveling workers who need to travel to upcountry provinces
- 2) Long-haul road trippers / travelers
- 3) Budget travelers

The Company's key strength lies in its diverse products and services, which support a fully integrated stopover experience within the OR Ecosystem, including 7-Eleven, Café Amazon, and laundromats, as well as standardized service quality under the Centara brand. The Company will initially open 6 locations by 2027 and 2028, located in Phuket, Chonburi, Songkhla, Ayutthaya, Kanchanaburi Provinces and around Don Mueang Airport.

Ms. Poranee Prapanwattana (Shareholder) inquired via message as follows:

Does the Company benefit from a high level of marketing margin?

M.L. Peekthong Thongyai (Chief Executive Officer) responded that the marketing margin does not refer to net profit, but rather the operating margin received by fuel retailers and service station operators, which is approximately 4% to 5%. However, after deducting various expenses and investments, the net profit is typically around 1%. The marketing margin is divided into two part, i.e. oil retailer (the Company) and gas station owners. For oil retailers include administrative and marketing expenses, financial expenses for maintaining legal oil reserves, labor costs, warehouse operations costs, and oil transportation costs to various depots throughout the country. For gas station owners, the costs include land rent, utility costs, service station administration and maintenance costs, labor costs, and oil transportation costs from depots to gas stations throughout the country. Therefore, whether the marketing margin is considered high or not should be assessed based on cumulative marketing margin over a period of time to better reflect the overall economic reality, rather than evaluating it solely on a daily basis.

Ms. Worapanat Koedrit (Shareholder) inquired via message as follows:

Whether the Company is confident that there will be sufficient fuel supply during the Songkran festival period, and what measures are in place?

M.L. Peekthong Thongyai (Chief Executive Officer) responded that although a ceasefire was announced on 8 April 2569 for a period of two weeks, the current situation remains uncertain and difficult to predict.

The Company has analysed fuel demand statistics for the first half of April and found that daily demand is approximately 15% higher than normal levels. Nonetheless, the Company has implemented an integrated supply and logistics plan in collaboration with the PTT Group to manage fuel allocation from all sources and across all transportation modes, ensuring alignment with current consumer demand.

The Company has implemented the following measures:

1. Increased inventory levels which normally, the working capital level is around 10 days. It's a Legal Reserve for approximately 3 days and a Working Reserve for approximately

(English Translation)

7 days. However, during the situation in March, Working Reserve decreased from 7 days to approximately 1 day, but currently it has increased to approximately 7 days.

2. Accelerated the distribution of oil to regional depots as quickly and as much as possible in order to facilitate more efficient transportation to service stations in regional areas.
3. Coordinated with the Department of Land Transport to ensure sufficient fuel supply for public transport vehicles, supporting the transportation of people returning to their hometowns and commuting back to work.

Ms. Kristha Jenvaiyavasjamai (Shareholder) inquired via message as follows:

How has the Company been affected by the unrest in the Middle East situation?

M.L. Peekthong Thongyai (Chief Executive Officer) responded that the unrest in the Middle East situation has led to a continuous increase in oil prices, together with heightened public concern, resulting in higher-than-normal fuel demand in March 2026. As a result, the Company has been negatively impacted as follows:

1. Some service stations experienced temporary fuel shortages during certain periods. The company has been striving to control fuel shortages at all gas stations to no more than 12-24 hours, and no fuel shortages have been reported at gas stations since the third week of March until now.
2. Overall marketing margin weakened due to the significant increase in fuel costs, despite partial support from the government's oil fund mechanism.
3. Cash flow was affected due to delayed compensation payments from the oil fund, as the government was in a caretaker phase. However, the Company still maintains sufficient cash flow for its operations.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

The Facilitator then informed the Meeting that since this agenda item was presented for shareholders to acknowledge the Company's operating performance report for the year 2025, there is no voting for this agenda item.

Agenda Item 2 To approve the financial statements for the year ended December 31, 2025

The Chairman then assigned M.L. Peekthong Thongyai, Chief Executive Officer, to present the details of this agenda to the Meeting.

Then, M.L. Peekthong Thongyai informed the Meeting that pursuant to Section 112 of the Public Limited Companies Act B.E. 2535 (1992), as amended, and Article 49 of the Company's Articles of Association, the Board of Directors is required to prepare the balance sheet and profit and loss statement, together with the auditor's report and the Board's annual report, as at the end of the Company's financial year, and submit them to the shareholders' meeting at the annual general meeting for approval within four months from the end of the financial year. The Board must also ensure that such balance sheet and profit and loss statement are audited by the auditor prior to their submission to the shareholders' meeting.

M.L. Peekthong Thongyai additionally informed the Meeting that the Company prepared quarterly Management Discussion and Analysis (MD&A) reports, which can be accessed in detail through news reports to the Stock Exchange of Thailand or the investor relations page on the Company's website, as well as, the Company's financial statements for the year 2025, ending on December 31, 2025, are set out in Part 3 (Financial Statements) of the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report). The financial performance can be summarized as follows:

Profit and Loss Statement

In 2025, the Company's income from sales and services amounted to THB 658,723 million, a decrease of THB 65,235 million compared to the previous year, or 9 percent decrease. This was primarily due to a decline in the Mobility and Global business groups, driven by lower average selling prices per litre in line with global oil prices, together with reduced sales volumes, particularly in Cambodia as a result of the Thailand–Cambodia conflict. Meanwhile, the Lifestyle business group improved, supported by the food and beverage business and other retail segments, in line with branch expansion and ongoing promotional activities.

(English Translation)

In 2025, the Company recorded EBITDA of THB 20,357 million, an increase of THB 2,691 million or 15 per cent. This was primarily driven by an improvement in the Mobility business group, with higher average gross profit per litre, particularly from aviation fuel and diesel, and growth in the Lifestyle business group, supported by improved gross margins in the food and beverage retail segment. This was further supported by lower operating expenses, following the discontinuation of underperforming businesses in 2025. Meanwhile, the Global business group declined, mainly due to lower average gross profit per litre in Cambodia and the Philippines.

When considering the proportion between income and EBITDA of the Company, the Company's incomes were primarily derived from sales and service of the Mobility accounting for 88.9 percent, Lifestyle accounting for 3.7 percent, Global accounting for 6.9 percent, and other business groups accounting for 0.5 percent, in respectively. Similarly, the Company's EBITDA from the Mobility contributed 61.5 percent, Lifestyle contributed 34.5 percent, Global contributed 6.2 percent, and other business groups contributed 2.3 percent in respectively.

The net profit for the year attributable to the Company's shareholders in 2025 was THB 11,304 million. This resulted from an increase in EBITDA, including a reduction in expected credit losses on trade receivables due to debt repayments, the Company's profit for the year attributable to shareholders increased by THB 3,654 million, or 48 percent in 2025.

Statement of Financial Position

As of December 31, 2025, the Company's total assets amounted to THB 197,931 million, reflecting a decrease of THB 9,561 million, or 5 percent decrease. This decline was primarily due to a decrease in cash and cash equivalents by THB 13,992 million, mainly driven by repayment of long-term loans, and dividend payments. Other current assets increased by THB 6,813 million, primarily driven by investments in short-term financial assets, namely bank certificates of deposit, in 2025. Meanwhile, property, plant and equipment decreased by THB 718 million, mainly due to depreciation during the period; other non-current assets decreased by THB 1,664 million, primarily due to a reduction in deferred tax assets; and investments in associates declined, mainly as a result of dividend payments.

The Company had total liabilities amounting to THB 84,110 million as of December 31, 2025, a decrease of THB 14,421 million. This decrease included a decrease in current liabilities by THB 12,089 million, primarily due to a decrease in trade and other payables following the decline in the volume of oil purchases in December 2025 decreased compared to the same period of the previous year. Non-current

liabilities decreased by THB 2,332 million, mainly due to a reduction in long-term borrowings following the repayment of maturing loans.

As for shareholders' equity, the Company had shareholders' equity amounting to THB 113,821 million as of December 31, 2025, an increase of THB 4,860 million, which resulted from the net profit for the year, less dividend payments.

Financial Ratio

With respect to the financial ratio, the return on equity (ROE) increased from 7.0 percent to 10.1 percent, primarily due to an increase in net profit from the previous year.

Return on assets (ROA) increased from 3.6 percent to 5.6 percent, primarily due to an increase in net profit from the previous year.

Furthermore, the net interest bearing debt to equity ratio increased from -0.17 times to -0.15 times, primarily due to the decrease in cash and cash equivalents. The Company has maintained its net interest-bearing debt-to-equity ratio at below 1.0 time in line with its financial policy, thereby resulting in a low risk of default on interest payments.

Then, yielded the floor to shareholders for questions and comments.

Ms. Warawara Sathiansawat (Shareholder) inquired via message as follows:

What benefits does the Company gain from its investment in Thai Pipeline Network (TPN)?

M.L. Peekthong Thongyai (Chief Executive Officer) responded that the benefits of the investment are as follows:

- It enhances competitiveness through cost efficiency, as transportation costs to the Northeast are reduced by approximately 20%. The Company's fuel shipment volume to the Northeastern region has increased to around 35 million liters per month in 2028.
- It reduces greenhouse gas emissions from transportation by approximately 6,500 tons of carbon per year.
- It lowers the risk of road accidents, as the Company currently transports fuel to the Northeastern region at no less than 800 trips per month.

(English Translation)

Ms. Saowaluk Rattanakasikorn (Shareholder) inquired via message as follows:

What is the current status of the oil fund, and to what extent does it impact the Company's financial position, and in what way?

Ms. Wilaiwan Kanjanakanti (Senior Executive Vice President, Finance) responded that currently, the Company has outstanding Fuel Fund Receivables of approximately THB 15,380 million, as of early April 2026, And the accumulated outstanding receivables will continue to increase for some time during the time where government still implement the policies to subsidize the rising fuel prices in order to alleviate the burden on consumers. The government is currently in the process of securing loans for the oil fund in order to repay fuel retailers, including the Company.

Thai Investors Association represented by Mr. Suwit Chan-amphorn (Proxy) inquired via message as follows:

In 2025, the Company's net profit increased by 47.8% despite a 9% decline in revenue. What were the key factors driving the increase in profit this year, and are these structural and sustainable factors?

Ms. Wilaiwan Kanjanakanti (Senior Executive Vice President, Finance) responded that the 47.8% increase in net profit comparing to the previous year was driven by strong performance in the core businesses, namely Mobility and Lifestyle, as follows:

- The Mobility business in 2025 showed an improvement in GP/Liter approximately by THB 1, driven by both the commercial and retail segments. This resulted in a significant increase in profits compared to the previous year.
- The Lifestyle business recorded an improvement in EBITDA margin approximately 28% while in 2024, the EBITDA Margin was at 25%, as can be seen that, the Lifestyle business continues to have a strong EBITDA margin and continues to expand. However, according to the financial statements, the 9% decline in revenue was mainly due to the Company's revenue increasing or decreasing fluctuation based on the Company oil selling price, which is in line with global oil prices. However, compared to 2024, revenue in 2025 is expected to decline, nevertheless, the company's net profit and EBITDA are expected to remain high.

(English Translation)

Thai Investors Association represented by Mr. Suwit Chan-amphorn (Proxy) further inquired via message as follows:

Although the Lifestyle business has seen an increase in EBITDA contribution, the Company's main revenue still comes from the Mobility business. What is the Company's target for the proportion of profit contribution from the Lifestyle business over the next 3–5 years?

Ms. Wilaiwan Kanjanakanti (Senior Executive Vice President, Finance) responded that the Company aims to continuously increase the EBITDA contribution from its Lifestyle business. In 2025, the EBITDA contribution in Lifestyle segment has increased accounted for more than 34% of total EBITDA, with an average growth rate of over 10% over the past 5 years. For the next 3–5 years, the Company targets the EBITDA contribution from the Lifestyle business to reach 37%.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

The Facilitator then proposed that the Meeting consider and approve the annual financial statements for the year ending December 31, 2025, which have been audited by the external auditor, reviewed by the Audit Committee, and approved by the Board of Directors as the details proposed.

The Meeting considered and cast their votes and the company secretary announced the votes and resolutions as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	10,106,912,858	99.9976
Disapprove	239,271	0.0023
Abstain	27,734,012	--
Invalid ballots	0	--

Resolution: The Meeting resolved to approve, by a majority vote of the shareholders attending the Meeting and casting their votes, the financial statements for the financial year ended December 31, 2025, as proposed in all respects.

Agenda Item 3 To consider and approve the allocation of net profit as a legal reserve and dividend payment from the operating results for the year 2025

The Chairman assigned M.L. Peekthong Thongyai, Chief Executive Officer, to present the details of this agenda to the Meeting.

M.L. Peekthong Thongyai informed the Meeting that, pursuant to Section 115 of the Public Limited Companies Act, B.E. 2535 (1992), and Article 56 of the Articles of Association of the Company, no dividends shall be paid other than out of profits. If the Company still has an accumulated loss, no dividends shall be distributed. The dividend payment shall be approved by the shareholders' meeting.

The Board of Directors may pay interim dividends to the shareholders from time to time when the Board of Directors finds that the Company has sufficient profits to do so and shall report such payment to the next shareholders' meeting.

In addition, Section 116 of the Public Limited Companies Act, B.E. 2535 (1992), and Article 57 of the Articles of Association of the Company stipulate that the Company must appropriate to a reserve fund, from the annual net profit, at least 5 percent of the annual net profit less carried-forward accumulated losses (if any) until the reserve fund reaches an amount of no less than 10 percent of the registered capital.

In present, the Company has a policy to pay dividends to shareholders of no less than 30 percent of net profit after deducting various reserves as required by law and as stipulated by the Company each year.

The Board of Directors will consider the ability to pay dividends based on the applicable law and the Articles of Association, by taking into consideration various factors for the benefit of the shareholders, such as the economic situation, the operating results and financial position of the Company, cash flow, investment plans, reserves for debt repayments and compliance with debt covenants, working capital, and other necessary factors in the future as the Board of Directors deems appropriate or suitable.

(English Translation)

When the Board of Directors has resolved to approve the annual dividend payment of the Company, it must be proposed for approval at the shareholders' meeting, except in the case of interim dividend payments. The Board of Directors is authorized to approve interim dividend payments as deemed appropriate when the Company has sufficient profits to do so. After the interim dividend payment has been made, it must be reported to the shareholders' meeting at the next shareholders' meeting.

According to the operating results and financial position of the Company based on consolidated financial statements for the year 2025, the Company has a net profit of THB 11,303,568,552, equivalent to a profit per share of THB 0.94, while in the financial statements of the Company, the net profit for the year 2025 amounted to THB 8,936,482,637. The Board of Directors has considered various factors e.g., operating results and financial position of the year 2025, estimated cash flow of the year 2026, and the Company's dividend policy, and deemed it appropriate to propose that the shareholders' meeting consider the following:

- 1) To consider and approve the allocation of net profit as a legal reserve for the year 2025 in the amount of THB 446,825,000.
- 2) To consider and approve the dividend payment based on the operating results for the year 2025 at a rate of THB 0.60 per share, totaling THB 7,200 million equivalent to approximately 63.7 percent of the net profit of consolidated financial statements, which is in line with the Company's dividend policy as follows:
 - 2.1 To acknowledge the interim dividend payment whereby the Company had proceeded in compliance with Article 56 of the Articles of Association of the Company, stipulating that the Board of Directors may from time to time pay to the shareholders the interim dividends if the Board of Directors deems that the profits is enough to do so. After the interim dividends have been paid, such dividend payment shall be reported to the shareholders' meeting at the next shareholders' meeting. In this regard, the Board of Directors Meeting No. 8/2025, held on August 22, 2025, resolved to make an interim dividend payment for the first half of the year 2025 (January 1, 2025 - June 30, 2025) at a rate of THB 0.30 per share, with a total of 12,000 million ordinary shares, totaling THB 3,600 million. The dividend was paid from the unappropriated retained earnings of the Company based on net profits that are subject to

(English Translation)

corporate income tax at the rate of 20 percent. The shareholders who are individuals can request tax credits from the payment of such annual dividends under Section 47 bis of the Revenue Code. Such interim dividend was paid to each shareholder in accordance with their rights on September 19, 2025; and

2.2 To approve the dividend payment for the operating results for the second half of the year 2025 (July 1, 2025 – December 31, 2025). In this regard, the Board of Directors Meeting No. 2/2026, held on February 10, 2026, approved the dividend payment at a rate of THB 0.30 per share, with a total of 12,000,000,000 ordinary shares, equivalent to THB 3,600 million, consisting of:

- Dividends at the rate of THB 0.29 per share, totaling THB 3,480 million, will be paid from the Company's unallocated retained earnings derived from net profit subject to corporate income tax at a rate of 20 percent. Individual shareholders are entitled to a tax credit for dividend tax calculation under Section 47 bis of the Revenue Code.
- Dividends at the rate of THB 0.01 per share, totaling THB 120 million which will be paid from the Company's unallocated retained earnings derived from net profit of BOI-promoted businesses that are exempt from income tax. Individual shareholders are not required to include this amount as taxable income and are not entitled to a tax credit for dividend tax calculation under Section 47 bis of the Revenue Code.

The Company has determined the list of shareholders entitled to receive the dividends as of the record date, which is February 24, 2026, with the dividend payment date set for April 29, 2026.

Then, yielded the floor to shareholders for questions and comments.

Ms. Pannarach Napasawat (Shareholder) inquired via message as follows:

Does the Company have any plans or indications to increase its dividend payout ratio?

Ms. Wilaiwan Kanjanakanti (Senior Executive Vice President, Finance) responded that the Company's dividend policy is to pay not less than 30% of net profit after all reserves. Historically, the

(English Translation)

Company's dividend payout ratio during 2021–2025 averaged 57.4 percent, which is higher than the Company's stated policy level.

However, the Company has planned investments of approximately 58,000 million during 2026–2030 to support long-term growth and enhance competitiveness. Therefore, any consideration of increasing the dividend payout ratio in the future will depend on cash flow position, operating performance, and investment requirements in each period.

Ms. Wirin Wongprasertkarn (Proxy) inquired via message as follows:

Does the Company have any plans to pay a special dividend?

M.L. Peekthong Thongyai (Chief Executive Officer) explained that at present, the Company has no plan to pay a special dividend. Dividend considerations are based on the Company's dividend policy and various factors, with a primary focus on shareholders' interests, such as economic conditions, operating performance, financial position, cash flow, investment plans, and other future requirements.

The Company continues to maintain an appropriate dividend payout ratio and dividend yield, in order to maximize shareholder returns while supporting the Company's long-term sustainable growth.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

The Facilitator then proposed that the Meeting consider the approval of the allocation of net profit as a legal reserve and dividend payment from the operating results for the year 2025, as proposed in all respects.

The Meeting considered and cast their votes and the company secretary announced the votes and resolutions as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	10,134,768,948	99.9990
Disapprove	92,474	0.0009
Abstain	30,100	--
Invalid ballots	0	--

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, to approve the allocation of net profit as a legal reserve and dividend payment from the operating results for the year 2025, as proposed in all respects.

Agenda Item 4 To consider and approve the appointment of auditors and the determination of audit fees for the year 2026

The Chairman assigned Mr. Supat Metheworapote, Chairman of the Audit Committee, to present the details of this agenda item to the Meeting.

Mr. Supat Metheworapote informed the Meeting that, according to Section 120 of the Public Limited Companies Act, B.E. 2535 (1992), and Article 52 of the Articles of Association of the Company, the annual general meeting of the Company shall appoint the Company's auditor and determine the audit fees every year. A retiring auditor is eligible for re-appointment. However, the auditor must be one who has reviewed, audited, and expressed opinions on the Company's financial statements for no more than seven fiscal years, whether consecutive or not, in accordance with the regulations of the Securities and Exchange Commission.

According to the Organic Act on State Audit, B.E. 2561 (2018), the Auditor-General has the responsibility and authority to inspect the audited financial reports of auditable unit and offer opinions on the audit results in compliance with the State Fiscal Discipline Act, B.E. 2561 (2018). The State Fiscal Discipline Act, B.E. 2561 (2018), mandated the State Audit Office of the Kingdom of Thailand (the "SAO") or an auditor approved by the SAO to examine the financial reports of "state agency" by having to examine and report the audit results in accordance with the policies, rules and standards prescribed by the State Audit Commission.

The SAO had requested the Company to engage external auditor in replacement of the SAO for the audit of the Company's financial statements. The new auditor shall be endorsed by the SAO. The Company, therefore, arranged to select an auditor in compliance with the Public Procurement and Supplies Administration Act, B.E. 2560 (2017), and the relevant regulations, criteria, methods, and conditions as set out by the State Audit Commission. The Audit Committee has considered the qualifications of the auditors by considering both the performance aspect which considers the experience, ability, qualifications, and independence of the auditor as well as the price aspect. EY Office Company Limited ("EY") has been appointed as the Company's auditor to examine and audit the

Company's financial statements for the fiscal year 2026. EY was chosen for its reputation as a reliable auditing firm with a strong track record, adequate personnel, and extensive knowledge and capabilities.

EY has proposed an audit fee of THB 3,900,000 for reviewing financial information for the quarters ended March 31, June 30, and September 30, 2026, and for the annual financial statements of 2026 which is equal to the previous year. Therefore, it is proposed to the Meeting to approve the appointment of EY as the auditing firm of the Company and to appoint one of the following proposed auditors from EY as the auditor of the Company and to express his/her opinion on the financial statements of the Company for the year 2026:

1. Mr. Kittiphun Kiatsomphob CPA Registration No. 8050; and/or
2. Mr. Vorapoj Amnauypanit CPA Registration No. 4640; and/or
3. Mrs. Poonnard Paocharoen CPA Registration No. 5238.

In this regard, the SAO has approved EY and the proposed auditors mentioned above as the auditor of the Company, and to express his/her opinion on the financial statements of the Company for the year 2026.

The audit fee for reviewing financial information for the quarters ended March 31, June 30, and September 30, 2026, and the audit fee for auditing of the financial statements for the year 2026 in the amount of THB 3,900,000, in accordance with the recommendations of the Audit Committee, which have been appropriately reviewed, and as approved by the Board of Directors.

Then yield the floor to shareholders for questions and comments.

Ms. Watcharee Onmee (Shareholder) inquired via message as follows:

Given the Company's diverse business operations, does the appointed auditor have sufficient expertise in the Company's businesses?

Ms. Wilaiwan Kanjanakanti (Senior Executive Vice President, Finance) clarified that all three auditors are certified public accountants approved by the Securities and Exchange Commission of Thailand and have extensive experience with EY. They have provided services to both listed companies in Thailand and overseas, with experience across the energy, property and construction, retail, and food and beverage sectors. In addition, they have also acted as advisors and provided guidance to

companies in the energy sector. Therefore, it can be considered that all three individuals possess the experience, ability, and expertise to audit the company's financial statements.

Ms. Wanitchaya Yossuea (Shareholder) inquired via message as follows:

What criteria does the Company use in selecting its auditor?

Ms. Wilaiwan Kanjanakanti (Senior Executive Vice President, Finance) clarified that, as the Company is a state entity, its procurement must comply with the Public Procurement and Supplies Administration Act B.E. 2560 (2017) and the Ministry of Finance Regulations on Public Procurement and Supplies Administration B.E. 2560 (2017). The selection criteria are based on a weighting of quality and price. Importantly, the auditors must also be on the list approved by the State Audit Office, as the Company is a state enterprise under the State Fiscal and Financial Disciplines Act B.E. 2561 (2018).

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

The Facilitator then proposed that the Meeting consider the approval of the appointment of auditors and the determination of audit fees for the year 2026, as proposed in all respects.

The Meeting considered and cast their votes and the company secretary announced the votes and resolutions as follows:

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approve	9,879,362,260	97.4792
Disapprove	255,478,180	2.5207
Abstain	51,983	-
Invalid ballots	0	-

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, to approve the appointment of auditors and the determination of audit fees for the year 2026, as proposed in all respects.

Agenda Item 5 To consider and approve the directors' remuneration for the year 2026

The Chairman assigned Prof. Dr. Bundhit Eua-Arporn, Chairman of the Nomination and Remuneration Committee, to present the details of this agenda item to the Meeting.

Prof. Dr. Bundhit Eua-Arporn, informed the Meeting that, pursuant to Section 90 of the Public Limited Companies Act, B.E. 2535 (1992), stipulates that the payment of director remuneration shall be in compliance with the Articles of Association of the Company and the resolutions of meetings of shareholders with the votes of not less than two-thirds of the total votes of the shareholders present at the meeting, and Article 26 of the Articles of Association of the Company prescribes that directors are entitled to receive remuneration from the Company in the form of a financial reward, meeting allowance, retirement pension, bonus, or benefit of another nature in accordance with the Articles of Association of the Company or as specified by a resolution of the shareholders' meeting by votes of not less than two-thirds of the total number of votes of the shareholders attending the meeting.

The Board of Directors, after careful and thorough consideration by the Nomination and Remuneration Committee, has considered the criteria for the remuneration of the Company's directors, by taking into account the scope of responsibilities, the directors' performance, levels of responsibilities assigned, guidelines for determining the remuneration of directors compared to other companies in the same industry and having a similar size, guidelines practices of listed companies that are state enterprises and good corporate governance, and deems it appropriate to propose that the shareholders' meeting consider and approve the directors' remuneration for the year 2026 in every items at the same rate as per the resolution of the 2025 Annual General Meeting of shareholder as follows:

1. Remuneration of the Board of Directors

Monthly Remuneration

Chairman	THB 60,000 / month
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Director	THB 30,000 / month
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Meeting Allowance (for those in attendance only)

Chairman	THB 75,000 / time
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Director	THB 60,000 / time
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(English Translation)

The payments are limited to once a month; in case of reasonable causes, the payments may be made more than once a month but not more than 15 times annually. And the Chairman of the Board of Directors shall receive monthly remuneration at the rate of 2 times the monthly remuneration of the directors and receive 25 percent higher meeting allowance than the directors.

2. Remuneration of the Audit Committee

Monthly Remuneration

Chairman of Audit Committee	THB 71,250 / month
Member of Audit Committee	THB 60,000 / month
Secretary of the Audit Committee	THB 20,000 / month

3. Remuneration of the other subcommittees, such as the Nomination and Remuneration Committee, the Enterprise Risk Management Committee, the Corporate Governance and Sustainability Committee, and other subcommittees which may be appointed by the Board of Directors as deemed appropriate in the future.

Meeting Allowance (for those in attendance only)

Chairman of Subcommittee	THB 37,500 / time
Member of Subcommittee	THB 30,000 / time

Other subcommittees, apart from the Audit Committee, will receive remuneration in the form of meeting allowances only for directors who attend meetings without monthly remuneration. The sub-committees shall receive meeting allowances, with a total not exceeding 2 committees and each committee receiving allowances for no more than 1 meeting per month. The chairperson of each sub-committee will receive a meeting allowance that is 25 percent higher meeting allowance than that of the other members of the sub-committee.

4. Directors' Bonus

The Company determines the director's bonus based on the performance of the year 2025 at the rate of 0.3 percent of net profit for the year 2025, up to a maximum of THB 60 million. This includes directors who have completed their terms or resigned during

the year 2025, with bonuses allocated based on the duration of each director's term. The chairman of the board will receive a bonus that is 25 percent higher than that of the other directors.

5. Other benefits

-None-

Then, yield the floor to shareholders for questions and comments.

Mr. Julachit Sarampanont (Proxy) inquired via message as follows:

What guidelines are used to determine directors' bonus remuneration paid from net profit, and is there any benchmarking against other listed companies?

Prof. Dr. Bundhit Eua – Arporn (Chairman of the Nomination and Remuneration Committee) clarified that the payment of directors' bonuses is in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the practices of listed state enterprises, which provide for directors' remuneration in the form of rewards, meeting allowances, gratuities, bonuses, or other benefits, as prescribed in the Articles of Association or as approved by the shareholders' meeting.

The Company's annual directors' bonus is set at 0.3 percent of net profit for the 2025 operating results, with a total cap of THB 60 million, which is broadly in line with companies within the PTT Group.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

The Facilitator then proposed that the Meeting consider and approve the directors' remuneration for the year 2026, as proposed by the Nomination and Remuneration Committee, and approved by the Board of Directors.

(English Translation)

The Meeting considered and cast their votes and the company secretary announced the votes and resolutions as follows:

Resolutions	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting
Approve	10,129,128,486	99.9431
Disapprove	5,630,245	0.0555
Abstain	133,692	0.0013
Invalid ballots	0	0.0000

Resolution: The Meeting resolved, by votes of not less than two-thirds (2/3) of the total number of votes of the shareholders present at the Meeting, to approve the directors' remuneration for the year 2026, as proposed in all aspects.

Agenda Item 6 To consider and approve the election of directors to replace those who are retiring by rotation

The Chairman informed the Meeting that, in order to comply with good corporate governance principles, and for the purpose of transparency, the Chairman asked 5 directors who were retiring by rotation, namely 1) Mr. Supat Metheworapote; 2) Prof. Dr. Bundhit Eua - Arporn; 3) Police Lieutenant General Jirabhop Bhuridej; 4) Prof. Dr. Parichart Sthapitanonda; and 5) Mr. Tibordee Wattanakul to leave the Meeting room and return to the meeting room once the consideration of this agenda item is concluded.

When all 5 directors have left the Meeting, the Chairman presented the details of this agenda to the Meeting.

Pursuant to Section 71 of the Public Limited Companies Act, B.E. 2535 (1992), and Article 19 of the Articles of Association of the Company stipulate that one-third (1/3) of the total numbers of directors must retire by rotation at the annual general meeting of shareholders at that time. Directors who have retired from their positions may be re-elected to serve again.

(English Translation)

In this Annual General Meeting of Shareholders, there were 5 directors that would be retiring by rotation as follows:

1. Mr. Supat Metheworapote Independent Director / Chairman of the Audit Committee / Member of the Corporate Governance and Sustainability Committee
2. Prof. Dr. Bundhit Eua - Arporn Independent Director / Chairman of the Nomination and Remuneration Committee / Member of the Audit Committee
3. Police Lieutenant General Jirabhop Bhuridej Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee
4. Prof. Dr. Parichart Sthapitanonda Independent Director / Member of the Corporate Governance and Sustainability Committee / Member of the Audit Committee
5. Mr. Tibordee Wattanakul Director / Member of the Nomination and Remuneration Committee

The Company had announced on the Company's website and via the Stock Exchange of Thailand's system to give shareholders the opportunity to nominate persons to be elected as the Company's directors at the Annual General Meeting of Shareholders for the Year 2026 between October 20, 2025, and December 31, 2025, in accordance with the principles of good corporate governance of listed companies. However, when the specified period had lapsed, no shareholders had nominated any persons to be considered as directors of the Company.

In this regard, the Nomination and Remuneration Committee (excluding directors with conflict of interests) had conducted nominations for election of directors of the Company based on qualifications as required by law, the Company's Articles of Association, related regulations, and composition of the Board of Directors, including required qualifications, skills, experience and expertise of the candidates, based on who would be most suitable and beneficial to the operations of the Company, as well as the list of state enterprise directors of the State Enterprise Policy Office and the proposal of PTT Public Company Limited as major shareholder, and these persons had been carefully scrutinized by the Board

(English Translation)

of Directors that they are qualified in accordance with relevant rules and regulations and suitable for the Company's business operations. Therefore, it was deemed appropriate to nominate 5 persons to serve as the Company's independent director and director, as the case may be, and propose the 2026 Annual General Meeting of Shareholders to consider and approve the director whose term will be expiring in 2026, as follows:

1. Mr. Supat Metheworapote holding office as independent director for another term
2. Prof. Dr. Bundhit Eua - Arporn holding office as independent director for another term
3. Police Lieutenant General Jirabhop Bhuridej holding office as independent director for another term
4. Chantanont Wannakhajorn elected as a new independent director
(in place of Prof. Dr. Parichart Sthapitanonda)
5. Mr. Tibordee Wattanakul holding office as director for another term

All five persons were suitable to be elected as directors of the Company because they had knowledge and abilities that are beneficial to the Company's operations. They were also knowledgeable and proficient in finance, accounting, legal, information technology, business management, engineering and energy, oil industry, corporate communications and marketing communications, marketing, international business, human resource management, retail business, and public administration, as well as experience in managing and developing large-scale organizations.

In addition, the Nomination and Remuneration Committee and the Board of Directors (excluding director with conflict of interests) had considered and approved that the nominated individuals in No. 1 and No. 4 to serve as the independent director of the Company as the nominated individual possesses the qualifications of an independent director in accordance with the relevant laws and regulations, and these persons had fully met the independence criteria as defined by the Company, they were able to provide opinions independently and in compliance with applicable guidelines. Furthermore, they did not hold any directorship or executive position in any business that may have a conflict of interest with the Company. In addition, no independent director had served in the position for more than 9 years.

The names and brief information of the nominated directors, as well as the Company's definition of an independent director, were provided in Enclosures 3 and 4 of the invitation letter to this Meeting, which had already been sent to shareholder and published on the Company's website for shareholders' acknowledgement.

Then, yielded the floor to shareholders for questions and comments.

Mr. Ekaphat Mahasurachaiyakul (Shareholder) inquired via message as follows:

On what basis does the Company consider the selection of the Board of Directors and its sub-committees?

Mr. Somchai Lertsutiwong (Chairman of the Board) clarified that the criteria for selecting sub-committee members, in accordance with international standards and the principles of the Office of the Securities and Exchange Commission, are as follows:

1. Composition and Independence;
2. Skills and Expertise (Board Skill Matrix), including specialized expertise (hard skills) and industry experience; and
3. Individual qualities, including time commitment and absence of conflicts of interest.

The key qualifications for sub-committee members, examples of important selection criteria include the following:

- The Audit Committee should have expertise in accounting, internal control, or regulations of the Stock Exchange of Thailand, etc.
- The Nomination and Remuneration Committee should have the ability to evaluate performance and fairness, etc.
- The Enterprise Risk Management Committee should have a strategic vision or understanding of specific risks, such as oil prices, exchange rates, etc.
- The Corporate Governance and Sustainability Committee should have knowledge of sustainability, social responsibility, and business ethics.

Mr. Ekaphat Mahasurachaiyakul (Shareholder) inquired via message as follows:

Given that the profiles of certain directors indicate that they hold directorships in multiple companies, will they have sufficient time to perform their duties as directors, and are there any conflicts of interest?

Mr. Somchai Lertsutiwong (Chairman of Board) clarified that currently, the Board of Directors attends meetings at a rate of 90 percent of all meetings, reflecting that the directors have duly performed their duties to the fullest extent for the benefit of the Company.

In addition, the selection of individuals to serve as directors must comply with the requirements under the State Enterprise Directors and Employees Qualification Standards Act B.E. 2518 (1975), which includes a review of directors' qualifications, particularly with respect to conflicts of interest, prior to their appointment as the Company's directors.

Ms. Nisakarn Kliaopiya (Shareholder) inquired via message as follows:

Given the Company's diverse business operations, what skills, experience and expertise do the Board of Directors possess?

Mr. Somchai Lertsutiwong (Chairman of Board) clarified that the selection of directors is a key process that impacts the effectiveness of corporate governance, particularly for an energy group with a high level of complexity. The key and necessary competencies include:

1. **Specialised expertise (Hard Skills)** – finance, accounting, legal, information technology and innovation, business administration, corporate communications, marketing communications, marketing, human resource management, and public administration
2. **Industry experience** – oil industry and trading, international business, engineering and energy, and retail business

In addition, consideration will be given to ensure that the Board's skill matrix of each board member is comprehensively distributed across all the areas mentioned above.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

(English Translation)

The Facilitator then proposed that the Meeting consider the approval of the election of directors to replace those who are retiring by rotation, as proposed. In considering the election of directors, it is requested that the Meeting consider electing directors individually so that the shareholders can exercise their discretion thoroughly considering the qualifications of each person nominated to be a director of the Company.

The Meeting considered and cast their votes and the company secretary announced the votes and resolutions as follows:

1. Mr. Supat Metheworapote holding the position of independent director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approved	9,876,778,643	97.4535
Disapproved	258,081,217	2.5464
Abstained	49,563	-
Invalid ballots	0	-

2. Prof. Dr. Bundhit Eua - Arporn holding the position of independent director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approved	10,055,130,118	99.7798
Disapproved	22,181,974	0.2201
Abstained	57,597,331	-
Invalid ballots	0	-

(English Translation)

3. Police Lieutenant General Jirabhop Bhuridej holding the position of independent director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approved	9,886,246,968	97.5471
Disapproved	248,590,962	2.4528
Abstained	71,493	-
Invalid ballots	0	-

4. Chantanont Wannakhajom elected as a new independent director (in place of Prof. Dr. Parichart Sthapitanonda)

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approved	10,085,141,056	99.5096
Disapproved	49,697,904	0.4903
Abstained	70,463	-
Invalid ballots	0	-

5. Mr. Tibordee Wattanakul holding the position of director for another term

Resolution	Number of votes (1 share = 1 vote)	Percentage of shareholders attending the Meeting and casting votes
Approved	10,081,075,934	99.4693
Disapproved	53,783,926	0.5306
Abstained	49,563	-
Invalid ballots	0	-

Resolution: The Meeting resolved, by a majority vote of the shareholders attending the Meeting and casting their votes, to approve the election of 5 directors to replace those who are retiring by rotation, with the nominated individual No. 1 to 4 being appointed as an independent director, as proposed in all respects.

Then the Chairman invited all 5 directors to return to the Meeting.

Agenda Item 7 To acknowledge the amendment of the purpose of using the additional capital

The Chairman invited and assigned M.L. Peekthong Thongyai, Chief Executive Officer, to present the details of this agenda item to the Meeting.

M.L. Peekthong Thongyai informed the meeting that, pursuant to the Notification of the Office of the Securities and Exchange Commission No. Sor Jor. 63/2561 Re: Change to Purpose of Proceeds Utilization under the Securities Offering Statement and Draft Prospectus which determines that the immaterial change of purpose of the use of proceeds can be done upon approval from the Board of Directors and the Company shall report such change to the next meeting of the shareholders.

At the Board of Directors' Meeting No. 12/2025 held on December 23, 2025, the Board resolved to approve a change in the use of proceeds from the initial public offering (IPO) of newly issued ordinary shares, and to revise the resolution of the Board of Directors' Meeting No. 12/2023 held on December 19, 2023. Such change is to align with the Company's business strategy and operational plans in response to evolving economic conditions, geopolitical developments and rapidly changing investment environments as the details are as follows.

1. The reallocation involves transferring THB 4,000 million originally earmarked for the global business group to the mobility business group in the amount of THB 3,000 million and to the lifestyle business group in the amount of THB 1,000 million, and.
2. The utilization period of the IPO proceeds has been extended from 5 years (2021–2025) to 7 years (2021–2027).

The benefits and value that the shareholders will received, include the adjustment aims to reduce risks in business operations, avoid loss of business opportunities, ensure efficient use of resources, and enhance competitiveness, while taking into account overall investment returns

(English Translation)

comparable to industry benchmarks and prioritizing the interests of shareholders. Such change constitutes a non-material change in the utilization of proceeds under Notification No. Sor Jor. 63/2561, with a summary of details as follows:

Item	Use of capital increase proceeds approved by the Board of Directors' Meeting No. 12/2023		Use of capital increase proceeds approved by the Board of Directors' Meeting No. 12/2025	
1. Investment in the mobility business group	25,600	48%	28,600	54%
2. Investment in the lifestyle business group	9,800	18%	10,800	20%
3. Investment in the global business group	9,500	18%	5,500	10%
4. Working capital for business operations and/or repayment of borrowings (if any) to maximize benefits for the Company and its subsidiaries	8,597	16%	8,597	16%
Total	53,497	100%	53,497	100%
Utilization period of the capital increase proceeds	5 years (Year 2021 – 2025)		7 years (Year 2021 – 2027)	

Therefore, the Meeting is required to consider and acknowledge the change in the use of proceeds as proposed.

Then, yielded the floor to shareholders for questions and comments.

Ms. Piyanut Wongchaisirikul (Shareholder) inquired via message as follows:

What benefits do shareholders receive from the change in the use of proceeds from the capital increase?

(English Translation)

M.L. Peekthong Thongyai (Chief Executive Officer) clarified that the benefits from the change in the utilisation of proceeds from the capital increase are as follows:

1. Maintaining earnings strength by increasing the investments to the mobility and lifestyle business groups to strengthen the OR Ecosystem.
2. Reducing risk by lowering the proportion of investment in the global business group. This adjustment is made to align with changing circumstances in neighboring countries and to take advantage of evolving business opportunities, while diversification across business segments supports more stable and sustainable returns of the Company.
3. Enhancing efficiency in resource utilization by allocating funds to high-potential, with the extended timeframe allowing for more careful planning and execution.
4. Strengthening competitiveness through additional investments in the EV ecosystem, community spaces, and Café Amazon, enabling the Company to better meet customer needs, increase market share, and drive sustainable revenue and profit growth, ultimately benefiting share value and dividends.

Ms. Orawadee Chansawang (Shareholder) inquired via message as follows:

What are the reasons and necessities for the change in the use of proceeds from the capital increase?

M.L. Peekthong Thongyai (Chief Executive Officer) clarified that the objectives for changing the use of proceeds from the capital increase are as follows:

1. Increased investment in the mobility and lifestyle business group, to enhance competitiveness, improve logistics management efficiency, and support terminal optimization and EV initiatives.
2. Increased investment in the lifestyle business group, particularly in the Food & Beverage segment, to enhance investment returns and business diversification.
3. Reduced investment in the global business group, due to the global economic slowdown, cancellation of investments in China, and adjustments to overseas strategies in response to current conditions, such as reduced investment in Myanmar due to its

(English Translation)

internal situation and sanctions, also a reduction in investment in Cambodia due to the conflict between Thailand and Cambodia.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

The Facilitator then informed the Meeting that since this agenda item was presented for shareholders to acknowledge the amendment of the purpose of using the additional capital, there is no voting for this agenda item.

Agenda Item 8 To consider other matters

The Chairman informed the Meeting that if shareholders or proxies wish to propose matters other than those on the Meeting agenda items, they shall receive votes not less than one-third of the total number of shares sold, of which equal to 4,000 million shares, in order for it to be included as an agenda item for the Meeting to consider.

It appeared that there are no additional agenda items proposed by the shareholders for consideration, Then yielded the floor to shareholders for questions and comments.

Ms. Poranee Prapanwatthana and Mr. Wutthiphong Songwisit (Shareholder) inquired via message as follows:

In light of the unrest in Cambodia, how has the Company adjusted its business model? What is the direction of its business operations and investment in PTTCL in 2026? What are the future plans, and are there any plans to recognize an impairment?

M.L. Peekthong Thongyai (Chief Executive Officer) clarified that the Company has adjusted its business plans to align with the situation and is closely monitoring developments. It initially, has slowed down investments on an expansion of PTT Station and Café Amazon outlets, as well as all infrastructure development, and has reduced operating expenses (OPEX). In addition, any potential impairment is expected to become clearer towards the end of 2026.

Ms. Sawanya Chaikamlas (Shareholder) inquired via message as follows:

The EV business is expected to grow rapidly, with many players entering the market. What are the Company's strengths that will enable it to remain competitive?

M.L. Peekthong Thongyai (Chief Executive Officer) clarified that the Company's strengths are as follows:

1. **Strong network** – EV Station PluZ operates in strategic locations, including PTT Station, including NGV stations which collaborate with PTT. In 2024, there will be 2,356 charging stations, with an average usage time of 4.6 hours per charging station per day. In 2025, the number of charging stations will increase to 2,931, with an average usage time of 6.4 hours per charging station per day. By 2026, the number of charging stations will increase further, and the average usage time is expected to rise to over 7 hours per charging station per day.
2. **Convenience and user experience** – The Company has enhanced its services in terms of both charging infrastructure and application to improve user experience in line with evolving usage behavior of EV Station PluZ to be more efficient and better meet consumer needs, particularly as technology shifts from PHEV (Plug-in Hybrid Electric Vehicles) to BEV (Battery Electric Vehicles), which require higher charging capacity. The EV Station PluZ application has been upgraded to a newer, more modern version with improved design and systems, along with additional features such as the blueplus+ points accumulation programme. Currently, EV Station PluZ has over 550,000 members, compared to approximately 330,000 registered EVs.

In order to preserve the duration of the meeting, the Facilitator informed the meeting that unanswered questions in the meeting room will be summarized as an addendum to the minutes of the meeting.

After the commencement of the Meeting at 14.00 hrs., additional shareholders gradually registered to attend the Meeting. The company secretary then concluded the number of shareholders attended the meeting, at the time of closing the Meeting, there were 176 shareholders attending in person, representing a total of 890,259 shares, and 607 shareholders by proxy, representing a total of 10,134,025,863 shares. In total, there were 783 shareholders attending the Meeting, representing a total of 10,134,916,122 shares, equivalent to 84.4576 percent of the total shares issued.

(English Translation)

The Chairman thanked the shareholders for spending their time in attending the Meeting and apologized if there had been any interruption during the Meeting, as well as accepting any comments and suggestions from the shareholders in order to improve in the next meeting and then declared the Meeting adjourned.

The Meeting was adjourned at 17.00 hrs.

Miss Noppawan Phuycharoen
Company Secretary/ Minutes Taker

Signed -Somchai Lertsutiwong- Chairman of the Meeting
(Mr. Somchai Lertsutiwong)
Chairman of the Board

Signed -Peekthong Thongyai-
(M.L. Peekthong Thongyai)
Chief Executive Officer

Enclosure

Summary of Questions and Answers and Suggestions from the 2026 Annual General Meeting of Shareholders

Agenda Item 1 To acknowledge the operating results for the year 2025

Question Mr. Sayompu Saecheng, a shareholder, Mr. Anupote Panapornsirikul, a shareholder, and Mr. Suvit Chanamporn, a proxy, inquired how is investing in EV Station Plus a worthwhile venture? Considering the transition to the EV era, which OR identifies as a significant transition risk, what are OR's medium-term KPIs for measuring the success of transforming service stations from petrol sales points into a mobility and lifestyle ecosystem that can generate real returns? Additionally, how much expansion and installation of EV charging stations has been achieved at service stations to date?

Answer OR has a mobility strategy in the form of oil and EV, aiming to develop fuel service stations into central mobility ecosystem hubs that cater to both oil and EV customers in the same location. While the long-term trend of oil consumption is gradually decreasing, the overall energy demand for transportation continues to grow, with EV representing a significant transition. Additionally, EV user behaviour requires charging time of approximately 20-30 minutes. Minute-by-minute opportunities are crucial for generating additional revenue through lifestyle businesses at service stations, such as restaurants, beverage outlets, and other services. This is achieved by leveraging customer behaviour data and integrating it into a comprehensive ecosystem. OR is continuously expanding its EV charging stations (EV Station PluZ), with medium-term KPIs tracking success, including the cumulative number of charging points and the amount of electricity sold (kWh). Revenue from Non-Oil businesses at stations with EV chargers and the continuous service usage rate (Dwell-time Conversion Rate). Currently, OR has expanded its EV charging stations to more than 1,300 locations, with over 1,000 situated at PTT Station service stations and more than 300 in commercial areas, covering all provinces across Thailand. The company aims to increase the total to more than 1,800 locations by 2026.

Question Mr. Kamphon Watsuksanti, a shareholder, and Mr. Narong Kaew-on, a proxy, inquired why has the share price of OR decreased more than the IPO price? What factors or reasons are there, and if the share price falls below the IPO price, what measures will the company take to restore investor confidence in the future?

(English Translation)

Answer Factors affecting the stock price of OR include both internal and external factors, such as the company's performance, economic conditions, and various news and events. OR aims to focus on driving growth within its business groups. Lifestyle, a business with a high EBITDA margin, strengthens the entire value chain and invests in new ventures to generate appropriate returns and build shareholder confidence. OR remains committed to maintaining its leadership in the mobility sector and continuously expanding its EV business to create opportunities for leadership. Additionally, OR is expanding its OR Space to accommodate future energy transitions.

Question Mr. Somchok Saelim, a shareholder, inquired does OR currently sell B20 diesel?

Answer Currently, OR operates the sale of B2 diesel fuel through its PTT Station network. In April 2026, there are more than 50 service stations selling B20 fuel. However, OR supports the government's bioenergy policy and plans to continuously expand B20 sales points to meet the national policy promoting the use of renewable energy in the transportation sector.

Question Mr. Chumphon Sukprasongphon, a shareholder, inquired how does OR have a policy to help Thailand in the current energy crisis?

Answer As a major oil business operator in the country, OR plays a crucial role in supporting energy security by leveraging its network of oil depots, transportation systems, and nationwide service stations to expedite the supply of oil into the system, ensuring sufficient availability to meet consumer demand across all regions. Additionally, OR closely collaborates with government agencies and relevant stakeholders to continuously monitor the supply and demand situation, and is prepared to adjust its oil procurement and distribution plans in real-time to prevent any oil shortages in any area.

Question Mr. Piyapong Prasaththong, a shareholder, inquired are stores at PTT Station service stations located along major highways showing an upward trend, in line with growing customer demand for brief stops during journeys?

Answer OR recognises the potential of service stations located on major highways, which experience high traffic volumes and cater to a diverse range of customer needs. These customers often seek rest stops during their journeys, whether to refuel, charge electric vehicles, dine, or relax. Therefore, OR has implemented a policy to develop service stations on highways into "Travel Hubs," integrating oil and other businesses. Lifestyle and EV services integrated to

(English Translation)

comprehensively meet consumer needs, creating opportunities to increase revenue per station and supporting long-term business growth.

Question Mr. Charan Liewsrisk, a shareholder, inquired what are the performance results of FIT Auto in 2025? and provide an overview and additional business expansion plans.

Answer In 2025, FIT Auto achieved total revenue of THB 1,251 million and EBITDA of THB 36 million. This growth was driven by the expansion of three new branches, bringing the total to 111. Branches, combined with a focus on promoting the sale of Non-Lube products such as tyres and spare parts, as well as efficient cost management.

By 2026, FIT Auto plans to expand its branches in potential areas through both OR self-management and franchise models. Additionally, FIT Auto is committed to continuously developing and raising FIT Auto standards, including branch staff. Products and services to meet customer needs, covering both internal combustion engine (ICE) vehicles and electric vehicles (EV). For the transition from ICE to EV vehicles, FIT Auto is preparing to enhance its EV capabilities through partnerships with business allies who have expertise in this field, to strengthen the EV service network in Thailand and support long-term market growth.

Question Mr. Thawansak Thirawutkulrak, a shareholder, inquired about the situation of the conflict between Thailand and Cambodia, has OR's share been affected, and if so, how? And if affected, what measures does OR have in place to address the situation?

Answer Due to the ongoing conflict between Thailand and Cambodia, sales of PTT (CAMBODIA) LTD. (PTTCL) have significantly decreased. The company is currently considering various potential solutions.

Question Mr. Somchok Saelim, a shareholder, inquired when will OR have SAF fuel available for sale?

Answer OR has begun supplying Sustainable Aviation Fuel (SAF) to airline customers from the third quarter of 2025.

(English Translation)

Question Mr. Suvit Chanamporn, a proxy, inquired about the results of international business operations (Global) in 2025, which show a decline in revenue and EBITDA, and in Q4 / 2025 , where EBITDA is slightly negative, what are the primary issues arising from which country or business model, and what criteria are used by management to decide whether to accelerate investment, restructure, or delay/terminate investment expansion in certain markets.

Answer The main cause is the decline in the performance of PTT (CAMBODIA) LTD. (PTTCL) due to the conflict between Thailand and Cambodia. However, the performance of PTT (LAO) Co., Ltd. (PTTLAO) has shown significant improvement. In selecting or terminating investments, OR considers multiple dimensions, including investment opportunities and potential risks, to ensure that the countries where OR operates are strategically suitable and capable of generating sustainable profits.

Question Mr. Suvit Chanamporn, a proxy, inquired that given its strong financial position and ongoing new investments, how does OR maintain investment discipline? What minimum criteria—such as ROIC, payback period, or strategic hurdle rate—are applied in approving new deals to ensure that sales growth does not adversely affect long-term shareholder returns?

Answer OR plans to invest THB 57,977 million over the next five years, with ROIC criteria established for each business group—Mobility, Lifestyle, Global, and Innovation—aligned with their respective growth and risk profiles. In addition, an end-to-end investment process is in place to ensure that investments can generate returns in line with the established plan, including effective post-investment monitoring.

Question Mr. Pinyo Jiraprapaporn, a shareholder, and Mr. Suvit Chanamporn, a proxy, inquired that in light of the events in the Middle East, particularly the situation in Iran, which has caused significant volatility in oil prices recently, OR has prepared plans for oil procurement and managed the impact of rising oil prices. Has there been an assessment of the impact on margins and stock gains/losses? If the situation becomes tense again, what risk management strategies and investment adjustments does OR have in place?

Answer OR has developed an oil supply and management of oil logistics plan in collaboration with the PTT Group to provide oil procurement services from all sources and via all modes of transportation, ensuring alignment with oil demand. This includes monitoring price trends and managing price risks, as well as considering risk management actions based on the situation and maintaining appropriate reserve levels to mitigate the impact of oil prices.

(English Translation)

Question Mr. Piyapong Prasaththong, a shareholder, inquired about the geopolitical conflict situation in the Middle East, particularly the case of Iran, which is currently engaged in warfare with the United States and Israel, leading to Iran's closure of oil transportation through the Strait of Hormuz and resulted in significant impacts on the global economic system and energy security, how has OR been affected in its business operations and oil supply chain? As an operator under Section 7, how does OR manage and cooperate with the government in storing refined oil products in various oil depots, such as Chonburi, Lam Luk Ka, or other areas, to ensure sufficient oil quantities for domestic consumption and reduce the risk of oil shortages?

Answer The aforementioned unrest has resulted in fluctuating demand at certain times. OR has managed its supply chain to maintain security of supply both domestically and internationally by diversifying sourcing channels and increasing the flexibility of its products portfolio (both long-term and short-term contracts). Additionally, OR has enhanced forward oil procurement agreements with domestic refineries, conducted scenario planning, and established a war room. Monitor the situation and daily risks, manage inventory/buffer levels to ensure adequacy and distribute stock to key areas, and adjust logistics plans/delivery routes. Additionally, closely coordinate with refineries, partners, and regulatory bodies to enable swift decision-making and maintain uninterrupted supply to customers and service stations. Support government data requirements and strictly adhere to policies.

Question Mr. Somchok Saelim, a shareholder, inquired that currently, how much oil reserves does OR have to ensure sufficient services?

Answer OR manages oil stock at two levels as follows:

- 1) Depot level: OR maintains a reserve of finished oil products, including Mogas (petrol and gasohol) and HSD (diesel), more than 5 days.
- 2) Service station level: There is a reserve of oil for sale more than 3 days.

Therefore, the aforementioned reserve levels are sufficient for normal service operations and comply with the criteria set by the energy regulatory authority.

(English Translation)

Question Mr. Sitthiphan Sin-amporn, a shareholder, inquired that in normal operations, how likely is it that OR will incur a profit or loss from oil stock?

Answer The normal operations of a retail petroleum business generally present opportunities for stock gains or losses, as inventory management processes (Working Reserve) or the receipt, storage, and dispensing of products must align with timing and end-user demand, such as service station customers and commercial clients, among others. However, the impact of stock gains or losses may vary significantly between companies, as each may have differing inventory management policies.

For the normal operations of OR, the occurrence of stock gains/losses is considered normal. This is because OR manages its inventory (Working Reserve) through its oil storage facilities in each region. The key factor affecting the value of stock gains/losses is the volatility of oil prices, which typically fluctuate in line with market conditions. In a normal demand-supply situation, oil price volatility remains at a level that limits the value of stock gains/losses and does not significantly impact long-term performance. Furthermore, OR does not engage in oil price speculation, focusing instead on risk management (hedging) and achieving regular profits from sales volume, marketing margins, and non-oil business operations.

Question Mr. Anupote Panapornsirikul, a shareholder, and Mr. Thawansak Thirawutkulrak, a shareholder, inquired that given the investment plan to establish a hotel within the service station, which is in a tourism sector that is sensitive to geopolitical situations, the company expects to determine the required investment amount, the source of funding, the break-even point, and the anticipated level of revenue or return for the company.

Answer OR has established a joint venture with a partner company to operate a budget hotel business, holding a 49% stake, with the company's investment not exceeding 346 million baht. The source of capital for the joint venture may come from both shareholder funding (shareholders' equity), loans from financial institutions and/or loans from shareholders. Such investments have a break-even point and return comparable to the break-even point and return according to the industry standards of the budget hotel business in general.

Agenda Item 2 **To consider and approve the financial statements for the year ended December 31, 2025**

Question Mr. Piyapong Prasaththong, a shareholder, inquired what was the popularity and acceptance of PTT Station in Cambodia before ceasing operations due to the Thai-Cambodian border conflict?

Answer Before OR ceased operations in Cambodia due to the conflict situation along the Thai-Cambodian border, PTT stations in Cambodia enjoyed a high level of trust from Cambodian consumers. This was reflected in their performance, with both fuel sales and Café Amazon sales reaching their highest levels compared to other countries.

Agenda Item 3 **To consider and approve the allocation of net profit as a legal reserve and dividend payment from the operating results for the year 2025**

Question Mr. Piyapong Prasaththong, a shareholder and Mr. Phuttangkun Sunthorn, a shareholder, inquired does the increased adjustment of oil prices in line with global market prices impact OR's ability to pay dividends? If the business experiences volatility, what measures does OR have in place to maintain dividend payments to shareholders?

Answer The adjustment of oil prices in line with global markets may impact OR's performance in the short term. However, the company has been closely monitoring the situation and implementing continuous risk management strategies to mitigate the effects on its performance to an appropriate level. OR has a dividend policy of distributing at least 30% of net profit after deducting various reserves as required by law and the company, and not exceeding the company's retained earnings. Over the period from 2021 to 2025, OR's average dividend payout ratio has been 57.4%, which is higher than the dividend policy. In this regard, the consideration of future dividend payout rates will depend on the appropriateness of cash flow, operational performance, and investment obligations during each period. However, OR remains committed to building confidence and continuously caring for its shareholders by maintaining a dividend payout ratio and dividend yield at appropriate levels, while supporting sustainable long-term growth.

Question Mr. Phuttangkun Sunthorn, a shareholder, inquired will the EV/Mobility investment plan impact the dividend policy over the next 3–5 years?

Answer The investment plan in EV and mobility businesses over the next 3-5 years is not a new factor impacting the dividend payment policy, as it has already been incorporated into OR's investment plan for the period 2026-2030. This is to support long-term growth and enhance OR's competitive capabilities.

(English Translation)

Question Ms. Waraporn Rattanaarungsun, a shareholder, inquired why does OR pay dividends from retained earnings?

Answer OR pays dividends from undistributed accumulated profits, as this is an appropriate management of dividend payments for each period.

The undistributed accumulated profits are divided into:

1. Net profit from businesses subject to corporate income tax at a rate of 20%, and
2. Net profit from BOI businesses that are currently under the income tax exemption period.

Agenda Item 4 To consider and approve the appointment of auditors and the determination of audit fees for the year 2026

Question Mr. Chumphon Sukprasongphon, a shareholder, inquired about the factors and criteria used by the company in selecting EY Office Co., Ltd. as the auditor, as well as the reasons for appointing the auditors, namely Mr. Vorapoj Amnuaypanit and Mrs. Poonnard Paocharoen, who have not previously expressed an opinion on the company's financial statements.

Answer As OR is a government agency, procurement and asset management must comply with the Government Procurement and Asset Management Act B.E. 2560 (2017) and the Ministry of Finance regulations on government procurement and asset management. In 2017, OR conducted the selection of auditors in accordance with the regulations, using both quality and price criteria. The quality criteria considered the audit plan, qualifications of the auditors, and the number of personnel involved, among other factors. Importantly, the auditors had to be on the list approved by the Office of the Auditor General of Thailand (OAG), as OR is a state enterprise under the State Fiscal and Financial Discipline Act, B.E. 2561 (2018). However, all three auditors are individuals with the necessary knowledge, skills and qualifications. At least one of them will sign off on the financial statements each year. If an auditor is unable to perform their duties, two other auditors can be selected to ensure continuity.

Agenda Item 5 To consider and approve the directors' remuneration for the year 2026

Question Mr. Wutthipong Songwisit, a shareholder, inquired about the principle for determining the total bonus amount for OR directors is set at 0.3% of net profit, with a maximum bonus cap of 60 million baht. However, PTT sets a maximum bonus of only 0.05% with a cap of 60 million baht. How does this compare to the dividend payout ratio per share? Considering the management of both types of payments, how are they allocated based on reasonable principles?

Answer In considering the payment of bonuses, which will be performance-based and calculated as a "percentage of net profit," there is a "cap" or maximum limit set to prevent the amount from becoming excessively high and appearing inappropriate. The dividend payment principles of both OR and PTT are set at a payout rate of 0.3% of OR's net profit and 0.05% of PTT's net profit, representing a ratio of 0.002 baht per share. These values are comparable and align in the same direction.

Question Mr. Thawansak Thirawutkulrak, a shareholder, Mr. Somchok Saelim, a shareholder, and Ms. Wannawisa Tulyamongkol, a proxy, inquired about the remuneration structure for the Chairman and directors, specifically whether there is any overlap between their salaries and meeting allowances. Additionally, apart from salary and meeting allowances, are there any other forms of remuneration or benefits, whether monetary or non-monetary? Why are meeting allowances paid on a per-meeting basis despite directors already receiving a monthly salary? Furthermore, has the remuneration rate been benchmarked against other companies in the same industry?

Answer As OR holds the status of a state enterprise, the determination of remuneration for the board of directors of OR must be in accordance with the resolution of the Cabinet dated 24 April 2019, which stipulates that remuneration shall consist of two components:

- (1) a monthly remuneration, which is to be paid in proportion to the period of office held, and
- (2) a meeting allowance, which is to be paid based on attendance at meetings.

The remuneration rates for the OR Board are in line with those of other companies in the same industry and of a similar size (Industry and Size of Company Benchmark), such as state enterprises, energy companies and retail groups listed on the Stock Exchange of Thailand.

(English Translation)

Question Mr. Chumphon Sukprasongphon, a shareholder, inquired about the performance results of the chairman and the board of directors for additional information.

Answer OR has disclosed the performance data of the chairman and the board of directors in the 56-1 One Report for the year 2025, presented in a digital format. The report focuses on key corporate governance performance, summarizing the duties and responsibilities of the board over the past year. Shareholders can review this information on the company's website (www.pttor.com).

Agenda Item 6 To consider and approve the election of directors to replace those who are retiring by rotation

Question Mr. Wutthipong Songwisit, a shareholder, inquired about the board members who are civil servants, how can each individual apply their skills from public administration to effectively manage OR's business operations in a highly competitive environment? Additionally, how flexible can each member be in terms of oversight and compliance with regulations? Furthermore, how can each member allocate sufficient time to OR without impacting their official duties?

Answer In the performance of their duties, all directors shall consider the balance between regulatory oversight and business agility, in accordance with the corporate governance principles of listed companies. However, in managing meeting arrangements, meeting dates shall be scheduled in advance to allow all directors to manage their time effectively and attend meetings. The summary of director attendance exceed 90% of the total number of meetings throughout the year 2025. Furthermore, the performance evaluation results of the entire board of directors are at 97.4%, which is higher than the 90% threshold (Excellent level) as per the criteria of the Corporate Governance Survey of Thai Listed Companies (CGR) by the IOD for the year 2025.

Question Mr. Wutthipong Songwisit, a shareholder, inquired will the company appoint independent directors of OR to serve as independent directors in subsidiaries again (as previously appointed in the past)? This is due to concerns about how the appointed independent directors can provide independent opinions regarding the operations of such subsidiaries.

Answer Reference is made to the Charter of the OR Board of Directors, announced on 4 April 2025, Clause 3.33, which states that the Board of Directors has the duty to consider and propose a

(English Translation)

list of individuals with appropriate qualifications for appointment as directors in companies in which OR holds shares, both directly and indirectly. Therefore, the nomination of individuals for director positions in subsidiaries, including independent directors of OR, is a matter for the Board of Directors to consider based on the qualifications and suitability of each individual on a case-by-case basis. OR has clearly defined the qualifications of independent directors, stipulating that they must not possess any characteristics that would prevent them from providing independent opinions regarding the company's operations. While independent directors may be assigned to participate in decision-making on matters concerning the parent company or subsidiaries in a collective capacity, such assignments must not affect their ability to perform their duties independently. Furthermore, if any director has a conflict of interest in a matter under consideration, that director shall not be entitled to vote on such matter. Therefore, in the future, if a nomination of an independent director of OR is proposed for a position in a subsidiary, the company will proceed in accordance with the criteria regarding qualifications, independence, and appropriate conflict of interest management.

Question Mr. Chumphon Sukprasongphon, a shareholder, inquired what criteria does OR use to select board members to ensure they possess qualifications and expertise that are appropriate and aligned with OR's business?

Answer The criteria for selecting OR committee members align with the principles of the SEC, which are considered a crucial process impacting the effectiveness of corporate governance, particularly in highly complex energy companies. The essential and necessary skills include:

- Specialized expertise (Hard Skills): Finance, accounting, law, information technology and innovation, business administration, corporate communication/marketing communication, marketing, human resource management, and public administration.
- Experience in the industry: Oil and gas industry, international business, engineering and energy, and retail business

Currently, the distribution of the Skill Matrix of the OR board is quite balanced.

Agenda Item 7 To acknowledge the amendment of the purpose of using the additional capital

Question Mr. Anupote Panapornsiriku, a shareholder, inquired what extent does the increase in energy costs impact the company's capital expenditure plan?

Answer When energy costs rise, the overall Thai economy slows down. OR may adjust or delay in investment plans to align with the situation, primarily considering investment returns. This affects some of the company's capital expenditure plans. However, OR develops new capital expenditure plans annually and reviews them mid-year to align with rapidly changing investment conditions, prioritizing shareholder benefits.

Question Ms. Kulinchaya Temthanachot, a shareholder, inquired to summarize how the additional capital was invested and the percentage return on each investment.

Answer OR reports the use of accumulated capital expenditure up to 31 December 2025, amounting to 42,815 million baht, out of the total capital expenditure of 53,497 million baht, which comprises investments in the Mobility business group amounting to 21,635 million baht, and investments in the business group Lifestyle: 8,099 million baht; investment in the Global business group: 4,484 million baht; and working capital and/or loan repayment: 8,597 million baht. The overall investment return exceeds the company's WACC and is comparable to industry standards. OR has a post-investment monitoring process to ensure that investments are carried out and yield returns according to the established plan.

Agenda Item 8 To consider other matters

Question Mr. Jullachit Saramphanon, a shareholder, inquired how much further can the plan to expand service stations be extended, and what is the saturation point?

Answer OR aims to increase the number of visitors to its physical platform from 3.9 million per day in 2025 to 5 million per day by 2030. Over the next five years, the company plans to expand its service stations by approximately 80-100 per year. Service station as a physical platform to enable the Lifestyle business group to grow within service stations, which is a high-margin business, as well as the EV business group with high growth rates in line with demand and supporting the Energy Transition. OR will consider selecting potential locations based on oil demand and retail business potential, community support, main roads, secondary roads, and new roads, as well as appropriate design for each area to accommodate community expansion and travelers, as well as replacing existing service stations that have expired contracts or cannot be renewed.

(English Translation)

Question Ms. Wirawan Charoenturayon, a shareholder, inquired does the company have a policy on holding shareholder meetings in physical or hybrid format?

Answer Currently, OR shareholders nationwide number 293,896 (as of book closing date, 24 February 2026). In this regard, the organization of meetings via electronic media helps reduce travel-related constraints, save time and travel expenses, and also provides opportunities for shareholders residing in other provinces to participate in meetings. The conduct of shareholder meetings through electronic media is in accordance with the Royal Decree on Electronic Meetings B.E. 2563 (2020) and relevant regulations.

Question Mr. Thawansak Thirawutkulrak, a shareholder, inquired how will the unanswered questions from the meeting be addressed and presented?

Answer For questions that are not answered during the meeting, OR will summarize the questions and answers in the appendix of the annual meeting report. OR will upload the meeting report and publish it on the company's website at www.pttor.com within 14 days from the date of the shareholders' meeting. For this year, the deadline is set for 23 April 2026.

Question Mr. Piyapong Prasatthong, a shareholder, inquired about the export of refined oil to the Lao People's Democratic Republic is for domestic consumption only, in accordance with consumer demand. Is this statement true or not?

Answer In accordance with the Prime Minister's order to suspend the export of fuel oil (gasoline, diesel, LPG) to prevent shortages within the country, effective from 6 March 2026 onwards. Exceptions have been established to permit exports to the Lao PDR and Myanmar in order to exchange of clean energy, As Thailand imports electricity from hydropower dams in the Lao PDR, which helps control electricity costs. In addition, maintaining oil export quotas is in line with international energy cooperation agreements. Nevertheless, OR has prioritized the procurement and allocation of oil to ensure sufficient domestic supply as its primary objective. adequately supplied with oil for sale. OR therefore proceeds with the export of oil to the Lao People's Democratic Republic, which involves importing oil for direct export to the Lao PDR, and does not affect the domestic supply volume.

(English Translation)

Question Mr. Anupote Panapornsirikul, a shareholder, inquired what is OR's business plan for the Lifestyle sector in 2026? Are there any plans to increase or decrease investments in any businesses, and which businesses have the potential for significant growth in the future?

Answer OR has plans to expand its Lifestyle business as follows:

1. Café Amazon stores in Thailand, approximately 280 branches per year, both within and outside PTT service stations, and internationally, approximately 40 branches per year.
2. 7-Eleven stores, approximately 80-100 branches per year, in line with the expansion plans of service stations. PTT Station Additionally, OR is committed to sourcing new retail brands to enhance the PTT Station/OR ecosystem and create synergistic value with partners such as Pacamara Coffee Roaster, Ohkajhu, Kamu Kamu, Dusit Foods and Otteri Wash & Dry, with whom investments have already been made. Furthermore, OR continues to seek investment opportunities with future business partners to foster sustainable growth, with investment funds allocated for this business group. Lifestyle in 2026 is estimated at approximately 4,310 million baht to strengthen the Café Amazon business throughout the value chain, such as increasing the diversity of raw material sources, seeking new investment opportunities in collaboration with partners to create growth opportunities covering the food and beverage business, as well as studying and investing in high-growth businesses in Health & Wellness and Tourism.

Question Mr. Kittiwat Kittiruangpach, a shareholder, and Mr. Narong Kaew-on, a proxy, inquired does OR have plans to consider offering additional benefits to shareholders, such as discounts at hotels within the group, discounts at Café Amazon, or OR Gift Cards? Additionally, could there be special allocations of exclusive privileges for shareholders who use OR products or Blue Card members, beyond what is available to general customers?

Answer We acknowledge the suggestions from the shareholders and will consider them appropriately in the future.

Question Mr. Kumphaphan Sri-anant, a proxy, commended the innovative marketing strategies, service delivery, and creative promotional activities, as well as the effective resolution of issues reported through the 1,365 service centers. The center's swift response and continuous follow-up system were highlighted as particularly commendable strengths, with progress in many cases reported faster than scheduled. However, in instances where an operator has failed to rectify the unauthorized use of OR's trademark or comply with regulations despite

(English Translation)

multiple follow-ups and warnings, it is enquired whether OR has established clear timelines and designated responsible personnel at an appropriate seniority level, so as to ensure consistent enforcement and prevent double standards between those who cooperate and those who do not comply.

Answer OR manages contracts with all parties strictly and equally, under the same standards. In cases where actions do not comply with the contract, OR will monitor and issue warnings to rectify within the specified timeframe. If no corrective action is taken within the specified timeframe, OR will escalate to stricter supervisory measures.

Suggestions

1. Mr. Kumphaphan Sri-anant, a proxy, suggested that although the company's application has strengths in creativity, development speed, and problem-solving compared to other service providers, based on the latest update from blueplus+, there are still issues that should be considered for improvement, both in terms of the menu structure and user experience. For example, the clearer separation of oil and non-oil business categories has resulted in service station location searches no longer being found directly under the service station menu. There is also inconsistency in displaying cross-brand benefits and benefits for high-level members, as well as the launch of the Platinum membership level, which is not yet fully linked to the existing Gold-level coupons. Additionally, there are technical security issues with the e-wallet, where access is revoked upon session expiration without prior user notification, affecting convenience and service delivery at branch locations. It is therefore enquired how the company defines roles and assigns personnel responsible for liaising between the technical team, marketing team, and member relations team, with the aim of ensuring comprehensive system design, reducing user confusion, and enabling swift, systematic, and widespread resolution of these structural issue.

Answer [OR would like to thank you and acknowledge your suggestions, which will be considered for further action.](#)

2. Mr. Kumphaphan Sri-anant, a proxy, suggested that from the previous six agendas, it was observed that they were for consideration and approval of important items, including personnel appointments, which require approval from the meeting. However, the title of the seventh agenda uses the term "consideration for acknowledgement," which is deemed incorrect. This is because the objectives and reasons specify that if approved by the committee, the matter should be reported to the shareholders for acknowledgement at the next meeting. Therefore, the agenda title should be revised to "Acknowledgement of Changes in the Purpose of Capital Use."

Answer [OR would like to thank you for your suggestion regarding the agenda item number 7. OR would like to clarify that the use of the term "consider and acknowledge" is still consistent with the nature of the agenda item. In the context of the meeting, the term "consider" refers to the process where the meeting reviews the details, facts, and supporting reasons, as well as provides an opportunity for questions or comments before "acknowledging." This matter does not constitute an agenda item requiring approval from the shareholders' meeting. The details of the agenda clearly state that this matter is being conducted under the authority of the Board of Directors and is being presented to the shareholders' meeting for acknowledgement in the](#)

subsequent order of business. Therefore, The substance of this agenda item is therefore not intended to seek approval from the shareholders in any manner, and the use of the agenda title "Consideration and Acknowledgement" does not give rise to any misunderstanding regarding the essential content of the agenda. Nevertheless, OR would like to thank you for your suggestions, which will be taken into consideration to enhance the clarity of the meeting documents in the future.

3. Mr. Somsak Thamachatsuntree, a shareholder, suggested that OR consider organizing a shareholders' meeting on-site to promote interaction, ensure accurate and comprehensive responses to inquiries, allow for additional questions, and facilitate participation for elderly shareholders or those with limited technological knowledge, without being restricted by an online meeting.

Answer We acknowledge the suggestions from the shareholders, and OR will consider them appropriately.

4. Mr. Panya Samritpradit, a shareholder, suggested that shareholders be allowed to visit the business operations.

Answer We acknowledge the suggestions from the shareholders, and OR will consider them appropriately.

5. Ms. Supa Jirawatthanakit, a shareholder, suggested that during the shareholders' meeting, OR consider to display the list of participants attending the meeting online to ensure transparency during the meeting.

Answer We acknowledge the suggestions from the shareholders, and OR will consider them appropriately.