



9 March 2026

- Subject: Notice Calling for the 2026 Annual General Meeting of Shareholders (“**AGM**”)
- To: Shareholders of Thai Nippon Rubber Industry Public Company Limited
- Enclosure: Supporting Documents for the Meeting’s Agenda
1. QR code downloading procedures to view the Annual Registration Statement 2025 (Form 56-1 e-One Report) and the financial statements ended 31 December 2025
 2. A brief profiles of nominated candidates for the appointment of directors to succeed the directors retiring by rotation
 3. Information on the proposed remuneration for directors and sub-committee members for the year 2026 and Directors’ bonus
 4. Information on the Company’s auditors and audit fee for the year 2026
- Supporting Documents for Attending the AGM 2026
5. The Company’s Articles of Association in relation to the Shareholders’ meeting
 6. Instruction for the registrations, the appointment of proxy, documents and evidence required to be presented by attendees to attend the meeting, and Procedure for attending Annual General Meeting of Shareholders
 7. Proxy Form A., Proxy Form B., and Proxy Form C.
 8. Details of independent directors supporting the appointment of shareholders’ proxy and definition of TNR’s independent director and definitions of the Company’s independent director
 9. Privacy Notice pursuant to Personal Data Protection Act, B.E. 2562 (2019)
 10. Map of the meeting venue

NOTICE IS HEREBY PROVIDED that the 2026 Annual General Meeting of Shareholders of Thai Nippon Rubber Industry Public Company Limited (“**the Company**” or “**TNR**”) will be convened on Thursday, April 9, 2026 at 10:00 at At Surasak 1 Room, Eastin Grand Hotel Sathorn, No. 33/1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Thailand to consider the following agenda items:

Agenda 1 To acknowledge the operating results for the year ended 31 December 2025

Fact and Rationale:

For the shareholders' acknowledgement, the Company has compiled a summary of the operational results of Thai Nippon Rubber Industry Public Company Limited and its subsidiaries for the year 2025, as well as the significant changes that occurred in 2025, in the Annual Registration Statement 2025 or Form 56-1 e-One Report 2025. The information is provided in QR code format on the Annual Registration Statement 2025 (Form 56-1 e-One Report 2025) as instructed in **Enclosure 1**.

Opinion of the Board of Directors:

The Board proposes to the Shareholders’ meeting to acknowledge the Company’s operating results for the year 2025 and the significant changes that occurred in 2025.

Voting:

This agenda is for acknowledgement; therefore, no vote shall be cast.

Agenda 2 To consider and approve the Company’s audited financial statements for the fiscal year ended 31 December 2025 with the auditor’s report

Fact and Rationale:

Section 112 of the Public Limited Company Act, B.E. 2535 (1992) (including any amendment thereto) and Clause 39 of the Company’s Articles of Association require the



Company to prepare its Statement of Financial Position and Statement of Comprehensive Income at the end of the fiscal year to be proposed to the Annual General Meeting of Shareholders for consideration and approval.

The Consolidated and Separate Financial Statements as ended 31 December 2025 together with the Auditor's Report have been provided under Section "Financial Statements" of the Annual Registration Statement 2025 (Form 56-1 e-One Report 2025), as instructed in Enclosure 1. The financial statements for the year ending 31 December 2025 have already been audited by the Certified Public Accountant from the PricewaterhouseCoopers ABAS Ltd., reviewed by the Audit Committee and endorsed by the Board of Directors of the Company.

A summary of significant information is as follows;

Description (THB Million)	Consolidated F/S		Separate F/S	
	FY ended 31 Dec 2024	FY ended 31 Dec 2025	FY ended 31 Dec 2024	FY ended 31 Dec 2025
Total Revenue	2,101	1,844	1,974	1,725
Net Profit (Loss)*	533	134	544	190
Total Assets	2,195	2,525	2,169	2,571
Total Liabilities	866	1,291	784	1,226
Total Equity	1,329	1,234	1,385	1,345
Basic Earnings (Loss) per Share* (Baht/Share)	1.78	0.45	1.81	0.63

Remark

Represents profits (losses) for the fiscal year attributable to the parent Company.

Opinion of the Board of Directors:

The Board of Directors considered and deemed appropriate to propose the Annual General Meeting of Shareholders' Meeting to consider and approve the Company's audited financial statements for the fiscal year ended 31 December 2025.

Voting:

The resolution of this agenda shall be approved by a simple majority vote of shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base pursuant to Section 107 the Public Limited Company Act. B.E. 2535 (1992) (including any amendment thereto) and Clause 35 of the Company's Articles of Association.

Agenda 3

To consider and approve the allocation of the net profit as a legal reserve and dividend payment

Fact and Rationale:

Section 115 of the Public Limited Company Act. B.E. 2535 (1992) (including any amendment thereto) and Clause 44 that the Company shall pay dividends only from profits and refrain from paying dividends if the Company has accumulated losses. Section 116 of the Public Limited Company Act. B.E. 2535 (1992) (including any amendment thereto) and Clause 45 provided that the Company is required to reserve fund at least 5



percent of the annual net profits presented in its separate financial statements until the reserve reaches at least 10 percent of the registered capital of the Company.

The Company has its dividend payment policy; it states, “the Company shall allocate the payment of dividend not less than 40 percent of the net profits after all reserves required by law. Such dividend payment, however, shall be adjustable according on necessity and other circumstances that the Board of Directors deems appropriate.

The annual dividend payment, however, must be approved by the shareholders' meeting, with the exception of interim dividend payments, which the Board of Directors may periodically authorize when the Company has sufficient profit to pay. Following the payment of an interim dividend, the Company is obligated to disclose it at the next shareholders' meeting.

Comparisons over the past three years are detailed in the table below.

Description	FY ended 31 Dec 2023	FY ended 31 Dec 2024	FY ended 31 Dec 2025
1. Net profits (losses) (THB Million)	242.64	544.11	190.07
2. Legal Reserve (5 percent) (THB Million)	12.13	2.25	-
3. Number of ordinary shares (Million shares)	300.00	300.00	300.00
4. Total dividend payout per share (THB per share)	0.50	0.80	0.40
5. Interim dividend payment per share (THB per share)	0.25	0.30	0.20
6. Final dividend payment per share (THB per share)	0.25	0.50	0.20
7. Total dividends paid (entire year) (THB Million)	150.00	240.00	120.00
8. Dividend Payout ratio ^a (Percentage)	62%	44%	63%

Opinion of the Board of Directors:

The Board of Directors deems it appropriate to propose to the Meeting to consider and approve the allocation of net profits and dividend payment for 2025 at Baht 0.40 per share amounting to THB 120.00 million which is consistent with the Company’s dividend payment policy as follows:

1. On 12 December 2025, the Company made an interim dividend payment for the year 2025 at a rate of THB 0.20 per share (operating period from 1 January 2025 to 30 September 2025), totaling THB 60.00 million.
2. The Company is exempt from the requirement to allocate net profit as legal reserves in 2025, as it has already amassed an adequate amount of reserves in accordance with the law.
3. The remaining dividend for the year 2025 shall be paid at THB 0.20 per share amounting to THB 60.00 million as detailed below;



- a. Dividend payment of THB 6.00 million or equivalent to THB 0.02 per share which shall be paid from the allocation of net profit with paid corporate income tax at the rate of 20 percent under the BOI Certificate No. 1466(1)/2553. (The BOI Certificate has expired; therefore, shareholders are no longer eligible for the tax benefits.)
 - b. Dividend payment of THB 36.00 million or equivalent to THB 0.12 per share which shall be paid from the allocation of net profit with paid corporate income tax at the rate of 10 percent under the BOI Certificate No. 2117(1)/2555; and
 - c. Dividend payment of THB 18.00 million or equivalent to THB 0.06 per share. The recipients of these dividends shall receive tax credits as the payment shall be made from the net profit of a business exempt from corporate income tax (BOI) under BOI certificate No. 68-0042-2-00-1-0.
4. The record date to determine the right to receive dividend shall be on **16 March 2026**.
 5. The Dividend payment shall be made on **8 May 2026**.

Kindly note that the right to receive dividend is uncertain because this matter must be approved by the 2026 Annual General Meeting of Shareholders.

Voting:

The resolution of this agenda shall be approved by a simple majority vote of shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base pursuant to Section 107 the Public Limited Company Act, B.E. 2535 (1992) (including any amendment thereto) and Clause 35 of the Company's Articles of Association.

Agenda 4

To consider and approve the election of directors to replace those who shall be retiring by rotation

Fact and Rationale:

Section 71 of Public Limited Companies Act, B.E. 2535 (1992) (including any amendment thereto) and Clause 17 of the Company's Articles of Association require that, at every Annual General Meeting of Shareholders, one-third (1/3) of the directors must retire by rotation. Should the directors be unable to be divided into three parts, the number of directors closest to one-third (1/3) of all directors shall retire. In this respect, the retired directors will be eligible for re-election.

In this 2026 Annual General Meeting of Shareholders, the three (3) directors retiring by rotation are as follows:

- | | | |
|---|---------------------------|---|
| 1 | Mr. Silpachai Ruksapol | Independent Director / Chairman of Audit Committee/ A member of Nomination and Remuneration Committee |
| 2 | Mr. Amorn Dararattanaoj | Executive Director / Vice Chairman/ A member of Nomination and Remuneration Committee |
| 3 | Mr. Surapol Dararattanaoj | Non-Executive Director |

The Company granted its shareholders the opportunity to pre-nominate qualified individuals/candidates for election as directors by means of an announcement on the Company's website. Nonetheless, no shareholders nominated any candidates for election as directors.



The Nomination and Remuneration Committee (without the interested directors) has considered the recruitment and selection of the candidates, who are deserving as being nominated as directors in replacement of the directors who are retiring by rotation, by taking into account the suitability, knowledge, competencies and expertise of the Board of Directors with the variety of experiences in relevant to businesses (Board Skill Matrix) which are supportive to the operation of the Company and deemed it appropriate to re-elect the 3 directors retiring by rotation as Independent Director/Executive Directors for another term.

As a result, the Nomination and Remuneration Committee (without the interested directors) and the Board of Directors (without the interested directors) deems it appropriate to propose the Meeting to re-appoint directors retiring by rotation as follows:

- 1 to re-appoint Mr. Silpachai Ruksapol, who is retiring by rotation, to serve as Independent Director / Chairman of Audit Committee / A member of Nomination and Remuneration Committee for another term;
- 2 to re-appoint Mr. Amorn Dararattanaroj, who is retiring by rotation, to serve as Executive Director / Vice Chairman / A member of Nomination and Remuneration Committee for another term; and
- 3 to re-appoint Mr. Surapol Dararattanaroj, who is retiring by rotation, to serve as Non-Executive Director for another term;

All independent directors who have been nominated have no business relationship or connection with the Company, no direct connection to the Company's major shareholders, and no relationship or situation that would likely or might appear to cause interference in the Company's independent business judgment in the best interests.

Profiles, educational background, work experience of the nominated candidates for the appointment of directors appear in **Enclosure 2**.

Opinion of the Board of Directors:

The Board of Directors (without the interested directors) has carefully considered and agreed with the recommendation of the Nomination and Remuneration Committee. Having considered by the Nomination and Remuneration Committee and the Board of Directors, the 3 nominated directors are the qualified persons with the knowledge, competencies, expertise of the Board of Directors possessing good working experience and profiles with leadership, broad vision and shall be able to devote sufficient time in the interests of the Company's business operation. The characteristics which are appropriate and in accordance with the elements and structure of the directors under the Company's business strategies are also taken into account. Such directors also have qualifications pursuant to the Public Limited Companies Act, B.E. 2535(1992) (including any amendment thereto) and relevant rules of the Capital Market Supervisory Board. As a result, the Board of Directors (without the interested directors) deems it appropriate to propose the Meeting to re-appoint 3 directors retiring by rotation for another term of directorship e.g.

- 1 to re-appoint Mr. Silpachai Ruksapol, who is retiring by rotation, to serve as Independent Director / Chairman of Audit Committee / A member of Nomination and Remuneration Committee for another term;
- 2 to re-appoint Mr. Amorn Dararattanaroj, who is retiring by rotation, to serve as Executive Director / Vice Chairman / A member of Nomination and Remuneration Committee for another term; and
- 3 to re-appoint Mr. Surapol Dararattanaroj, who is retiring by rotation, to serve as Non-Executive Director for another term;



Voting:

The resolution of this agenda shall be approved by a simple majority vote of shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base pursuant to Section 107 the Public Limited Company Act. B.E. 2535 (1992) (including any amendment thereto) and Clause 35 of the Company's Articles of Association. The election of the Company's directors shall be conducted in accordance with the one vote per share rule.

Agenda 5

To consider and approve the remunerations for directors, and sub-committees for the year 2026, and directors' bonus

Fact and Rationale:

Section 90 of the Public Limited Companies Act, B.E. 2535 (1992) (including any amendment thereto) and Clause 22 of the Company's Article of Association provide that the directors shall receive remuneration in the form of monetary reward, meeting allowance, lump-sum payment, bonus, other benefits and welfare pursuant to the Company's regulations and/or by the resolution of the shareholders' meeting with the vote of not less than two-third (2/3) of the total votes of shareholders attending the meeting.

The Nomination and Remuneration Committee is responsible for the consideration of forms and criteria for directors' remuneration and recommend to the Board of Directors to consider and propose to shareholders meeting subsequently. In the fixing of directors' remuneration, the Nomination and Remuneration Committee has considered by comparing with the information of remunerative payment of other listed companies within the same type of business, duties and responsibilities of directors, and the previous practice of the Company.

Therefore, the Board of Directors deemed it appropriate to propose the Board of Directors to consider and endorse before proposing to the meeting the remuneration of the Board of Directors and the Sub-committees for the year 2026 as well as Director's Bonus in the total amount of not exceeding THB 7,000,000. The Directors and Officers Liability Insurance has been provided for directors and officers of the Company and its subsidiaries in the total liability limit of THB 300 million per year as a non-pecuniary remuneration.

The Company does not offer any other forms of remuneration or benefits to directors apart from the remuneration as aforementioned. Details of the aforementioned remuneration of directors are provided in **Enclosure 3**.

Opinion of the Board of Directors:

Having considered and agreed with the recommendation of the Nomination and Remuneration Committee, the Board of Directors deems it appropriate to propose the Meeting to approve the directors' remuneration for the year 2026 and the director's bonus in the total amount of not exceeding THB 7,000,000 according to the above proposal and authorize the Board of Directors to allocate the remuneration to directors and members of subcommittees as deemed appropriate as recommended by the Nomination and Remuneration Committee. Payments of remuneration for directors and members of subcommittees shall take effect from the day the resolution is passed by a vote of the shareholders and for each subsequent year, unless or until resolved otherwise by a general meeting of the shareholders of the Company.



The scope of duties and responsibilities of the Company's subcommittees, are as shown in Form 56-1 e-One Report 2025 and details of the Remuneration and Bonus for the Board of Directors and Subcommittees for Year 2026 are provided in **Enclosure 3**.

Voting:

The resolution for this agenda shall be approved by the votes of not less than two-thirds (2/3) of the total votes of the shareholders attending the meeting, including abstentions in the calculation base pursuant to Section 90 the Public Limited Company Act. B.E. 2535 (1992) (including any amendment thereto) and Clause 22 of the Company's Articles of Association.

Agenda 6

To consider and approve the appointment of auditors and to fix the audit fee for the year 2026

Fact and Rationale:

Section 120 of the Public Limited Companies Act, B.E. 2535 (1992) (including any amendment thereto) and Clause 36 of the Company's Articles of Association require the Annual General of Shareholders to consider the appointment of auditor and to determine the auditor(s)'s fee every year. In compliance with the Notification of the Capital Market Supervisory Board, the auditor may be re-appointed for not more than 7 fiscal years and the Company may re-appoint a former auditor after such Key Audit Partner take cooling-off period for at least 5 consecutive fiscal years from being the Company's auditor. The selection of the auditors and determination of the audit fee have been reviewed by the Audit Committee and the Board of Directors.

The Audit Committee has considered and proposed to appoint the auditor(s) based on the past performance, experience with the internationally acceptable standards, possession of thorough knowledge and understanding in the businesses of the group of companies. It is deemed appropriate to propose the appointment of **PricewaterhouseCoopers ABAS Ltd.** to be the Company's audit firm and to appoint the following certified public accountants from PricewaterhouseCoopers ABAS Ltd., who are the auditors approved by the Office of the Securities and Exchange Commission ("Office of SEC"), to be the Company's auditors for another year. PwC is appropriate in the scope of work, transparency and effectiveness of the audit process as well as the appropriateness of the fees and good performance over the past period and the Audit Committee and the Board of Directors are satisfied with their performance. The Audit Committee has therefore recommended the appointment of auditors below to be the Company's auditors for the year 2026.

Auditor's Name	CPA (Thailand) No.	Audit Signing History
Ms. Sasipa Lawskulpaiboon	12400	Sign for 2026 onward; and/or
Ms. Amornrat Pearmpoonvatanasuk	4599	Sign for 2025; and/or
Mr. Boonrueng Lerdwiseswit	6552	Never sign for the Company

The fixation of total audit fee shall not exceeding **THB 3,050,000** (Three-million-fifty-thousand-baht), as specified in **Enclosure 4** (excluding other expenses), which is higher than to the audit fee approved at the previous AGM. The auditors whose names proposed above have no relationship or any interest in the Company, subsidiary companies, management, major shareholders, or other related persons. Details as appeared in the **Enclosure 4**.



Opinion of the Board of Directors:

The Board of Directors considered and deemed appropriate to propose the AGM to consider and approve the appointment of (1) Ms. Sasipa Lawskulpaiboon (CPA No. 12400), and/or (2) Ms. Amornrat Pearmpoonvatanasuk (CPA No. 4599) and/or (3) Mr. Boonrueng Lerdwiseswit (CPA No. 6552) of PricewaterhouseCoopers ABAS Ltd. to be the Company's auditor for the year 2026 with total audit fees not exceeding **THB 3,050,000** (Three-million-fifty-thousand-baht), as specified in **Enclosure 4** (excluding other expenses), and any actual expense incurred.

Any of them is being authorized to conduct the audit and to render an opinion on the financial statements of the Company, both consolidated and non-consolidated basis. The proposed auditors have no relationship and/or conflicts of interest against the Company, the subsidiaries, the executives, the major shareholders or other related persons thereof.

Voting:

The resolution of this agenda shall be approved by a simple majority vote of shareholders attending the meeting and casting their votes, excluding abstentions from the calculation base pursuant to Section 107 the Public Limited Company Act. B.E. 2535 (1992) (including any amendment thereto) and Clause 35 of the Company's Articles of Association.

Agenda 7

To consider and approve the amendment to the Company's objectives and Article 3 of the Memorandum of Association

Fact and Rationale:

Section 31, subject to Section 19, paragraph two, of the Public Company Limited Act B.E. 2535 (including amendments) and Article 35 of the Company's Articles of Association, stipulates that a company may amend its Memorandum of Association or Articles of Association only when a shareholders' meeting votes by a majority of not less than three-quarters (3/4) of the total votes of the shareholders present and entitled to vote. In amending the Memorandum of Association or Articles of Association, the company must register the amendment within 14 days of the date the resolution is passed.

The Executive Committee deem it appropriate to submit to the shareholders' meeting for approval the amendment to the Company's objectives and the amendment of Article 3 of the Memorandum of Association to the shareholders' meeting for approval. This amendment will increase the number of objectives from 57 to 60. The following are the exact specifications of the three additional objectives:

Article 58. To provide laboratory services related to research, analysis, and testing in chemical, physical, and microbiological fields for industrial, agricultural, livestock, fisheries, crop cultivation, animal husbandry, agricultural product manufacturing, food production, cosmetic production, drug invention or development, medical instrument and equipment manufacturing, testing for toxins or residues in agricultural products, food production, cosmetics, drugs, medical instruments and equipment, and various other products; and to issue certificates for information, benefit, or registration to all government agencies, state enterprises, government and private organizations, institutions, individuals, legal entities, and various establishments, both domestically and internationally.

Article 59. To provide laboratory services related to research, analysis, and testing in chemical, physical, and microbiological fields, and to test for toxins or residues in medicinal plants, hemp plants, cannabis plants, and controlled herbs; and to issue certificates for information, benefit, or registration to all government agencies, state enterprises, government and private organizations, institutions, individuals, legal entities, and various establishments, both domestically and internationally.



Article 60. To provide analytical, research, and testing services to identify important substances in medicinal plants, hemp, cannabis, controlled herbs, and all types of agricultural products. Such business operations must comply with all relevant laws.

The purpose of this is to facilitate the provision of analytical testing services to external parties, facilitate the application for permits related to government agencies and/or relevant organizations, and generate future business opportunities.

Opinion of the Board of Directors:

The Board of Directors deems it appropriate to propose to the Meeting to the amendment to the Company's objectives and Article 3 of the Memorandum of Association. The following are the exact specifications of the three additional objectives:

Article 58. To provide laboratory services related to research, analysis, and testing in chemical, physical, and microbiological fields for industrial, agricultural, livestock, fisheries, crop cultivation, animal husbandry, agricultural product manufacturing, food production, cosmetic production, drug invention or development, medical instrument and equipment manufacturing, testing for toxins or residues in agricultural products, food production, cosmetics, drugs, medical instruments and equipment, and various other products; and to issue certificates for information, benefit, or registration to all government agencies, state enterprises, government and private organizations, institutions, individuals, legal entities, and various establishments, both domestically and internationally.

Article 59. To provide laboratory services related to research, analysis, and testing in chemical, physical, and microbiological fields, and to test for toxins or residues in medicinal plants, hemp plants, cannabis plants, and controlled herbs; and to issue certificates for information, benefit, or registration to all government agencies, state enterprises, government and private organizations, institutions, individuals, legal entities, and various establishments, both domestically and internationally.

Article 60. To provide analytical, research, and testing services to identify important substances in medicinal plants, hemp, cannabis, controlled herbs, and all types of agricultural products. Such business operations must comply with all relevant laws.

The purpose of this is to facilitate the provision of analytical testing services to external parties, facilitate the application for permits related to government agencies and/or relevant organizations, and generate future business opportunities.

Voting:

This agenda item must be approved by a majority vote of not less than three-fourths (3/4) of the total votes of shareholders present and entitled to vote, with abstentions being counted as part of the vote count, in accordance with Section 31, subject to Section 19, paragraph two of the Public Company Limited Act B.E. 2535 (including amendments) and Article 35 of the Company's Articles of Association.

Agenda 8

Other Matters (If any)

Fact and Rationale:

Section 105 of the Public Limited Companies Act, B.E. 2535 (1992), the Meeting may consider other subject matters without an agenda defined in the Invitation Letter if there are shareholders present at the Meeting with a combined shareholding of no less than one-third (1/3) of the total number of issued and paid-up shares.



Opinion of the Board of Directors:

The Board of Directors deems it appropriate to provide the shareholders with this agenda so that they can raise questions and/ or express opinions on various matters without having to adopt any resolution. However, if the shareholders wish to purpose any matter for consideration and approval, they are required to fulfill the conditions mentioned above according to Section 105 of the Act.

Information for Shareholders

- (1) The Company has scheduled the Record Date to determine the shareholders' right to attend the 2026 Annual General Meeting of Shareholders on March 16, 2026.
- (2) The Company invited the shareholders to propose agenda items and to nominate qualified candidates for election as directors for the 2026 Annual General Meeting of Shareholders in advance during October 1, 2025 to December 31, 2025 by announcement on the Company's website. Nonetheless, no shareholders proposed any agenda items nor nominated any candidates for election as directors.
- (3) The shareholders are requested to comply with the announcement on registration procedures, proxy appointment, documents and evidence that attendees are required to present on the meeting day, including procedures for attending the shareholders' meeting as detailed in the information provided in the **Enclosure 6**. The Company will conduct the meeting in accordance with the Articles of Association of the Company, Chapter No. 6 Regarding the Shareholders' Meeting, and details as per **Enclosure 5**.
- (4) In order to facilitate the registration of the 2026 Annual General Meeting of Shareholders to be convened in a promptly manner, the Company will allow the shareholders and proxies to register for attending the meeting from 09:00 onwards, on the meeting date, at Surasak 1 Room, 11th Floor, Eastin Grand Hotel Sathorn Bangkok, No. 33-33/1, South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok, 10210. As the Company will use the barcode system for the registration and vote counting of this meeting.
- (5) Furthermore, in order to protect the rights and benefits of shareholders who are unable to attend the meeting in person and would like to appoint an Independent Director of the Company as their proxy to attend the meeting and cast votes on their behalf, such shareholder can appoint the Independent Director of the Company whose name and profile are as per details in **Enclosure 8**, as the proxy to attend the meeting and cast vote on the shareholder's behalf by using Proxy Form B, as per details in **Enclosure 7** and deliver the Proxy Form B attached with supporting documents, as per details in **Enclosure 6** to the following address:

Office of Company Secretary
Thai Nippon Rubber Industry Public Company Limited
No. 1, Charoenrat Road,
Thung Wat Don Sub-District, Sathorn District,
Bangkok 10120, Tel. 02-210-8888 Ext. 5122

To facilitate the verification process, kindly ensure that all required documents are delivered to the Company no later than Friday, April 3, 2026.
- (6) In the event that shareholders are unable to attend the meeting in person and would like to appoint a proxy to attend and cast vote on their behalf, the shareholders shall fill out and sign either in Proxy Form A or Proxy Form B. In the case of foreign shareholders who appoint a custodian to be a share depository and keeper, please use Proxy Form C, as per details in **Enclosure 7**.
- (7) For the 2026 Annual General Meeting of Shareholders, the Personal Data Protection Notice (Privacy Notice) issued in accordance with the Personal Data Protection Act B.E. 2019, shareholders may review information regarding the protection of personal data associated with shareholder meetings as per the **Enclosure 9**.



- (8) Lastly, the Company has published the invitation to 2026 Annual General Meeting of Shareholders including the enclosures on TNR's website at www.tnrcondom.com. The Company, therefore, hereby invites shareholders to attend 2026 Annual General Meeting of Shareholders on the aforementioned date, time, and venue. The map of the meeting venue is as per the **Enclosure 10**.

Please be informed accordingly.

Yours, faithfully

(Mr. Mechai Viravaidya)
Chairman of the Board of Director