

**Notice Calling for  
The 2026 Annual General Meeting of Shareholders  
Thai Nippon Rubber Industry Public Company Limited**

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On Thursday, April 9, 2026 at 10:00 onwards

At Surasak 1 Room, Eastin Grand Hotel Sathorn,  
No. 33/1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Thailand



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 <sup>a</sup> (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.

<b>Auditor's Name</b>	<b>CPA (Thailand) No.</b>	<b>Audit Signing History</b>
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, 11<sup>th</sup> 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](http://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



**QR code downloading procedures to view  
the Annual Registration Statement 2025 (Form 56-1 e-One Report)  
and the Company's financial statements ended 31 December 2025**

The Thailand Securities Depository Co., Ltd. as a securities registrar under the Stock Exchange of Thailand (“**SET**”) has implemented a system which allows SET Listed Companies to send to the shareholders documents regarding the shareholders’ meeting and the Annual Registration Statement 2025 (Form 56-1 e-One Report) in the form of e-book accessible through QR code, this allows the shareholders to access the information with ease.

Shareholders can download the aforementioned documents from QR code provided in Notification of Meeting (with QR code) by the following steps:

**For iOS mobile operating system (from iOS 11 and above)**

1. Turn on the mobile camera.
2. Focus the mobile camera to QR code to scan it.
3. The notification will appear on top of the screen. Then, click on the notification to access documents regarding the meeting.

**For Android System**

1. Open applications, such as Line, Facebook, or QR Code Reader  
How to scan QR Code via Line application

- Open Line application and click on “Add Friend”
- Choose “QR Code”
- Scan the QR Code

2. Focus the mobile camera to QR Code to scan it



**A brief profiles of nominated candidates for  
the election of directors to succeed the directors retiring by rotation**

<b>Full-name</b>	Mr. Silpachai Ruksapol	
<b>Current position (s)</b>	<ul style="list-style-type: none"><li>• Independent Director</li><li>• Chairman of Audit Committee</li><li>• Member of Nomination and Remuneration Committee</li></ul>	
<b>Proposed position (s)</b>	<ul style="list-style-type: none"><li>• Independent Director</li><li>• Chairman of Audit Committee</li><li>• Member of Nomination and Remuneration Committee</li></ul>	
<b>Nationality</b>	Thai	
<b>Age</b>	76 years	
<b>Number of shares held in the Company and related companies (as of 30 December 2025)</b>	Own: No shareholding Spouse: No shareholding	
<b>Date of the first appointment</b>	9 May 2024	
<b>Date of commencement of trading in TNR securities</b>	29 November 2016	
<b>No. of years being the Company's Director including if being re-elected</b>	5 years (2 plus 3 years) (from the year of conversion to a public company)	
<b>Relationship with executives or major shareholders of the Company or its subsidiaries</b>	None	

**Education**

1976	Higher Diploma in Auditing, Chulalongkorn University
1974	Bachelor's Degree in General Accounting, University of the Thai Chamber of Commerce (UTCC)

**Director's Training Programme by Thai Institute of Directors Association ("Thai IOD")**

- Director Accreditation Program (DAP), Class 129/2016

**Work Experience**

2024-Present	<b>Thai Nippon Rubber Industry Public Company Limited ("TNR")</b> Independent Director / Chairman of Audit Committee / Member of Nomination and Remuneration Committee
2016-2024	<b>Thai Nippon Rubber Industry Public Company Limited ("TNR")</b> Non-Executive Director

**Positions in other listed companies**

- None

**Positions in other non-listed companies**

2013-Present	<b>C.A.S. Paper Mill Company Limited</b> Director
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1977-Present **Vema (Thailand) Company Limited**  
Director

**Meeting Attendance Record of 2025**

· The 2025 Annual General Meeting of Shareholders	1/1 time
· Board of Director Meeting	4/4 times
· Audit Committee Meeting	4/4 times
· Audit Committee Meeting with the Company's external auditor without management	1/1 time
· Audit Committee Meeting with the Company's internal auditor without management	1/1 time
· Nomination and Remuneration Committee	2/2 times

**Record of legal dispute in the past 10 years**

- None

**This nominated person does not hold any position as director or management in other businesses, which might have a conflict of interest with the Company.**

**Other Related Relationships**

Relationship	Details
Close relative to management / major shareholders /controlling persons of the Company or its subsidiaries	No
Relationship with Company / its subsidiaries /its associates / its major shareholders / its controlling persons or other legal entities that may have a conflict of interests now or have had a conflict of interests in the past 2 years	
1. as an executive director, employee, member of staff or advisor who receives a regular salary or a controlling person	No
2. as an auditor or professional service provider	No
3. in a material business relationship, which may affect their independence.	None



<b>Full-name</b>	Mr. Amorn Dararattanaroj	
<b>Current position</b>	<ul style="list-style-type: none"><li>• Vice Chairman</li><li>• Chairman of Executive Committee</li><li>• Member of Nomination and Remuneration Committee</li><li>• Chief Executive Officer (CEO)</li></ul>	
<b>Proposed position</b>	<ul style="list-style-type: none"><li>• Vice Chairman</li><li>• Chairman of Executive Committee</li><li>• Member of Nomination and Remuneration Committee</li></ul>	
<b>Nationality</b>	Thai	
<b>Age</b>	69 years	
<b>Number of shares held in the Company and related companies (as of 30 December 2025)</b>	Own:       Direct Shareholding: 8.75 percent Indirect shareholding: 12.00 percent Spouse:    No shareholding	
<b>Date of the first appointment</b>	29 September 1993	
<b>Date of commencement of trading in TNR securities</b>	29 November 2016	
<b>No. of years being the Company's Director including if being re-elected</b>	13 years (7 plus 3 years) (from the year of conversion to a public company)	
<b>Relationship with executives or major shareholders of the Company or its subsidiaries</b>	<ul style="list-style-type: none"><li>• Siblings of Mr. Somsak Dararattanarojna, Non-Executive Director</li><li>• Siblings of Mr. Surapol Dararattanaroj, Non-Executive Director</li><li>• Siblings of Ms. Sirinan Dararattanaroj, Executive Director</li><li>• Siblings of Ms. Benjarat Dararattanaroj, Non-Executive Director</li></ul>	
<b>Education</b>		
1979	Bachelor of Business Administration (BBA), University of Montevallo, Alabama, USA	
<b>Director's Training by Thai Institute of Directors (Thai IOD)</b>		
	<ul style="list-style-type: none"><li>• Director Certification Program (DCP), Class 283/2019</li><li>• Director Accreditation Program (DAP), Class 123/2016</li><li>• Corporate Governance Training Course for Directors and Senior Executives of Regulatory Organizations, State Enterprises, and Public Organizations, Class 23/2020</li></ul>	
<b>Work Experience</b>		
1993-Present	<b>Thai Nippon Rubber Industry Public Company Limited ("TNR")</b> Vice Chairman / Chairman of Executive Committee / Member of Nomination and Remuneration Committee / Chief Executive Officer (CEO)	
<b>Positions in other listed companies</b>		
	- None	
<b>Positions in other non-listed companies</b>		
2016-Present	<b>THK Investment Company Limited</b> Director	
2015-Present	<b>C.A.S. Asset Phuket Company Limited</b> Director	



2014-Present	<b>C.A.S. Paper Mill Company Limited</b> Director
2010-Present	<b>C.A.S. Star Energy Company Limited</b> Director
1993-Present	<b>Charoen Aksorn Holding Group Company Limited</b> Executive Director

**Meeting Attendance Record of 2025**


• The 2025 Annual General Meeting of Shareholders	1/1 time
• Board of Directors Meeting	4/4 times
• Nomination and Remuneration Committee Meeting	2/2 times
• Executive Committee Meeting	12/12 times

**Record of legal dispute in the past 10 years**

- None

**This nominated person does not hold any position as director or management in other businesses, which might have a conflict of interest with the Company.**



<b>Full name</b>	Mr. Surapol Dararattanaoj	
<b>Current position</b>	- Non-Executive Director	
<b>Proposed position</b>	- Non-Executive Director	
<b>Nationality</b>	Thai	
<b>Age</b>	65	
<b>Number of shares held in the Company and related companies (as of 30 December 2025)</b>	Own: 8.75 percent	
	Spouse: No shareholding	
<b>Date of the first appointment</b>	29 September 1993	
<b>Date of commencement of trading in TNR securities</b>	29 November 2016	
<b>No. of years being the Company's Director including if being re-elected</b>	13 years	
	(10 years plus 3 years) (from the year of conversion to a public company)	
<b>Relationship with executives or major shareholders of the Company or its subsidiaries</b>	- Siblings of Mr. Somsak Dararattanaoj, Non-Executive Director	
	- Siblings of Mr. Amorn Dararattanaoj, Executive Director	
	- Siblings of Ms. Sirinan Dararattanaoj, Executive Director	
	- Uncle of Ms. Benjarat Dararattanaoj, Non-Executive Director	

#### Education

Bachelor's degree in Political Science, Ramkhamhaeng University

#### Director's Training by the Thai Institute of Directors

- Director Accreditation Program (DAP) Class 124/2016

#### Work experience

2016-Present **Thai Nippon Rubber Industry Public Company Limited ("TNR")**  
Non-executive Director

#### Positions in other listed companies

- None -

#### Positions in other non-listed companies

2022-Present **TNR Bioscience Company Limited ("TNRBio")**  
Director

2019-Present **CMS Holding Company Limited**  
Director

2015-Present **C.A.S. Asset Phuket Company Limited**  
Executive Director

2014-Present **Southern Star Hotel Company Limited**  
Executive Director

2013-Present **C.A.S. Paper Mill Co., Ltd.**  
Executive Director

2010-Present **C.A.S. Paper Company Limited**  
Managing Director



2003-Present	<b>C.A.S. Asset Company Limited</b> Director
1993-Present	<b>Charoen Aksorn Holding Group Company Limited</b> Executive Director

**Meeting Attendance Record of 2025**

· The 2025 Annual General Meeting of Shareholders	1/1 time
· Board of Directors Meeting	4/4 times

**Record of legal dispute in the past 10 years**

- None -

**This nominated person does not hold any position as director or management in other businesses, which might have a conflict of interest with the Company.**

**Information on Remuneration for Director and Sub-committee Members**

The Nomination and Remuneration Committee has carefully and cautiously considered the directors' remuneration taking into account the appropriate level comparable to the market and the same industry, the Company's performance, and the roles and responsibilities of the director and each member of the subcommittees and recommended the Board of Directors to further propose to the shareholders.

The Board of Directors carefully and cautiously considered the recommendation of the Nomination and Remuneration Committee and resolved to propose the AGM to consider and approve the remuneration of directors and sub-committees for the year 2026 and Directors' Bonus. The proposed remuneration of the Board of Directors and the Sub-committees comprises of quarterly remuneration, meeting allowance and bonus in the total amount of not exceeding THB 7,000,000 (Seven-Million-Baht), and authorize the Board of Directors to allocate the remuneration to directors and members of subcommittees as deemed appropriate. The Directors and Officers Liability Insurance has been provided for directors and officers of the Company and its subsidiaries, which is considered as non-pecuniary remuneration, in the total liability limit of THB 300 million per year. The details are as follows:

**Pecuniary Remuneration**

Description	Year 2025		Year 2026 (Proposed Year)
	Approved Amount Not exceeding THB 7 million	Actual Amount to be Paid THB 6.441 million*	Not exceeding THB 7 million
Directors' remuneration			

Remark Total calculation consists of 1) quarterly compensation for 2025, 2) meeting allowance for 2025, and 3) bonus

**Non-Pecuniary Remuneration**

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 for 2025 and 2026. The Company does not offer any other forms of remuneration or benefits to directors apart from the remuneration as aforementioned.

The details of remuneration of directors and subcommittees for the year 2026 and bonus are as follows:

**Pecuniary remuneration****Board of Directors**

Position	Quarterly Remuneration		Meeting Allowance	
	2025	2026	2025	2026
Chairman of the Board	90,000 THB/Quarter	90,000 THB/Quarter	25,000 THB/Time	25,000 THB/Time
Director	80,000 THB/ Person/Quarter	80,000 THB/ Person/Quarter	20,000 THB/ Person/Time	20,000 THB/ Person/Time

Audit Committee (“AC”)

Position	Quarterly Remuneration		Meeting Allowance	
	2025	2026	2025	2026
Chairman of AC	25,000 THB/Quarter	25,000 THB/Quarter	25,000 THB/Time	25,000 THB/Time
Member of AC	20,000 THB / Person/Quarter	20,000 THB / Person/Quarter	20,000 THB / Person/Time	20,000 THB / Person/Time

Nomination and Remuneration Committee (“NRC”)

Position	Quarterly Remuneration		Meeting Allowance	
	2025	2026	2025	2026
Chairman of NRC	16,000 THB/Quarter	16,000 THB/Quarter	6,000 THB/Time	6,000 THB/Time
Member of NRC	15,000 THB / Person/Quarter	15,000 THB / Person/Quarter	5,000 THB / Person/Time	5,000 THB / Person/Time

Directors: Bonus

No.	Director's Name	Position(s)	Proposed Bonus
1	Mr. Mechai Viravaidya	Independent Director / Chairman of the Board / Member of AC	480,000
2	Mr. Amorn Dararattanaroj	Executive Director / Vice Chairman of the Board / Member of NRC	240,000
3	Mr. Silpachai Ruksapol	Independent Director / Chairman of AC / Member of NRC	360,000
4	Mr. Nopparat Panthongwiriyakul	Independent Director / Chairman of NRC / Member of AC	360,000
5	Mr. Somsak Dararattanarojna	Director	240,000
6	Mr. Surapol Dararattanaroj	Director	240,000
7	Ms. Sirinan Dararattanaroj	Director	240,000
8	Ms. Benjarat Dararattabaroj	Director	240,000
<b>Total</b>			<b>2,400,000</b>

**The List of the Company's Auditors and Audit Fee for the Year 2026**

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. to be the Company's auditors. The details are as follows:

(Unit: THB)

<b>Thai Nippon Rubber Industry Public Co., Ltd. (TNR)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
The audit fee of the Separate and Consolidated F/S*	1,345,000	1,345,000	1,345,000
The reviewing fee of the Separate and Consolidated F/S	900,000	900,000	900,000
Other audit fees	255,000	255,000	255,000
<b>Total</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>

<b>Box Asia Group International Co., Ltd. (BAGI)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
The audit fee of the Separate and Consolidated F/S	350,000	300,000	350,000
<b>Total</b>	<b>350,000</b>	<b>300,000</b>	<b>350,000</b>

<b>TNR Bioscience Co., Ltd. (TNRBio)</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
The audit fee of the Separated and Consolidated F/S*	200,000	150,000	200,000
<b>Total</b>	<b>200,000</b>	<b>150,000</b>	<b>200,000</b>

<b>Grand Total</b>	<b>3,050,000</b>	<b>2,950,000</b>	<b>3,050,000</b>
<b>Change in percentage</b>	<b>5.17%</b>	<b>-3.28%</b>	<b>3.39%</b>

The Audit Committee deemed appropriate to propose the appointment of **Pricewater-houseCoopers 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.



<b>Auditor's Name</b>	<b>CPA (Thailand) No.</b>	<b>Audit Signing History</b>
Ms. Sasipa Lawskulpaiboon	12400	Sign for the Company in 2026-Present, and/or
Ms. Amornrat Pearmpoonvatanasuk	4599	Sign for the Company in 2025, and/or
Mr. Boonrueng Lerdwiseswit	6552	Never sign for the Company

In this regard, in consideration to select the auditors for year 2026 as per above details, the Audit Committee considered from the proposed audit fee and scope of works of the auditors provided to the Company, based on the qualifications and experiences of the auditors. Upon due consideration, the Board of Directors has an opinion in accordance with the Audit Committee's opinion that PricewaterhouseCoopers ABAS Ltd. is an independent audit firm, with expertise in auditing and the proposed audit fee is appropriate.

In case the abovementioned auditors are unable to perform their duties, Pricewaterhouse-Coopers ABAS Ltd. shall be authorized to appoint any of its auditors to be the auditor of the Company.

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.

The fixation of total audit fee shall not exceeding **THB 3,050,000 (Three-million-and-fifty-thousand-baht)**, which is a marginal increase from the audit fee (excluding other non-audit service fees).



### Profiles of Proposed Auditor

<b>Full-name</b>	Ms. Sasipa Lawskulpaiboon
<b>CPA (Thailand) No.</b>	12400
<b>Educational qualifications</b>	<ul style="list-style-type: none"><li>• MSc Business Analysis &amp; Consulting – University of Strathclyde</li><li>• Bachelor Degree in Accounting, Thammasat University</li></ul>
<b>Other qualifications</b>	<ul style="list-style-type: none"><li>• Certified Public Accountant – Thailand</li></ul>
<b>Work experience</b>	<p>Sasipa is an Audit Partner at PricewaterhouseCoopers ABAS Ltd. in Bangkok, with over 19 years of experience in audit and accounting advisory services. She works with listed and non-listed companies across sectors such as retail, manufacturing, energy and companies preparing for an initial public offering on the Stock Exchange of Thailand. Sasipa has extensive experience working across cultures and coordinating audits and reporting for groups with overseas components, effectively managing differences in local practices, regulations and stakeholder expectations, as well as capital-market transactions in multiple jurisdictions.</p> <p>In her audit role, her experience covers statutory audits, group reporting and IPO readiness, including internal control assessments and reviews of financial reporting processes.</p> <p>In addition to audit, Sasipa provides advisory services on complex accounting matters, including business combinations, revenue recognition, leases and financial instruments. She has supported clients in the preparation of offering documents and comfort letters for cross-border offerings and listings.</p> <p>Sasipa has strong technical expertise in Thai Financial Reporting Standards (TFRS) and International Financial Reporting Standards (IFRS) and is also well-versed in US GAAP. She has provided consulting and advisory services on GAAP differences, including reconciliations and conversions between TFRS/IFRS and US GAAP for clients raising funds or reporting to stakeholders in the United States and other international markets.</p>



## Profiles of Proposed Auditor

<b>Full-name</b>	<b>Ms. Amornrat Pearmpoonvatanasuk</b>
<b>CPA (Thailand) No.</b>	4599
<b>Educational qualifications</b>	<ul style="list-style-type: none"><li>• Certified Public Accountant -Thailand</li><li>• Master Degree in Accounting and Finance, Chulalongkorn University</li><li>• Bachelor Degree in Accounting, Chulalongkorn University</li></ul>
<b>Other qualifications</b>	-
<b>Work experience</b>	<p>Partner at PricewaterhouseCoopers ABAS Ltd. With an impressive tenure of over 30 years at PricewaterhouseCoopers, she has acquired extensive experience in auditing and consulting, particularly within the energy sector. Her international expertise includes working at PricewaterhouseCoopers in Australia for 1.5 years and participating in global projects in the United States, focusing on the development and enhancement of audit methodologies for the firm's global practices.</p> <p>Amornrat has extensive experience in auditing the financial statements of clients in the electricity generation, energy, and mining sectors, as well as in battery development and production businesses. These clients include publicly listed companies on the Stock Exchange of Thailand and companies that have expanded their operations by acquiring businesses both domestically and internationally. Moreover, Amornrat has provided consulting services on accounting matters related to business acquisitions and the preparation of financial statements in accordance with International Financial Reporting Standards (IFRS).</p> <p>With her diverse work experience, Amornrat has a deep understanding of the operations of companies in the electricity generation, battery, and energy sectors, as well as the accounting challenges associated with these industries and business acquisitions. She is particularly knowledgeable about Thai Financial Reporting Standards and International Financial Reporting Standards.</p>



### Profiles of Proposed Auditor

<b>Full-name</b>	Mr. Boonrueng Lerdwiseswit
<b>CPA (Thailand) No.</b>	6552
<b>Educational qualifications</b>	Bachelor's Degree in Business Administration with Accounting Major, Thammasat University
<b>Other qualifications</b>	<ul style="list-style-type: none"><li>• Pass CPA exam, USA (Virginia)</li><li>• Global Japanese Business Network Seminar, 2561, Tokyo, Japan</li><li>• US Curriculum Auditing Workshop 2018 (UCAW) , 2561</li><li>• PwC Thailand Symposium 2018 'Managing Challenges to unleash corporate growth, 2561</li><li>• AICPA Conference on Current SEC and PCAOB Developments, 2561, USA</li><li>• Auditors approved by the office of The Securities and Exchange Commission, Thailand</li></ul>
<b>Work experience</b>	<p>2011-Present Position: Partner PricewaterhouseCoopers ABAS Ltd., Thailand (Bangkok)</p> <p>2009-2011 Position: Senior Manager-Director PricewaterhouseCoopers Aarata LLC (Japan, Tokyo)</p> <p>2003-2006 Position: Manager PricewaterhouseCoopers LLC (USA, Washington DC Metro)</p> <p>1998-2003 Position: Associates-Manager PricewaterhouseCoopers ABAS Ltd., Thailand (Bangkok)</p>



**Articles of Association  
of Thai Nippon Rubber Industry Public Company Limited**

**CHAPTER VI  
The Meeting of Shareholders**

**Article 31.** The Board of Directors shall arrange for the Meeting of Shareholders which is an Annual General Meeting of Shareholders conducted within four (4) months from the last day of the fiscal year of the Company.

The Meeting of Shareholders other than the one referred to in the first paragraph shall be called an Extraordinary General Meeting. The Board of Directors may call for the Extraordinary General Meeting of Shareholders, at any time as deemed appropriate.

Any shareholder holding shares not less than one-fifth (1/5) of the total amount of subscribed shares or no less than twenty-five (25) shareholders holding not less than one-tenth (1/10) of the total amount of subscribed shares shall have the right to jointly request in writing to request the Board of Directors to convene the meeting of an Extraordinary General Shareholders at any time. Such written request shall be clearly stated the reason to convene such Extraordinary General Meeting. In this case, the Board of Directors must arrange for the Extraordinary General Meeting within one (1) month from the date of receipt of the aforementioned request from the shareholders.

**Article 32.** In calling the Meeting of Shareholders, the Board of Directors shall prepare a written notice specifying the venue, date, time, agenda of the meeting, and matters to be proposed to the meeting with appropriate details, by clearly indicating whether it is a matter proposed for acknowledgement, for approval or for consideration, as the case may be, including the opinion of the Board of Directors on such matter and shall be delivered to the shareholders and the registrar not less than seven (7) days prior to the date of meeting. In addition, the notice of the Meeting of Shareholders shall be published in a newspaper for not less than three (3) days prior to the date of meeting for no less than three (3) consecutive days.

The venue of the Meeting of Shareholders shall be located in the province in which the head office of the Company is located, or any other province nearby where the Board of Directors prescribe.

**Article 33.** In the Meeting of Shareholders, there shall be not less than twenty-five (25) shareholders and proxies (if any) attending the meeting or not less than one-half (1/2) of the total number of shareholders and in either case such shareholders shall hold shares in the amount of not less than one-third (1/3) of the total number of the subscribed shares to constitute the quorum.

In any of the Meeting of Shareholders, if one (1) hour has passed from the time scheduled for the meeting and the number of shareholders attending the meeting is not constituting the quorum as prescribed in the first paragraph, and if such Meeting of Shareholders was called by the request of the shareholders, the meeting shall be cancelled. If such meeting was not called by the request of shareholders, a new meeting shall be convened. In this case, the notice calling for such meeting shall be delivered to shareholders not less than seven (7) days prior to the date of the meeting. A quorum for this rescheduled meeting of shareholders is not required.



**Article 34.** The Chairman of the board of directors shall be the chairman of the shareholders' meeting. In the case that the chairman of the Board of directors is not present or is unable to perform his/her duty, the vice chairman shall be chairman of the meeting. If there is no vice chairman or there is a vice chairman but he/she is not present at the meeting or is unable to perform his/ her duty, the shareholders at the meeting shall elect one shareholder to be the chairman of the meeting.

**Article 35.** In voting of the Meeting of Shareholders, the shareholders shall be entitled to one (1) vote per (1) share. Any shareholder who has a special interest in any matter shall not be entitled to vote in such matter, except for voting of the election of directors. A resolution of the meeting of shareholders shall require:

- (1) In an ordinary event, the majority votes of shareholders who attend the meeting and cast their votes. In case of a tied voting result, the Chairman of the meeting shall have a casting vote.
- (2) Each of the following matters requires at least three-fourths (3/4) of the total votes of the shareholders who attend the meeting and have the rights to vote:
  - (a) The sale or transfer of the whole or substantial part of the Company's business to any other person;
  - (b) The purchase or being transferred the business of other private companies or public companies to the Company;
  - (c) The execution, amendment, or termination of agreement with respect to the granting of a lease of the whole and substantial parts of the Company's business, the assignment of other person(s) to manage the business of the Company, or the amalgamation of the Company's business with other persons with the purpose of profit and loss sharing.
  - (d) The amendment of the Memorandum of Association or Articles of Association of the Company;
  - (e) The increase or decrease of the registered capital of the Company;
  - (f) The dissolution of the Company;
  - (g) The issuance of debentures of the Company; or
  - (h) The amalgamation of the business of the Company with other companies

**Article 36.** The matter which should be included in the Annual General Meeting of Shareholders are as follows:

- (1) To acknowledge the report of the Board of Directors showing the Company's business during the previous year;
- (2) To consider and approve the statement of financial position and the profit and loss statement;
- (3) To consider and approve the allocation of profits and the dividend payment;
- (4) To consider and approve the appointment of directors replacing the directors who retire by rotation;
- (5) To consider and approve the remuneration of the directors;
- (6) To consider and approve the appointment of the auditor and determine the audit fee; and
- (7) To consider any other matters.



**Instructions for the Registration, the Appointment of Proxy, Documents and Evidence required to be presented by attendants to attend the Meeting, and Procedure for attending the 2026 Annual General Meeting**

**The Registration**

Thai Nippon Rubber Industry Public Company Limited (the “**Company**” or “**TNR**”), will allow shareholders and proxies to register to attend the meeting at 09:00 on April 9, 2026, at Surasak 1 Room, 11<sup>th</sup> Floor, Eastin Grand Hotel Sathorn Bangkok, no. 33-33/1, South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok, 10210.

**The Appointment of Proxy**

In case of shareholders unable to attend the meeting in person, the shareholder can appoint a person as his/her proxy to attend the meeting and cast vote on his/her behalf. The Company has provided 3 types of proxy forms in accordance with the forms specified by the Department of Business Development, the Ministry of Commerce which the Company has enclosed the Proxy Form A, Form B and Form C with this Invitation, as per details in **Enclosure 6**. Furthermore, shareholders can download these 3 types of proxy forms from the Company’s website at <https://www.tnrcondom.com/en/investor-relations/downloads/shareholders-meeting>. The features of each proxy form are as follows:

- Proxy Form A, a general form that is simple and uncomplicated.
- Proxy Form B, an explicit form that sets out specific details of authorization.
- Proxy Form C, a form to be used specifically by shareholders who are foreign investors and have appointed a custodian in Thailand to be a share depository and keeper.

The instruction for appointment of proxy are as follows:

1. For general shareholders, please use either Proxy Form A or Proxy Form B. The Company recommends to use Proxy Form B and indicate the voting for each agenda.
2. For shareholders who are foreign investors and have appointed a custodian in Thailand to be a share depository and keeper, please use Proxy Form C.
3. The shareholder who appoints a proxy shall appoint only one proxy to attend the meeting and cast vote. The shareholders are not entitled to split the shares to multiple proxies and vote separately.
4. The shareholder can appoint any person to be his/her proxy as per his/her desire, or appoint an Independent Director of the Company, as per details in **Enclosure 7** to be his/her proxy. If the shareholders appoint an Independent Director of the Company to be his/her proxy, the Company recommends the shareholder to use Proxy Form B and indicate his/her vote on each agenda item, and deliver the proxy form with supporting documents to:

The Department of Company Secretary  
at No.1 Charoenrat Road, Thung Wat Don Sub-district,  
Sathorn District, Bangkok 10120,  
Tel. no. 02-210-8888 Ext. 5122.

In order to facilitate the verification of documents, **please submit all documents to the Company by April 3, 2026.**

5. A proxy form must be correctly and clearly filled out, signed by the grantor and the proxy, and affixed with Baht 20 stamp duty, which must be crossed and dated upon appointment of the proxy.
6. To attend the meeting, the proxy must present a proxy form and supporting documents as detailed in the **documents required to be presented at the meeting** below at the registration desk of proxy on the date of meeting.

**Remarks:**

1. In case the shareholder wishes to cancel the granting of proxy, the shareholder can do so by serving a notice in writing to the Chairman of the Board of Directors, or via E-mail [ir@tnrcondom.com](mailto:ir@tnrcondom.com) before the commencement of the Meeting, or at the latest, before the voting of each agenda.
2. Shareholders should study the agenda’s details of the Meeting prior to the granting of proxy.



**Documents required to be presented on the meeting date**

**Individual Shareholders**

1. In case the shareholders attend the meeting in person:  
Please provide the valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreign shareholders) that has not yet been expired. In case of changes of name and/or surname, evidence of such changes shall be presented.
2. In case of proxy, please provide:
  - 1) The proxy form which is correctly and completely filled out and signed by the grantor and the proxy, and completely affixed with a stamp duty.
  - 2) Copy of valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreign shareholders) that has not yet been expired of the grantor and certified as true and correct copy by the grantor.
  - 3) Valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreigner) that has not yet been expired of the proxy.

**Juristic Persons Shareholder**

1. In case the authorized representative of the shareholders attends the meeting in person, please provide:
  - 1) Copy of valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreigner) that has not yet been expired of the authorized representative and certified as true and correct copy by the authorized representative.
  - 2) Copy of an affidavit of the shareholder, issued by the Ministry of Commerce, certified as true and correct copy by the authorized representative, which shows that such authorized representative who signed the proxy is authorized to act on behalf of the shareholder, or copy of certificate of incorporation of the shareholder, certified as true and correct copy by the authorized representative not more than 6 months which shows that such authorized representative who signed the proxy is authorized to act on behalf of the shareholder (in case of foreign juristic person shareholder).
2. In case of proxy, please provide:
  - 1) The proxy form which is correctly and completely filled out and signed by the grantor and the proxy, and completely affixed with a stamp duty.
  - 2) Copy of valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreign shareholders) that has not yet been expired of the authorized representative and certified as true and correct copy by the authorized representative.
  - 3) Valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreigner) that has not yet been expired of the proxy.
  - 4) Copy of an affidavit of the shareholder, issued by the Ministry of Commerce, certified as true and correct copy by the authorized representative which shows that such authorized representative who signed the proxy is authorized to act on behalf of the shareholder, or copy of certificate of incorporation of the shareholder certified as true and correct copy by the authorized representative not more than 6 months which shows that such authorized representative who signed the proxy is authorized to act on behalf of the shareholder (in case of foreign juristic shareholder).
3. In the case of proxy of the shareholders, who are foreign investors and have appointed a custodian in Thailand to be a share depository and keeper which appointed a proxy by using Proxy Form C, please provide:
  - 1) The Proxy Form C, which is correctly and completely filled out and signed by the authorized representative of the custodian who is the grantor and signed by the proxy, and completely affixed with a stamp duty.
  - 2) Document confirming that the person who signed the proxy form, is permitted to operate the custodian business.



- 3) Copy of an affidavit of the custodian, certified as true and correct copy by the authorized representative of the custodian not more than 6 months, which shows that such authorized representative of the custodian, who signs the proxy form as the grantor, is authorized to act on behalf of the custodian.
- 4) Copy of valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreigner) that has not yet been expired, and certified as true and correct copy by the authorized representative.

### 3.2 Documents from shareholder who is a foreign investor

- 1) Power of Attorney from the shareholder appointing the custodian to sign the proxy form on the shareholder's behalf.
- 2) Copy of an affidavit of the shareholder, certified as true and correct copy by the authorized representative not more than 6 months, which shows that such authorized representative who signs the power of attorney is empowered to act on behalf of such juristic shareholder.
- 3) Copy of valid Identification Card, Government Officer Identification Card, Driving License or Passport (in case of foreigner) that has not yet been expired of the authorized representative and certified as true and correct copy by the authorized representative.

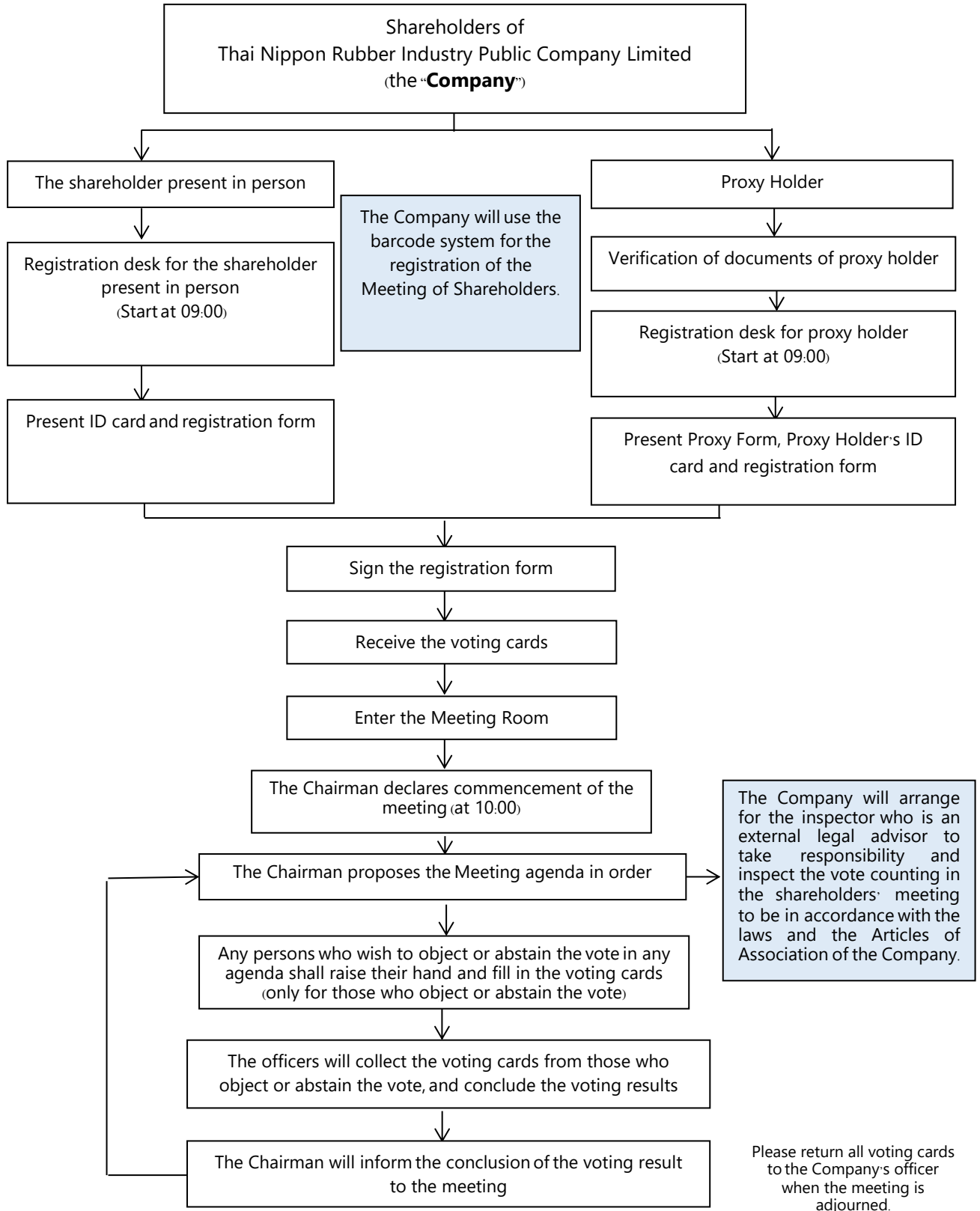
### 3.3 Documents from proxy

Please provide valid Identification Card, Government Officer Identification Card, Driving License or Passport (In case of foreigner) that has not yet been expired of the proxy.

The Company will refrain from soliciting supplementary documentation or imposing an unjustifiable demand on shareholders. For instance, it will not mandate the original identification card of the power of attorney or specify any information beyond pertinent government documents or circulars.



**Procedure for Attending the 2026 Annual General Meeting of Shareholders of  
Thai Nippon Rubber Industry Public Company Limited  
on April 9, 2026 at 10:00**



หนังสือมอบฉันทะ แบบ ก.  
Proxy Form A.  
(แบบทั่วไปซึ่งเป็นแบบที่ง่ายและไม่ซับซ้อน)  
(General and Simple Form)

(ปิดอากรแสตมป์ 20 บาท)  
(Please attach stamp duty of Baht 20)

เลขทะเบียนผู้ถือหุ้น \_\_\_\_\_  
Shareholder registration number

เขียนที่ \_\_\_\_\_  
Written at  
วันที่ \_\_\_\_\_ เดือน \_\_\_\_\_ พ.ศ. \_\_\_\_\_  
Date Month Year

(1) ข้าพเจ้า \_\_\_\_\_ สัญชาติ \_\_\_\_\_ อยู่เลขที่ \_\_\_\_\_ ซอย \_\_\_\_\_  
I/We \_\_\_\_\_ nationality \_\_\_\_\_ residing/located at no. \_\_\_\_\_ Soi \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ/เขต \_\_\_\_\_ จังหวัด \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_ Province \_\_\_\_\_  
รหัสไปรษณีย์ \_\_\_\_\_  
Postal Code

(2) เป็นผู้ถือหุ้นของบริษัท ไทยนิปปอนรับเบอร์อินดัสตรี จำกัด (มหาชน) (“บริษัทฯ”)  
Being a shareholder of Thai Nippon Rubber Industry Public Company Limited (the “Company”)  
โดยถือหุ้นจำนวนทั้งสิ้นรวม \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง ดังนี้  
Holding the total number of \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes as follows  
 หุ้นสามัญ \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง  
ordinary share \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes  
 หุ้นบุริมสิทธิ \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง  
preference share \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes

(3) ขอมอบฉันทะให้ (กรุณาเลือกข้อใดข้อหนึ่ง)  
Hereby appoint (Please choose one of following)

กรณีเลือกข้อ 1. กรุณาทำเครื่องหมาย ✓  
ที่  1. และระบุชื่อผู้รับมอบฉันทะ  
If you make proxy by choosing No. 1,  
please mark ✓ at  1. and give the  
details of proxy (proxies).

1. ชื่อ \_\_\_\_\_ อายุ \_\_\_\_\_ ปี อยู่บ้านเลขที่ \_\_\_\_\_  
Name \_\_\_\_\_ age \_\_\_\_\_ years residing/located at No. \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_  
จังหวัด \_\_\_\_\_ รหัสไปรษณีย์ \_\_\_\_\_  
Province \_\_\_\_\_ Postal Code

หรือ/Or

ชื่อ \_\_\_\_\_ อายุ \_\_\_\_\_ ปี อยู่บ้านเลขที่ \_\_\_\_\_  
Name \_\_\_\_\_ age \_\_\_\_\_ years residing/located at No. \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_  
จังหวัด \_\_\_\_\_ รหัสไปรษณีย์ \_\_\_\_\_  
Province \_\_\_\_\_ Postal Code

คนหนึ่งคนใดเพียงคนเดียว  
Anyone of these persons

กรณีเลือกข้อ 2. กรุณาทำเครื่องหมาย ✓  
ที่  2. และเลือกกรรมการอิสระ  
If you make proxy by choosing No. 2,  
please mark ✓ at  2. and choose  
the Independent Director.

2. มอบฉันทะให้กรรมการอิสระคนใดคนหนึ่งของบริษัทฯ คือ  
Appoint any one of the following members of the Independent Director of the Company  
 นายแพทย์นพรัตน์ พานทองวิริยกุล/ MR. NOPPARAT PANTHONGWIRIYAKUL, MD.

(รายละเอียดประวัติกรรมการอิสระปรากฏตามสิ่งที่ส่งมาด้วย 8 ของหนังสือเชิญประชุมสามัญผู้ถือหุ้น  
ประจำปี 2569)  
(Details of the Independent Director of the Company are specified in Enclosure 8 of the  
Invitation to 2026 Annual General Meeting of Shareholders)

ทั้งนี้ ในกรณีที่กรรมการอิสระผู้รับมอบฉันทะ ไม่สามารถเข้าประชุมได้ ให้กรรมการที่เหลือเป็นผู้รับมอบฉันทะแทนกรรมการอิสระที่ไม่สามารถเข้าประชุม  
In this regard, in the case where the Independent Director who is appointed as the proxy is unable to attend the meeting, the other members of the Board of Directors shall be appointed as a proxy instead of the member of the Independent Directors who is unable to attend the meeting.

เป็นผู้แทนของข้าพเจ้า (“ผู้รับมอบฉันทะ”) เพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 9 เมษายน 2569 เวลา 10:00 น. ณ ห้องประชุมสุรศักดิ์ 1 ชั้น 11 โรงแรมอีสติน แกรนด์ สาทร ตั้งอยู่ เลขที่ 33-33/1 ถนนสาทรใต้ แขวงยานนาวา เขตสาทร กรุงเทพมหานคร 10120 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

As my/our proxy (the “Proxy”) to attend and vote on my/our behalf at 2026 Annual General Meeting of Shareholders on 9 April 2026 at 10:00 at Surasak 1 Meeting Room, 11<sup>th</sup> Floor, Eastin Grand Sathorn Hotel, located at No. 33-33/1 South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok. 10120 or such other date, time and place as the meeting may be held.

กิจการใดที่ผู้รับมอบฉันทะได้กระทำไปในการประชุม ให้ถือเสมือนว่าข้าพเจ้าได้กระทำเองทุกประการ

Any acts performed by the Proxy in this meeting shall be deemed to be the actions performed by myself/ourselves.

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

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

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

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

#### **หมายเหตุ/Remark**

ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนน ไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้

The shareholder appointing the Proxy shall appoint only one Proxy to attend the meeting and cast a vote. The shareholder cannot split his/her votes to different proxies to vote separately.

หนังสือมอบฉันทะ แบบ ข.

Proxy Form B.

(แบบที่กำหนดรายการต่างๆ ที่จะมอบฉันทะที่ละเอียดชัดเจนและตายตัว)

(Form with Fixed and Specific Details Authorizing Proxy)

(เปิดอากรแสตมป์ 20 บาท)

(Please attach stamp duty of Baht 20)

เลขทะเบียนผู้ถือหุ้น \_\_\_\_\_

Shareholder registration number

เขียนที่ \_\_\_\_\_

Written at

วันที่ \_\_\_\_\_ เดือน \_\_\_\_\_ พ.ศ. \_\_\_\_\_

Date Month Year

(1) ข้าพเจ้า \_\_\_\_\_ สัญชาติ \_\_\_\_\_ อยู่เลขที่ \_\_\_\_\_ ซอย \_\_\_\_\_  
I/We \_\_\_\_\_ nationality \_\_\_\_\_ residing/located at No. \_\_\_\_\_ Soi \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ/เขต \_\_\_\_\_ จังหวัด \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_ Province \_\_\_\_\_  
รหัสไปรษณีย์ \_\_\_\_\_  
Postal Code \_\_\_\_\_

(2) เป็นผู้ถือหุ้นของบริษัท ไทยนิปปอนรัबरอินดัสตรี จำกัด (มหาชน) (“บริษัทฯ”)  
Being a shareholder of Thai Nippon Rubber Industry Public Company Limited (the “Company”)  
โดยถือหุ้นจำนวนทั้งสิ้นรวม \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง ดังนี้  
Holding the total number of \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes as follows  
 หุ้นสามัญ \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง  
ordinary share \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes  
 หุ้นบุริมสิทธิ \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง  
preference share \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes

(3) ขอมอบฉันทะให้ (กรุณาเลือกข้อใดข้อหนึ่ง)  
Hereby appoint (Please choose one of following)

กรณีเลือกข้อ 1. กรุณาทำเครื่องหมาย ✓  
ที่  1. และระบุชื่อผู้รับมอบฉันทะ  
If you make proxy by choosing No. 1,  
please mark ✓ at  1. and give the  
details of proxy.

1. ชื่อ \_\_\_\_\_ อายุ \_\_\_\_\_ ปี อยู่บ้านเลขที่ \_\_\_\_\_  
Name \_\_\_\_\_ age \_\_\_\_\_ years residing/located at No. \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_  
จังหวัด \_\_\_\_\_ รหัสไปรษณีย์ \_\_\_\_\_  
Province \_\_\_\_\_ Postal Code \_\_\_\_\_

หรือ/Or

ชื่อ \_\_\_\_\_ อายุ \_\_\_\_\_ ปี อยู่บ้านเลขที่ \_\_\_\_\_  
Name \_\_\_\_\_ age \_\_\_\_\_ years residing/located at No. \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_  
จังหวัด \_\_\_\_\_ รหัสไปรษณีย์ \_\_\_\_\_  
Province \_\_\_\_\_ Postal Code \_\_\_\_\_

คนหนึ่งคนใดเพียงคนเดียว  
Anyone of these persons

กรณีเลือกข้อ 2. กรุณาทำเครื่องหมาย ✓  
ที่  2 และเลือกกรรมการอิสระ .  
If you make proxy by choosing No. 2,  
please mark ✓ at  2. and  
choose the Independent Director.

2. มอบฉันทะให้กรรมการอิสระคนใดคนหนึ่งของบริษัทฯ คือ  
Appoint any one of the following members of the Independent Director of the Company  
 นายแพทย์นพรัตน์ พานทองวิริยะกุล/ MR. NOPPARAT PANTHONGWIRIYAKUL, MD.

(รายละเอียดประวัติกรรมการอิสระปรากฏตาม **สิ่งที่ส่งมาด้วย 8** ของหนังสือเชิญประชุมสามัญผู้ถือหุ้น  
ประจำปี 2569)

(Details of the Independent Director of the Company are specified in **Enclosure 8** of the  
Invitation to 2026 Annual General Meeting of Shareholders)

ทั้งนี้ ในกรณีที่กรรมการอิสระผู้รับมอบฉันทะ ไม่สามารถเข้าประชุมได้ ให้กรรมการที่เหลือเป็นผู้รับมอบฉันทะแทนกรรมการอิสระที่ไม่สามารถเข้าประชุม  
In this regard, in the case where the Independent Director who is appointed as the proxy is unable to attend the meeting, the other members of the Board of Directors shall be appointed as a proxy instead of the member of the Independent Directors who is unable to attend the meeting

เป็นผู้แทนของข้าพเจ้า (“ผู้รับมอบฉันทะ”) เพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้นประจำปี 2569 ในวันที่ 9 เมษายน 2569 เวลา 10:00 น. ณ ห้องประชุมสุรศักดิ์ 1 ชั้น 11 โรงแรมอีสติน แกรนด์ สาทร ตั้งอยู่ เลขที่ 33-33/1 ถนนสาทรใต้ แขวงยานนาวา เขตสาทร กรุงเทพมหานคร 10120 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

As my/our proxy (the “Proxy”) to attend and vote on my/our behalf at 2026 Annual General Meeting of Shareholders on 9 April 2026 at 10:00 at Surasak 1 Meeting Room, 11<sup>th</sup> Floor, Eastin Grand Sathorn Hotel, located at No. 33-33/1 South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok. 10120 or such other date, time and place as the meeting may be held.

(4) ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้  
In this Meeting, I/we grant my/our Proxy to consider and vote on my/our behalf as follows:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
(a) The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
(b) To grant my/our Proxy to vote as per my/our desire as follows:

วาระที่ 1 รับทราบผลการดำเนินงานประจำปี สิ้นสุดวันที่ 31 ธันวาคม 2568  
Agenda item no. 1 To acknowledge the operating results for the year ended 31 December 2025

(ไม่มีการลงคะแนนในวาระนี้ / No casting of votes in this agenda)

วาระที่ 2 พิจารณานุมัติงบการเงินรวมและงบการเงินเฉพาะกิจการ สำหรับปี 2568 สิ้นสุดวันที่ 31 ธันวาคม 2568 ซึ่งผ่านการตรวจสอบจากผู้สอบบัญชี พร้อมรับทราบรายงานผู้สอบบัญชี  
Agenda item no. 2 To consider and approve the Company’s audited financial statements for the fiscal year ended 31 December 2025 with the auditor’s report

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

วาระที่ 3 พิจารณานุมัติจัดสรรเงินกำไร เพื่อจ่ายเงินปันผลเงินสดประจำปี  
Agenda item no. 3 To consider and approve the allocation of the net profit as a legal reserve and dividend payment

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

วาระที่ 4 พิจารณานุมัติการเลือกตั้งกรรมการแทนกรรมการที่พ้นจากตำแหน่งตามวาระ  
Agenda item no. 4 To consider and approve the election of directors to replace those who shall be retiring by rotation

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- ก.  เลือกตั้งกรรมการทั้งหมด
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

ข.  เลือกตั้งกรรมการเป็นรายบุคคล

B. Elected the nominated director as follows:

1. ชื่อกรรมการ นายศิลป์ชัย รักษาพล

Director's name: Mr. Silpachai Ruksapol

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

2. ชื่อกรรมการ นายอมร ดารารัตน์โรจน์

Director's name: Mr. Amorn Dararattanaroj

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

3. ชื่อกรรมการ นายสุรพล ดารารัตน์โรจน์

Director's name: Mr. Surapol Dararattanaroj

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

วาระที่ 5

พิจารณาอนุมัติค่าตอบแทนกรรมการ และกรรมการชุดย่อย ประจำปี 2569 และโบนัสกรรมการ

Agenda item no. 5

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

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

วาระที่ 6

พิจารณาอนุมัติการแต่งตั้งผู้สอบบัญชีและกำหนดค่าตอบแทนผู้สอบบัญชี ประจำปี 2569

Agenda item no. 6

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

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

วาระที่ 7

พิจารณาอนุมัติการแก้ไขเพิ่มเติมวัตถุประสงค์ของบริษัทฯ และแก้ไขเพิ่มเติมหนังสือบริคณห์สนธิข้อ 3.

Agenda item no. 7

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

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

วาระที่ 8

พิจารณาเรื่องอื่น ๆ (ถ้ามี)

Agenda item no. 8

To consider other matters (if any)

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The Proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย

ไม่เห็นด้วย

งดออกเสียง

Approve

Disapprove

Abstain

- (5) การลงคะแนนเสียงของผู้รับมอบฉันทะในวาระใดที่ไม่เป็นไปตามที่ระบุไว้ในหนังสือมอบฉันทะนี้ถือว่าการลงคะแนนเสียงนั้นไม่ถูกต้องและไม่ใช่เป็นการลงคะแนนเสียงของข้าพเจ้าในฐานะผู้ถือหุ้น  
If the Proxy does not vote consistently with my/our voting intentions as specified herein, such vote shall be deemed incorrect and is not made on my/our behalf as the Company's shareholders.
- (6) ในกรณีที่ข้าพเจ้าไม่ได้ระบุความประสงค์ในการออกเสียงลงคะแนนในวาระใดไว้หรือระบุไว้ไม่ชัดเจนหรือในกรณีที่ประชุมมีการพิจารณาหรือลงมติในเรื่องใดนอกเหนือจากเรื่องที่เราได้ระบุไว้ข้างต้น รวมถึงกรณีที่มีการแก้ไขเปลี่ยนแปลงหรือเพิ่มเติมข้อเท็จจริงประการใด ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
In the event that I/we have not specified my/our voting intention on any agenda item or have not clearly specified or in case the meeting considers or passes resolutions in any matters other than those specified above, including in case there is any amendment or addition of any fact, the Proxy shall have the right to consider and vote on my/our behalf as he/she may deem appropriate in all respects.

กิจการใดที่ผู้รับมอบฉันทะได้กระทำไปในการประชุม เว้นแต่กรณีที่ผู้รับมอบฉันทะไม่ออกเสียงตามที่ข้าพเจ้าระบุในหนังสือมอบฉันทะให้ถือเสมือนว่าข้าพเจ้าได้กระทำเองทุกประการ

Any acts performed by the Proxy in this meeting, except in the event that the Proxy does not vote consistently with my/our voting intentions as specified herein, shall be deemed to be the actions performed by myself/ourselves.

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

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

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

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

**หมายเหตุ/Remarks**

- ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนน ไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้  
The shareholder appointing the Proxy shall appoint only one Proxy to attend the meeting and cast a vote. The shareholder cannot split his/her votes to different proxies to vote separately.
- ในกรณีที่มิวาระที่จะพิจารณาในการประชุมมากกว่าวาระที่ระบุไว้ข้างต้น ผู้มอบฉันทะสามารถระบุเพิ่มเติมได้ในใบประจำต่อแบบหนังสือมอบฉันทะแบบ ข. ตามแนบ  
In case where the statement exceeds those specified above, additional details may be specified in the Attachment to this Proxy Form B. provided.

ใบประจำต่อแบบหนังสือมอบฉันทะแบบ ข.  
Attachment to Proxy Form B.

การมอบฉันทะในฐานะเป็นผู้ถือหุ้นของบริษัท ไทยนิปปอนรีबरอินดัสตรี จำกัด (มหาชน)  
A Proxy is granted by a shareholder of Thai Nippon Rubber Industry Public Company Limited

ในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 9 เมษายน 2569 เวลา 10:00 น. ณ ห้องประชุมสุรศักดิ์ 1 ชั้น 11 โรงแรมอีสติน แกรนด์ สาทร ตั้งอยู่เลขที่ 33-33/1 ถนนสาทรใต้ แขวงยานนาวา เขตสาทร กรุงเทพมหานคร 10120 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

As my/our proxy (the "Proxy") to attend and vote on my/our behalf at 2026 Annual General Meeting of Shareholders on 9 April 2026 at 10:00 at Surasak1 Meeting Room, 11<sup>th</sup> Floor, Eastin Grand Sathorn Hotel, located at No. 33-33/1 South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok. 10120 or such other date, time and place as the meeting may be held.

วาระที่ \_\_\_\_\_ เรื่อง \_\_\_\_\_  
Agenda item no. Re :

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

วาระที่ \_\_\_\_\_ เรื่อง \_\_\_\_\_  
Agenda item no. Re :

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

วาระที่ \_\_\_\_\_ เรื่อง \_\_\_\_\_  
Agenda item no. Re :

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

วาระที่ \_\_\_\_\_ เรื่อง \_\_\_\_\_  
Agenda item no. Re :

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The Proxy shall have the right to approve in accordance with my/our intention as follows:
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> เห็นด้วย | <input type="checkbox"/> ไม่เห็นด้วย | <input type="checkbox"/> งดออกเสียง |
| Approve                           | Disapprove                           | Abstain                             |

แบบหนังสือมอบฉันทะ แบบ ค.

Proxy Form C.

(ใช้เฉพาะกรณีที่ผู้ถือหุ้นปรากฏชื่อในทะเบียนเป็นผู้ลงทุนต่างประเทศและแต่งตั้งให้คัสโตเดียน (Custodian) ในประเทศไทย เป็นผู้รับฝากและดูแลหุ้นให้เท่านั้น)

(For the shareholders who are specified in the register as foreign investor and has appointed a custodian in Thailand to be a share depository and keeper only)

(ปิดอากรแสตมป์ 20 บาท)

(Please attach stamp duty of Baht 20)

เลขทะเบียนผู้ถือหุ้น \_\_\_\_\_  
Shareholder registration number

เขียนที่ \_\_\_\_\_  
Written at  
วันที่ \_\_\_\_\_ เดือน \_\_\_\_\_ พ.ศ. \_\_\_\_\_  
Date Month Year

(1) ข้าพเจ้า \_\_\_\_\_ สัญชาติ \_\_\_\_\_ อยู่เลขที่ \_\_\_\_\_ ซอย \_\_\_\_\_  
I/We \_\_\_\_\_ nationality \_\_\_\_\_ residing/located at No. \_\_\_\_\_ Soi \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ/เขต \_\_\_\_\_ จังหวัด \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_ Province \_\_\_\_\_  
รหัสไปรษณีย์ \_\_\_\_\_  
Postal Code \_\_\_\_\_

ในฐานะผู้ประกอบธุรกิจเป็นผู้รับฝากและดูแลหุ้น (Custodian) ให้กับ \_\_\_\_\_

As the custodian of \_\_\_\_\_

ซึ่งเป็นผู้ถือหุ้นของบริษัท ไทยนิปปอนรับเบอร์อินดัสตรี จำกัด (มหาชน) (“บริษัทฯ”)

Being a shareholder of Thai Nippon Rubber Industry Public Company Limited (the “Company”)

โดยถือหุ้นจำนวนทั้งสิ้นรวม \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง ดังนี้

Holding the total number of \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes as follows  
 หุ้นสามัญ \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง  
ordinary share \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes  
 หุ้นบุริมสิทธิ \_\_\_\_\_ หุ้น และออกเสียงลงคะแนนได้เท่ากับ \_\_\_\_\_ เสียง  
preference share \_\_\_\_\_ shares and have the rights to vote equal to \_\_\_\_\_ votes

(2) ขอมอบฉันทะให้ (กรุณาเลือกข้อใดข้อหนึ่ง)

Hereby appoint (Please choose one of following)

กรณีเลือกข้อ 1. กรุณาทำเครื่องหมาย ✓  
ที่  1 และระบุชื่อผู้รับมอบฉันทะ .  
If you make proxy by choosing No. 1,  
please mark ✓ at  1. and give the  
details of proxy.

1. ชื่อ \_\_\_\_\_ อายุ \_\_\_\_\_ ปี อยู่บ้านเลขที่ \_\_\_\_\_  
Name \_\_\_\_\_ age \_\_\_\_\_ years residing/located at No. \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_  
จังหวัด \_\_\_\_\_ รหัสไปรษณีย์ \_\_\_\_\_  
Province \_\_\_\_\_ Postal Code \_\_\_\_\_

หรือ/Or

ชื่อ \_\_\_\_\_ อายุ \_\_\_\_\_ ปี อยู่บ้านเลขที่ \_\_\_\_\_  
Name \_\_\_\_\_ age \_\_\_\_\_ years residing/located at No. \_\_\_\_\_  
ถนน \_\_\_\_\_ ตำบล/แขวง \_\_\_\_\_ อำเภอ \_\_\_\_\_  
Road \_\_\_\_\_ Sub-district \_\_\_\_\_ District \_\_\_\_\_  
จังหวัด \_\_\_\_\_ รหัสไปรษณีย์ \_\_\_\_\_  
Province \_\_\_\_\_ Postal Code \_\_\_\_\_

คนหนึ่งคนใดเพียงคนเดียว  
Anyone of these persons

กรณีเลือกข้อ 2 กรุณาทำเครื่องหมาย ✓  
ที่  2 และเลือกกรรมการอิสระ .  
If you make proxy by choosing No .  
2, please mark ✓ at  2 . and  
choose the Independent Director.

2. มอบฉันทะให้กรรมการอิสระคนใดคนหนึ่งของบริษัทฯ คือ  
Appoint any one of the following members of the Independent Director of the Company  
 นายแพทย์นพรัตน์ พานทองวิริยะกุล/ MR. NOPPARAT PANTHONGWIRIYAKUL, MD.

(รายละเอียดประวัติกรรมการอิสระปรากฏตาม สิ่งที่ส่งมาด้วย 8 ของหนังสือเชิญประชุมสามัญผู้ถือหุ้น  
ประจำปี 2569)

(Details of the Independent Director of the Company are specified in Enclosure 8 of the  
Invitation to 2026 Annual General Meeting of Shareholders)

ทั้งนี้ ในกรณีที่กรรมการอิสระผู้รับมอบฉันทะ ไม่สามารถเข้าประชุมได้ ให้กรรมการที่เหลือเป็นผู้รับมอบฉันทะแทนกรรมการอิสระที่ไม่สามารถเข้าประชุม  
In this regard, in the case where the Independent Director who is appointed as the proxy is unable to attend the meeting, the other members of the Board of Directors shall be appointed as a proxy instead of the member of the Independent Directors who is unable to attend the meeting

เป็นผู้แทนของข้าพเจ้า (“ผู้รับมอบฉันทะ”) เพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 9 เมษายน 2569 เวลา 10:00 น. ณ ห้องประชุมสุรศักดิ์ 1 ชั้น 11 โรงแรมอีสติน แกรนด์ สาทร ตั้งอยู่ เลขที่ 33-33/1 ถนนสาทรใต้ แขวงยานนาวา เขตสาทร กรุงเทพมหานคร 10120 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

As my/our proxy (the “Proxy”) to attend and vote on my/our behalf at 2026 Annual General Meeting of Shareholders on 9 April 2026 at 10:00 at Surasak1 Meeting Room, 11<sup>th</sup> Floor, Eastin Grand Sathorn Hotel, located at No. 33-33/1 South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok 10120 or such other date, time and place as the meeting may be held.

(3) ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะเข้าร่วมประชุมและออกเสียงลงคะแนนในครั้งนี้ ดังนี้

I/We grant my/our Proxy to attend this Meeting and cast votes as follows:

มอบฉันทะตามจำนวนหุ้นทั้งหมดที่ถือและมีสิทธิออกเสียงลงคะแนนได้

Grant all of my/our Proxy in accordance with the amount of shares with voting right I/we hold

มอบฉันทะบางส่วน คือ

Grant certain of my/our Proxy as follows:

หุ้นสามัญ \_\_\_\_\_ หุ้น และมีสิทธิออกเสียงลงคะแนนได้ \_\_\_\_\_ เสียง  
ordinary share shares and have the rights to vote equal to votes

หุ้นบุริมสิทธิ \_\_\_\_\_ หุ้น และมีสิทธิออกเสียงลงคะแนนได้ \_\_\_\_\_ เสียง  
preference share shares and have the rights to vote equal to votes

รวมสิทธิออกเสียงลงคะแนนทั้งหมด \_\_\_\_\_ เสียง

Total voting right Votes

(4) ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ดังนี้

In this Meeting, I/we grant my/our Proxy to consider and vote on my/our behalf as follows:

วาระที่ 1 รับทราบผลการดำเนินงานประจำปี สิ้นสุดวันที่ 31 ธันวาคม 2568

Agenda item no. 1 To acknowledge the operating results for the year ended 31 December 2025

(ไม่มีการลงคะแนนในวาระนี้ / No casting of votes in this agenda)

วาระที่ 2 พิจารณานุมัติงบการเงินรวมและงบการเงินเฉพาะกิจการ สำหรับปี 2568 สิ้นสุดวันที่ 31 ธันวาคม 2568 ซึ่งผ่านการตรวจสอบจากผู้สอบบัญชี พร้อมรับทราบรายงานผู้สอบบัญชี

Agenda item no. 2 To consider and approve the Company's audited financial statements for the fiscal year ended 31 December 2025 with the auditor's report

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The Proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

วาระที่ 3 พิจารณานุมัติจัดสรรเงินกำไร เพื่อจ่ายเงินปันผลเงินสดประจำปี

Agenda item no. 3 To consider and approve the allocation of the net profit as a legal reserve and dividend payment

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The Proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

วาระที่ 4

พิจารณาอนุมัติการเลือกตั้งกรรมการแทนกรรมการที่พ้นจากตำแหน่งตามวาระ

Agenda item no. 4

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

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The proxy shall have the right to approve in accordance with my/our intention as follows:
- ก.  เลือกตั้งกรรมการทั้งหมด
- A. Elected all nominated directors
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes
- ข.  เลือกตั้งกรรมการเป็นรายบุคคล
- B. Elected the nominated director as follows:
1. ชื่อกรรมการ นายศิป์ชัย รักษาพล  
Director's name: Mr. Silpachai Ruksapol
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes
2. ชื่อกรรมการ นายอมร ดารารัตน์โรจน์  
Director's name: Mr. Amorn Dararattanaroj
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes
3. ชื่อกรรมการ นายสุรพล ดารารัตน์โรจน์  
Director's name: Mr. Surapol Dararattanaroj
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

วาระที่ 5

พิจารณาอนุมัติค่าตอบแทนกรรมการ และกรรมการชุดย่อย ประจำปี 2569 และโบนัสกรรมการ

Agenda item no. 5

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

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The proxy shall have the right to approve in accordance with my/our intention as follows:
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

วาระที่ 6

พิจารณาอนุมัติการแต่งตั้งผู้สอบบัญชีและกำหนดค่าตอบแทนผู้สอบบัญชี ประจำปี 2569

Agenda item no. 6

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

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The proxy shall have the right to approve in accordance with my/our intention as follows:
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

วาระที่ 7

พิจารณาอนุมัติการแก้ไขเพิ่มเติมวัตถุประสงค์ของบริษัทฯ และแก้ไขเพิ่มเติมหนังสือบริคณห์สนธิข้อ 3.

Agenda item no. 7

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

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.
- ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้  
The proxy shall have the right to approve in accordance with my/our intention as follows:
- เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง

วาระที่ 8

พิจารณาเรื่องอื่น ๆ (ถ้ามี)

Agenda item no. 8

To consider other matters (if any)

- ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
The proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

- (5) การลงคะแนนเสียงของผู้รับมอบฉันทะในวาระใดที่ไม่เป็นไปตามที่ระบุไว้ในหนังสือมอบฉันทะนี้ให้ถือว่าการลงคะแนนเสียงนั้นไม่ถูกต้องและไม่ใช่เป็นการลงคะแนนเสียงของข้าพเจ้าในฐานะผู้ถือหุ้น  
If the Proxy does not vote consistently with my/our voting intentions as specified herein, such vote shall be deemed incorrect and is not made on my/our behalf as the Company's shareholders.
- (6) ในกรณีที่ข้าพเจ้าไม่ได้ระบุความประสงค์ในการออกเสียงลงคะแนนในวาระใดไว้หรือระบุไว้ไม่ชัดเจนหรือในกรณีที่ประชุมมีการพิจารณาหรือลงมติในเรื่องใดนอกเหนือจากเรื่องที่ระบุไว้ข้างต้น รวมถึงกรณีที่มีการแก้ไขเปลี่ยนแปลงหรือเพิ่มเติมข้อเท็จจริงประการใด ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร  
In the event that I/we have not specified my/our voting intention on any agenda item or have not clearly specified or in case the meeting considers or passes resolutions in any matters other than those specified above, including in case there is any amendment or addition of any fact, the Proxy shall have the right to consider and vote on my/our behalf as he/she may deem appropriate in all respects.

กิจการใดที่ผู้รับมอบฉันทะได้กระทำไปในการประชุม เว้นแต่กรณีที่ผู้รับมอบฉันทะไม่ออกเสียงตามที่ข้าพเจ้าระบุในหนังสือมอบฉันทะให้ถือเสมือนว่าข้าพเจ้าได้กระทำเองทุกประการ

Any acts performed by the Proxy in this meeting, except in the event that the Proxy does not vote consistently with my/our voting intentions as specified herein, shall be deemed to be the actions performed by myself/ourselves.

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

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

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

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

#### **หมายเหตุ/Remarks**

- หนังสือมอบฉันทะแบบ ค. นี้ ใช้เฉพาะกรณีที่ผู้ถือหุ้นที่ปรากฏชื่อในทะเบียนเป็นผู้ลงทุนต่างประเทศและแต่งตั้งให้คัสโตเดียน (Custodian) ในประเทศไทยเป็นผู้รับฝากและดูแลหุ้นให้เท่านั้น  
This Proxy form C. is only used for the shareholder who is specified in the register as a foreign investor and has appointed a custodian in Thailand to be a share depository and keeper.
- หลักฐานที่ต้องแนบพร้อมกับหนังสือมอบฉันทะ คือ  
The documents needed to be attached to this Proxy form are:  
(1) หนังสือมอบอำนาจจากผู้ถือหุ้นให้คัสโตเดียน (Custodian) เป็นผู้ดำเนินการลงนามในหนังสือมอบฉันทะแทน  
Power of attorney from the shareholder empowering the custodian to sign this Proxy form on his/her behalf  
(2) หนังสือยืนยันว่าผู้ลงนามในหนังสือมอบฉันทะแทนได้รับอนุญาตประกอบธุรกิจคัสโตเดียน (Custodian)  
Document confirming that the person who signed the Proxy form is permitted to operate the custodian business
- ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนนไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้  
The shareholder appointing the Proxy shall appoint only one Proxy to attend the meeting and cast a vote. The shareholder cannot split his/her votes to different proxies to vote separately.
- ในกรณีที่วาระที่จะพิจารณาในการประชุมมากกว่าวาระที่ระบุไว้ข้างต้น ผู้มอบฉันทะสามารถระบุเพิ่มเติมได้ในใบประจำต่อแบบหนังสือมอบฉันทะแบบ ค. ตามแนบ  
In case where the statement exceeds those specified above, additional details may be specified in the Attachment to Proxy Form C. provided.

ใบประจำต่อแบบหนังสือมอบฉันทะแบบ ค.

Attachment to Proxy Form C.

การมอบฉันทะในฐานะเป็นผู้ถือหุ้นของบริษัท ไทยนิปปอนรีबरอินดัสตรี จำกัด (มหาชน)

A Proxy is granted by a shareholder of Thai Nippon Rubber Industry Public Company Limited.

ในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 9 เมษายน 2569 เวลา 10:00 น. ณ ห้องประชุมสุรศักดิ์ 1 ชั้น 11 โรงแรมอีสติน แกรนด์ สาทร ตั้งอยู่เลขที่ 33-33/1 ถนนสาทรใต้ แขวงยานนาวา เขตสาทร กรุงเทพมหานคร 10120 หรือที่แจ้งเปลี่ยนแปลงในวัน เวลา และสถานที่อื่นด้วย

As my/our proxy (the "Proxy") to attend and vote on my/our behalf at 2026 Annual General Meeting of Shareholders on 9 April 2026 at 10:00 at Surasak 1 Meeting Room, 11<sup>th</sup> Floor, Eastin Grand Sathorn Hotel, located at No. 33-33/1 South Sathorn Road, Yannawa Sub-district, Sathorn District, Bangkok. 10120 or such other date, time and place as the meeting may be held.

วาระที่ \_\_\_\_\_ เรื่อง \_\_\_\_\_  
Agenda item no. Re :

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

The Proxy shall have the right to approve in accordance with my/our intention as follows:

เห็นด้วย \_\_\_\_\_ เสียง  ไม่เห็นด้วย \_\_\_\_\_ เสียง  งดออกเสียง \_\_\_\_\_ เสียง  
Approve Votes Disapprove Votes Abstain Votes

วาระที่ \_\_\_\_\_ เรื่อง \_\_\_\_\_  
Agenda item no. Re :

ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

The Proxy shall have the right on my/our behalf to consider and approve independently as it deems appropriate.

ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

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Approve Votes Disapprove Votes Abstain Votes



## Profiles of the Independent Directors for the Appointment as Proxy by Shareholders

**Mr. Nopparat Panthongwiriyaikul, MD.**

- Independent Director
- Chairman of Nomination and Remuneration Committee
- Member of Audit Committee

**Age:**

61 years

**Address:**

1 Charoenrat Road,  
Thung Wat Don Sub-  
district, Sathon District  
Bangkok 10120

**Conflict of interest with the meeting agenda:**

None

**Date of Appointment as Director:**

16 May 2019

**Relationship with executives or major shareholders of the Company or its subsidiaries:**

None

**Conflict of interest with the meeting agenda:**

None

**Record of legal dispute in the past 10 years:**

None

**This Independent Director does not hold any position as director or management in other businesses, which might have a conflict of interest with the Company.**



### **Definition of the Independent Director**

The Board of directors of Thai Nippon Industry Public Company Limited (the “**Company**”), has determined the Definition of Independent Directors of the Company, in accordance with the requirements of the SEC and the SET as follows:

1. Holding not more than 1 percent of all shares entitled to vote of the Company, the parent company, subsidiary, joint/associated company, juristic person major shareholder or person who has controlling power in the Company. This is inclusive the shares held by the connected person.
2. Not being or used to be a director who participate the management, employees, staff, consultant which receive monthly salary or person who has controlling power in, of the Company, parent company, subsidiary, joint/associated company, subsidiary in equal level, major shareholder or person who has controlling power in the Company, except he/she has been released from such characteristics for not less than 2 years.
3. Not have or used to have blood relationship or legal registration relationship as father, mother, spouse, sibling, and child/children including spouse of child/children of other director, executive, major shareholder, person who has controlling power or person who will be nominated as director, executive or person who has controlling power in, of the Company or the subsidiaries.
4. Not have or used to have business relationship with the Company, the parent company, subsidiary, joint/associated company, major shareholder or person who has controlling power in, of the Company in the manner that may obstruct the exercise of independent discretion, including not being or used to be a significant shareholder or person who has controlling power in the person who has business relationship with the Company, the parent company, subsidiary, a joint/associated company, major shareholder or person who has controlling power in the Company, except he/she has been released from such characteristics for not less than 2 years. Such business relationship in the first paragraph is inclusive the trading transaction in normal practice to operate the business, a lease or rental of property, a transaction related to assets or services, a provision or an acceptance of financial assistance by lending money, provide guarantee, provide asset as collateral of debt, including other similar actions which result in the Company or counter party of the contract have to repay the debt to another party from the amount of 3 percent of net tangible assets (NTA) of the Company or from 20 Million Baht, whichever is lower. The consideration of such debt is inclusive of the debt(s) arising within 1 year prior to the day of business relationship occurred with the same person.
5. Not being or used to be an auditor of the Company, parent company, subsidiary, joint/associated company, major shareholder or person who has controlling power in the Company, and not being significant shareholder who has controlling power or a partner of, the audit office which the auditor of the Company, parent company, subsidiary, joint/associated company, major shareholder or person who has controlling power in the Company, is belong to, except he/she has been released from such characteristics for not less than 2 years.
6. Not being or used to be a person who rendering any professional service including the legal advisor service or financial consultant service who has received the service fee of more than 2 Million Baht per year from the Company, the parent company, subsidiary, joint/associated company, major shareholder or person who has controlling power in, of the Company, and not being a significant shareholder or person who has controlling power in or a partner of, such professional service provider, except he/she has been released from such characteristics for not less than 2 years.
7. Not being a director who is appointed as a nominee of a Director, major shareholder or a shareholder who is connected with the major Shareholder, of the Company.
8. Not engage in a business of the same nature and is significantly competitive to the Company's business, or subsidiary, or not being a significant partner in a partnership or a director who participate the management, employees, staff, consultant who receive monthly salary, or who holds more than 1 percent of all shares entitled to vote of another company, which is engaged in a business of the same nature and is significantly competitive to the business of the Company or subsidiaries.
9. Not have any other characteristic which prevents him or her to grant independent opinion to the operation of the Company.

Following being appointed as Independent Director, the Independent Director may be assigned by the Board of Directors to make decisions for the operation of the Company, parent company, subsidiary, joint / associated company, subsidiary in equal level, major shareholder, person who has controlling power in, of the Company in form of collective decision.



**Privacy Notice pursuant to Personal Data Protection Act, B.E. 2562 (2019)  
For the 2026 Annual General Meeting of Shareholders  
Thai Nippon Rubber Industry Public Company Limited**

**Purposes and necessity for Personal Data collection**

In order to comply with laws, in particular, Public Limited Company law and Securities Exchange law, the Company is obliged to prepare shareholder register and has to collect, use, disclose and process Personal Data of shareholders and/or proxies for Annual General Meeting of Shareholders and Extraordinary General Meeting of Shareholders (if any) (collectively, the **Shareholders' Meeting**), delivering relevant documents, vote counting process, and other actions relating to such Shareholders' Meeting.

**Personal Data to be collected and retention period**

The Company shall receive Personal Data, i.e. name, surname, nationality, identification number (or passport number, or any other identification document number), date/month/year of birth, age, address, number of shares and type of shares held, securities holder's number, telephone number and email provided by shareholder and/or proxies, or by Thailand Securities Depository Co., Ltd. (TSD) as the securities registrar. The Company shall retain such information for the necessary period as required by law and for the above purposes.

It is necessary for the Company to disclose some information of the above Personal Data to Data Processor for the benefits of shareholder's registration, voting verification, processing, and reporting; Department of Business Development, Ministry of Commerce and Stock Exchange of Thailand for submitting Minutes of the Shareholders' meeting and list of shareholders as required by law; and the disclosure of Minutes of the Shareholders' Meeting on the Company's website.

Identification documents, such as copy of national identification card or passport or any other identification documents, may contain Sensitive Data, e.g. blood type, or religion. Shareholders and proxies are requested to conceal such Sensitive Data before submitting to the Company. If such information submitted to the Company is not concealed, the Company shall conceal those Sensitive Data in order to protect your data and it shall be deemed that the Company has not collected any submitted Sensitive Data.

**Rights of the data subjects**

Data subjects have rights in accordance with the Personal Data Protection Act, B.E. 2562 (2019), for instance, giving consent, withdrawing consent, accessing or obtaining or amending their Personal Data, objecting the collection or use or disclose of the Personal Data, requesting to delete or to destroy or suspend the use of Personal Data, etc. subject to regulations and procedures as required by law.

In this regard, the Company shall collect, use, or disclose Personal Data to the extent of necessity for legitimate interests and in compliance with laws by taking into account of the rights to the privacy and personal data protection.

**Contact Information**

[ir@tnrcondom.com](mailto:ir@tnrcondom.com) or Company Secretary Department,  
Thai Nippon Rubber Industry Public Company Limited,  
No. 1, Charoenrat Road, Thung Wat Don Sub-district,  
Sathon District, Bangkok 10120  
Tel 02-210-8888 Ext. 5122





**Map of 2026 Annual General Meeting of Shareholders  
On April 9, 2026 at 10:00 (Registration starts at 09:00)  
At Surasak 1 Room, 11<sup>th</sup> Floor, Eastin Grand Hotel Sathorn Bangkok,  
No. 33-33/1, South Sathorn Road, Yannawa Sub-district,  
Sathorn District, Bangkok, 10210**

