



(Translation)

20 March 2026

Subject : Invitation to attend the 33rd Annual General Meeting of Shareholders

To : **Shareholders**

- Enclosures :
1. Copy of the Minutes of the 32nd Annual General Meeting of Shareholders on 24 April 2025.
 2. Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report), Balance Sheet and Statements of Profit and Loss or Financial Statements for the year ending 31 December 2025 in the form of QR Code.
 3. C.V. of the candidates proposed for appointments as Directors.
 4. The definition of Independent Director.
 5. Criteria and procedures for the nomination of Directors.
 6. Articles of Association of the Company in respect of the Meeting of Shareholders.
 7. Proxy Form (Form B and Form C)
 8. Map of the venue for the Meeting

The Board of Directors of Saha-Union Public Company Limited (SUC) has resolved to convene the 33rd Annual General Meeting of Shareholders on Thursday, 23 April 2026 at 10.30 a.m., at the Meeting room, 9th Floor of Saha-Union Building, No. 1828 Sukhumvit Road, Phrakhanong Tai, Phrakhanong, Bangkok, to consider the following items on the agenda:-

Agenda 1 Considering and Endorsing the Minutes of the 32nd Annual General Meeting of Shareholders.

The Company held the 32nd Annual General Meeting of Shareholders, on 24 April 2025, and had the Minutes readied within 14 days following the Meeting date. Copies of the Minutes were forwarded within the legal timeframe to the Stock Exchange of Thailand (SET) and the Ministry of Commerce. They were also posted on the Company's website (www.sahaunion.co.th).

The Board's opinion :

It was agreed to propose to the Shareholders to approve The Minutes of the 32nd Annual General Meeting of Shareholders on 24 April 2025. (Appendix 1)

Agenda 2 Acknowledging the Board of Directors' Report on the Past Year Performance.

The Company summarized past year performance, significant changes and Financial Report into the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report). (Appendix 2)

The Board's opinion :

The Company's past year performance, should be reported for Shareholder's acknowledgement.

Agenda 3 Considering and Endorsing the Balance Sheet and Statements of Profit and Loss or Financial Statements for the year ending 31 December 2025.

In accordance with the Public Limited Company Acts, and Article 43 of Company's Articles of Association, the Company is to prepare the Balance Sheet and Statements of Profit and Loss for the year ending at the Company's fiscal year. It is to be audited and endorsed by the Auditor before being submitted for approval by the Annual General Meeting of Shareholders.

The Board's opinion :

It was agreed to propose to the Shareholders to approve the Balance Sheet and Statements of Profit and Loss or Financial Statements for the year ending 31 December 2025 which had been audited and certified by the Auditors of EY Office Limited as well as approved by the Audit Committee and the Board of Directors. (Appendix 2)

Agenda 4 Approving the Profit Allocation and Dividend Payments.

It is the Company's policy to pay dividend, based on the Company's performance, at no less than 1/3 of the annual net profit, after accumulated loss (if any) of the Separate Financial Statements.

The Separate Financial Statements for the year ending 31 December 2025, already audited and certified by the Company's Auditor and approved by the Audit Committee and the Board of Directors, has a net profit at Baht 940,474,525. The Company had sufficient reserved capital as specified by the Laws and Company's Articles of Association and cash in hand to make dividend payments. The Board of Directors therefore authorized the 2025 net profit appropriation to be dividends to Shareholders at Baht 1.50 per share. Total dividends amounted to Baht 450,000,000 which was equivalent to 47.85% of its net profit, in line with the Company's dividend payment policy.

The Details of Net Profit and Annual Dividend Payments during 2023-2025

| Description | 2025 | 2024 | 2023 |
|-----------------------------------------|-------------|-------------|-------------|
| 1. Net profit (Baht) | 940,474,525 | 731,732,564 | 666,001,223 |
| 2. Number of shares (Share) | 300,000,000 | 300,000,000 | 300,000,000 |
| 3. Dividend per share (Baht : share) | 1.50 | 1.60 | 1.50 |
| 4. Total dividend payments (Baht) | 450,000,000 | 480,000,000 | 450,000,000 |
| 5. Dividend payments per net profit (%) | 47.85 | 65.60 | 67.57 |

Remark : Based on the Separate Financial Statements.

The Board's opinion :

It was agreed to propose the Shareholders to authorize the year 2025 net profit appropriation. The proposed dividends to Shareholders is Baht 1.50 per share. Total dividends amounted Baht 450,000,000 which was equivalent to 47.85% of the net profit. The dividends would be paid from the unappropriated retained earnings from dividends after 30% Corporate Income Tax at Baht 0.01489 per share, 25% Corporate Income Tax at Baht 0.02816 per share and 20% Corporate Income Tax at Baht 1.45695 per share. General Shareholders would be entitled to tax credit in the calculation of dividend tax payment in accordance with the section 47 bis of the Revenue Code. The year 2025 net profit would be carried forward as retained earnings.

Dividends would be paid to Shareholders whose name were recorded in the closing date of the Registration Book on Share Transferring Suspension on 2 April 2026. The dividend payment date is 13 May 2026. The dividend payment will proceed when getting the approval from the Annual General Meeting of shareholders. The company will notify the Thailand Securities Depository Co., Ltd. (TSD) to deliver dividends to shareholders later.

Agenda 5 Considering Matters Relating to the Directors, Their Authorities and Remunerations.

5.1 Electing the Directors.

In accordance with the Public Limited Company Acts and Article 18 of the Company's Articles of Association, one-third of the Directors would have to retire from office in the Annual General Meeting of Shareholders and the retired Directors might also be reappointed. Out of the current 15 Directors, 5 of the following would have to retire on completion of their terms:-

| | |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Miss Dalad Saphavichaikul | Chairman |
| 2. Mr. Chutindhon Darakananda | Vice Chairman / Nomination and Remuneration Committee |
| 3. Mr. Prinya Sainamthip | Independent Director / Audit Committee / Chairman of Nomination and Remuneration Committee / Chairman of Corporate Governance and Sustainable Development Committee |
| 4. Mr. Bovornrat Darakananda | Director |
| 5. Mr. Pittawat Prerttitumrong | Independent Director / Corporate Governance and Sustainable Development Committee |

By appointing an independent Nomination and Remuneration Committee, the Board of Directors could scrutinize the processes of scouting and selecting qualified persons, in accordance with the instituted principles and procedures, prior to proposing them for approval by the Shareholders' Meeting.

The Nomination and Remuneration Committee, excluding the director who was the beneficiaries, considered the 5 Directors who were due to retire bore no inadmissible characters according to Article 86 of the Public Limited Company Acts B.E. 2535 and Article 89/3 of the Securities and Exchange Acts B.E. 2535. According to Article 68 of the Public Limited Company Acts B.E. 2535, they were qualified as being knowledgeable, capable, skillful, specialized and possessed diverse occupational experiences worthy of being a composition of the Board of Directors and was desirable to the nature of the Company's businesses. Mr. Prinya Sainamthip and Mr. Pittawat Prerttitumrong, who are Independent Director ; Their comprehensive qualifications met the Company's definition and the revaluation of the Securities and Exchange Commission and the Stock Exchange of Thailand, of an Independent Director properly. They could efficiently work hand in hand with the Board of Directors and freely provided their opinions. The Board of Directors, therefore, proposed the Shareholders to nominate the 5 Directors who were due to retire for another term.

The Board's opinion :

The Board of Directors, excluding the Directors who were the beneficiaries, agreed with the proposals of the Nomination and Remuneration Committee and proposed the Shareholders to nominate all 5 Directors who were due to retire for another term :

| | |
|--------------------------------|-------------------------------|
| 1. Miss Dalad Saphavichaikul | 2. Mr. Chutindhon Darakananda |
| 3. Mr. Prinya Sainamthip | 4. Mr. Bovornrat Darakananda |
| 5. Mr. Pittawat Prerttitumrong | |

The above 5 Directors possessed full qualifications of Director in accordance with the Company's Articles of Association, the Public Limited Company Acts, the Securities and the Stock Exchange of Thailand Acts and Regulations of the Company. (Appendices 3 and 5)

Mr. Prinya Sainamthip and Mr. Pittawat Prerttitumrong, Independent Director who were reappointed for another term, were not beneficiaries of the Company, its Affiliates, Joint Ventures or any Legal Entities with conflict of interest. Their qualifications for the Independent Director met the Company's definitions of Independent Director and the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). (Appendix 4)

5.2 Defining the Directors' Authorities.

The Board's opinion:

It was agreed to propose to the Shareholders to define the following authorities of the Directors: "Two Directors co-sign and affix the Company's seal, excluding members of the Audit Committee and/or Independent Directors which comprise of

Mrs. Nuntawan Sakuntanaga, Mr. Prinya Sainamthip, Mrs. Siriporn Luangnual, Mr. Pittawat Prertitumrong and Mr. Kollatat Tangchitkul”.

5.3 Authorizing the Directors’ Remuneration.

The criteria for determining the Directors’ Remunerations would be reviewed annually by the Nomination and Remuneration Committee and the Board of Directors by comparing with the Registered Companies of comparable sizes, duties and responsibilities of the Board of Directors, the Company’s performance and the suitability to the current economic situations. It was eventually agreed to propose to the Shareholders to fix the year 2026 Directors’ Remunerations at the amount of not exceeding Baht 20,000,000 per year (identical to the year 2025) The Board of Directors were assigned to distribute the allocations accordingly. (Criteria for the Company’s Director and Sub-Committee’s Remuneration comprising of remuneration depends on the position, meeting allowance and no other benefits like in 2025, the details were recorded in Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report) Section 8 Clause 8.1.2).

The Board’s opinion :

It was agreed to propose to the Shareholders to fix the year 2026 Directors’ remuneration at the budget not exceeding Baht 20,000,000 per year (identical to the year 2025). The amount had been considered as appropriate by the Nomination and Remuneration Committee. The Board of Directors was assigned to distribute the allocations accordingly.

Agenda 6 Appointing the year 2026 Auditors and Fixing the Remunerations.

In accordance with the Public Limited Company Acts and Article 51 of the Company’s Articles of Association, the Annual General Meeting of Shareholders is to appoint the Auditors and determine their annual remunerations. The same Auditors may be reappointed.

The Audit Committee, after scrutinizing the qualifications of the Company 2026 Auditors and determining his/her remunerations, advised the Board of Directors to propose for the Shareholders’ approval to appoint Mr. Piya Chairukmalakan Certified Public Accountant No. 7544 or Ms.Kosum Cha-em Certified Public Accountant No. 6011 or Mrs.Wilai Sunthornwanee Certified Public Accountant No. 7356 of EY Office Limited to be the 2026 Company’s Auditor. These Auditors were Certified Public Accountant who had obtained approvals from the Securities and Exchange Commission (SEC). They were not related and/or not being a beneficiary to the Company/ its affiliated / executives / major shareholders or interrelated persons. They were therefore independent in their processes of reviewing and expressing their opinions on the Company’s Financial Statements. The remuneration for auditing the Company’s accounts including the reviewing of the 3 quarterly Financial Statements would be Baht 2,250,000. There were no other service charges.

The Company has subsidiaries. EY Office Limited as the audit firm of the Company and its subsidiaries. There are some subsidiaries audited by other audit firms. The Board of Directors ensures timely preparation of financial statements in accordance with the applicable laws.

Comparative information on the payment of Auditor’s remuneration in the previous year

| Auditor’s Remuneration | Year 2026 (Baht) | Year 2025 (Baht) | Increase (Decrease) (Baht) |
|------------------------|------------------|------------------|----------------------------|
| Audit Fee | 2,250,000 | 2,350,000 | (100,000) |
| Non-Audit Fee | None | 834,281 | - |

Remark Year 2025, the Company has paid non-audit fee for Background Check of Potential Business Partner Baht 834,281

Year 2024, there were no other service charges.

The Board’s opinion :

It was agreed to propose to the Shareholders to appoint

1. Mr. Piya Chairukmalakarn Certified Public Accountant No. 7544 (1st year Certified Public Accountant) or

2. Ms. Kosum Cha-em Certified Public Accountant No. 6011 or
3. Mrs. Wilai Sunthornwanee Certified Public Accountant No. 7356

of EY Office Limited as the Company 2026 Auditor. The remuneration for auditing the Company's accounts including the reviewing of the 3 quarterly Financial Statements would be Baht 2,250,000. There were no other service charges.

The Company specified the closing date of the Registration Book on Share Transferring Suspension from 2 April 2026 until the completion of the Meeting, in order to allow the Shareholders whose names listed on the closing date of the Registration Book, the rights to attend the 33rd Annual General Meeting of Shareholders, to cast vote and to receive the dividends for 2025.

Enclosed were documents appended for acknowledgement and consideration. The Company prepared the Annual Registration Statement / Annual Report 2025 (Form 56-1 One Report) in the form of QR Code. In case any Shareholder wishes to receive the Report in print, he/she is requested to contact the Company's Secretary Office, 8th Floor, No. 1828 Sukhumvit Road, Phrakhanong Tai, Phrakhanong, Bangkok 10260. Telephone No : 02-311-5111 Ext.7811. The invitation to attend the 33rd Annual General Meeting of Shareholders together with the appended documents were posted on the Company's website (www.sahaunion.co.th) from 20 March 2026 onwards.

All Shareholders are invited to attend the Meeting at the above-mentioned date time and venue. The registration to attend the Meeting will commence from 8.00 hrs.

Yours sincerely,
By the order of the Board of Directors
-Signature-
Mrs. Chadaporn Jiemsakultip
Company Secretary

Guidelines for handling the proxy, the registration and identification for attending the Shareholders' Meeting.

1. In case the Shareholder attends the Meeting in person, his/her identity card is to be presented on making registration.
2. In case of a proxy, the power of attorney is
 - a) to be returned to the Company at least 1 day in advance to facilitate the meeting preparation, or
 - b) to be presented at the meeting room ahead of the Meeting.

Documents required for a proxy.

- 2.1 In case of an individual
 - 1) a power of attorney duly filled out, complete with the signatures of the principal and its proxy.
 - 2) certified copies of the principal and its proxy's identifications, i.e. identity card or passport (for a foreigner).
- 2.2 In case of a legal entity
 - 1) a power of attorney duly filled out, complete with the signatures of both the shareholding legal entity's authorized director(s) with seal (if any) affixed as the principal and the proxy.
 - 2) certified copy (ies) of the identification of the shareholding legal entity's authorized director (s), i.e. identity card(s) or passport(s) (for foreigners).
 - 3) copy of the shareholding legal entity's Corporate Certification issued by The Ministry of Commerce, certified by the legal entity authorized signature (s).
 - 4) certified copy of the proxy's identification, i.e. the identity card or passport (for a foreigner).

Saha-Union Public Company Limited is aware of the importance of personal data protection of its shareholders, investors, business partners, directors, personnel of the Company, and persons related to the company. To ensure that such persons will receive full protection of their rights in accordance with the Personal Data Protection Act B.E. 2562 and other related laws, the Board of Directors has approved the Personal Data Protection Policy as part of the Company's good corporate governance manual so that the company has a guideline and regulatory measures for its management of personal information, ranging from the collection, usage, disclosure, and secured information keeping.

For more details, please see the SUC Privacy Notice on the Company's website www.sahaunion.co.th to understand how the Company collects, uses, and discloses your personal data and your legitimate rights thereunder. In case you grant proxy to other person to attend the AGM on your behalf, please notify that person the Privacy Notice of the Company.