



Ref: TR OMD 69/011

25 March 2026

To the shareholders of Thai Rung Union Car Plc

Dear Sir or Madam,

Annual General Meeting of Shareholders 2026

The Board of Directors of Thai Rung Union Car Public Company Limited has resolved to hold the 2026 Annual General Meeting of Shareholders at **14.00 p.m. on Monday, 27 April 2026** in the Promprieng Meeting Room, 4th floor of the Company's Head Office at 304 Macharoen Road, Nong Khang Phlu, Nong Khaem, Bangkok, to consider various matters as per the following agenda:

1. Approval of Minutes of the Annual General Meeting of Shareholders 2025 held on 28 April 2025.

Facts and rationale: The Company having prepared the minutes of the Annual General Meeting of Shareholders 2025 held on 28 April 2025 and submitted them to the Stock Exchange of Thailand and the Ministry of Commerce and published them on the Company's website (www.thairung.co.th) within 14 days as prescribed by law, i.e. before 8 May 2025 therefore presents them for shareholders' consideration and approval. Details as per Attachment 3.

Board of Directors' Opinion: that the minutes of the Annual General Meeting of Shareholders 2025 are an accurate record of the business conducted at that Meeting and as such should be approved.

Votes required to pass the resolution: majority vote of shareholders present or duly represented and entitled to vote.

2. To acknowledge the company's operating results and ratification of the Company's Financial Statements for the year 2025.

Facts and rationale: The Company has summary of the Company's operating results and the Financial Statements for the year ended 31 December 2025, which have been approved by the Company's duly appointed auditors. The Company's Audit & Corporate Governance Committee and Board of Directors consider them to be accurate and complete and in accordance with generally accepted accounting principles and therefore present them to the meeting of shareholders for their consideration and approval, as detailed in the section headed "Financial Statements" in the Form 56-1 One Report 2025, which is sent to shareholders as Attachment 1 to this letter of invitation, the summary operating results as follows:

(unit : THB Millions)

Item	2025	2024	Change
Total Assets	4,511.46	4,532.85	-0.47%
Total Liabilities	522.15	563.25	-7%
Total Equity	3,989.31	3,969.60	0.50%
Sales and Service Revenues	1,825.60	2,272.28	-20%
Total Revenues	2,075.90	2,577.52	-19%
Net Profit (loss) attributable to shareholders of the parent company	275.12	380.17	-28%
Earnings per Share	0.41	0.57	-28%

Board of Directors' Opinion: The Board of Directors considers it appropriate for shareholders to acknowledge the Company's operating results and approve the Company's Financial Statements for the year ended 31 December 2025 as examined and certified by the Company's duly appointed auditors and duly reviewed by the Audit & Corporate Governance Committee which recommended that they be proposed to shareholders for approval.

Votes required to pass the resolution: majority vote of shareholders present or duly represented and entitled to vote.

3. Appropriation of Profit to Payment of dividend for 2025.

Facts and rationale:

1. In accordance with Section 116 of the Public Companies Act B.E. 2535 (1992) and Article 48 of the Company's Articles of Association, the Company is obliged to appropriate to legal reserve not less than 5% of net earnings for each year, less any accumulated losses, until such time as the balance of the reserve reaches an amount equal to 10% of the Company's registered capital.
2. As of December 31, 2025, the company had a registered capital of 682,642,653 baht and had legal reserves equivalent to 10% of its registered capital. Therefore, no additional legal reserves are required.
3. The Company's dividend policy is to pay a dividend equal to approximately 40% of consolidated net after-tax earnings each year, payable in the following year. However, such consideration of payment of dividends depends on the Company's and the Group's cash flow and investment commitments and also on future needs and appropriateness.
4. In 2025 the Company's net profit attributable to shareholders of the parent company was Bt.275.12 million (EPS Bt.0.41) as per the consolidated financial statements, the company still has unappropriated retained earnings and have sufficient cash flow to be paid dividends to shareholders. The Company's Board of Directors considers it appropriate to propose to the meeting of shareholders that it approve the allocation of net profit and unappropriated retained earnings to pay dividends for the year 2025 in cash at the rate of 0.25 baht per share, equal to 60.98% of consolidated net after-tax earnings, which will thus higher than the Company's dividend policy, (the company's dividend policy, which to pay a dividend equal to approximately 40% of consolidated net after-tax earnings), the details as follows:
 - from the profit on business exempt from corporation tax under BOI privilege, amount Bt.0.0431 per share, which shareholders are exempted from withholding tax and cannot be credited to tax.
 - The remaining amount Bt.0.2069 per share to be paid from the unappropriated retained earnings and 2025 Earnings subject to corporate income tax of 20%, whereby individual shareholders are entitled to claim tax credit equalling the dividend proceeds times 20/80

To fix the Record Date for establishing the list of shareholders with dividend rights as 12 May 2026 (The XD, or ex-dividend date, the date on which a purchaser will not be entitled to receive the dividend, will be 11 May 2026), and to establish the date for payment of the dividend as 25 May 2026.

5. Comparative data with last year are shown hereunder.

	2025 (Proposed)	2024 (Actual)	2023 (Actual)
Unappropriated retained earnings	Bt.2,374.87m	Bt.2,368.06m	Bt.2,122.50m
Net operating profit (loss)	Bt.275.12m	Bt.380.17m	Bt.183.23m
EPS	Bt.0.41	Bt.0.57	Bt.0.27
Dividend in cash per share	Bt.0.25	Bt.0.30	Bt.0.20
Dividend pay-out rate (as a percentage of net profit)	60.98%	52.63%	74.07%

Board of Directors' Opinion: The Board considers it appropriate for shareholders to approve the allocation of net profit as the payment of a dividend for 2025 in the total amount of Bt.0.25 per share, which is a higher rate than the Company's dividend policy.

Votes required to pass the resolution: majority vote of shareholders present or duly represented and entitled to vote.

4. Appointment of Auditors and Establishment of Auditors' Remuneration for the Year 2026

Facts and rationale:

1. As per Article 40 of the Company's Articles of Association, the appointment of the Company's Auditors corresponds to the Annual General Meeting of Shareholders.
2. The Audit & Corporate Governance Committee and the Company's Board of Directors have considered the working practices, independence and credibility of ANS Audit Co Ltd, which has acceptable standards, reasonable audit fees and a good understanding of the Company's business, inspiring confidence in its ability to perform prompt, quality, reliable audits in a timely manner, and they therefore consider it appropriate to ask shareholders to approve the appointment of the following persons from ANS Audit Co Ltd as the Company's auditors for the year 2026, and to establish their remuneration for the year in an amount not exceeding Bt.1,560,000 (including fees for special audit as per BOI announcement Bt.60,000)

Name	CPA No	Year for which signed	
		Company's Financial Statements	
(1) Mr. Atipong Atipongsakul	3500	2009-2010, 2013	or
(2) Mr. Vichai Ruchitanont	4054	-None -	or
(3) Mr. Satien Wongsanan	3495	2011-2012, 2014-2015, 2018, 2023	or
(4) Ms. Kulthida Pasurakul	5946	2016-2017	or
(5) Ms. Patcharee Siriwongsin	9037	2019-2022	or
(6) Ms. Atchara Suknaibaiboon	4642	2024-2025	

The six above-mentioned auditors from ANS Audit Co Ltd have been auditors of the Company and its subsidiaries since 2009. None of them has any relation with or interest in the Company, its subsidiaries, administrators, major shareholders or any parties related to the foregoing.

3. The following table shows proposed remuneration for 2026 compared with that of 2025.

Item	2026 (Proposed)	2025 (Actual)
<u>Audit Fee</u>		
- The Company	1,560,000	1,560,000
- Subsidiaries	1,090,500	1,132,500
Total audit fees for the Company and its subsidiaries	2,650,500	2,692,500
<u>Non-audit fees for the Company and subsidiaries</u>	None	None

Note: The above fees exclude travel expenses, photocopying costs, and other expenses related to the audit.

Board of Directors' Opinion: The Board of Directors agrees with the Audit & Corporate Governance Committee in considering it appropriate for shareholders to approve the appointment of Messrs Atipong Atipongsakul or Vichai Ruchitanont or Satien Wongsanan or Ms. Kulthida Pasurakul or Ms. Patcharee Siriwongsin or Ms. Atchara Suknaibaiboon, all of ANS Audit Co Ltd, as the Company's auditors for the year 2026 and the establishment of their remuneration for the year in an amount not exceeding Bt.1,560,000 (including fees for special audit as per BOI announcement Bt.60,000)

Votes required to pass the resolution: majority vote of shareholders present or duly represented and entitled to vote.

5. Appointment of Directors to Replace those Retiring by Rotation.

Facts and rationale:

1. As stipulated in Article 18 of the Company's Regulations, at every Annual General Meeting, at least one-third of the directors must retire. If the number of directors cannot be divided into three parts, the closest number to one-third shall retire, with the longest-serving director retiring. Retired directors may be re-elected.
2. In 2026, three directors completed their terms as follows:
 1. Mr. Suvait Theeravachirakul Independent Director, Chairman of the Board of Directors, Chairman of the Audit and Corporate Governance Committee and Member of the Nomination and Remuneration Committee
 2. Mr. Sompong Phaoenchoke Vice Chairman, Chairman of the Executive Committee, Member of the Risk Management and Sustainability Development Committee and Managing Director
 3. Mr. Tuanchai Munjit Director, Chairman of the Risk Management and Sustainability Development Committee and Member of the Executive Committee
2. The Company wishes to inform you that during the period October-December 2025, in accordance with principles of good corporate governance relating to the promotion of shareholders' rights, the Company invited its shareholders to propose agenda items for the 2026 Annual General Meeting of Shareholders and to nominate qualified persons to be elected as the Company's directors in advance, but no shareholders proposed any agenda items or persons to be elected as the Company's directors.
3. Details of selection criteria and procedures, as well as the definition of Independent Director, in accordance with directives of the Securities and Exchange Commission of Thailand, can be seen in the sections headed "Nomination of Directors and Administrators" and "Management Structure" in the Form 56-1 One Report 2025 (Attachment 1).
4. The Nomination and Remuneration Committee has a rigorous screening process to carefully and thoroughly consider the qualifications of each nominee for director positions, in accordance with the criteria for the selection of directors and executives, the diversity of the board structure, the diverse skills of the board, necessary and appropriate for the nature of the business, and the definition of an independent director. The committee found that the nominated directors fully meet the qualifications under the Public Company Limited Act B.E. 2535 (1992) and possess the knowledge and abilities beneficial to the company's operations. They perform their duties responsibly, diligently, and with integrity, in accordance with the law, objectives, company regulations, board resolutions, and shareholder resolutions. Therefore, the committee deems it appropriate for the Board of Directors to propose to the shareholders' meeting the reappointment of all three directors for another term.

Regarding Mr. Suvait Theeravachirakul, although he has served as an independent director for 9 years, the Nomination Committee considered that he possesses the knowledge and abilities beneficial to the company's operations and can provide independent opinions in accordance with the relevant regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

Board of Directors' Opinion (excluding directors with conflicts of interest) : The Board approves the proposal of the Nomination and Remuneration Committee. We propose that the shareholders' meeting consider reappointing the three directors whose terms have expired, namely Mr. Suvait Theeravachirakul, Mr. Sompong Phaoenchoke, and Mr. Tuanchai Munjit, to their positions as directors for another term. If the shareholders' meeting approves, these three directors will be reinstated to their original positions on other sub-committees.

The résumés and board meeting attendance records for 2025 of directors retiring by rotation and proposed for re-appointment are enclosed herewith as Attachment 4.

Votes required to pass the resolution: majority vote of shareholders present or duly represented and entitled to vote. Voting on this agenda item will be separate for each individual candidate.

6. Establishment of Directors' Remuneration for the Year 2026

Facts and rationale:

1. The Company's Board of Directors has considered Directors' remuneration as proposed by the Nomination and Remuneration Committee, which proposed Directors' remuneration in line with the scope of their duties and responsibilities and with remuneration in other companies in the sector with the same level of revenues including other factors such as economic trend, growth of revenues, profit and number of the Board of directors and presents them to shareholders for approval in accordance with Article 16 of the Company's Articles of Association (Attachment 5).
2. The Company's Board of Directors proposes that shareholders consider approving the establishment of Directors' remuneration for the year 2026 as follows:

Component of remuneration	2026 (Proposed)	2025 (Actual)
1. Remuneration for the year ^{/1}	Bt.3,000,000 per year (Same as 2025)	Bt.1,900,000 per year (2025 AGM approved Bt.3,000,000)
2. Monthly salary	(Same as 2025)	
2.1 Chairman	Bt.25,000 per month	Bt.20,000 per month
2.2 Directors, per person	Bt.20,000 per month	Bt.15,000 per month
3. Representation costs (per person per meeting attended)	(Same as 2025)	
3.1 Regular quarterly meetings	Bt.20,000	Bt.20,000
3.2 Extraordinary meetings ^{/2}	Bt.15,000	Bt.15,000
4.Others	ESOP Warrant	ESOP Warrant

Note 1. Payment of each Director's remuneration to be considered by the Nomination and Remuneration Committee and submitted to the Company's Board of Directors for approval and payment in the following year (2027).

2. As regards representation costs for extraordinary meetings over and above the scheduled quarterly meetings, for both Board of Directors Meetings and Committee meetings, this does not include persons who are part of management from Managing Director down.

3. For an individualised breakdown of Directors' remuneration please refer to 'Directors' and Administrators' Remuneration' in the Form 56-1 One Report 2025 (Attachment 1).
4. For this agenda item Directors of the Company who are also shareholders are not entitled to cast the 290,792,307 votes to which they otherwise have the right (at 18 March 2026).

Board of Directors' Opinion: The Board considers it appropriate for shareholders to approve the Directors' remuneration for 2026 as proposed above by the Company's Board of Directors.

Votes required to pass the resolution: majority vote of shareholders present or duly represented and entitled to vote.

7. Any Other Business

This agenda item is to give shareholders the opportunity to ask any questions and/or express opinions on various matters if they so wish. There is no voting or resolution on this item.

If you have any doubts or queries about any item on the agenda, please address these by e-mail to omd_ir@thairung.co.th, giving contact details to enable us to reply, or telephone 0-2420-0076, extension 321 or 359.

In order to facilitate the registration process, all shareholders and proxy holders are requested to bring the attached form of proxy with the printed barcode together with documentary proof of their status as a shareholder duly entitled to attend, or as the duly appointed proxy of such shareholder, as per Attachment 6, to show to the registration staff on the day of the meeting. The register will be open from 13.00 p.m. on 27 April 2026. The Record Date for establishing the list of shareholders with the right to attend and vote at the Annual General Meeting of Shareholders is fixed at 18 March 2026.

Shareholders are invited to attend the meeting at the time date and place indicated.

Yours faithfully,



Sompong Phaoenchoke
Vice Chairman

Note:

1. Shareholders unable to attend in person may appoint another person or an independent Director of the Company (Details in Attachments 2, 6 and 7) to represent them and vote on their behalf. The Company has prepared the revenue stamp to be affixed to the form of proxy to be shown and registered in order to enter the Meeting.
2. Shareholders can consult the Form 56-1 One Report and the documents for the AGM on the Company's website: <http://ir.thairung.co.th/en/investor83.php> or by scanning the QR Code in attachment 1.

Attachments:

1. Form 56-1 One Report 2025 (QR Code)
2. Form of proxy (Form B)
3. Copy of minutes of Annual General Meeting of Shareholders 2025.
4. Résumés of persons proposed for (re-)appointment as Director to replace those retiring by rotation
5. Articles of Association of Thai Rung Union Car Plc (only such articles as are relevant to agenda items.)
6. Instructions for registering and voting at the Annual General Meeting of Shareholders
7. Details of independent Directors available to act as proxy on behalf of shareholders
8. Location map of Thai Rung Union Car Plc
9. Registration Form (must be brought to the AGM)
10. Personal Data Protection Policy (PDPA) for shareholder meetings