

Invitation Letter to Annual General Meeting of Shareholders

AGM 2026

Inoue Rubber (Thailand) Company Limited

Friday January 30, 2026 at 2:00 p.m.

Conducting by Teleconferences through Electronic Media (E-AGM)

from V1 Meeting Room, 2nd Floor,

Office Building of Inoue Rubber (Thailand) Public Company Limited,

258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130



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26 December 2025

Subject: Invitation to the 2026 Annual General Meeting of Shareholders

To: Shareholders of Inoue Rubber (Thailand) Public Company Limited

The Board of Directors of Inoue Rubber (Thailand) Public Company Limited resolved to call the 2026 Annual General Meeting of Shareholders. Details are as follows:

Meeting date and time : 30 January 2026 at 14.00 hours

Registration time : 13:00 hours

Venue : **Conducting by Teleconferences through Electronic Media (E-AGM)**

from V1 Meeting Room, 2nd Floor, Office Building of Inoue Rubber (Thailand) Public Company Limited, 258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130.

Shareholders can consider the agendas together with the Board of Directors' opinions as follows:

Agenda 1 To consider and adopt the minutes of the Annual General Meeting of Shareholders 2025, held on 30 January 2025

Propose and Rationale: This is to ask for adoption. The Company held 2025 Annual General Meeting of Shareholders on 30 January 2025. The minutes of the meeting were recorded and submitted to the Stock Exchange of Thailand and Ministry of Commerce within the time required by law, and also were disclosed on the Company's website (www.ircthailand.com). A copy of the minutes is attached hereto as *Attachment 1*.

The Board's Opinion: The Board agreed to propose the minutes of 2025 Annual General Meeting of Shareholders, held on 30 January 2025 to the Shareholders' Meeting for adoption as it was accurately recorded.

Voting: Resolution of this Agenda shall be passed by a majority vote of shareholders who attend the meeting and cast their votes.

Agenda 2 To acknowledge the report of operating results for the year ended 30 September 2025

Propose and Rationale: This is to ask for acknowledgement in accordance with Clause 34 of the Company's Articles of Association. In this regard, the Board of Directors hereby reports the Company's performance in 2025 to the shareholders together with the explanation under the topic "Management Discussion and Analysis", as appeared in *Attachment 2: 56-1 One Report 2025* (QR code) which is attached together with this invitation letter and is already disclosed on the Company's website.

The Board's Opinion: The Board agreed to propose the Company's operation results in 2025 to the Shareholders' meeting for acknowledgement. The Company has summarized the operation results and significant changes that occurred in 2025 in the Company's 56-1 One Report 2025.

Voting: There is no voting in this Agenda as it is for acknowledgement.

Agenda 3 To consider and approve the financial statements for the year ended 30 September 2025

Propose and Rationale: This is to ask for approval. The Public Limited Company Act B.E. 2535 and Clause 37 of the Company's Articles of Association require that the Company shall prepare the Company's Separated and Consolidated Financial Statements at the end of fiscal year, which have been audited by an external auditor, and submit them to the Shareholders' meeting for approval.

The Audit and Corporate Governance Committee's Opinion: The Audit and Corporate Governance Committee had considered and reviewed the Company's financial statements for year ended 30 September 2025 as shown in the Company's 56-1 One Report 2025 and disclosed on the Company's website. The financial statements have been audited and signed by Ms. Sanicha Akarakittilap, a certified auditor (Registration Number 8470) of PricewaterhouseCoopers ABAS Ltd. Hence, the Audit and Corporate Governance Committee has recommended the Board to submit the Company's financial statements for year ended 30 September 2025 to the Shareholders' meeting for approval.

The Board's Opinion: The Board agreed to propose the Company's financial statements for year ended 30 September 2025, which have been reviewed and agreed with by the Audit and Corporate Governance Committee, to the Shareholders' meeting for approval.

Comparison of Information from the Consolidated Financial Statements

(unit: Million Baht)	Fiscal Year		%YoY
	2024	2025	
Total Revenues	4,795.50	4,693.05	-2.14%
Cost of Sales and Services	4,030.81	4,060.52	0.74%
Selling and Administration Expenses	402.34	403.02	0.17%
EBIT	362.35	229.51	-36.66%
Net Profit	311.50	184.26	-40.85%
Basic Earnings per Share (baht: share)	1.62	0.96	-40.74%

Voting: Resolution of this Agenda shall be passed by a majority vote of shareholders who attend the meeting and cast their votes.

Agenda 4 To consider and approve the dividend payment for the year 2025

Propose and Rationale: This is to ask for approval. The Company has separate net profit for the fiscal year 2025 at the amount of 189,507,705 baht, therefore the Company asks the shareholders to consider the dividend payment in accordance with Public Limited Companies Act B.E. 2535 and Clause 39 of the Company's Articles of Association. In addition, the Company has appropriated the legal reserve until it meets 19,220,770 baht or equivalent to 10 percent of the registered capital according to Section 116 of Public Limited Companies Act B.E. 2535 and Clause 40 of the Company's Articles of Association.

Dividend Payment Policy: The Company has a policy to pay dividend to shareholders not more than 65 percent of separate net profits after deducting the corporate income tax and legal reserve. The yearly

payout shall be considered by many factors which should not materially affect the Company's normal business operation in the future.

Record Date for Dividend and Dividend Payment Date: If the shareholders at AGM 2026 approve the proposed dividend, the Board shall determine the record date for the shareholders who are entitled to the dividend payment on 11 February 2026. The Stock Exchange of Thailand shall put the XD sign, which represents the date that share purchaser will not be entitled to receive the dividend on 10 February 2026. The dividend payment will be made on 27 February 2026.

The Board's Opinion: The Board had thoroughly considered the Company's performance, the business plan and other factors that might occur in the future, then agreed to propose the Shareholder's meeting to approve the cash dividend payment in 2025, which is in accordance with the Company dividend payment policy, at the rate of 0.493 baht per share, which are paid from Non - BOI business at the rate of 0.493 baht per share, or equivalent to the total of 94,758,396.10 baht.

Table of 3-Year Dividend Payment Comparison

Dividend Payment	Fiscal Year Oct 1 st – Sep 30 th		
	2023	2024	2025 (proposed)
Net profit (Million Baht)	160.62	333.67	189.51
Number of Share (Million Shares)	192.21	192.21	192.21
Dividend Payment (Baht: Share)			
- From BOI business	0.4178	0.5449	0
- From Non-BOI business	0	0.3231	0.4930
Total (Baht: Share)	0.4178	0.8680	0.4930
Total Dividend Amount (Million Baht)	80.30	166.84	94.76
Dividend Payout Ratio (%)	50	50	50

Voting: Resolution of this Agenda shall be passed by a majority vote of shareholders who attend the meeting and cast their votes.

Agenda 5 To consider and approve the appointment of directors in replacement of those who must retire by rotation

Propose and Rationale: This is to ask for approval. Clause 15 of the Company's Articles of Association and Section 71 of Public Limited Companies Act B.E. 2535 require that one-third of the directors must retire from office at Annual General Meeting of Shareholders. The four directors who must retire by rotation this year namely;

- 1) Mr. Kittichai Raktakanit Independent Director
- 2) Mr. Kris Imsang Independent Director

3) Mr. Thanong Leeissaranakul Director

4) Mr. Kiyoharu Mizushima Director

The Board's Opinion (excluding votes from directors who retire by rotation): The Board agreed to propose the shareholders' meeting to consider and re-elect 4 directors to replace the directors who must retire by rotation namely;

1) Mr. Kittichai Raktakanit Independent Director

2) Mr. Kris Imsang Independent Director

3) Mr. Thanong Leeissaranakul Director

4) Mr. Kiyoharu Mizushima Director

All above directors passed the Company's screening process. The Board considered that their qualification complies to the relevant regulations and are suitable for the Company's business. The Board considered and reviewed qualifications of each person based on his/her knowledge, competency, experience, and expertise that align with the Company's Board Skill Matrix, which will be beneficial to the Company's operations. Furthermore, the individual nominated as an Independent Director possesses qualifications in accordance with relevant laws and regulations concerning Independent Directors and is capable of expressing opinions independently. Although Mr. Kittichai Raktakanit will hold the position of Independent Director for more than nine years, he continues to possess qualifications consistent with the definition of an Independent Director as set forth by the Stock Exchange of Thailand and the Company's criteria. He remains capable of expressing opinions and exercising discretion independently, which will result in maximum benefit to the Company.

Information of each nominated director about biography, percentage of shareholding, working experience, total number of years serving as a director and meeting attendance of the Board of Directors and Sub-Committees are provided in Attachment 3.

The Company provided an opportunity for Shareholders to propose director candidate since November 26 – December 26, 2025. However, no shareholders proposed any director candidate.

Voting: Resolution of this Agenda shall be passed by a majority vote of shareholders who attend the meeting and cast their votes. The voting shall be done on individual basis.

Agenda 6 To consider and approve the appointment of new director

Propose and Rationale: This is to ask for approval. Refers to Clause 13 and 14 of the Company's Articles of Association, as well as Section 70 of Public Limited Companies Act B.E. 2535, it is therefore proposed that the Annual General Meeting of Shareholders consider and approve the appointment of Mrs. Nutteewan Siemangern as an Independent Director, in replacement of the director who resigned on 30 January 2025.

The Board's Opinion: The Board agreed to propose the shareholders' meeting to consider and approve the appointment of Mrs. Nutteewan Siemangern as an Independent Director, in replacement of the director who resigned on 30 January 2025. Besides, Mrs. Nutteewan Siemangern passed the Company's screening process. The Board considered that the qualifications are suitable for the Company's business and does not possess any prohibited characteristics under relevant laws. Moreover, the knowledge, competency, experience, and expertise aligned with the Company's Board Skill Matrix. She also meets the requirements of relevant laws regarding Independent Directors and is capable of expressing opinions independently.

Information of the nominated director about biography, percentage of shareholding and working experience are provided in Attachment 4.

The Company provided an opportunity for Shareholders to propose director candidate since November 26 – December 26, 2025. However, no shareholders proposed any director candidate.

Voting: Resolution of this Agenda shall be passed by a majority vote of shareholders who attend the meeting and cast their votes. The voting shall be done on individual basis.

Agenda 7 To consider and approve the directors' remuneration for the year 2026

Propose and Rationale: This is to ask for approval. Section 90 of Public Limited Companies Act B.E. 2535 requires that the directors' remuneration shall be approved by the Annual General Meeting of Shareholders. In this regard, the Company hereby proposes for approval for both remunerations of the Board and the Sub-Committees.

The Board's Opinion: The remunerations of the Company's directors and Sub-Committees were thoroughly considered by the Board, taking into account of the assigned responsibilities of each committee. The remunerations were aligned with the market and the same industry. Therefore, the Board agreed to propose the Shareholder's meeting to approve the remunerations of the Board and the Sub-Committees in 2026 in the form of annual remuneration fee and meeting allowance as follows:

Table of Directors' Remuneration

Type of Remuneration	Amount (Baht)	
	FY 2025	FY 2026 (proposed)
1. Annual Remuneration Fee (per year)		
Chairman of Risk Management and Sustainability Committee	200,000	200,000
Chairman of Audit and Corporate Governance Committee	450,000	450,000
Audit and Corporate Governance Director	100,000	100,000
Independent Director	500,000	500,000
Director	300,000	300,000

Type of Remuneration	Amount (Baht)	
	FY 2025	FY 2026 (proposed)
2. Meeting allowance (per meeting)	10,000	10,000
3. Other benefit	-none-	-none-

Remark: Mr. Kiyoharu Mizushima, the President / Mr. Soichi Inoue, the director / Mr. Kenjiro Miwa, the Director / Mr. Hideo Oya, the director have expressed the intention to decline the director's remuneration for the year 2026.

Supporting information of criteria and procedure of proposing remuneration;

- 1) The Company Secretary studies information on directors' remuneration of the market and the same industry (types and amount) and proposes to the Board for consideration.
- 2) The types of remuneration agreed by the Board are retainer fee and meeting allowance. Directors do not receive other benefit.
- 3) The amount of remuneration agreed by the Board is appropriate comparing to the market and the same industry. In addition, it is aligned with duty of each position. Nonetheless, the Board does not propose remuneration for the position of Chairman and President since they are the executive directors who receive compensation as the executives.

Voting: Resolution of this Agenda shall be passed by the votes of not less than two-third of attending shareholders.

Agenda 8 To consider and approve the appointment of auditors and the audit fee in 2026

Propose and Rationale: This is to ask for approval. Section 120 of Public Limited Companies Act B.E. 2535 and Clause 34 of the Company's Articles of Association require that the appointment of the Company's auditors and the audit fee must be approved by the Annual General Meeting of Shareholders annually.

The Audit and Corporate Governance Committee's Opinion: The Audit and Corporate Governance Committee has selected PricewaterhouseCoopers ABAS Ltd. (PwC) as the Company's and its subsidiaries' auditor in 2025, which is the 17th year with the following reasons:

- 1) Qualification of the auditor which is in line with the regulations of SEC, and none of the auditor has signed the audited financial statements for more than 7 consecutive years
- 2) Independence: None of the auditor has conflict of interest with the Company, executives, major shareholders and their related person.
- 3) Knowledge of the auditor and understanding of the Company's business
- 4) Past performance and work quality of the auditor

In addition, the Committee would like to propose the Board to consider 4 auditors from PwC namely;

- 1) Ms. Sanicha Akarakittilap CPA Number 8470 and/or

(Have signed on the Company's financial statements and the subsidiaries for 4 years)

- 2) Ms. Varaporn Vorathitikul CPA Number 4474 and/or
(Never signed on the Company's financial statements and the subsidiaries)
- 3) Mr. Krit Chatchavalwong CPA Number 5016
(Never signed on the Company's financial statements and the subsidiaries)
- 4) Ms. Nopanuch Apichatsatien CPA Number 5266
(Have signed on the Company's financial statements and the subsidiaries for 7 years)

Profiles and information of the auditors are provided in Attachment 5.

Any of the above auditors is proposed to be the auditors and to express an opinion on the Company's and its subsidiaries' financial statement in 2026. In the absence of the above-named auditors, PwC is authorized to identify one other certified public accountant with PwC to carry out the work. In addition, the determination of the audit fee of the Company and its subsidiaries with the amount of 2,020,000 baht, inventories destruction inspection fee with the amount of 15,000 baht per person, and the audit fee of BOI within the amount of 66,000 Baht per copy which are the same as last year. (Such audit fee does not include other out of pocket expenses such as transportation expense, documents expense, etc.). Detail is shown as follows:

Comparison Table of the Company's and its Subsidiaries' Audit Fee

Type of Remuneration	FY 2024	FY 2025	FY 2026 (Propose)	Change FY 2026: FY 2025	
				Amount (Baht)	%
1. Audit Fee (Baht)					
- Inoue Rubber (Thailand) PCL.	1,441,000	1,500,000	1,500,000	-	-
The Subsidiaries' audit fee (Baht)					
- IRC (Asia) Research Ltd.	260,000	260,000	260,000	-	-
- Kin No Hoshi Engineering Co., Ltd.	260,000	260,000	260,000	-	-
Total Audit fee	1,961,000	2,020,000	2,020,000	-	-
2. Other Audit Fee					
- Inventories destruction inspection fee (Baht/ person)	15,000	15,000	15,000	-	-
- Fee for investment promotion certification (Baht/ Certificate)	66,000	66,000	66,000	-	-

The Board's Opinion: The Board agreed with the Audit and Corporate Governance Committee who had thoroughly considered the selection of the auditors and their audit fees in 2026; then agreed to propose to the Shareholder's meeting to appoint the auditors from PricewaterhouseCoopers ABAS Ltd. (PwC) as the Company's and its subsidiaries' auditors in 2026 by assigning one of them to review and give opinion on the Company's financial statements, namely; 1) Ms. Sanicha Akarakittilap CPA Number 8470 and/or 2) Ms. Varaporn Vorathitikul CPA Number 4474 and/or 3) Mr. Krit Chatchavalwong CPA

Number 5016 and/or 4) Nopanuch Apichatsatien CPA Number 5266; as well as to approve the audit fees for the Company and its subsidiaries in 2026 at the amount of 2,020,000 baht.

Voting: Resolution of this Agenda shall be passed by a majority vote of shareholders who attend the meeting and cast their votes.

Agenda 9 Other topics (if any)

All Shareholders are cordially invited to attend the meeting at the date, time and venue above.

Sincerely Yours,



(Mrs. Pimjai Leeissaranukul)

Chairman



-Translation-

Minutes of the 2025 Annual General Meeting of Shareholders

Inoue Rubber (Thailand) Public Company Limited

Date, Time and Venue of the Meeting

The Meeting was held on Thursday, 30 January 2025, 14.00 hours conducted by electronic meeting (E-AGM) from V1 meeting room 2nd floor, Office Building, Inoue Rubber (Thailand) Public Company Limited, No. 258, Soi Rangsit Nakornnayok 49, Prachathipat, Thanyaburi, 12130. The Meeting was recorded in the form of video media.

Beginning the Meeting

At the commencement of meeting, Mrs. Pimjai Leeissaranukul, the Chairman, acted as the Chairman of the Meeting (“the Chairman”), declared the 2025 Annual General Meeting of Shareholders opening and assigned Ms. Kittunya Naruepracha to report on the meeting quorum and act as the Secretary to the Meeting (“the Secretary”).

The Secretary reported that Inoue Rubber (Thailand) Public Company Limited (the “Company”) set out the name of shareholders who are entitled to attend the 2025 Annual General Meeting of Shareholders on 13 December 2024, and it appeared that there were 2,151 shareholders, with the total of 192,207,700 shares. Thus, there was 192,207,700 voting shares. When the meeting commenced, there were 41 shareholders and proxies attended the meeting, holding an aggregated number of 147,642,251 shares which were not less than one-third of the total issued shares of the Company. Therefore, a quorum was constituted in accordance with Article 31 of the Company’s Articles of Association. The Company Secretary then introduced the Directors and the Executives who participated in the meeting and answered the inquiry, as well as introduced the relevant parties of the 2025 Annual General Meeting of Shareholders as follows;

10 Directors attended the meeting namely;

- | | | |
|------------------|----------------|--|
| 1. Mrs. Pimjai | Leeissaranukul | Chairman/ Executive Chairman |
| 2. Mr. Shigeki | Yamada | President/ Vice Chairman of Risk Management and Sustainability Committee |
| 3. Mrs. Anchalee | Chavanich | Chairman of Audit and Corporate Governance Committee/ Independent Director |
| 4. Mr. Surong | Bulakul | Audit and Corporate Governance Committee Director / Independent Director |
| 5. Mr. Kittichai | Raktakanit | Chairman of Risk Management and Sustainability Committee/ Independent Director |
| 6. Mr. Apichart | Leeissaranukul | Director |
| 7. Mrs. Porntip | Sethiwan | Director |



- | | | |
|----------------|----------------|----------|
| 8. Mr. Thanong | Leeissaranukul | Director |
| 9. Mr. Kenjiro | Miwa | Director |
| 10. Mr. Hideo | Oya | Director |

(Remark: Equivalent to 90.91 % of total number of Directors)

9 Executives attended the meeting namely;

- | | | |
|-------------------|----------------|---|
| 1. Mr. Kanin | Laochinda | Managing Director |
| 2. Mr. Akira | Tokoro | Managing Director |
| 3. Ms. Witchuda | Kupongsak | Executive Director of Administrative and Control Unit |
| 4. Mr. Suchart | Kootiratrakarn | Executive Director of Tire and Tube Business Unit |
| 5. Mr. Narongchai | Rattanaekkawin | Executive Director of IED Business Unit |
| 6. Mr. Tatsuo | Kubota | Executive Director of IED Business Unit |
| 7. Mr. Hiroyuki | Hibi | Executive Director |
| 8. Mr. Kazuaki | Yamada | Executive Director |
| 9. Ms. Praewphan | Songhong | Executive Director/ Chief Financial Officer (CFO) |

(Remark: All Executives under the definition of the SEC participated the Meeting)

External Auditors from PricewaterhouseCoopers ABAS Co., Ltd.

Ms. Sanicha Akarakittilap, Ms. Yuwanan Manomivisit, Mr. Thanaphol Pholprasert, and Ms. Phuthita Phayakkawong

Inspector who oversees the Meeting to be transparent and in accordance with the law and the Company's Articles of Association

Mr. Chanchai Jhongsathit from Tilleke & Gibbins International Ltd.

The Secretary then informed the important information and electronic meeting (E-AGM) guideline as follows:

- The Company has used the electronic meeting platform system provided by Quidlab Co., Ltd., who is a service provider of E-AGM system that is in accordance with the standards of hosting electronic meeting platform of the Electronic Transaction Data Agency (ETDA). The shareholders attending the meeting can view the live broadcast throughout the Meeting and results of each agenda.
- The number of voting rights of each shareholder shall be equivalent to the number of shares he or she holds in the Company, whereby one share is equivalent to one vote.
- With respect to the vote casting and the vote counting on each agenda, the Company shall count the votes of the shareholders attending the Meeting through E-AGM and by proxy, which is recorded in advance at the registration when the proxies registered to attend the Meeting. The vote counting shall be conducted in two methods, as follows:

1. The resolutions of agenda 1, 3, 4, 5, and 7 shall be passed by a majority vote of the shareholders attending the meeting and casting their votes, without including abstained votes as basis of vote calculation.
 2. The resolution of agenda 6 shall be passed by the votes not less than two-third of the shareholders attending the meeting, including abstained votes as basis of vote calculation.
- The shareholder is able to cast their vote in each agenda by voting for approval, disapproval or abstention by clicking the menu to vote in the system during the period that the casting of vote is opened for each agenda. The Company provided sufficient time for vote casting not less than 1 minute. If the shareholder or the proxy does not make any mark, it will be considered as a vote of approval.

Prior to the voting on each agenda, the Chairman will give shareholders an opportunity to ask questions and express their opinions concerning such agenda as the Chairman deems appropriate not less than 1 minute. The shareholders or proxies who wish to ask questions or express their opinions shall type such questions or expression through the chat-box system or open microphone or video.

Furthermore, the Company provided an interpreter for the foreigners who attended the Meeting.

The Secretary informed the Meeting that the Company had invited the shareholders to propose agenda items, candidates for director nomination and inquiry in advance during 1-31 October 2024. However, none of shareholders had done so. Therefore, the Meeting would be proceeded in accordance with the agendas as specified in the Invitation Letter to the Meeting which were published on the Company's website since 27 December 2024 and furnished to the shareholders since 8 January 2025.

Then, the Chairman proceeded with the agendas in the same order as specified in the Invitation Letter to the Meeting as follows:

Agenda 1: To consider and adopt the minutes of the 2024 Annual General Meeting of Shareholders, held on 29 January 2024

The Chairman proposed the Meeting to consider and adopt the minutes of the 2024 Annual General Meeting, held on 29 January 2024, which was sent to the Stock Exchange of Thailand, published on Company's website and distributed to the shareholders together with the Invitation Letter to this Meeting.

The Chairman gave an opportunity to the shareholders to express opinions and make inquiries about the agenda item. However, no shareholder expressed any opinion or made any inquiry. The Chairman assigned the Secretary to proceed with vote casting.

Resolution: The Meeting adopted the minutes of 2024 Annual General Meeting of Shareholders with votes of the shareholders attending the meeting and casting their votes as follows:

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00

There was no abstained votes.

Agenda 2: To acknowledge the Company's operation results in FY2024

The Chairman assigned Mr. Shigeki Yamada, the President, to report the Company's operational results in 2024, which were included in the Company's 56-1 One Report 2024, which was published on Company's website and was distributed to all shareholders by QR-code format attached with the Invitation Letter of this Meeting.

Mr. Shigeki Yamada prepared the report on the Company's operational results separated in 4 topics as follows:

1) Overall Economic and Related Industrial Situations

1.1 Overall economic situation

Considering the company's fiscal year from October 2023 to September 2024 and comparing to the same period last year, the global economy expanded mainly driven by the service sector, while the manufacturing sector expanded in the emerging markets. Major economic countries continued to slow down due to geopolitical conflicts.

Thai economy continued to expand steadily, driven by private consumption, tourism, and government spending. Exports were expected to expand in line with the economies of trading partners. However, automotive products are still pressured by cyclical and structural factors, resulting from declining purchasing power due to a slow economic recovery and high household debt, as well as financial institutions' increased caution in granting hire-purchase loans.

Consequently, the Company's total sales in 2024 was 4,578 million baht, decreased 15.46% YoY.

The Company's raw material average prices decreased YoY following the falling of crude oil price which is the important upstream material used in the production of various main raw materials in the production process of the Company. However, prices of natural rubber and synthetic rubber increased following the tight market supply.

1.2 Overall related industrial situations: Automotive industry (Data from the Federation of Thai Industries)

The production of automobile during October 2023 - September 2024 decreased by 16.88% to around 1.58 million units comparing to the same period last year. The Exports decreased by 4.59% to 1.06 million units. The Domestic sales decreased by 21.81% YoY to approximately 0.63 million units.

The production of motorcycle decreased by 11.94% to around 1.92 million units. The Domestic sales dropped 9.79% YoY to around 1.69 million units. The Exports decreased by around 14.13% to 0.42 million units.

2) MD&A

2.1 Sales



For FY2024, IRC had total sales of approximately 4,578 million baht, decreased 837 million baht or approximately 15.46% from the previous year. The sales were contributed by 2 business units as follows:

- Motorcycle tires - tubes business: valued at 2,247 million baht or 50% of total sales, decreased approximately 4.3% from the previous year mainly due to the low purchasing demand.
- IED Business: valued 2,331 million baht, decreased approximately 24% from the previous year mainly due to the low purchasing demand.

2.2 Revenues

The Company had total revenues at 4,795 million baht, decreased 12.44% from last year.

The other incomes came from the dividends from the investment in the subsidiaries, namely IRC (Asia) Research Limited which is an important part for research and development around 27 million baht, Kinno Hoshi Engineering Company Limited which produces molds for the automotive parts industry around 7 million baht. This year there was dividend received from investment in Inoue Rubber Vietnam Company Limited around 146 million baht.

2.3 Expenses

The Company's expenses decreased by 16.46% or 874 million baht from the previous year, so the Company had total expenses at 4,433 million baht.

2.4 Net Profit

As a result from the abovementioned, the Company's net profit in FY2024 was approximately 312 million baht, increased 94.97% from last year.

2.5 Financial status on 30 September 2024

The Company's total assets were around 5,280 million baht, increased 4.93% from 30 September 2023 mainly due to the increase of cash from operation which was invested in short term investment.

The Company had total liabilities around 1,107 million baht, increased 0.36% from 30 September 2023 mainly due to the increase in income tax payable following the increase in net profit.

The Company's total shareholders' equity was 4,173 million baht, increased 6.21% from 30 September 2023 from the unappropriated retained earnings. This resulted in the debt to equity ratio at 0.27 times.

3) Awards and Successes

During FY2024, the Company was evaluated and received awards from those involved in various fields such as

- 3.1) ESG Ratings in 2024 at A-Level from the Stock Exchange of Thailand
- 3.2) Sustainability Disclosure Award 2024 in the category of 'Sustainability Disclosure Recognition', and listing in ESG100 group from Thaipat Institute
- 3.3) CGR evaluation score at "5 star" from Thai Institute of Directors

In addition, the Company received many other awards as evidence of product and production quality from the customers and suppliers such as General Motors (Thailand) Co., Ltd., and INOAC Corporation.

In terms of corporate governance, including the anti-corruption policy, the Company has disseminated it to stakeholders for their acknowledgement and compliance. This year, the Company will continue to maintain the standards of such policy.

4) Sustainability Report

The Company continued the CSR activity to reward the society namely “50 Years - 50 Vi-pafe Yards Project. The project aims to provide the Vi-Pafe rubber yard to 50 public areas. In FY2024, the Company donated Vi-pafe yards to the government organizations such as Muang Phan Sub District Administration Organization, Udon Thani province, and Rangsit City Municipality. Importantly, the Company has delivered 50 yards as targeted. The 50th yard was given to the 3rd Army Area, Somdej Phra Ekathotsarot Camp, Phitsanulok Province.

The details for other activities and campaigns were disclosed in the 56-1 One Report and the Company’s website.

The Chairman gave an opportunity to the shareholders to express opinions and make inquiries about the agenda item. However, no shareholder expressed any opinion or made any inquiry. There was no voting in this Agenda as it is for acknowledgement.

Resolution: The Meeting acknowledged the Company’s operation results in FY2024.

Agenda 3: To consider and approve the financial statements of 2024, ended 30 September 2024

The Chairman proposed the Meeting to consider and approve the Company’s and its subsidiaries’ financial statements of 2024, ended 30 September 2024, which was audited by the certified public accountant, and was published on the Company’s website and in 56-1 One Report 2024.

Comparison of Information from the Consolidated Financial Statements

(unit: Million Baht)	Fiscal Year		%YoY
	2023	2024	
Total Revenues	5,476.96	4,795.50	-12.44%
Cost of Sales and Services	4,926.64	4,030.81	-18.18%
Selling and Administration Expenses	380.19	402.34	5.83%
EBIT	170.13	362.35	112.98%
Net Profit	159.77	311.50	94.97%
Basic Earnings per Share (baht: share)	0.83	1.62	95.18%

The Chairman gave an opportunity to the shareholders to express opinions and make inquiries about the agenda item. When no other shareholder expressed any opinion or made any inquiry, the Chairman assigned the Secretary to proceed with vote casting.

Resolution: The Meeting approved the financial statements of 2024, ended 30 September 2024, with votes of the shareholders attending the meeting and casting their votes as follows:

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00

There was no abstained votes.

Agenda 4: To consider and approve the dividend payment of the Company's performance in 2024

The Chairman assigned the Secretary to report on the Company's Dividend Policy and details.

The Secretary informed the Meeting that the Company has a policy to pay dividend to shareholders not more than 65 percent of separate net profits after deducting the corporate income tax and legal reserve.

According to the Company's performance in 2024, the Company had net profits amounted to 333,669,649 baht. The Board had thoroughly considered the Company's performance, the business plan and other factors that might occur in the future, then proposed the Meeting to approve the cash dividend payment in 2024 at the rate of 0.868 baht per share from Non - BOI business. If the Meeting approved, the Board will set the record date to determine the names of shareholders who have the rights to receive the dividend on 11 February 2025 and the dividend payment date on 28 February 2025.

The Chairman gave an opportunity to the shareholders to express opinions and make inquiries about the agenda item. However, no shareholder expressed any opinion or made any inquiry. The Chairman assigned the Secretary to proceed with vote casting.

Resolution: The meeting approved the dividend payment of the Company's performance in 2024 with votes of the shareholders attending the meeting and casting their votes as follows:

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00

There was no abstained votes.

Agenda 5: To consider and approve the appointment of directors to replace the directors who retire by rotation

The Chairman assigned the Secretary to report to the Meeting on the Company's Articles of Association regarding the director's retirement by rotation. In this Annual General Meeting of Shareholders, there were 4 nominated directors as follows:

- | | | |
|-------------------|----------------|----------------------|
| 1) Mrs. Anchalee | Chavanich | Independent Director |
| 2) Ms. Chunhachit | Sungmai | Independent Director |
| 3) Mr. Hideo | Oya | Director |
| 4) Mr. Apichart | Leeissaranukul | Director |

However, Ms. Chunhachit Sungmai, who holds the position of Independent Director and Audit and Corporate Governance Committee Director, and is one of the directors who must retire from the position by rotation this year, informed the Company on January 1, 2025 requested to retire from all positions in the Company by rotation. Therefore, on this agenda, there is a change in the number of directors that the Board of Directors proposed for the shareholders' meeting to consider electing to replace the directors who retire from the position by rotation from the original number of 4 persons to 3 persons.

All above directors passed the screening process of the Board of Directors that their qualification complies to the relevant regulations and are suitable for the Company's business. The Board considered and reviewed qualifications of each person from his/her expertise, experience and related work that are beneficial to the Company. In addition, the person nominated as an independent directors qualify with the relevant independent director's regulation, and can provide opinion independently.

To comply with Good Corporate Governance Principles, all nominated directors left the meeting room and E-AGM system until the vote casting completed.

The Chairman offered the shareholders to express their questions and comments about this agenda. When no one raises any question or objection, the Chairman assigned the Secretary to proceed with the vote casting. For this agenda, the vote casting was conducted on an individual basis. While the Meeting waited for the vote results, the officer invited the nominated directors back to the Meeting and E-AGM system.

Resolution: The meeting acknowledged the retire by rotation of Ms. Chunhachit Sungmai, and approved the appointment of 3 directors to replace the directors who retire by rotation, namely 1) Mrs. Anchalee Chavanich, 2) Mr. Hideo Oya, and 3) Mr. Apichart Leeissaranukul, with votes of the shareholders attending the meeting and casting their votes.

Details of votes for each Directors are as follows:

5.1) Mrs. Anchalee Chavanich

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00

There was no abstained vote.

5.2) Ms. Chunhachit Sungmai requested to retire by rotation. Thus, there was no voting.

5.3) Mr. Hideo Oya

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	10,000	0.00

There was no abstained vote.

5.4) Mr. Apichart Leeissaranukul

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00

There was no abstained vote.

Agenda 6: To consider and approve the remunerations of the Board and the Sub-Committees in 2025

The Chairman informed the Meeting that the remuneration of the Company's directors were deliberately considered within the Board of Director's meeting regarding to the assigned responsibilities of each director, and aligned with the market and the industry. Therefore, the Board agreed to propose the Shareholder's meeting to approve the Board of Directors and the sub-committees remunerations in 2025 in the form of retainer fee and meeting allowance as follows:

Directors' Remuneration

Type of Remuneration	Amount (Baht)	
	FY 2024	FY 2025 (proposed)
1. Annual Remuneration Fee (per year)		
Chairman of Risk Management and Sustainability Committee	200,000	200,000
Chairman of Audit and Corporate Governance Committee	450,000	450,000
Audit and Corporate Governance Committee Director	-	100,000
Independent Director	500,000	500,000
Director	300,000	300,000
2. Meeting allowance (per meeting)	10,000	10,000
3. Other benefit	-none-	-none-

The Chairman gave an opportunity to the shareholders to express opinions and make inquiries about the agenda item. However, no shareholder expressed any opinion or made any inquiry. The Chairman assigned the Secretary to proceed with vote casting.

Resolution: The Meeting approved the remunerations of the Board and the Sub-Committees in 2025 with votes of the shareholders attending the meeting as follows:

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00
Abstained	0	0.00

Agenda 7: To consider and appoint the auditors and approve the audit fee in 2025

The Chairman assigned the Secretary to report the Meeting that Section 120 of Public Limited Companies Act B.E. 2535 and the Company's Articles of Association Clause 34 required that the appointment of the Company's auditors and the audit fee must be approved by the Annual General Meeting of Shareholders annually. The Board of Directors and the Audit Committee therefore proposed the Meeting to appoint the certified public accountants from PricewaterhouseCoopers ABAS Ltd (PwC) as the Company's and its subsidiaries' external auditors for 2025 which is the 16th year with the following reasons:

- 1) Qualification of the auditor which is in line with the regulations of SEC, and none of the auditor has signed the audited financial statements for more than 7 consecutive years
- 2) Independence: None of the auditor has conflict of interest with the Company, subsidiaries, executives, major shareholders, or their related person that may affect their independent duty.
- 3) Knowledge of the auditor and understanding of the Company's business
- 4) Past performance and work quality of the auditor

By proposing one of the following auditors to express an opinion on the Company and its subsidiaries' financial statements for FY2025:

- 1) Ms. Sanicha Akarakittilap CPA Number 8470 and/ or
 (Have signed on the financial statements of the Company and the subsidiaries for 3 years)
- 2) Ms. Varaporn Vorathitikul CPA Number 4474 and/or
 (Never signed on the Company's financial statements and the subsidiaries)
- 3) Mr. Krit Chatchawalwong CPA Number 5016
 (Never signed on the Company's financial statements and the subsidiaries)
- 4) Ms. Yuwanan Manomivisit CPA Number 9804
 (Have signed on the Company's financial statements and the subsidiaries for 1 year)

In the absence of the abovementioned auditors, PwC is authorized to identify one of other Certified Public Accountant with PwC to carry out the work.

In addition, the Board of Directors and the Audit Committee proposed the Meeting to consider the audit fee for 2025 with the amount of 2,020,000 baht, of which 1,500,000 baht was for the Company, and 520,000 baht was for its subsidiaries. Such audit fee does not include other expenses such as travel expenses. In addition, the other service fees apart from the audit are proposed, namely, inventories destruction inspection fee at 15,000 baht/person, and fee for investment promotion certification at 66,000 baht/copy, which are the same as the previous year.

The Chairman gave the Meeting an opportunity to express opinions and make inquiries about the agenda item. As there is no question, the Chairman assigned the Secretary to proceed with vote casting.

Resolution: The Meeting resolved to appoint the auditors and approve the audit fee in 2025 with votes of the shareholders attending the meeting and casting their votes as follows:

Voting	Number of Votes	%
Approved	147,642,251	100.00
Disapproved	0	0.00

There was no abstained votes.

Agenda 8: Other topics (if any)

No shareholders proposed additional agenda to the Meeting.

After the meeting agendas were completely proceeded, before closing the Meeting, the Chairman gave an opportunity to the Shareholders to express opinions and make inquiries about further questions. However, no shareholders expressed their opinions or asked any questions.

As no one put forward any more comment or inquiry, the Chairman thanked all shareholders for participating and declared the Meeting closed.

The meeting closed at 15.00 hours.

- Mrs. Pimjai Leeissaranukul -
Chairman

Attachment 2

(Information for Agenda 2 and 3)

Annual Registration Statements / Annual Report (56-1 One Report 2025)

and Financial Report 2025

(QR-Code)



Remark:

Shareholders could download the information via QR Code as follow;

1. Open the QR Code reader or line application

How to scan QR Code via Line application

Go to Line and Add Friend selected → QR Code → to scan QR code

2. Scan QR Code to consider the details.

Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name - Surname	1. Mr. Kittichai Raktakanit	
Age	65 years	
Proposed Position	Independent Director	
Term of Directorship	9 years (Since January, 2017 – Present)	
Shareholding Proportion	- None -	
Educational Qualification	- Bachelor's Degree in Business Administration, Indiana State University, U.S.A.	
Training from Thai Institute of Directors Association (IOD)	<ul style="list-style-type: none"> - Advanced Audit Committee Program (AACP 49/2023) - Director Certification Program Class 27/2003 - Audit Committee Program Class 7/2005 	
Past Work experiences in the past 5 years	2017 – Present	- Independent Director of Inoue Rubber (Thailand) PCL.
	2025 - Present	- Director of L-Elevator and Engineering Co.,Ltd.
	2024 - Present	<ul style="list-style-type: none"> - Chairman of Risk Management and Sustainability Committee/ Audit and Corporate Governance Committee member of Inoue Rubber (Thailand) PCL. - Boxing Sports Committee, Sports Authority of Thailand, Ministry of Tourism and Sports - Honorary Advisor, Port F.C.
	2019 – Present	- Independent Director/ Audit Committee member/ Nominating and Compensation Committee member/ Chairman of the Corporate Governance and Sustainability Committee of XSpring Capital PCL.
	2016 – Present	<ul style="list-style-type: none"> - Chairman of Loxley System Integrator Co.,Ltd. - Director of Loxley Evolution Technology Co.,Ltd.
	2015 – Present	- Independent Director/ Chairman of Corporate Governance and Sustainability Committee/ Audit Committee member/ Nomination and Compensation Committee member / Risk Management Committee member of Sansiri PCL.
	2000 – Present	- Director of Filatax Planner Co.,Ltd.
	2011 – 2025	- Executive Chairman and Managing Director of L-Elevator and Engineering Co.,Ltd.
	2019 - 2024	- Director of Loxley Property Development Ltd.
	2017 - 2024	- Audit Committee member of Inoue Rubber (Thailand) PCL.
	2010 – 2020	- Vice Executive Chairman of Loxley PCL.



Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name - Surname	1. Mr. Kittichai Raktakanit	
	1997 – 2020	- Director of Thai Filatex PCL.
Director/ Management Position in other business	<p><u>Listed companies</u></p> <ol style="list-style-type: none"> Independent Director/ Audit Committee member/ Nominating and Compensation Committee member/ Chairman of the Corporate Governance and Sustainability Committee of XSpring Capital PCL. Independent Director/ Chairman of Corporate Governance and Sustainability Committee/ Audit Committee member/ Nomination and Compensation Committee member / Risk Management Committee member of Sansiri PCL. <p><u>Non-listed companies and Other businesses</u></p> <ol style="list-style-type: none"> Chairman, Loxley System Integrator Co., Ltd. Director, Loxley Evolution Technology Co., Ltd. Director, L-Elevator and Engineering Co., Ltd. Director of Filatex Planner Co.,Ltd. Boxing Sports Committee, Sports Authority of Thailand, Ministry of Tourism and Sports Honorary Advisor, Port F.C. <p><u>Other business that may cause conflict of interest</u></p> <p>-None-</p>	
Meeting Attendance in 2025	<ul style="list-style-type: none"> - Annual General Meeting of Shareholders - Board of Director's Meeting - Board of Director's Meeting (Non-Executive Directors) - Audit and Corporate Governance Committee's Meeting - Risk Management and Sustainability Committee's Meeting 	<p>1/1 time</p> <p>5/5 times</p> <p>2/2 times</p> <p>4/4 times</p> <p>3/3 times</p>

Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name/Surname	2. Mr. Kris Imsang	
Age	60 years	
Proposed Position	Independent Director	
Term of Directorship	2 months (November 2025 – Present)	
Shareholding Proportion	- None -	
Educational Qualification	- Bachelor of Engineering (Civil Engineering) Chulalongkorn University	
Training from Thai Institute of Directors Association (IOD)	- Director Certification Program (DCP) Class 139/2010 - Director Refreshment Training Program (RFP) Class 1/2021 - The Role of the Board in IT Governance Class 2020	
Past Work Experiences in the past 5 years	2025 – Present	- Executive Committee of Sustainable Environment Research Institute, Chulalongkorn University
	2024 - Present	- Director of The Joint Standing Committee on Commerce, Industry and Banking (JSCCIB), and Foundation
	2024 - Present	- Executive Committee of Innovation One Project
	2022 – Present	- Director of Thailand Business Council for Sustainable Development
	2022 – Present	- Member and Secretary-General of Industrial Development Foundation
	2022 – Present	- Secretary General of The Federation of Thai Industries
	2021 – Present	- Board of Trustees of Sirindhorn International Institute of Technology (SIIT)
	2019 - Present	- Honorary Board Member of Social Enterprise Promotion Board
	20024 – September 2025	Chief Operating Officer, Downstream Petroleum Business Group of PTT Public Company Limited
	20024 – September 2025	- Director, Global Power Synergy Public Company Limited
	20024 – September 2025	- Director / Chairman of the Risk Management Committee of Thai Oil Public Company Limited
2022 – September 2025	Member of Vidyasirimedhi Institute of Science and Technology Council for Short:	



Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name/Surname	2. Mr. Kris Imsang	
		Member of VISTEC Council
	2023 – June 2025	- Committee of Chulalongkorn University Alumni Association under the Royal Patronage of His Majesty King
	2022 - 2024	- Chief Operating Officer, Downstream Petroleum Business Group, Secondment assignment role: President and Chief Executive Officer (CEO) of IRPC Public Company Limited
	2022 - 2024	- Director/ Risk Management Committee member/ President and Chief Executive Officer (CEO)/ Secretary of the Boards of IRPC Public Company Limited
	2022 - 2023	- Director of UBE CHEMICALS (ASIA) Public Company Limited
	2022	- Director of IRPC A & L Company Limited
	2022	- Chairman of PTT Energy Solutions Company Limited
	2022	- Chairman of Nomination and Remuneration Committee of IRPC Public Company Limited
	2021 - 2022	- Chairman of IRPC Public Company Limited
	2021 - 2022	- Director and Nomination and Remuneration Committee member of PTT Oil and Retail Business Public Company Limited
	2020 - 2022	- Chairman of PTT Tank Terminal Company Limited
	2020 - 2022	- Chief Operating Officer, Downstream Petroleum Business Group of PTT Public Company Limited
	2020 - 2022	- Vice Chairman of FTI-Academy Committee of The Federation of Thai Industries
	2019 - 2021	- Nomination and Remuneration Committee member of IRPC Public Company Limited
Director/Management Position in other business	<u>Listed companies</u> - None - <u>Non-listed companies and Other businesses</u> 1. Executive Committee of Sustainable Environment Research Institute,	

Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name/Surname	2. Mr. Kris Imsang
	<p>Chulalongkorn University</p> <p>2. Director of The Joint Standing Committee on Commerce, Industry and Banking (JSCCIB), and Foundation</p> <p>3. Executive Committee of Innovation One Project</p> <p>4. Director of Thailand Business Council for Sustainable Development</p> <p>5. Member and Secretary-General of Industrial Development Foundation</p> <p>6. Secretary General of The Federation of Thai Industries</p> <p>7. Board of Trustees of Sirindhorn International Institute of Technology (SIIT)</p> <p>8. Honorary Board Member of Social Enterprise Promotion Board</p> <p><u>Other business that may cause conflict of interest</u></p> <p>-None-</p>
Meeting Attendance in 2025	- None as was appointed less than 3 months -

Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name/Surname	3. Mr. Thanong Leeissaranukul	
Age	65 years	
Proposed Position	Director	
Term of Directorship	32 years (December 1993 – Present)	
Shareholding Proportion	2.27% (as of 30 September 2025)	
Educational Qualification	Bachelor's degree in Business Administration – Trading, Major of Industrial Marketing, Nanzan University, Japan	
Training from Thai Institute of Directors Association (IOD)	Director Accreditation Program (DAP) 136/2017	
Past Work experiences in the past 5 years	1993 – Present	Director of Inoue Rubber PCL.
	2023 - Present	- Director of Professional Herbal Products Co., Ltd. - Chairman of the Police Administration Audit Committee, Wat Phraya Krai Metropolitan Police Station
	2020 - Present	Director of Pacific Industries (Thailand) Co., Ltd.
	2017 – Present	Chairman of M Vision PCL.
	2015 – Present	Director of Sonic Design (Thailand) Co., Ltd.
		Member of Sub-committee of Public Relations, Organ Donation Center, Thai Red Cross Society
	2007 – Present	Chairman of Kanok-Sopa Foundation
	2006 – Present	Director of Budsayapan Co., Ltd.
	2001 – Present	Executive Chairman of Smart Sport Promotion Co., Ltd.
	1998 – Present	Director of The Studio Production Co., Ltd.
	1996 – Present	President of Bike Clinic Co., Ltd. Vice Chairman of Daido Sittipol Co., Ltd. Managing Director of Seng Guan Hong Co., Ltd.
	1995 – Present	Executive Director of Total Energies Marketing (Thailand) Co.,Ltd. Director of Thai Inoac Components Co., Ltd. Director of Sungold Holding Co., Ltd. Director of IRC (Asia) Research Ltd.
	1993 - Present	Director of Sopa-Kanok International Co., Ltd.
	1986 – Present	Managing Director of The Sittipol 1919 Co., Ltd.
	1983 – Present	Director of Thai Stanley Electric PCL.
2003 - 2022	Director of Wang Chula Co.,Ltd.	



Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

	2014 – 2020	Director of Pacific Auto Part Co., Ltd.
Director/Management Position in other business	<p><u>Listed companies:</u></p> <ol style="list-style-type: none"> 1. Chairman, M Vision PCL. 2. Director, Thai Stanley Electric PCL <p><u>Non-listed companies and Other businesses:</u></p> <ol style="list-style-type: none"> 1. Director of Professional Herbal Products Co., Ltd. 2. Director, Pacific Industries (Thailand) Co., Ltd. 3. Director, Sonic Design (Thailand) Co., Ltd. 4. Director, Budsayapan Co., Ltd. 5. Executive Chairman, Smart Sport Promotion Co., Ltd. 6. Director, The Studio Production Co., Ltd. 7. Chairman, Bike Clinic Co., Ltd. 8. Vice Chairman, Daido Sittipol Co., Ltd. 9. Managing Director, Seng Guan Hong Co., Ltd. 10. Executive Director, Total Energies Marketing (Thailand) Co.,Ltd. 11. Director, Thai Inoac Components Co., Ltd. 12. Director, Sungold Holding Co., Ltd. 13. Director, IRC (Asia) Research Ltd. 14. Director, Sopa - Kanok International Co., Ltd. 15. Managing Director, The Sittipol 1919 Co., Ltd. 16. Member of Sub-committee of Public Relations, Organ Donation Center, Thai Red Cross Society 17. Chairman of Kanok-Sopa Foundation 18. Chairman of the Police Administration Audit Committee, Wat Phraya Krai Metropolitan Police Station <p><u>Other business that may cause conflict of interest</u></p> <p>-None-</p>	
Meeting Attendance in 2025	- Annual General Meeting of Shareholders - The Board of Director's Meeting - Meeting with Non-Executive Directors	1/1 time 5/5 times 2/2 times

Basic Information of Nominated Directors in replacement of those who must retire by rotation

Inoue Rubber (Thailand) Public Company Limited

Name - Surname	4. Mr. Kiyoharu Mizushima	
Age	60 years	
Proposed Position	Director	
Term of Directorship	1 year (February 2025 - Present)	
Shareholding Proportion	- None -	
Educational Qualification	- Bachelor's Degree in Engineering, Yamagata University, Japan	
Training from Thai Institute of Directors Association (IOD)	- None -	
Past Work Experiences in the past 5 years	2025 – Present	- President, Chairman of the Executive Committee, Vice Chairman of the Risk Management and Sustainability Committee of Inoue Rubber (Thailand) PCL. - Director of Thai Inoac Components Co.,Ltd.
	2025 – September 2025	- Director and Executive Director of Kinno Hoshi Engineering Co.,Ltd.
	2024 – December 2024	- Executive Officer of Rubber Elastomer Division of Inoac Corporation Co., Ltd., Japan
	2018 - 2023	- General Manager of Rubber Elastomer Division of Inoac Corporation Co., Ltd., Japan
Director/ Management Position in other business	<u>Listed companies</u> - None – <u>Non-listed companies and Other businesses:</u> - None – <u>Other business that may cause conflict of interest</u> - None –	
Meeting Attendance in 2025	- Annual General Meeting of Shareholders - The Board of Director's Meeting - Meeting with Non-Executive Directors	1/1 time 5/5 times 2/2 times



Basic Information of new Nominated Director
Inoue Rubber (Thailand) Public Company Limited

Name – Surname	Mrs. Natteewan Siemangern	
Age	60 years	
Proposed Position	Independent Director	
Effective Date	January 30, 2026	
Shareholding as of January 30, 2026	- None -	
Relation with directors and executives	- None -	
Education	- Master of Business Administration (Management), Ramkhamhaeng University - Bachelor of Accountancy, Ramkhamhaeng University	
Training courses from Thai Institute of Directors Association (IOD)	- Director Certification Program (DCP) Class 308	
Past 5 years Work Experiences	2024 – 2025	- Vice Chairman of Financial Institutions Development Fund Management Committee
	2023 - 2025	- Director of the Government Lottery Office - Advisor of State Enterprise Monitoring and Assessment of State Enterprise Policy Office
	2021 - 2025	- Director of Thai Credit Guarantee Corporation
	2020 - 2023	- Deputy Director – General of State Enterprise Policy Office
	2016 - 2020	- Director of State Enterprise Development 1 Bureau, responsible for enterprises in the transport, industrial and commercial sectors of State Enterprise Policy Office
Director/ Management Position in other business	<u>Listed companies</u> - None - <u>Non-listed companies and Other businesses</u> 1. Vice Chairman of Financial Institutions Development Fund Management Committee 2. Director of the Government Lottery Office 3. Advisor of State Enterprise Monitoring and Assessment of State Enterprise Policy Office 4. Director of Thai Credit Guarantee Corporation <u>Other business that may cause conflict of interest</u> -None-	
History of illegal activities in the past 10 years	- None -	



Basic Information of Proposed Auditors
Inoue Rubber (Thailand) Public Company Limited

1. Sanicha Akarakittilap (Certified Public Accountant (CPA) Registration No. 8470)

Audit Terms: 4 years

Business status

Audit Partner, PricewaterhouseCoopers ABAS Ltd.

Key work experience 23 years

Auditing experiences:

- Inoue Rubber (Thailand) Public Company Limited
- Principal Capital Public Company Limited
- Villa Kunalai Public Company Limited
- Thonburi Healthcare Group Public Company Limited
- nForce Secure Public Company Limited
- Itthirit Nice Corporation Public Company Limited
- Sonic Interfreight Public Company Limited

2. Varaporn Vorathitikul (Certified Public Accountant (CPA) Registration No. 4474)

Audit Terms: - Never -

Business status

Audit Partner, PricewaterhouseCoopers ABAS Ltd.

Key work experience 31 years

Auditing experiences:

- Thai Stanley Electric Public Company Limited
- Moong Pattana International Public Company Limited
- Eastern Water Resources Development and Management Public Company Limited
- BMW (Thailand) Company Limited
- Colgate-Palmolive (Thailand) Limited

3. Krit Chatchavalwong (Certified Public Accountant (CPA) Registration No. 5016)

Audit Terms: - Never -

Business status

Audit Partner, PricewaterhouseCoopers ABAS Ltd.

Key work experience 35 years

Auditing experiences:

- Absolute Clean Energy Public Company Limited
- Eastern Polymer Group Public Company Limited
- Jenkongklai Public Company Limited
- Asia Cement Public Company Limited

Basic Information of Proposed Auditors
Inoue Rubber (Thailand) Public Company Limited

4. Nopanuch Apichatsatien (Certified Public Accountant (CPA) Registration No. 5266)

Audit Terms: 7 years

Business status

Audit Partner, PricewaterhouseCoopers ABAS Ltd.

Key work experience 31 years

Auditing experiences:

- Origin Global Empire Public Company Limited
- M P J Logistics Public Company Limited
- GP Mobility Public Company Limited

Names and details of independent director who are proposed as the proxy for shareholders**Inoue Rubber (Thailand) Public Company Limited**Name List and Details of Independent Director who is proposed as Proxy for Shareholders**Mrs. Anchalee Chavanich**

Position: Independent Director / Chairman of Audit and Corporate Governance Committee

Age: 75

Address: 258 Soi Rangsit - Nakornnayok 49, Prachathipat, Thunyaburi, Pathumthani 12130

Interest in considered agenda: Agenda 7

Special interest different from other directors: -None-



Remark: All abovementioned independent directors are considered to have interest in agenda 7: "To consider and approve the directors' remuneration in 2026". Nevertheless, the abovementioned directors do not have special interest different from other directors in every agendas as proposed in the Annual General Meeting in 2026.

The Company's Articles of Association relating to the Shareholder Meeting**Inoue Rubber (Thailand) Public Company Limited****The Company's Articles of Association related to the Shareholder Meeting****Chapter 4: Board of Directors**

Clause 13. There shall be not less than 5 members in the Company's Board of Directors. Not less than one half of the members of Board of Directors shall have their residences in Thailand.

Clause 14. The directors shall be elected by a shareholder meeting in accordance with the following rules and procedures:

14.1 Each shareholder shall have one vote per one share

14.2 Each shareholder may exercise up to all the votes he has under sub-clause (14.1) in favor of anyone or more candidates but may not be allowed to allot his votes to any candidate in any number.

14.3 The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as directors in that order until all of the director's positions are filled. Where the votes casted for candidates in descending order are tied, which would otherwise cause the number of directors to be exceeded, the Chairman shall have a casting vote.

Clause 15. At every annual general meeting, one-third of the directors shall retire. If the number of directors is not a multiple of three, the number of directors closest to one-third shall retire. The directors retiring from office in the first and second year after the registration of the Company shall be selected by drawing lots. In subsequent years, the director who has held his position for the longest time shall retire.

Clause 19. A shareholder meeting may pass a resolution removing any director from office prior to retirement, by a vote of not less than three quarters of the number of shareholders attending the meeting who have the right to vote and who have shares totaling not less than half of the number of shares held by the shareholders attending the meeting and having the right to vote.

Chapter 5: Shareholder Meeting

Clause 29. The Board of Directors must arrange a meeting of the shareholders as Annual General Meeting within four months from the ending period of the fiscal year of the Company.

For other meetings in addition to the said meeting shall be called Extra-Ordinary meeting.

An extra-ordinary meeting can be taken place whenever called by the Board of Directors if appropriated or one or more shareholders holding the aggregate number of shares of not less than ten percent of the total number of shares sold may, by subscribing their names, request the board of directors in writing to call an extraordinary meeting at any time, but the reasons for calling such Meeting shall be clearly stated in such request. In this regard, the board of directors shall proceed to call a meeting of shareholders to be held within forty-five days as from the date the request in writing from the shareholders is received.

In case the board of directors fails to arrange for the meeting within such period under paragraph one, the shareholders who have subscribed their names or other shareholders holding the required aggregate number of shares may themselves call the meeting within forty-five days as from the date of expiration of the period under paragraph one. In such case, the meeting is deemed to be shareholders' meeting called by the board of directors and the Company shall

The Company's Articles of Association relating to the Shareholder Meeting**Inoue Rubber (Thailand) Public Company Limited**

be responsible for necessary expenses as may be incurred in the course of convening such meeting and the Company shall reasonably provide facilitation.

In the case where, at the meeting called by the shareholders under the second paragraph, the number of the shareholders presented does not constitute quorum as prescribed by Clause 31, paragraph one, the shareholders under the first paragraph shall jointly compensate the Company for the expenses incurred in arrangements for holding that meeting.

Clause 30. In calling for a meeting of the shareholders, the Board of Directors must furnish a notice of the meeting which shall specify the place, date, time, agenda of the meeting along with adequate detailed descriptions with specifications whether for acknowledgement, approval or consideration as the case may be including opinions of the Board of Directors on each subject and forward to all shareholders at least seven (7) days prior to the date of the meeting and advertise a notice of the meeting in the newspaper for three (3) days in continuity and must be advertised for at least three (3) days prior to the date of the meeting.

Clause 31. At the meeting of the shareholders, there shall be shareholders and proxies (if any) attending at a shareholder meeting amounting to not less than twenty-five persons or not less than one half of the total number of shareholders and all shares must be accumulated for not less than one-third of the total number of shares sold by the company in order to constitute a quorum.

At any shareholder meeting, if it appears that one hour has passed since the time specified for the meeting and the number of shareholders attending the meeting is still inadequate for a quorum, and if such shareholder meeting was called as a result of a request by the shareholders, such meeting shall be cancelled.

If such meeting was not called as a result of a request by the shareholders, the meeting shall be called once again and the notice calling such meeting shall be delivered to shareholders not less than seven days prior to the date of the meeting. In the subsequent meeting, a quorum is not required.

Clause 33. The operation in the following cases shall obtain a resolution consisting of the votes of not less than three-fourth of the total votes of the shareholders attending the meeting and casting their votes:

- (1) Adding or reducing of the capital of the company;
- (2) Amending of the Articles of the Association.

แบบหนังสือมอบฉันทะ (แบบ ก)

Proxy (Form A.)

เลขทะเบียนผู้ถือหุ้น
Shareholders' Registration No.

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

ข้าพเจ้า สัญชาติ
I/We Nationality
อยู่บ้านเลขที่ ถนน ตำบล/แขวง
Residing at Road Tambol/Kwaeng
อำเภอ/เขต จังหวัด รหัสไปรษณีย์
Amphur/Khet Province Postal code

เป็นผู้ถือหุ้นของ บริษัท อินเว รับเบอร์ (ประเทศไทย) จำกัด (มหาชน)

As a Shareholder of Inoue Rubber (Thailand) Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้น หุ้น และออกเสียงลงคะแนนได้เท่ากับ เสียง
Holding the total amount of shares And have the rights to vote equal to votes

ขอมอบฉันทะให้ Hereby appoint

(1) ชื่อ (Name) อายุ (age) ปี (years)

อยู่บ้านเลขที่ ถนน ตำบล/แขวง
Residing at Road Tambol/Kwaeng
อำเภอ/เขต จังหวัด รหัสไปรษณีย์ หรือ (or)
Amphur/Khet Province Postal code

(2) นางอัญชลี ชวนิชย์ (กรรมการอิสระ) Mrs. Anchalee Chavanich (Independent Director)

คนหนึ่งคนเดียว เพียงคนเดียว เป็นผู้แทนของข้าพเจ้าเพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 30 มกราคม 2569 เวลา 14.00 นาฬิกา ประชุมผ่านสื่ออิเล็กทรอนิกส์ ณ ห้องประชุม V1 ชั้น 2 ตึกสำนักงาน บริษัท อินเว รับเบอร์ (ประเทศไทย) จำกัด(มหาชน) เลขที่ 258 ซอยรังสิต-นครนายก 49 ต.ประชาธิปัตย์ อ.ธัญบุรี จ.ปทุมธานี 12130 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย
Only one of them as my/our proxy to attend and vote in the Annual General Meeting of Shareholders for 2026 on 30 January 2026, 14.00 hours Conducting by Teleconference through Electronic Devices (e-Meeting) from V1 Meeting Room, 2nd Floor, Office Building of Inoue Rubber (Thailand) Public Company Limited, 258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130 or at any adjournment thereof to any other date/time and venue.

กิจการใดที่ผู้รับมอบฉันทะกระทำไปในการประชุมนั้น ให้ถือเสมือนว่าข้าพเจ้าได้ทำเองทุกประการ

I/We shall be liable for any action taken by the proxy holder at the meeting

ลงชื่อ/Signed..... ผู้มอบฉันทะ/Shareholder
(.....)

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

หมายเหตุ

1. ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนน ไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคน เพื่อแยกการลงคะแนนเสียงได้
The shareholder shall grant proxy to only one proxy holder to attend and vote in the meeting. The number of shares may not be divided to more than one proxy holder in order to vote.
2. ผู้ถือหุ้นจะต้องมอบฉันทะเท่ากับจำนวนหุ้นที่ถือโดยไม่สามารถจะมอบฉันทะเพียงบางส่วนน้อยกว่าจำนวนที่ถือไว้ได้
The shareholder may grant proxy for the total number of shares held but may not grant proxy for the number less than the share actually held.

แบบหนังสือมอบฉันทะ (แบบ ข)
Proxy (Form B.)

เลขทะเบียนผู้ถือหุ้น
Shareholders' Registration No.

เขียนที่
Written at

วันที่ เดือน..... พ.ศ.
Date Month Year

ข้าพเจ้า สัญชาติ
I/We Nationality
อยู่บ้านเลขที่ ถนน ตำบล/แขวง
Residing at Road Tambol/Kwaeng
อำเภอ/เขต จังหวัด รหัสไปรษณีย์
Amphur/Khet Province Postal code

เป็นผู้ถือหุ้นของ บริษัท อินเว รับเบอร์ (ประเทศไทย) จำกัด (มหาชน)

As a Shareholder of Inoue Rubber (Thailand) Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้น หุ้น และออกเสียงลงคะแนนได้เท่ากับ เสียง
Holding the total amount of shares, and have the rights to vote equal to votes

ขอมอบฉันทะให้

Hereby appoint

(1) ชื่อ (Name) อายุ (age) ปี (years)

อยู่บ้านเลขที่ ถนน ตำบล/แขวง
Residing at Road Tambol/Kwaeng

อำเภอ/เขต จังหวัด รหัสไปรษณีย์ หรือ (or)

Amphur/Khet Province Postal code

(2) นางอัญชลี ชวนิชย์ (กรรมการอิสระ) Mrs. Anchalee Chavanich (Independent Director)

คนหนึ่งคนใด เพียงคนเดียว เป็นผู้แทนของข้าพเจ้าเพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 30 มกราคม 2569 เวลา 14.00 นาฬิกา ประชุมผ่านสื่ออิเล็กทรอนิกส์ ณ ห้องประชุม V1 ชั้น 2 ตึกสำนักงาน บริษัท อินเว รับเบอร์ (ประเทศไทย) จำกัด(มหาชน) เลขที่ 258 ซอยรังสิต-นครนายก 49 ต.ประชาธิปัตย์ อ.ธัญบุรี จ.ปทุมธานี 12130 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

Only one of them as my/our proxy to attend and vote in the Annual General Meeting of Shareholders for 2026 on 30 January 2026, 14.00 hours Conducting by Teleconference through Electronic Devices (e-Meeting) from V1 Meeting Room, 2nd Floor, Office Building of Inoue Rubber (Thailand) Public Company Limited, 258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130 or at any adjournment thereof to any other date/time and venue.

ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้

I/We will authorize the proxy to vote on my/our behalf at the meeting as follows:

(ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

(a) The proxy is entitled to cast the votes on my behalf at its own discretion

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy must cast the votes in accordance with my following instructions:

- วาระที่ 1**
Agenda 1
- พิจารณารับรองรายงานการประชุมสามัญผู้ถือหุ้น ประจำปี 2568 เมื่อวันที่ 30 มกราคม 2568**
To consider and adopt the minutes of the Annual General Meeting of Shareholders 2025, held on 30 January 2025
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- วาระที่ 2**
Agenda 2
- รับทราบรายงานผลการดำเนินงานประจำปี สิ้นสุดวันที่ 30 กันยายน 2568**
To acknowledge the report of operating results for the year ended 30 September 2025
- วาระนี้ไม่มีกรรมมติจากผู้ถือหุ้น เนื่องจากเป็นวาระเพื่อทราบ
There is no voting in this Agenda as it is for acknowledgement.
- วาระที่ 3**
Agenda 3
- พิจารณาอนุมัติงบการเงิน ประจำปี 2568 สิ้นสุดวันที่ 30 กันยายน 2568**
To consider and approve the financial statements for the year ended 30 September 2025
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- วาระที่ 4**
Agenda 4
- พิจารณาอนุมัติการจ่ายเงินปันผล สำหรับผลการดำเนินงานรอบปี 2568**
To consider and approve the dividend payment for the year 2025
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- วาระที่ 5**
Agenda 5
- พิจารณาแต่งตั้งกรรมการแทนกรรมการที่ครบกำหนดออกจากตำแหน่งตามวาระ**
To consider and approve the appointment of directors in replacement of those who must retire by rotation
- การแต่งตั้งกรรมการทั้งชุด
To elect directors as a whole
- การแต่งตั้งกรรมการรายบุคคล
To elect each director individually
- 1. นายกิตติชัย รักตะกนิษฐ**
Mr. Kittichai Raktakanit
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- 2. นายกฤษณ์ อิ่มแสง**
Mr. Kris Imsang
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- 3. นายทง ลี้อิสระนุกูล**
Mr. Thanong Leeissaranakul
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- 4. นายคิโยฮารุ มิซึชิม่า**
Mr. Kiyoharu Mizushima
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- วาระที่ 6**
Agenda 6
- พิจารณาอนุมัติการแต่งตั้งกรรมการเข้าใหม่**
To consider and approve the appointment of new director
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain
- วาระที่ 7**
Agenda 7
- พิจารณาอนุมัติกำหนดค่าตอบแทนกรรมการ ประจำปี 2569**
To consider and approve the directors' remuneration for the year 2026
- เห็นด้วย
Approve
- ไม่เห็นด้วย
Disapprove
- จดออกเสียง
Abstain

วาระที่ 8
Agenda 8

พิจารณาแต่งตั้งผู้สอบบัญชีและกำหนดค่าสอบบัญชี ประจำปี 2569

To consider and approve the appointment of auditors and the audit fee in 2026

เห็นด้วย
Approve

ไม่เห็นด้วย
Disapprove

งดออกเสียง
Abstain

วาระที่ 9
Agenda

เรื่องอื่นๆ (ถ้ามี)

Other topics (if any)

เห็นด้วย
Approve

ไม่เห็นด้วย
Disapprove

งดออกเสียง
Abstain

การลงคะแนนเสียงของผู้รับมอบฉันทะในวาระใดที่ไม่เป็นไปตามที่ระบุไว้ในหนังสือมอบฉันทะนี้ ให้ถือว่าการลงคะแนนเสียงนั้นไม่ถูกต้องและไม่ใช่เป็นการลงคะแนนของข้าพเจ้าในฐานะผู้ถือหุ้น

Vote of the proxy in any Agenda which is not in accordance with this form of proxy shall be invalid and shall not be the vote of the shareholder.

ในกรณีที่ข้าพเจ้าไม่ได้ระบุความประสงค์ในการออกเสียงลงคะแนนในวาระใดไว้หรือระบุไว้ไม่ชัดเจนหรือในกรณีที่ประชุมมีการพิจารณา หรือลงมติในเรื่องใด นอกเหนือจากที่ระบุไว้ข้างต้น รวมถึงกรณีที่มีการแก้ไขเปลี่ยนแปลงหรือเพิ่มเติมข้อเท็จจริงประการใด ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

In case I/We do not specify the authorization or the authorization is unclear, or if the meeting considers or resolves any matter other than those stated above, or if there is any change or amendment to any fact, the proxy shall be authorized to consider and vote the matter on my behalf as the proxy deems appropriate.

กิจการใดที่ผู้รับมอบฉันทะกระทำไปในการประชุมนั้น ให้ถือเสมือนว่าข้าพเจ้าได้ทำเองทุกประการ

I/We shall be liable for any action taken by the proxy holder at the meeting

ลงชื่อ /Signed..... ผู้มอบฉันทะ/Shareholder
(.....)



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

หมายเหตุ

Remark

1. ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนนไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคน เพื่อแยกการลงคะแนนเสียงได้
The shareholder shall grant proxy to only one proxy holder to attend and vote in the meeting. The number of shares may not be divided to more than one proxy holder in order to vote.
2. วาระเลือกตั้งกรรมการสามารถเลือกตั้งกรรมการทั้งชุดหรือเลือกตั้งกรรมการเป็นรายบุคคล
Either all or each of the members of the Board of Directors may be appointed in the agenda of appointment and election of the directors
3. ในกรณีที่มิวาระที่จะพิจารณาในการประชุมมากกว่าวาระที่ระบุไว้ข้างต้น ผู้มอบฉันทะสามารถระบุเพิ่มเติมได้ในใบประจำต่อแบบหนังสือมอบฉันทะแบบ ข. ตามแนบ
If the matters to be considered are more than those specified above, the proxy grantor may apply the Annex to Proxy Form B. as attached

**ใบประจำต่อแบบหนังสือมอบฉันทะ แบบ ข.
The Annex to the Proxy Form B.**

การมอบฉันทะในฐานะเป็นผู้ถือหุ้นของ บริษัท อีโนเว รับเบอร์ (ประเทศไทย) จำกัด (มหาชน)

The proxy is granted by a shareholder of Inoue Rubber (Thailand) Public Company Limited

ในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 30 มกราคม 2569 เวลา 14.00 นาฬิกา ประชุมผ่านสื่ออิเล็กทรอนิกส์ ณ ห้องประชุม V1 ชั้น 2 ตึกสำนักงาน บริษัท อีโนเว รับเบอร์ (ประเทศไทย) จำกัด(มหาชน) เลขที่ 258 ซอยรังสิต-นครนายก 49 ต.ประชาธิปัตย์ อ.ธัญบุรี จ.ปทุมธานี 12130 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

For the Annual General Meeting of the shareholders for 2026 on 30 January 2026, 14.00 hours Conducting by Teleconference through Electronic Devices (e-Meeting) from V1 Meeting Room, 2nd Floor, Office Building of Inoue Rubber (Thailand) Public Company Limited, 258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130 or at any adjournment thereof to any other date/time and venue.

.....

ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้

I/We will authorize the proxy to vote on my/our behalf at the meeting as follows:

(ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

(a) The proxy is entitled to cast the votes on my behalf at its own discretion

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้

(b) The proxy must cast the votes in accordance with my following instructions:

วาระที่	เรื่อง	
Agenda	Subject	
<input type="checkbox"/> เห็นด้วย	<input type="checkbox"/> ไม่เห็นด้วย	<input type="checkbox"/> งดออกเสียง
Approve	Disapprove	Abstain

วาระที่	เรื่อง	
Agenda	Subject	
<input type="checkbox"/> เห็นด้วย	<input type="checkbox"/> ไม่เห็นด้วย	<input type="checkbox"/> งดออกเสียง
Approve	Disapprove	Abstain

วาระที่	เรื่อง	
Agenda	Subject	
<input type="checkbox"/> เห็นด้วย	<input type="checkbox"/> ไม่เห็นด้วย	<input type="checkbox"/> งดออกเสียง
Approve	Disapprove	Abstain

ข้าพเจ้าขอรับรองว่า รายละเอียดในใบต่อแบบหนังสือรับรองมอบฉันทะ ถูกต้องบริบูรณ์และเป็นความจริงทุกประการ

I/We certify that the details in this annex to the proxy form are completely correct and totally true.

ลงชื่อ/Signed ผู้มอบฉันทะ/Shareholder
(.....)
วันที่ (Date)/...../.....

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

แบบหนังสือมอบฉันทะ (แบบ ค)

(Proxy Form C.)

(แบบที่ใช้เฉพาะกรณีผู้ถือหุ้นเป็นผู้ลงทุนต่างประเทศและแต่งตั้งให้คัสโตเดียน ในประเทศไทยเป็นผู้รับฝากและดูแลหุ้น)

(which is used in case the shareholder is a foreign investor and appoints the Custodian in Thailand be the Securities Depository)

เลขทะเบียนผู้ถือหุ้น
Shareholders' Registration No.

เขียนที่
Written at

วันที่ เดือน..... พ.ศ.
Date Month Year

ข้าพเจ้า สัญชาติ
I/We Nationality
อยู่บ้านเลขที่ ถนน ตำบล/แขวง
Residing at Road Tambol/Kwaeng
อำเภอ/เขต จังหวัด รหัสไปรษณีย์
Amphur/Khet Province Postal code

ในฐานะเป็นผู้ประกอบธุรกิจรับฝากและดูแลหุ้น (คัสโตเดียน) ให้กับ
As Custodian of

ซึ่งเป็นผู้ถือหุ้นของ บริษัท อินเว รับเบอร์ (ประเทศไทย) จำกัด (มหาชน)
Being a Shareholder of Inoue Rubber (Thailand) Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้น หุ้น และออกเสียงลงคะแนนได้เท่ากับ เสียง
Holding the total amount of shares , and have the rights to vote equal to votes

ขอมอบฉันทะให้
Hereby appoint

(1) ชื่อ (Name) อายุ (age) ปี (years)

อยู่บ้านเลขที่ ถนน ตำบล/แขวง
Residing at Road Tambol/Kwaeng
อำเภอ/เขต จังหวัด รหัสไปรษณีย์ หรือ (or)
Amphur/Khet Province Postal code

(2) นางอัญชลี ชวนิชย์ (กรรมการอิสระ) Mrs. Anchalee Chavanich (Independent Director)

คนหนึ่งคนใด เพียงคนเดียว เป็นผู้แทนของข้าพเจ้าเพื่อเข้าประชุมและออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 30 มกราคม 2569 เวลา 14.00 นาฬิกา ประชุมผ่านสื่ออิเล็กทรอนิกส์ ณ ห้องประชุม V1 ชั้น 2 ตึกสำนักงาน บริษัท อินเว รับเบอร์ (ประเทศไทย) จำกัด(มหาชน) เลขที่ 258 ซอยรังสิต-นครนายก 49 ต.ประชาธิปัตย์ อ.ธัญบุรี จ.ปทุมธานี 12130 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

Only one of them as my/our proxy to attend and vote in the Annual General Meeting of Shareholders for 2026 on 30 January 2026, 14.00 hours Conducting by Teleconference through Electronic Devices (e-Meeting) from V1 Meeting Room, 2nd Floor, Office Building of Inoue Rubber (Thailand) Public Company Limited, 258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130 or at any adjournment thereof to any other date/time and venue.

ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะเข้าร่วมประชุมและออกเสียงลงคะแนนในครั้งนี้ ดังนี้

I/We have granted to my/our proxy to attend this meeting and vote therein as follows:

มอบฉันทะตามจำนวนหุ้นทั้งสิ้นที่ถือและมีสิทธิออกเสียงลงคะแนนได้
to vote based on the total number of shares held by me/us to which I/we am/are entitled

มอบฉันทะบางส่วน คือ
to split the votes as follows:

หุ้นสามัญ หุ้น และมีสิทธิออกเสียงลงคะแนนได้ เสียง
ordinary share shares and have the right to vote vote

ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้

I/We authorized my proxy to cast the votes according to my intentions as follows:

(ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy is entitled to cast the votes on my behalf at its own discretion

(ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy must cast the votes in accordance with my following instructions

- วาระที่ 1**
Agenda 1
- พิจารณารับรองรายงานการประชุมสามัญผู้ถือหุ้น ประจำปี 2568 เมื่อวันที่ 30 มกราคม 2568**
To consider and adopt the minutes of the Annual General Meeting of Shareholders 2025, held on 30 January 2025
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- วาระที่ 2**
Agenda 2
- รับทราบรายงานผลการดำเนินงานประจำปี สิ้นสุดวันที่ 30 กันยายน 2568**
To acknowledge the report of operating results for the year ended 30 September 2025
- วาระนี้ไม่มีกรลงมติจากผู้ถือหุ้น เนื่องจากเป็นวาระเพื่อทราบ
There is no voting in this Agenda as it is for acknowledgement.
- วาระที่ 3**
Agenda 3
- พิจารณาอนุมัติงบการเงิน ประจำปี 2568 สิ้นสุดวันที่ 30 กันยายน 2568**
To consider and approve the financial statements for the year ended 30 September 2025
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- วาระที่ 4**
Agenda 4
- พิจารณาอนุมัติการจ่ายเงินปันผล สำหรับผลการดำเนินงานรอบปี 2568**
To consider and approve the dividend payment for the year 2025
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- วาระที่ 5**
Agenda 5
- พิจารณาแต่งตั้งกรรมการแทนกรรมการที่ครบกำหนดออกจากตำแหน่งตามวาระ**
To consider and approve the appointment of directors in replacement of those who must retire by rotation
- การแต่งตั้งกรรมการทั้งชุด การแต่งตั้งกรรมการรายบุคคล
To elect directors as a whole To elect each director individually
- 1. นายกิตติชัย รักตะกนิษฐ**
Mr. Kittichai Raktakanit
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- 2. นายกฤษณ์ อิ่มแสง**
Mr. Kris Imsang
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- 3. นายทง ลีอิสระนุกุล**
Mr. Thanong Leeissaranakul
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- 4. นายคิโยฮารุ มิซึชิม่า**
Mr. Kiyoharu Mizushima
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- วาระที่ 6**
Agenda 6
- พิจารณาอนุมัติการแต่งตั้งกรรมการเข้าใหม่**
To consider and approve the appointment of new director
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain
- วาระที่ 7**
Agenda 7
- พิจารณาอนุมัติกำหนดค่าตอบแทนกรรมการ ประจำปี 2569**
To consider and approve the directors' remuneration for the year 2026
- เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

วาระที่ 8
Agenda 8

พิจารณาแต่งตั้งผู้สอบบัญชีและกำหนดค่าสอบบัญชี ประจำปี 2569

To consider and approve the appointment of auditors and the audit fee in 2026

เห็นด้วย
Approve

ไม่เห็นด้วย
Disapprove

งดออกเสียง
Abstain

วาระที่ 9
Agenda

เรื่องอื่นๆ (ถ้ามี)

Other topics (if any)

เห็นด้วย
Approve

ไม่เห็นด้วย
Disapprove

งดออกเสียง
Abstain

การลงคะแนนเสียงของผู้รับมอบฉันทะในวาระใดที่ไม่เป็นไปตามที่ระบุไว้ในหนังสือมอบฉันทะนี้ ถือว่าการลงคะแนนเสียงนั้นไม่ถูกต้องและไม่ใช่เป็นการลงคะแนนของข้าพเจ้าในฐานะผู้ถือหุ้น

Vote of the proxy in any Agenda which is not in accordance with this form of proxy shall be invalid and shall not be the vote of the shareholder.

ในกรณีที่ข้าพเจ้าไม่ได้ระบุความประสงค์ในการออกเสียงลงคะแนนในวาระใดไว้หรือระบุไว้ไม่ชัดเจนหรือในกรณีที่ประชุมมีการพิจารณาหรือลงมติในเรื่องใดนอกเหนือจากที่ระบุไว้ข้างต้นรวมถึงกรณีที่มีการแก้ไขเปลี่ยนแปลงหรือเพิ่มเติมข้อเท็จจริงประการใด ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร

In case I/We do not specify the authorization or the authorization is unclear, or if the meeting considers or resolves any matter other than those stated above, or if there is any change or amendment to any fact, the proxy shall be authorized to consider and vote the matter on my behalf as the proxy deems appropriate.

กิจการใดที่ผู้รับมอบฉันทะกระทำไปในการประชุมนั้น ให้ถือเสมือนว่าข้าพเจ้าได้ทำเองทุกประการ

I/We shall be liable for any action taken by the proxy holder at the meeting



ลงชื่อ /Signed..... ผู้มอบฉันทะ/Shareholder
(.....)

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

หมายเหตุ

1. หนังสือมอบฉันทะแบบ ค. นี้ใช้เฉพาะกรณีที่ผู้ถือหุ้นที่ปรากฏชื่อในทะเบียนเป็นผู้ลงทุนต่างประเทศ และแต่งตั้งให้คัสโตเดียน (Custodian) ในประเทศไทยเป็นผู้รับฝากดูแลหุ้นให้เท่านั้น

This Proxy Form C. is applicable only to a shareholder whose name appears in the shareholder registration book as a foreign investor and a custodian in Thailand is appointed therefore.

2. หลักฐานที่ต้องแนบพร้อมกับหนังสือมอบฉันทะ คือ

Evidence of documents required to be attached to the proxy form are:

- (1) หนังสือมอบอำนาจจากผู้ถือหุ้นให้คัสโตเดียน (Custodian) เป็นผู้ดำเนินการลงนามในหนังสือมอบฉันทะแทน

A Power of Attorney executed by the shareholder authorizing the custodian to execute the proxy form on behalf of such shareholder;

- (2) หนังสือยืนยันว่าผู้ลงนามในหนังสือมอบฉันทะแทนได้รับอนุญาตประกอบธุรกิจคัสโตเดียน (Custodian)

A letter confirming that the person executing the proxy form has obtained a license for being a custodian.

3. ผู้ถือหุ้นที่มอบฉันทะจะต้องมอบฉันทะให้ผู้รับมอบฉันทะเพียงรายเดียวเป็นผู้เข้าประชุมและออกเสียงลงคะแนนไม่สามารถแบ่งแยกจำนวนหุ้นให้ผู้รับมอบฉันทะหลายคนเพื่อแยกการลงคะแนนเสียงได้

A shareholder appointing a proxy must authorize only one proxy to attend the meeting and cast the votes on its behalf and the number of shares held by such a shareholder may not be split for more than one proxy in order to separate the votes.

4. วาระเลือกตั้งกรรมการสามารถเลือกตั้งกรรมการทั้งชุดหรือเลือกตั้งกรรมการเป็นรายบุคคล

Either all or each of the members of the Board of Directors may be appointed in the agenda of appointment and election of the directors.

5. ในกรณีที่มิวาระที่จะพิจารณาในการประชุมมากกว่าวาระที่ระบุไว้ข้างต้น ผู้มอบฉันทะสามารถระบุเพิ่มเติมได้ในใบประจำต่อแบบหนังสือมอบฉันทะแบบ ค. ตามแนบ

If the matters to be considered are more than those specified above, the proxy grantor may apply the Annex to Proxy Form C. as attached.

ใบประจำต่อแบบหนังสือมอบฉันทะ แบบ ค.
The Annex to the Proxy Form C.

การมอบฉันทะในฐานะเป็นผู้ถือหุ้นของ บริษัท อินโนเว รับเบอร์ (ประเทศไทย) จำกัด (มหาชน)
The proxy is granted by a shareholder of Inoue Rubber (Thailand) Public Company Limited

ในการประชุมสามัญผู้ถือหุ้น ประจำปี 2569 ในวันที่ 30 มกราคม 2569 เวลา 14.00 นาฬิกา ประชุมผ่านสื่ออิเล็กทรอนิกส์ ณ ห้องประชุม V1 ชั้น 2 ตึกสำนักงาน บริษัท อินโนเว รับเบอร์ (ประเทศไทย) จำกัด(มหาชน) เลขที่ 258 ซอยรังสิต-นครนายก 49 ต.ประชาธิปัตย์ อ.ธัญบุรี จ.ปทุมธานี 12130 หรือที่จะพึงเลื่อนไปในวัน เวลา และสถานที่อื่นด้วย

For the Annual General Meeting of the shareholders for 2026 on 30 January 2026, 14.00 hours Conducting by Teleconference through Electronic Devices (e-Meeting) from V1 Meeting Room, 2nd Floor, Office Building of Inoue Rubber (Thailand) Public Company Limited, 258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130 or at any adjournment thereof to any other date/time and venue.

ข้าพเจ้าขอมอบฉันทะให้ผู้รับมอบฉันทะออกเสียงลงคะแนนแทนข้าพเจ้าในการประชุมครั้งนี้ ดังนี้
I/We will authorize the proxy to vote on my/our behalf at the meeting as follows:

- (ก) ให้ผู้รับมอบฉันทะมีสิทธิพิจารณาและลงมติแทนข้าพเจ้าได้ทุกประการตามที่เห็นสมควร
(a) The proxy is entitled to cast the votes on my behalf at its own discretion
- (ข) ให้ผู้รับมอบฉันทะออกเสียงลงคะแนนตามความประสงค์ของข้าพเจ้า ดังนี้
(b) The proxy must cast the votes in accordance with my following instructions:

วาระที่ เรื่อง
Agenda Subject
 เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

วาระที่ เรื่อง
Agenda Subject
 เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

วาระที่ เรื่อง
Agenda Subject
 เห็นด้วย ไม่เห็นด้วย งดออกเสียง
Approve Disapprove Abstain

ข้าพเจ้าขอรับรองว่า รายการในใบต่อแบบหนังสือรับรองมอบฉันทะ ถูกต้องบริบูรณ์และเป็นความจริงทุกประการ
I/We certify that the details in this annex to the proxy form are completely correct and totally true.

ลงชื่อ/Signed ผู้มอบฉันทะ/Shareholder
(.....)
วันที่ (Date)/...../.....

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



Privacy Notice for the Annual General Meeting of Shareholders for the Year 2026

Inoue Rubber (Thailand) Public Company Limited (“ the Company”) inform the shareholders, proxy holders and referred persons of our compliance with the Personal Data Protection Act B.E. 2562 (the “PDPA”) as follows.

1. Personal Data Collected

It is necessary for the Company to collect your personal data i.e. name, surname, address, telephone number, photo, identification number, shareholder registration number and information related to the use of electronic systems such as email and IP Address in case of online meeting.

For the purpose of identity verification, we may request copy(ies) of your identification document such as identification card or other document which may contain sensitive personal data such as religion. We, therefore, request you to redact such sensitive personal data. Otherwise, you authorize us to redact such sensitive personal data. In any case, the relevant personal identification document remains in full force and effect. In the event that we are unable to redact such sensitive personal data due to restrictions, we reaffirm that the sole purpose hereof is identity verification and that we have no intention to collect or use any such sensitive personal data.

The Company will record and broadcast the meeting for yours and our legitimate interests.

2. Collection of Personal Data

In the direct collection of your personal data, we will use the personal data only as necessary and in accordance with the specified purposes. In addition, we may, only as necessary and in accordance with law, collect your personal data from other sources i.e. securities registrars or Thailand Securities Depository Co., Ltd. (TSD).

3. Purposes for the Collection, Use and Disclosure of Personal Data

The Company collect, use, and disclose your personal data for the purposes of calling and convening the Annual General Meeting of Shareholders for the Year 2026 only as required by law. Therefore, we will collect, use, and disclose your personal data and the referred person such as director without your consent as authorized by the PDPA, for the legitimate interests of the Company or any other persons or juristic persons and for compliance with law to which we are subjected.

4. Personal Data Retention Period

The Company will retain your personal data only for the duration necessary for the purposes specified in this Privacy Notice under appropriate and strict security measures.

In the case that it is not possible to specify the personal data retention period, the Company will retain the personal data as may be expected per data retention standards such as the longest legal prescription of 10 years.

5. Your Rights as a Data Subject

You have the rights as stipulated in the PDPA i.e. right to withdraw your consent; right to access, copy and disclosure of how we collect your personal data; right to correct, delete, destroy or anonymize personal data; right to request suspension of the processing of personal data; right to transfer personal data; right to complaint



non-compliance with law, right to dissent to the processing or disclosing of personal data and right to be informed of changes to this Privacy Notice.

6. Your Rights as a Data Subject

The Company may be required to disclose personal data to other persons or juristic persons or regulatory authorities as necessary in connection with the purposes contained herein such as technology service provider, regulators or government agencies or by the order of regulatory officials.

The Company may also disclose your personal data to the public as required by law or by good corporate governance principles, such as in the Minutes of Annual General Meeting of Shareholders.

7. Contact channels

Enquiries or questions on the personal data protection can be addressed to the following channels: **Inoue Rubber (Thailand) Public Company Limited**, 258 Soi Rangsit - Nakornnayok 49, Prachathipat, Thunyaburi, Pathumthani 12130. Telephone: 02-996-0890



Attachment 10

Guidelines for attending the AGM through Electronic Media (E-AGM) and the Appointment of Proxies

1. In case the shareholders attending the E-AGM by themselves

1.1 Please fill the registration form for the AGM through Electronic Media (E-AGM) attached to this guideline. Kindly fill email and your cell phone number clearly in order to be used for the meeting registration and attach identification document to confirm the attendance of E-AGM as follows:

- **In the event that the shareholder is an ordinary person** - a valid certified true copy of ID card, passport/ other official documents issued by government authority.
- **In the event that the shareholder is a juristic person** – please attach an executed version of the power of attorney or a proxy and supporting documents as per the detail in item “supporting documents for the appointment of proxy”.

Please submit the registration form for the AGM through Electronic Media (E-AGM) and such identification document to the Company within January 23, 2026 via the following channels:

- **E-mail:** ir@ircthailand.com or
- **Post:** send to “Investor Relations Department” of Inoue Rubber (Thailand) Public Company Limited, No.258, Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani, 12130.

1.2 When the Company receives document as per item 1.1 from you, the Company will proceed with inspecting document for confirming the meeting attendance. Once the inspected is completed, Quidlab Company Limited who will be the Company’s service provider for the Company’s E-AGM will send username and password, together with WebLink for attending the E-AGM. Kindly refrain from giving your username and password provided for shareholder to other person. In the case your username and password are lost or you have not received it within January 28, 2026, please immediately contact the Company Tel. 02-996 0890 #190 or #243.

1.3 Quidlab Company Limited will send details such as username and password to you and also send a manual for using the E-AGM system at the same time. Please read the manual thoroughly. The system will be opened 60 minutes prior to the meeting in advance so that the shareholder can register for attending the meeting. However, the conference will begin at 14.00 hrs.

1.4 For casting the vote during the E-AGM, a shareholder may cast his or her vote in each agenda to either approve, disapprove, or abstain from voting. For the shareholders who do not vote in any agenda, the system will automatically count your vote as “approve”.

1.5 If you have encounter with any technical problem in using the E-AGM system before or during the meeting, please contact Quidlab Company Limited via Tel. 02-013-4322 or 080-008-7616, or via Email: info@quidlab.com



2. In case the shareholders appointing proxy to attend the E-AGM

In case that a shareholder is unable to attend the meeting, he/she may authorize another person or the Company's independent director, to attend and vote on his/her behalf. The name of independent director is as follows:

- **Mrs. Anchalee Chavanich** Independent Director Age 75 Years
 Address: Inoue Rubber (Thailand) Public Company Limited
 No.258 Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani 12130.

Please fill statement and sign in the proxy, fill the registration form for the AGM through Electronic Media (E-AGM) attached to this guideline. Kindly fill email and cell phone number of proxy person clearly in order to be used for the meeting registration, and send the proxy together with supporting documents for the appointment of proxy (as specified below) and registration form for the AGM through Electronic Media (E-AGM) to the Company within January 23, 2026 via the following channels:

- **E-mail:** ir@ircthailand.com or
- **Post:** send to "Investor Relations Department" of Inoue Rubber (Thailand) Public Company Limited, No.258, Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani, 12130.

Supporting documents for the appointment of proxy.

Shareholder appoints a proxy

1. A Proxy Form which is completely filled and signed by the proxy grantor and the proxy;
2. A copy of valid ID card or passport certified true copy by the proxy grantor; and
3. A copy of valid ID card or passport certified true copy by the proxy.

Juristic person

1. A Proxy Form which is completely filled and signed by such juristic person's authorized person and have such juristic person's company seal affixed (if any) of the proxy grantor and signed by the proxy;
2. A certified true copy of the Affidavit or Certificate of Incorporation which is issued in the period of not exceeding 1 year prior the proxy grantor's shareholder meeting;
3. A copy of valid ID card or passport certified true copy by the proxy grantor; and
4. A copy of valid ID card or passport certified true copy by the proxy.

For the person who is not Thai citizen or is a foreign juristic person

If the documents or evidence as per above is not in Thai or in English version, the shareholder must show translation of those documents in English which is certified true translation by the shareholder or such juristic person's authorized person (in the case of juristic person).

3. Channel for shareholder to send comment or questions related to business, industry and business operation of the Company or any relevant agenda to be considered in this E-AGM are as follows:



3.1 During the E-AGM meeting, the shareholder attending the meeting can submit comment or questions during E-AGM system.

3.2 The shareholder can submit comments or question in advance in accordance with Attachment 12 which enclosed with the notice to the Company prior to the meeting date via following channels:

- **E-mail:** ir@ircthailand.com or
- **Post:** send to “Investor Relations Department” of Inoue Rubber (Thailand) Public Company Limited, No.258, Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani, 12130.



Attachment 11

Registration form for attending the AGM through Electronic Media (E-AGM)

Written at.....

Date.....Month.....Year.....

I/We.....Nationality.....

Address.....Road.....District.....

District..... Province..... Postal code.....

E-mail.....Telephone.....

(Enter your phone number to be contacted. The Company Contact you in case you have entered an incorrect e-mail)

as a shareholder of Inoue Rubber (Thailand) Company Limited (the “Company”) holding a total number of.....shares

as a proxy person of who hold a total number of shares

I hereby confirm to attend the meeting and cast the votes in the 2026 General Meeting of shareholders on January 30, 2026 at 2.00 p.m. through Electronic Media (E-AGM).

Please send a weblink for attending the E-AGM, Username, and Password my/our email as follows.

E-mail.....

Sign.....Shareholder/ Proxy

person

(.....)

Sign.....Witness

(.....)

Important remark : Kindly send this registration form for attending the AGM through Electronic Media (E-AGM) which is completely filled and attached identification document for inspection in attending the E-AGM to the Company within January 23, 2026 via the following channels:

• **E-mail:** ir@ircthailand.com or

• **Post:** By send to “Investor Relations Department” of Inoue Rubber (Thailand) Public Company Limited, No.258, Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani, 12130



Attachment 12

Form for Advance Question

for the AGM through Electronic Media (E-AGM) on January 30, 2026 at 2.00 p.m.

Dear Company Secretary

Name.....

Please check in the

Shareholder

Proxy from.....

Have a question as follow:

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Remark : The advance question form can be submitted within January 23, 2026

- via e-mail ir@ircthailand.com or <https://www.ircthailand.com/investor-relations/comment/#>
- By send to “Investor Relations Department” of Inoue Rubber (Thailand) Public Company Limited, No.258, Soi Rangsit-Nakornnayok 49, Prachathipat, Thanyaburi, Pathumthani, 12130
- To make requires or request further information, please contact Investor Relations
Tel. 02-996-0890 Ext.190 or 243