

March 2, 2026

Subject: Invitation to the Annual General Shareholders' Meeting 2026

To : Shareholders

Enclosures

1. Copy of the Minutes of the Annual General Shareholders' Meeting 2025
2. The Annual Report 2025 Via QR Code or URL
3. Management Discussion and Analysis (MD&A) of the year 2025
4. Candidates proposed to be re-appointed as the Company's directors for another term, and candidate proposed to be appointed as a new director replacing a director who will be retired by rotation
5. Definition of an Independent Director
6. Proxy Form B, details of the proxies and voting, and information of Directors nominated by the Company for the Shareholders to appoint as Proxy.
7. Articles of Association of the Company relating to the Annual General Shareholders' Meeting
8. Practice Guidelines for the Annual General Shareholders' Meeting 2026
9. Request Form for the Annual Report 2025 (hard copy)
10. Map of the venue of the Shareholders' Meeting
11. Privacy notice for shareholders and proxy
12. Registration form

The Board of Directors of Yuasa Battery (Thailand) Public Co., Ltd. (Company) has resolved to hold the Annual General Shareholders' Meeting 2026 on April 9th, 2026 at 13.00 hrs. at Kanyalak Room, 3rd Floor, The Four Wings Hotel, Bangkok, 40, Sukhumvit 26 Rd., Klongtoey, Bangkok 10110, to consider the following agendas: -

1. To acknowledge the Minutes of the Annual General Shareholders' Meeting 2025
2. To acknowledge the Board of Directors' report on the Company's operations for the year 2025, and the Annual Report 2025
3. To consider and approve the audited financial statements for the year 2025 ended 31 December 2025
4. To consider and approve the dividend payment from the operation of the year 2025
5. To consider and approve the election of directors to replace the directors who retire by rotation
6. To consider and approve the remuneration of Board of Directors and all subcommittees for the year 2026
7. To consider and approve the appointment of the auditors and determination of the audit fees for the year 2026
8. Others (if any)

Agenda 1 To acknowledge the Minutes of the Annual General Shareholders' Meeting 2025

Background Information: The Annual General Shareholders' Meeting 2025 was held on April 9, 2025 and the Minutes were submitted to the Stock Exchange of Thailand within the timeframe prescribed by laws, with the details in the copy of the Minutes which had already been distributed to shareholders along with this Notice (Enclosure 1). The Company disclosed the details via the Company's website at www.yuasathai.com since April 23, 2025.

\ **Opinion** ...

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Opinion of the Board of Directors: The Board was of the opinion that as the Minutes of the Annual General Shareholders' Meeting 2025 were recorded correctly and completely, the stated minutes should be proposed to the Shareholders' Meeting for the acknowledgement.

The number of votes required to pass the resolution: Votes from shareholders are not required in this agenda because it was proposed for acknowledgement.

Agenda 2 To acknowledge the Board of Directors' report on the Company's operations for the year 2025, and the Annual Report 2025

Background Information: The report of the Company's Operation and Management Discussion and Analysis (MD&A) of the year 2025, including the annual report of the year 2025, had already been distributed to the shareholders along with this Notice (Enclosure 2 and 3).

Opinion of the Board of Directors: The Board was of the opinion that the Annual Report 2025 was made in line with the regulations of the Securities Exchange Commission and the Stock Exchange of Thailand. The Board was of the opinion to propose the Annual Report 2025 summarizing the performance of the Company along with the Management Discussion and Analysis (MD&A) for the year 2025 (Enclosures 2 and 3), for the shareholders to acknowledge.

The number of votes required to pass the resolution: Votes from shareholders are not required in this agenda because it was proposed for acknowledgement.

Agenda 3 To consider and approve the audited financial statements for the year 2025 ended 31 December 2025

Background Information: To comply with Section 112 of the Public Limited Companies Act B.E. 2535 and Article 46 of the Company's Articles of Association, which stipulated that the Board of Directors shall arrange the preparation of the audited balance sheet and income statements ended fiscal year to propose to the Annual General Shareholders' Meeting to consider and approve the audited balance sheet and income statements, therefore, the Board of Directors was of the opinion to propose to the Annual General Shareholders' Meeting to consider and approve the audited financial statement for the year ended 31 December 2025, by the Company's External Auditor and had been reviewed by the Audit Committee as shown in the Annual Report 2025 which had already been distributed to the shareholders together with this Notice (Enclosure 2).

Opinion of the Board of Directors: The Board was of the opinion that the above-mentioned financial statement was made correctly and audited by the certified auditors and was already approved by the Audit Committee. The Shareholders' Meeting should approve the above-mentioned financial statements. The important details were summarized as follows: -

Statement of financial position and comprehensive income (partly) for the year 2025	
Total assets (million baht)	1,958.38
Total liabilities (million baht)	568.55
Sales of goods (million baht)	2,863.78
Net profit (million baht)	242.77
Profit per share (baht/share)	2.26

The number of votes required to pass the resolution: Majority vote of the shareholders who attend the meeting and cast their votes

Agenda 4 To consider and approve the dividend payment from the operation of the year 2025

Background Information: Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535 and Article 49 of the Company's Articles of Association, the Company shall set aside as statutory reserve at least 10 percent of its annual net profit netted against the accumulated losses brought forward (if any), until it reaches the amount of not less than 25 percent of the registered capital. Presently, the Company had the statutory reserve amounted to Baht 26,906,250 which reached 25 percent of the registered capital. Therefore, the Company was not required to allocate more net profit as statutory reserve.

The Company had the policy to pay dividend not less than 40 percent of the net profit after corporate income tax, statutory reserve and other reserve of financial statements. And pursuant to Section 115 of the Public Limited Companies Act B.E. 2535 and Article 48 of the Company's Articles of Association, the dividend shall not be paid other than out of profit, and the payment is prohibited if the Company had accumulated losses. The dividend shall be distributed according to the number of shares, with each share receiving an equal amount, and shall be approved by the Annual General Shareholders' Meeting.

As for the operating result of the year 2025, the Company recorded net profit of Baht 242.77 million, which consists of the net profit of the business that is BOI-promoted of Baht 167.24 million. Therefore, the Company considered paying an annual dividend for the year 2025 from the net profit of the BOI-promoted business at Baht 0.9023 per share, or a total amount of Baht 97.11 million. The dividend payment represents 40 percent of the net profit after corporate income tax, statutory reserve, and other reserves as shown in the financial statements, in accordance with the Company's dividend payment policy.

The Board of Directors had a resolution to determine the shareholders who are entitled to receive the dividend on April 21, 2026 and the dividend will be paid on May 8, 2026. However, the entitlement to receive dividend is uncertain since it shall be approved by the Annual General Shareholders Meeting 2025.

The detail of dividend payment for 2023-2025

Item	2023Y	2024Y	2025Y
Accumulated gain(loss) Unappropriated (Million Baht)	796.96	914.95	1,084.22
Net profit (Loss) (Million Baht)	123.03	172.42	242.77
Net profit of BOI-promoted business (Million Baht)	-	112.79	167.24
Number of shares (Million Share)	107.625	107.625	107.625
Dividend payment per share (Baht/Share)	0.412	0.6088	0.9023
Total dividend payment (Million Baht)	44.34	65.52	97.11
Payout ratio (as a percentage)	36.04	38.00	40.00

Opinion of the Board of Directors: The Board considered and was of the opinion that the issue should be proposed to the Shareholders' Meeting to consider and approve the dividend payment for the operating results of the year 2025 as proposed.

The number of votes required to pass the resolution: Majority vote of the shareholders who attend the meeting and cast their votes

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

Background Information: To comply with Section 71 of the Public Limited Companies Act B.E. 2535 and Article 17 of the Company’s Articles of Association, which stipulated that one-third of all the directors are required to retire by rotation at the Annual General Shareholders’ Meeting, and the directors who have been longest in office are required to retire by rotation. However, they are entitled to be re-elected to resume the positions of the directors of the Company.

There are 12 directors in total for the Company. Therefore, there are 4 directors who are due to retire by rotation in 2025, namely; 1) Mr.Tsunenori Yoshimura, Director, 2) Assoc.Prof.Dr. Lawan Thanadsillapakul, Independent Director, 3) Assoc.Prof.Pisit Vatanasomboon, Independent Director, and 4) Mr. Hiroshi Jingushi, Director.

The Company made an announcement on Company’s website (www.yuasathai.com), providing an opportunity for the shareholders to nominate candidates with qualifications required by the Public Limited Company Act B.E.2535, laws governing securities and Stock Exchange, and the Company’s corporate governance policy to be elected as a director, including to propose the agendas, during September 22, 2025 to December 31, 2025, but received no proposals. Also, the Board of Directors’ Meeting no.1/2026 on February 13, 2026 had considered the appropriateness, qualifications, knowledge, competency and experience of directors that shall maximize the benefit to the Company’s business for proposal of candidates after comprehensive screenings by the board (Enclosure 4). Therefore, the Board of Director agreed to propose the list of qualified candidates to the Annual General Shareholders’ Meeting for consideration. The vote of directors who had the conflicts of interest would be abstained.

Opinion of the Board of Directors: The Board considered and was of the opinion that the issue should be proposed to the Shareholders’ Meeting for consideration to re-appoint three of four directors who are due to retire for another term, namely; 1) Mr.Tsunenori Yoshimura, 2) Assoc.Prof.Dr. Lawan Thanadsillapakul, and 3) Assoc.Prof. Pisit Vatanasomboon. As Mr. Hiroshi Jingushi, another director who is due to retire, could not resume his directorship due to other business, the board considered to propose Mr.Kazuyuki Hashimoto to be appointed as a new director replacing this vacant position, resulting in a total number of 4 candidates proposed. Mr.Kazuyuki Hashimoto will also replace Mr. Hiroshi Jingushi as the Company’s authorized director. The tenure of directors nominated could be summarized as following: -

Candidates nominated to be elected as director	Date of the first appointment	Tenure (Estimated) (As of the AGM 2026)	Tenure after this approval (Estimated)
1. Mr. Tsunenori Yoshimura (Director)	April 11, 2024	1 year 11 months	4 years 11 months
2. Assoc.Prof.Dr. Lawan Thanadsillapakul (Independent Director)	April 21, 2010	15 years 11 months	18 years 11 months
3. Assoc.Prof. Pisit Vatanasomboon (Independent Director)	October 1, 2017	8 years 6 months	11 years 6 months
4. Mr. Kazuyuki Hashimoto (new Director)	April 9, 2026	-	3 years

The independent director nominated had held the position of independent director for more than 9 years, while the corporate governance guideline indicates that the independent directors should not hold the position for longer than 3 terms or 9 years. The Company accepted the suggestion as good corporate governance practice. However, after the Company had considered the capability and experience together with contributions of the director for the Company, the director possesses a qualification as defined for independent director with the knowledge and experience required by the Company, and could perform the duty of independent director very well.

Profiles of directors who were nominated for election to be a director and the related Articles of Association of Company had already been distributed to the shareholders together with this Notice (Enclosures 4 and 7).

The number of votes required to pass the resolution: Majority vote of the shareholders who attend the meeting and cast their votes

Agenda 6 To consider and approve the remuneration of Board of Directors and all subcommittees for the year 2026

Background Information: According to the Good Corporate Governance, the Annual General Shareholders' Meeting should consider to determine the remuneration of directors every year. The Board concurred to propose to the Annual General Shareholders' Meeting by the remuneration committee that had considered the remuneration for the directors by the same practice which was to consider the duty, responsibility and experience comparing to the listed companies of same industry, as well as business performance, size, and current economic situation. Therefore, the committee proposed the remuneration of Board of Directors and all subcommittees for year 2026 at the equal remuneration to the year 2025 for remuneration item 1)–3), and adjustment of remuneration item 4) according to the increase in the Company's net profit, as follows: –

The remuneration of Board of Directors and subcommittees	2026Y Propose to AGM 2026
1) The meeting allowance for every committee	Per time (Baht)
Chairman of the meeting	15,000
Director	12,500
2) The quarterly remuneration	Per quarter (Baht)
Chairman of Audit Committee	10,000
Audit Committee	10,000
3) The Annual Remuneration	Per Year (Baht)
Chairman of Audit Committee	100,000
Audit Committee	80,000
4) The Annual remuneration of Board of Directors	Not more than Baht 15 million which is to be allocated by Board of Directors

Also, for the year 2025, the Company paid the remuneration of no more than Baht 10 million to the Board of Directors in accordance with the resolution of Shareholders' Meeting. The Board of Directors' resolution was that a total of Baht 9.96 million was paid by allocating to directors based on the term of tenure of the previous year.

Opinion of the Board of Directors: The Board considered and was of the opinion that the issue should be proposed to the Shareholders' Meeting to consider and approve the remuneration of the Board of Directors and all subcommittees for the year 2026 as proposed.

The number of votes required to pass the resolution: Not less than two-thirds of the shareholders who attend the meeting.

Agenda 7 To consider and approve the appointment of the auditors and determination of the audit fees for the year 2026

Background Information: To comply with Section 120 of the Public Limited Companies Act B.E. 2535 and Article 40 of the Company's Articles of Association, stipulating that every year, the Annual General Shareholders' Meeting shall appoint an auditor and determine the remuneration which is considered by the Audit Committee by the experience, capability, auditing quantity and remuneration comparing with other auditors. The Audit Committee was of the opinion to propose the appointment of Auditor from Deloitte Touche Tohmatsu Chaiyos Co., Ltd. Also, the Board was of the opinion that the issue should be submitted to the Annual General Shareholders' Meeting to consider and appoint the Auditor and determine the audit fees for the year 2026 as proposed by Audit Committee with the following details: -

1) The Names of auditors and the auditing company: the Board proposed to appoint Miss Kornthong Luangwilai, CPA No.7210 and/or Mr. Mongkol Somphol, CPA No.8444 and/or Mrs. Darunee Chantra, CPA No.8625 and/or Ms. Waraporn Kriengsuntornki, CPA No.5033 of Deloitte Touche Tohmatsu Chaiyos Co., Ltd.

2) The audit fees for the year 2026: The audit fee of Baht 1,880,000 is an increase of Baht 90,000 from 2025. The details of the audit fees are as follows:

*Audit fee (Unit : Baht)	2025Y	2026Y
Audit fee of Yuasa Battery PCL.		
For the review of the consolidated and separate interim financial information of 3 quarters	450,000	450,000
The audit fee for consolidated and separate financial statement for year ended December 31	1,340,000	1,430,000
Total audit fees	1,790,000	1,880,000

*The above fees excluded transportation expenses for working at the Company, allowance, accommodation expenses and transportation expenses for businesses upcountry.

3) Relation with the Company: There were no relation and conflict of interest among the 4 Auditors, Deloitte Touche Tohmatsu Chaiyos Co., Ltd., the Company, Directors and Management.

4) Years of being the company's auditor: The first three auditors have been nominated to sign and certify the Company's financial statements for the second consecutive year, while the fourth auditor has been nominated for the first year this year.

5) The Company has no subsidiaries that require auditor appointment.

Opinion of the Board of Directors: The Board considered and was of the opinion that the issue should be proposed to the Shareholders' Meeting to consider and approve the appointment of the Auditor and determination of audit fees as proposed.

The number of votes required to pass the resolution: Majority vote of the shareholders who attend the meeting and cast their votes

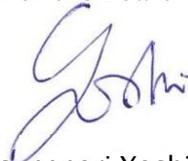
Agenda 8 Other (if any)

- Nil -

The Company determines the shareholders who are entitled to attend the Annual General Shareholders' Meeting 2026 on March 2, 2026. All shareholders are cordially invited to attend the meeting on the date, at the time and venue specified above. However, in the event that the shareholders are not able to attend the meeting, the Company requests the cooperation of all shareholders to appoint the Company's independent directors as a proxy as per detail in Enclosure 6.

The Company may collect, use, or disclose the shareholders' personal data under the legal obligation basis for the benefits of providing the services to the shareholders at the Annual General Shareholders' Meeting. The shareholders shall be given the highest precedence to protect their personal data as prescribed in the Privacy Notice (Enclosure 11) for both the shareholders and the proxies. Should there be any questions about the agenda items, please contact "Company Secretary" at 0-2769-7344 or email address: company_secretary@yuasathai.com

By the order of the Board of Directors



Tsunenori Yoshimura
Chairman of the Board (Acting)