

INVITATION

TO THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

THURSDAY, 9 APRIL, 2026

3RD FLOOR, KANYALAK BALLROOM
FOUR WINGS HOTEL, BANGKOK

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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

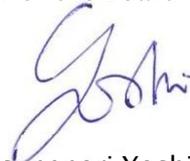
Agenda 8 Other (if any)

- 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)

Minutes of Annual General Shareholders' Meeting 2025
Yuasa Battery (Thailand) Public Company Limited

Time and place

The Annual General Shareholders' Meeting of Yuasa Battery (Thailand) Public Company Limited ("Company") was held on Wednesday, April 9th, 2025 at 13.00 hrs. at Kanyalak Room, 3rd Floor, The Four Wings Hotel, Bangkok, 40, Sukhumvit 26 Rd., Klongtoey, Bangkok, 10110.

Directors attending the Meeting

- | | | |
|-----|---------------------------------------|---|
| 1. | Mr. Tsunenori Yoshimura | Chairman of Board of Directors (Acting)/
Corporate Governance Committee/
Nomination Committee/Chief Executive Officer |
| 2. | Mr. Pornchak Manutham | Director/Chairman of Remuneration Committee |
| 3. | Pol.Maj.Gen. Supchan Manutham | Director/ Corporate Governance Committee/
Nomination Committee |
| 4. | Mr. Sukthae Ruengwattanachot | Director/Chief Operating Officer |
| 5. | Mr. Masashi Morimitsu | Director/ Remuneration Committee/
Corporate Governance Committee |
| 6. | Mr. Hiroshi Jingushi | Director |
| 7. | Mr. Akom Kowthan | Director |
| 8. | Assoc.Prof.Dr. Lawan Thanadsillapakul | Independent Director/Chairman of Audit
Committee/ Chairman of Corporate Governance
Committee/ Remuneration Committee |
| 9. | Mr. Prasert Kitisakkul | Independent Director/Audit Committee/
Remuneration Committee |
| 10. | Assoc. Prof. Pisit Vatanasomboon | Independent Director/Audit Committee/
Chairman of Nomination Committee |

Absent director

- | | | |
|----|------------------------|---|
| 1. | Mr. Yothin Vimooktayon | Independent Director/
Corporate Governance Committee |
| 2. | Mr. Ryoji Abe | Director |

Attendees and Witnesses

- | | | |
|----|----------------------------------|---|
| 1. | Ms. Neeranut Wongdaungpa | Assistant General Manager
of Finance and Accounting Department |
| 2. | Ms. Kamolthorn Wattanasutthiwong | Assistant General Manager (OEM &
International Market) |
| 3. | Mr. Peerasak Khantavichai | Company secretary and Assistant Manager
of Legal Department |
| 4. | Ms. Supanee Triyanantakul | External auditor of EY Office Co., Ltd. |
| 5. | Mr. Khunat Saprathet | Manager of EY Office Co., Ltd. |

The meeting commenced at 13.00 hrs.

Mr. Tsunenori Yoshimura, Chairman of Board of Directors (Acting)/Chief Executive Officer, as the Chairman of the meeting, ("Chairman") welcomed all shareholders who attended the meeting and stated that the Annual General Shareholders Meeting (AGM) for the year 2025 was held at

The Four Wings Hotel as informed in the invitation letter sent to the shareholders and disclosed via the SETlink system of Stock Exchange of Thailand and Company's website. The meeting is also video recorded for later reference. The details of the shareholders who attended the meeting today were as follows: the Company had a total of 1,706 shareholders, representing 107,625,000 shares. The shareholders who attended the meeting by themselves totaled 50 persons, representing 2,382,064 shares. Proxies totaled 26 persons, representing 94,024,291 shares. In total, 76 persons attended the meeting, representing 96,406,355 shares or 89.58% of the total number of shares sold; thereby constituting a quorum according to the Company's Articles of Association. Then, the Chairman declared the meeting duly convened to consider the matters in accordance with the agendas.

Before the consideration of the agendas of the meeting, the Chairman assigned Ms. Sasiwimon Ek-aranphong, Section Manager of Policy and Planning Department, to inform the following issues to the meeting: – 1) Introducing the Directors, Executives, and the representatives from GS Yuasa International Ltd., the representative from the Finance and Accounting department, Company Secretary, external auditor, and the representatives from the Thai Investors Association who attended the meeting, 2) elaborating on the voting procedure and 3) presenting the agendas of the meeting.

Ms. Sasiwimon then introduced the directors and executives. For this meeting, there were 10 of 12 directors or 83.33% of all directors attending the meeting. 2 directors, Mr. Yothin Vimooktayon and Mr. Ryoji Abe, did not attend the meeting due to an important business. Apart from them, all sub-committee members attended the meeting.

Then, Ms. Sasiwimon informed the meeting about the voting guidelines for the AGM 2025 as follows: –

1) The voting of each agenda would be done openly and the Chairman would ask for the resolution from the meeting by each agenda. The Chairman would firstly ask for the disapproval or abstention. If there was no disapproval or abstention, it would be deemed that such agenda was unanimously approved.

2) If any shareholders or proxies disapprove or abstain, they had to input with his/her name into the voting card, so that the Company would count, collect the voting card and keep for evidences.

3) One share should be counted as one vote and a shareholder should have his/her votes equal to the total number of shares held.

4) Collection of the voting; number of disapproval and abstention would be deducted from the total votes of shareholders who attended the meeting and had the rights for voting. The remaining would be regarded as approval.

5) To count the votes from advance voting from shareholders attending the meeting in person and proxies, the Company would count the voting cards and combine them with total votes.

6) After voting, the voting results shall be announced in the meeting.

7) For agenda no.5, which is related to the election of Directors, the meeting would consider voting the appointment of Directors individually, and Company would collect all voting cards for approval, disapproval or abstention and keep for evidences.

8) Shareholders with vested interest(s) in any particular matter would be abstained from voting in the agenda related to such matter, except for the voting in agenda 5, the election of Directors.

9) To comply with the Personal Data Protection Act, the Company would request consent from all shareholders upon any enquiries or comments. The Company requested that the shareholder provides his/her first name and last name to the meeting before enquiring or giving comments in order for the Company to report the minutes of the meeting accurately and completely.

10) The Company would conduct the meeting by the agendas appeared in the invitation letter distributed to the shareholders.

In this meeting, Ms. Nitiya Jongwiriyan, the representatives from the Thai Investors Association, were invited to witness the voting.

After that, Ms. Sasiwimon elaborated on the meeting's 8 agendas, including the 'Others' agenda. The details were distributed to all shareholders. Then, Ms. Sasiwimon invited the Chairman to address the details of each agenda to the meeting.

The Chairman thanked Ms. Sasiwimon and requested the meeting to consider the matters according to the following agendas: –

1. To acknowledge Minutes of the Annual General Shareholders' Meeting 2024

The Chairman requested Mr. Sukthae Ruengwattanachot, the director and the Chief Operating Officer, to explain the detail of such issue to the meeting.

Mr. Sukthae informed the meeting that regarding the Annual General Shareholders' Meeting 2024 held on April 9th, 2024, the minutes of meeting were reported to the Stock Exchange of Thailand (SET) and Securities and Exchange Commission (SEC) within the specific period as required by law. The minutes were disclosed through the Company's website since April 23rd, 2024. Accordingly, the Board of Directors had considered and approved that the details of the minutes were recorded accurately and completely. The details were as the attachment which had already been distributed to the Shareholders together with the invitation letters.

The other detail was attached and forwarded to the shareholders.

The meeting acknowledged the Minutes of the Annual General Shareholders' Meeting 2024 as reported.

After the commencement of the meeting, there were 4 additional shareholders attending the meeting, equivalent to 126,910 shares.

2. To acknowledge the Company's Operation in the year 2024 and Director's Annual Report 2024

The Chairman reported that the Board of Directors was of the opinion that the annual report for the year 2024 was prepared in accordance with guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The details of the Company's operating results and the annual report for the year 2024 were enclosed and distributed to the shareholders along with the invitation letter.

The Chairman reported about the Company's Operation in the year 2024 by starting with the major corporate objectives that consist of 1) to make sustainable growth with reasonable profits; 2) to increase customer satisfaction through innovation and service; 3) to continuously improve the Company in terms of friendly environment and safety; 4) to enhance employee's skills and build positive attitude for the organization's strength; 5) to focus on CSR activities for better society and

6) to operate the business with transparency and anti-corruption principles. The company implements the 3Cs Model in its operations to drive its policies, which include: 1) Customers, 2) Company, and 3) Competition.

For the Company's operating result of the year 2024, total sales of goods was 2,884.31 million baht and operating profit was 195.81 million baht or 6.79% of total sales of goods, increasing from the previous year. In the year 2024, the net profit was 172.42 million baht.

In terms of operating result from 2019 to 2024, the average annual growth rate of sales of goods was 5.06%, reflecting the continued growth of the business despite fluctuations in some years. In 2024, total sales reached 2,884.31 million baht, an increase from 2,654.64 million baht in 2023. The segments with the highest growth were automotive battery sales in the replacement market (AMB-REM) and motorcycle battery sales to the Original Equipment Manufacturers (MCB-OEM), particularly AMB-REM, which increased by 159.19 million baht from 2023. The average annual growth rate of net profit was 4.42%, with the highest growth recorded in 2024.

For the statement of financial position at the end of the year 2024 compared to the previous year, cash had increased by 315.23 million baht, mainly due to the profitability, change in raw material inventories, and decrease in trade and other receivables on account of strengthened account receivable management. The value of non-current assets increased by 41.91 million baht, mostly from the addition of machinery and equipment particularly from the production capacity improvement projects. The Company's Equity continues to grow steadily.

In terms of financial ratios of the year 2024, overall picture is still good. A good liquidity level has been maintained each year. The company's ability to collect payments has improved as the Average Collection Period decreased from 54 days in 2023 to 48 days in 2024. At the same time, inventory turnover has also improved while the average payment period decreased owing to the payment term shortening for lower raw material prices. In terms of profitability and efficiency, Gross Profit Margin, Operating Margin, and Net Profit Margin has increased consistently while the Return on Assets (ROA) shows that the Company is using its assets more efficiently as well.

In terms of investment, in 2024, the largest proportion was in production, particularly the investment in the new motorcycle battery assembly line – YT Line 4, which is an automated system that enhances production efficiency, resulting in an increased production capacity of up to 66 units per hour. Additionally, there was further installation of solar panels on the roof of the wastewater treatment system, as well as investments in upgrading machinery and equipment, such as automation systems for the cutting and brushing processes in automotive battery production and charging and discharging equipment for motorcycle battery production. In environmental development projects, a fresh air system was developed in the working area of the plate pasting process, alongside improvements to the wastewater treatment system for enhanced efficiency. Furthermore, there were development and maintenance projects for building structures, such as improvements to walkways, drainage systems, and factory buildings, to strengthen safety and increase operational efficiency.

The Chairman summarized the Company's drive for sustainable business in 2024. In environmental (E) aspect, the company has continuously implemented projects to manage energy and reduce greenhouse gas emissions. Specifically, the installation of 43.1 kilowatts of solar panels on the wastewater treatment plant has increased solar power generation capacity to 950.16 kilowatts, producing 1.08 million kilowatt-hours of electricity. This has reduced electricity

purchases from the Metropolitan Electricity Authority from 19.29 million kilowatt-hours in 2023 to 19.14 million kilowatt-hours in 2024. Improvements to the lead grid furnace and machinery have resulted in fuel cost savings of 1.5 million baht. Additionally, greenhouse gas emissions from major sources, including electricity and LPG, have decreased from 12,926 tons of carbon dioxide equivalent in 2023 to 12,635 tons of carbon dioxide equivalent in 2024, with a target of further reduction to 11,174 tons of carbon dioxide equivalent in 2025. In terms of water usage, the company has reduced tap water consumption by 5% from 2023, to 164,605 cubic meters, by increasing the use of recycled water and improving the motorcycle battery production process, which has saved 15,283 cubic meters of water and 0.25 million baht in water costs. Regarding lead management, the company has maintained airborne lead levels at an average of 0.02 milligrams per cubic meter, below the legal standard of 0.05 milligrams, and kept lead levels in treated water below 0.10 milligrams per litre, which is lower than the Department of Industrial Works' standard of 0.20 milligrams per litre.

The Company's operations related to the social (S) aspect in 2024 included employee, customer, and community management. The Company has continuously worked to create a safe environment for employees and to strengthen relationships with customers and the community. In terms of employee safety, the Company has maintained a zero lost-time injury (LTI) record since 2019, with accident and incident rates continuing to decline. Regarding employee satisfaction, the Company conducted surveys to assess employee satisfaction and engagement. The average satisfaction score was 72%, while the average engagement score was 78%. These scores will serve as targets for 2025 and will guide the development of strategies, reviews of employee care practices, and efforts to enhance employee engagement with the organization. The Company also collected employee suggestions, which will be used as a basis for future improvements. In terms of customer satisfaction, the overall satisfaction score in 2024 was 79%, up from 74% in 2023. This increase reflects the Company's commitment to continuously developing and enhancing the customer experience.

The Company organized campaigns to raise awareness and improve the work environment for greater safety, including (1) Safety Day, which encourages employee participation in creating a safe work environment and improving safety standards within the organization; (2) KYT (Kiken Yochi Training), a training program designed to analyze and identify potential workplace hazards, helping employees recognize and prevent risks that could lead to accidents; (3) Morning Talk, a pre-work discussion aimed at reinforcing safety awareness, ensuring that employees are aware of potential hazards and prepared to handle unexpected situations; and (4) the implementation of the ISO 45001 Occupational Health and Safety Management System, which was successfully completed on December 19, 2024. This initiative establishes clear safety standards, provides employee training, conducts risk assessments, and promotes employee participation in creating a safe work environment.

In addition, the Company conducted two main community activities: 1. The Songkran battery check event at Lotus Sai Luad, Samut Prakan branch, which serviced an average of 32 vehicles per day, helping to reduce service center costs by 9,600 baht. 2. The waste sorting activity at Klong Hua Lamphu community, Samut Prakan, with 29 participating households. This resulted in the collection of 2,379 kilograms of recyclable waste, generating sales of 18,294 baht, representing an average

increased income of 2,286 baht per week, or approximately 118,872 baht per year, with each household receiving an average additional income of 4,099 baht per year.

Regarding corporate governance with fairness and transparency, as well as anti-corruption efforts, after receiving certification from the Thai Private Sector Collective Action Against Corruption (CAC), the Company has continuously promoted transparent operations and taken measures to combat corruption. In 2024, the Company conducted the following anti-corruption activities:

1. Review of the adequacy of anti-corruption processes by the internal audit department, including (1) ensuring the internal control system is sufficient to prevent corruption, (2) verifying that procurement and sales processes comply with regulations, and (3) ensuring compliance with the anti-corruption policy and alignment of the supplier selection process with established guidelines.

2. Review of the anti-corruption policy to align with current circumstances and submitted a request for CAC membership renewal on December 23, 2024, which is currently under CAC's consideration.

3. Continued efforts to raise employee awareness of compliance with the anti-corruption policy by providing learning opportunities through e-learning programs.

Other details were disclosed in the 56-1 e-One Report, which was prepared as required by the SET and the SEC. The Company had already distributed the report to the shareholders by having it enclosed with the invitation letter.

Then, the Chairman granted the opportunity for the shareholders to enquire or comment on the issues that may be related to the agenda. There were question, comment and suggestion from a shareholder which were summarized as follows:

1) Comments from Mr. Sathaporn Phangniran, shareholder: Mr. Sathaporn expressed gratitude to the Company for 1) holding the Annual General Shareholders' Meeting as a physical meeting, and suggested that if the Company considers changing to online shareholders' meeting, it should be a combined on-site and online meeting, or hybrid meeting, as the shareholders have the right to attend the meeting in person; and 2) preparing the annual reports alternatively in paper form for the shareholders as it is more convenient than accessing the document via the QR code. Mr. Sathaporn also extended gratitude to the employees of the Company for their effort and performance as demonstrated by the satisfactory financial ratios, and expected that their satisfaction and engagement score would increase further in the next survey.

2) A suggestion from Mr. Sathaporn Phangniran, shareholder: that referring to the net profit for the year 2024 and the unappropriated retained earnings as of December 31, 2024 which were 172.42 million baht and 914.95 million baht, respectively, these amounts had exceeded the registered and paid-up share capital of 107.625 million baht thus indicating potential of the Company. Mr. Sathaporn therefore suggested that the Company participates in the Stock Exchange of Thailand (SET) Opportunity Day for more recognition and strive to grow further.

There were no additional questions or comments from shareholders. The meeting acknowledged the company's Operation from the year 2024 and the Director's Annual Report 2024 as presented.

After Agenda 1, in this agenda, there were 5 additional shareholders attending the meeting, equivalent to 703 shares.

3. To consider and approve the audited financial statements for the year 2024 ended 31st December, 2024

The Chairman requested Mr. Sukthae Ruengwattanachot, the director and the Chief Operating Officer, to explain the detail of such issue to the meeting.

Mr. Sukthae explained that to be pursuant to the rules and regulations, the Board of Directors must prepare the financial statement at the end of the Company's accounting period, and would propose to the AGM for consideration and approval.

For the financial statements of the year 2024, the details were summarized as follows: –

For the statements of financial position as at 31st December 2024, total asset was 1,813.68 million baht, total liabilities were 593.13 million baht, and the shareholders' equity was 1,220.55 million baht. For the statement of comprehensive income, the Company had sales of goods of 2,884.31 million baht, net profit of 172.42 million baht and earnings per share of 1.60 baht.

For the details of the financial statements, it was shown in the attached documents which had already been distributed to the shareholders along with the invitation letters. And such financial statements were audited by the Company's external auditor.

The other details were attached and distributed to the shareholders.

The Chairman thanked Mr. Sukthae for explaining the details, and informed the meeting that the number of votes required to pass the resolution was the majority votes of the shareholders who attended the meeting and voted in such agenda.

Then, the Chairman granted the opportunity for the shareholders to enquire or comment on the issues relating to the agenda. The shareholders enquired about some issues, which were summarized as follows:

1) A question from Mr. Pramote Librattanasakul, shareholder. Mr. Pramote asked for explanation about the key audit matters.

Mr. Khunat Saprathet, Manager of EY Office Company Limited, clarified that the key audit matter was about allowance for diminution in value of inventory. As the majority of raw material was lead which fluctuates in line with supply and demand in the global market, there might be a case when lead price increases but the Company cannot increase the selling prices of batteries. The auditor therefore placed importance in estimating the allowance for diminution in value of inventory, and from the audit of the financial statements of the current period, there was no irregularities in estimating this allowance which was approximately 3 million baht as per details in the Notes to the Financial Statements 8. Inventories.

2) A question from Mr. Pramote Librattanasakul, shareholder: about how the Company manage the selling prices according to fluctuation in lead price.

The Chairman explained that the Company has been managing selling price for each market as follows:

- Original Equipment Market (OEM) : the fluctuation in lead price can be reflected in selling price by the adjustment according to the latest lead price average, which is referred to as the lead slide system. This procedure is included in the contracts made with OEM makers.
- Replacement Market (REM) : the selling price is adjusted on a case-by-case basis, depending on market and competitors situation.

The Chairman mentioned that, even though the lead price had been stable recently, thus facilitating selling price management, the Company will continue to pay attention to lead price fluctuation.

Mr. Sukthae added that, the purchase of lead for the year is made around end of the previous year at monthly average market price plus premium, and the Company will manage to reflect this purchasing price in the selling price, as mentioned by the CEO. The adjustment of selling price in the REM market depends on market situation and competition i.e. for motorcycle batteries, the Company has a leading market share and therefore is in a better position, comparing to the automotive batteries, to adjust the selling price. Mr. Sukthae added further that, for OEM market there is a mechanism for automatic adjustment. – selling price adjustment is considered every 3 month for motorcycle batteries OEM, and every 6 month for automotive batteries sale to Toyota. Mr. Sukthae also explained that selling price for export sale could be adjusted for each quotation in line with the lead price and exchange rate.

3) A question from Mr. Pramote Librattanasakul, shareholder: about market shares of the Company.

The Chairman explained that, for motorcycle batteries, the Company had about 20% share in the REM market and 66% share in the OEM market, while for automotive batteries the domestic market share was about 10%.

4) A question and suggestion from Mr. Prawit Rungjirarasameekul, shareholder: Mr. Prawit asked about the audit fee and proposed that the Company hold the Annual General Shareholders' Meeting next time in the morning and organize lunch for shareholders after the meeting.

Mr. Sukthae mentioned that the suggestion from the shareholder will be considered, and the detail of the audit fee will be presented later in Agenda 7.

5) A question from Mr. Sakchai Sakulsrimontri, shareholder: about effect of US tariffs on the Company concerning the Company's export sale, the economy, and indirect effect from the parent company.

The Chairman clarified that the effect size is not significant for export sale due to the small amount of the Company's export to the USA, but there could be a concern on the Thai economy as the USA is Thailand's largest export market. The Chairman added about impact on Japan particularly export of industrial goods to the USA, that the effect on the Company is not expected for this case as there is no relevant business transaction.

As there was no other questions or comments from the shareholders, the Chairman requested the meeting to consider the resolution of this agenda.

The meeting had the resolution to approve the audited Financial Statements for the year 2024 ended 31st, December 2024 with the unanimous votes of the shareholders present and voting at the meeting as follows: –

Approved	96,533,968	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares		–
Total	96,533,968	Shares		–

After Agenda 2, in this agenda, there was no additional shareholder attending the meeting.

4. To consider and approve the payment of the dividend from the operation of the year 2024

The Chairman requested Mr. Sukthae Ruengwattanachot, the director and the Chief Operating Officer, to explain the detail of dividend payment from the operation of year 2024 to the shareholders.

Mr. Sukthae Ruengwattanachot explained that, the Board of Directors proposed dividend payment based on the operation and financial position of the Company for year 2024 at 0.6088 baht per share from the net profit of the BOI-promoted business amounted to 65.52 million baht, representing 38.00% of the net profit after corporate income tax, legal reserve and other reserve of financial statements.

The Board of Directors had a resolution to determine the shareholders who are entitled to receive the dividend on the Record Date of April 18th, 2025 and the dividend payment will be paid on May 9th, 2025. For the statutory reserve, the Company had already set up the reserve reaching 25% of the registered capital already. Therefore, it is not required to allocate the net profit as reserve.

Other details were attached and distributed to the shareholders along with the invitation letters.

The Chairman thanked Mr. Sukthae for explaining the details, and informed the meeting that the number of votes required to pass the resolution was the majority votes of the shareholders who attended the meeting and voted in such agenda.

Then, the Chairman granted the opportunity for the shareholders to enquire or comment on the issues relating to the agenda. There were inquiries and suggestions from shareholders, which were summarized as follows:

1) A question from Mr. Kiatiyos Arphakiatwong, shareholder: about the amount of statutory reserve at present, the legal requirement of statutory reserve, and about how the statutory reserve has been held.

Ms. Neeranut Wongdaungpa, Assistant General Manager of Finance and Accounting Department, answered that the statutory reserve of the Company which was 25% of the registered capital amounted to 26.91 million baht.

Mr. Sukthae added that the legal requirement of the statutory reserve is 10% of the registered capital, and it was held in cash in savings accounts.

2) A question from Mr. Thitiphong Sophonudomporn, shareholder: about why the Company opted to set up the statutory reserve at 25% of the registered capital while the legal requirement was 10%.

Ms. Neeranut clarified that it was stipulated in the Articles of Association that the Company set aside as statutory reserve until it reaches the amount of not less than 25% of the registered capital.

Mr. Sukthae clarified further that, the reason why the Company's Articles of Association specifies the minimum reserve amount more than legal requirement is unknown, as the Company has been established more than 60 years ago, but it could be for security reasons to ensure resilience to uncertainties. Mr. Sukthae also added that, if needed, the amount set aside as statutory reserve can be reversed to the retained earnings.

3) A suggestion from Mr. Prawit Rungjirarasameekul, shareholder: that the Company should consider other saving options that generate higher return than the savings account, such as lottery savings from the Government Savings Bank (GSB), the Government Housing Bank (GHB), or the Bank for Agriculture and Agricultural Cooperatives (BAAC).

Mr. Sukthae mentioned that the shareholder's suggestion will be considered. Mr. Sukthae shared that it had been discussed in the board meetings regarding options to manage the Company's cash surplus and the board resolved that the Company should refrain from investments that contain risk, or to consider only options that guarantee no loss of principal. Mr. Sukthae added that, another option to manage the Company's higher amount of cash is to negotiate with suppliers for shorter payment term in exchange for lower cost of material.

As there was no other questions or comments from the shareholders, the Chairman requested the meeting to consider the resolution of this agenda.

The meeting had the resolution to approve the dividend of 0.6088 baht per share, determine the shareholders entitled to receive the dividend on the Record Date of April 18th, 2025 and pay the dividend on May 9th, 2025 with the unanimous votes of the shareholders present and voting at the meeting as follows: –

Approved	96,535,268	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares		–
Total	96,535,268	Shares		–

After Agenda 3, in this agenda, there were 3 additional shareholders attending the meeting, equivalent to 1,300 shares.

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

The Chairman informed the meeting that 4 directors had a related interest in the agenda, namely; 1) Mr. Pornchak Manutham, 2) Mr. Sukthae Ruengwattanachot, 3) Mr. Yothin Vimooktayon, and 4) Mr. Takashi Nakai. Therefore, for the meeting to consider the issue independently, the directors present at the meeting, specifically 1) Mr. Pornchak Manutham, 2) Mr. Sukthae Ruengwattanachot, and 3) Mr. Takashi Nakai, temporarily excused themselves from the meeting room.

Then The Chairman requested Ms. Sasiwimon Ek-aranphong, Section Manager, Policy and Planning Department, to explain the details about the election of directors to replace the directors who are due to retire by rotation to the shareholders.

Ms. Sasiwimon informed the meeting that according to the Company's Regulation, it is stipulated that one-third of all directors would be required to retire by rotation. Therefore, 4 directors were due to retire by rotation, namely; 1) Mr. Pornchak Manutham, 2) Mr. Sukthae Ruengwattanachot, 3) Mr. Yothin Vimooktayon, and 4) Mr. Ryoji Abe. The Board of Directors' Meeting considered and approved proposing to the AGM for consideration to re-appoint three of four directors who are due to retire for another term, namely; 1) Mr. Pornchak Manutham (tenure as the director: 21 years 4 months), 2) Mr. Sukthae Ruengwattanachot (tenure as the director: 7 years 1 month), and 3) Mr. Yothin Vimooktayon (tenure as the director: 16 years 11 months). As Mr. Ryoji Abe, another director who is due to retire, could not resume his directorship due to other business,

the board considered to propose Mr. Takashi Nakai to be appointed as a new director replacing this vacant position, resulting in a total number of 4 candidates proposed. Mr. Takashi Nakai will also replace Mr. Ryoji Abe as the Company's authorized director. The proposal of the board to the AGM to consider appointment of the candidates as directors are based on their qualification, knowledge, and capability that would benefit the Company's business. Profiles of the aforementioned four candidates were attached and distributed to the Shareholders along with the invitation letter (Enclosure 4). In this regard, the Company announced on its website (www.yuasathai.com) providing an opportunity for the shareholders to nominate candidates with qualifications pursuant to the Public Limited Companies Act B.E. 2535 and Securities and Exchange Act to be elected as directors from September 27th, 2024 to December 31st, 2024, but there were no names proposed from any shareholders.

Ms. Sasiwimon then informed the meeting that the number of votes required to pass the resolution was the majority votes of the shareholders who attended the meeting and voted in such agenda.

The Chairman thanked Ms. Sasiwimon for explaining the details, then granted the opportunity for the shareholders to enquire or comment on the issues that may be related to the agenda.

Mr. Samart Sae-Ung, shareholder: asked whether the candidate proposed as new director possesses knowledge or specialization in the Company's product.

The Chairman clarified that Mr. Nakai has long experience in lead acid battery particularly in the area of machinery engineering, and currently holds a director position at GS Yuasa Asia Technical Center Limited (Thailand) (GYAT). The Chairman mentioned that it was expected that Mr. Nakai's knowledge and capability would benefit the Company's business.

As there was no other questions or comment from the shareholders, the Chairman then requested the meeting to consider the resolution of this agenda by voting the director one-by-one.

The meeting considered the agenda, and resolved to re-appoint 1) Mr. Pornchak Manutham, 2) Mr. Sukthae Ruengwattanachot, and 3) Mr. Yothin Vimooktayon to hold the position for another term and appointed Mr. Takashi Nakai as a new director, and Mr. Takashi Nakai replaces Mr. Ryoji Abe as the Company's authorized director, with the majority votes of the shareholders present and voting at the meeting. The vote breakdown was as follows:

1) Mr. Pornchak Manutham

Approved	95,535,368	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	1,000,000	Shares		-
Total	96,535,368	Shares		-

2) Mr. Sukthae Ruengwattanachot

Approved	96,535,368	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares		-
Total	96,535,368	Shares		-

3) Mr. Yothin Vimooktayon

Approved	96,535,363	Shares	Equivalent to	99.99999%
Disapproved	5	Shares	Equivalent to	0.00001%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares		-
Total	96,535,368	Shares		-

4) Mr. Takashi Nakai

Approved	96,535,368	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares		-
Total	96,535,368	Shares		-

After Agenda 4, in this agenda, there was an additional shareholder attending the meeting, equivalent to 100 shares.

Then, the 3 directors with related interests, namely; 1) Mr. Pornchak Manutham, 2) Mr. Sukthae Ruengwattanachot, and 3) Mr. Takashi Nakai, returned to the meeting.

6. To consider and approve the remuneration of Board of Directors and all subcommittees for the year 2025

The Chairman requested Mr. Sukthae Ruengwattanachot, the director and the Chief Operating Officer, to explain the remuneration of Board of Directors and all subcommittees for the year 2025 to the shareholders.

Mr. Sukthae explained that in pursuant to the good Corporate Governance principle, the AGM should consider and approve the remuneration for directors every year. For this year, the Board concurred to propose to shareholders through the remuneration committee based on the duty, responsibility, company's operating results, and current economic situation. The remuneration for the year 2025 was considered to be paid at the equal remuneration to the year 2024 except for annual remuneration of board of directors that includes an adjustment.

For the remuneration of the Board of Directors and all subcommittees for the year 2025, the details were as follows: -

The remuneration of the Board of Directors and subcommittees	2025Y
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) Annual Remuneration	Per Year (Baht)
Chairman of Audit Committee	100,000
Audit Committee	80,000
4) Annual remuneration of Board of Directors	Not over 10 million baht which is to be allocated by Board of Directors

Other details were attached and distributed to the shareholders together with the invitation letters.

Then, the Chairman expressed the thanks to Mr. Sukthae for explaining the details and informed that for this agenda, the number of votes required to pass the resolution must not be less than two-thirds of all votes of the shareholders attending the meeting.

Then, the Chairman granted the opportunity for the shareholders to enquire or comment on the issues that may be related to the agenda. There was no question from the shareholders. Then, the Chairman requested the meeting to resolve in this agenda.

The meeting had the resolution to approve the remuneration of Board of Directors and all subcommittees for the year 2025 with the votes no less than two-thirds of all votes of the shareholders who attended the meeting. The details were as follows: -

Approved	96,535,368	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	-
Total	96,535,368	Shares	Equivalent to	-

After Agenda 5, in this agenda, there was no additional shareholder attending the meeting.

7. To consider and approve the appointment of the auditors and determination of the audit fees for the year 2025

The Chairman requested Mr. Sukthae Ruengwattanachot, the director and the Chief Operating Officer, to explain regarding the appointment of the external auditor and the determination of audit fees of 2025 to the shareholders.

Before considering this agenda, Ms. Supanee Triyanantakul, the Certified Public Accountant (CPA) of EY Office Company Limited, and Mr. Khunat Saprathet, Manager of EY Office Company Limited, the related persons in such agenda, temporarily left the meeting room in order that the meeting could independently consider the agenda.

Mr. Sukthae explained that to comply with the laws stipulated, the external auditor must be appointed and the audit fees must be determined every year by the shareholders. The Audit Committee considered and compared the working experiences and auditing fee with other external auditors and proposed their opinion to the Board of Directors. The Board of Directors recommended that the matter be proposed to the AGM to consider appointing the following auditors: 1) Miss Kornthong Luangilai CPA no. 7210 and/or 2) Mr. Mongkol Somphol CPA no. 8444 and/or 3) Mrs. Darunee Chantra CPA no. 8625 and/or 4) Miss Vayuree Jirakittidul CPA no. 9140, of Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., as the Company's external auditors for 2025, with audit fees of 1.79 million baht. This amount is lower than the 2024 fees charged by EY Office Company Limited which was 1.85 million baht. These audit fees excluded the transportation expenses to work at the Company, allowance, accommodation and transportation expenses to work upcountry.

The 4 auditors and Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. had no relation or conflict of interest with the Company, Directors and Management.

Other details were shown in the attached documents and had been distributed to the shareholders along with the invitation letters.

Then, the Chairman thanked Mr. Sukthae for explaining the details, and informed the meeting that the number of votes required to pass the resolution was the majority votes of the shareholders who attended the meeting and voted in such agenda.

Then, the Chairman granted the opportunity for the shareholders to enquire or comment on the issues that may be related to the agenda.

Mr. Sathaporn Phangniran, shareholder, expressed gratitude to the Audit Committee for the lower amount of audit fees for the year 2025, compared to the year 2024, of 60,000 baht. Mr. Sathaporn also express appreciation to Ms. Supanee and auditors of EY Office Company Limited for their audit work during the past 3 years.

As there was no further question or comment, the Chairman requested the meeting to resolve in this agenda.

The meeting resolved to approve the appointment of the following auditors: 1) Miss Kornthong Luangilai CPA no. 7210 and/or 2) Mr. Mongkol Somphol CPA no. 8444 and/or 3) Mrs. Darunee Chantra CPA no. 8625 and/or 4) Miss Vayuree Jirakittidul CPA no. 9140, of Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd., as the Company's external auditors for 2025, with audit fees of 1.79 million baht (These audit fees exclude the transportation expenses to work at the Company, allowance, accommodation and transportation expenses to work upcountry) with the unanimous votes of the shareholders present and voting at the meeting as follows: –

Approved	96,535,368	Shares	Equivalent to	100.00000%
Disapproved	0	Shares	Equivalent to	0.00000%
Voided	0	Shares	Equivalent to	0.00000%
Abstained	0	Shares		–
Total	96,535,368	Shares		–

After Agenda 6, in this agenda, there was no additional shareholder attending the meeting.

Then, Miss Supanee Triyanantakul, the Certified Public Accountant (CPA) of EY Office Company Limited, and Mr. Khunat Saprathet, Manager of EY Office Company Limited, the related persons of this agenda, returned to the meeting.

8. Others (if any)

There were no other issues for this agenda.

The Chairman welcomed shareholders' additional queries and comments. Questions and answers were summarized as follows:

1) Mr. Sathaporn Phangniran, shareholder: shared about personal experience from the visit of tire and battery business located in 11 provinces of southern Thailand which exclude Chumporn, Ranong, and Narathiwat, that the Company's logo could not be seen in any of those locations visited. Mr. Sathaporn therefore encourage actions or activities for more brand recognition with reasonable budget spending.

The Chairman thanked Mr. Sathaporn for the suggestion and mentioned that it will be considered for more sales promotion activities in the southern area to enhance brand recognition. The Chairman also mentioned about the Company's current sales and marketing activities including the MotoGP, communication via social network, and activities organized to provide football training to children about 6 times per year.

Ms. Kamolthorn, Assistant General Manager (OEM & International Market), added that the Company had been organizing the activity called “Football Inspiration” for training football to children aged 8 years old and above by a former coach and current players of the Thai national team targeting brand recognition among the children and their parents aged 30–40 years old, as it was found that the group has less brand recognition than the parents of older generation such as 50–60 year-old group. Ms. Kamolthorn also shared about other sales and marketing activities including dealer training and booth exhibition at the Grand Prix motorcycle racing (MotoGP) as the parent company is the sponsor of the Honda HRC Castrol team. In terms of brand recognition status, Ms. Kamolthorn explained that the Company is widely recognized for motorcycle batteries while it stood in the fourth or fifth rank for automotive batteries, and the marketing team is working very hard to organize activities for more recognition.

2) Mr. Sathaporn Phangniran, shareholder: suggested that, as the Company’s product is linked to one group of customers who work as technician, if the Company organized activities for technical students it would build relationship that would continue to their career stage as a technician, and might even help rectify their behaviors and promote productive utilization of their leisure time.

The Chairman expressed appreciation to Mr. Sathaporn for the suggestion.

3) Mr. Suwit Pojanasopanakul, shareholder: asked about the outlook of the business in 2025 such as revenue target and about how the Company prepared for the challenges concerning the Thai economy. Mr. Suwit also asked about sales and production performance and plan, including 1) comparison of gross margins in each segment, for example Original Equipment Market (OEM) and Replacement Market (REM); 2) plan to acquire new customers in the domestic market and neighboring countries; 3) actual utilization rate in 2024 and the target utilization rate in 2025, and 4) the result after completion of investment in the new motorcycle battery assembly line – YT Line 4, such as the cost reduction.

The Chairman mentioned that, for the year 2025 the Company aims to achieve profit target by increasing sales particularly from the motorcycle battery business as it can generate higher profit than the automotive battery. The Chairman explained that the major concern is about capacity, as the Company is capable to produce 4.4 million motorcycle batteries per year while the motorcycle battery sales quantity projected for 2025 was 4 million, which is close to the maximum capacity. The Chairman explained further that, the main subjects of 2025 business plan are therefore about increasing factory efficiency and productivity, while the plan also includes actions to increase market share by enhancing product offering and reducing cost. The Chairman also shared that, in April the launch of new automotive battery product lineup will be announced to the market, and the Company also planned to increase new customers as well.

Ms. Kamolthorn added that, the Company invested in the new YT Line4 to address concerns about limited capacity of motorcycle battery and respond to market demand, and also added automotive battery product offering to fulfil the product range comparing to the competitors and will announce to the customers about this newly added product and product categories around end of April.

The Chairman added about YT Line4 improvement in 2024 that some processes were automated resulting in approximately 30% increase in efficiency and 10% increase in capacity from 4 million to 4.4 million motorcycle batteries per year. The Chairman mentioned that the Company planned to improve capacity further in 2025 and 2026.

Ms. Neeranut Wongdaungpa, Assistant General Manager of Finance and Accounting Department, clarified about profitability in each market segment that the range of gross margins for sales in OEM and REM market were 20–22%, and 7–15%, respectively.

4) Ms. Nitaya Jongwiriyan, representative from the Thai Investors Association, asked about how the Company prepared for change in rule and regulation relating to climate change such as the CBAM, and about the impact from Thai border security measures announced by the National Security Council.

The Chairman clarified that the Company follows mid- to long-term environmental plans of the parent company which targets CO₂ emission reduction by 30.0% or more in 2030 compared to fiscal year 2018 and carbon neutrality by fiscal year 2050, and will continue its environmental activities and the effort to achieve these challenging targets. The Chairman mentioned that, even though the public may perceive that lead acid battery is harmful to the environment, it is 100% recyclable, and the Company strictly controls contamination of lead in water and air according to the regulation to ensure that its operation will not affect the environment.

The Chairman also explained that, as the border with Myanmar was closed following Thai border security measures, the Company is able to change to transportation by sea freight as an alternative for road transport in order to continue export to Myanmar.

5) Ms. Wipawan Jansuparin, shareholder: asked about situation in the stock market, particularly a significant decline of the SET index, whether it caused concern or impact to the Company.

Mr. Sukthae clarified that the stock price follows market mechanism and the movement of the Company's stock price generally aligned with the market or sometimes had better price performance compared to the market.

6) Mr. Samart Sae-Ung, shareholder: suggested about company visit activity, to allow visit of all shareholders without restriction.

Mr. Sukthae explained that, the Company is concerned about safety of the visiting shareholders as the factory environment and ongoing construction work might be harmful for health or may cause injuries, therefore imposing a maximum age limit for the visitors.

The Chairman thanked the shareholder for the suggestion and clarified that it will be reconsidered about the criteria to accept the visitors.

The Chairman expressed the thanks to the shareholders attending the meeting and declared the meeting adjourned.

After the meeting commenced at 13.00 hrs., shareholders periodically arrived and registered for the meeting. At the closing time of the meeting, shareholders attending the meeting in person and by proxies totaled 89 persons, an equivalent to 96,535,368 shares or 89.70% of total shares.

The meeting was adjourned at 15.30 hrs.

Signed..........Chairman of the meeting
(Tsunenori Yoshimura)
Chairman of Board of Directors (Acting)

Written by
Mr. Peerasak Khantavichai
Company Secretary

Annual Report 2025

Via QR Code



Management Discussion and Analysis: MD&A for Year 2025

Performance Summary of Year 2025

The Thai economy is showing a clear decelerating trend, following a decline in consumption and income levels. High household debt remains a significant pressure on private consumption. Meanwhile, growth in the automotive industry remains stagnant due to intense competition and weak demand in both domestic and international markets.

In 2025, the Company recorded a significant increase in motorcycle battery production volume, resulting from the production capacity expansion project completed late the previous year. Regarding sales, the automotive battery product line was restructured to better meet market demand. The Company has also continued to focus on enhancing production efficiency, reducing energy and resource consumption, and maintaining standards for Occupational Health, Safety, and Environment. Consequently, the Company reported a net profit of 242.77 million Baht, an increase of 70.35 million Baht or 40.8% compared to 2024.

1. Operating Results

Unit: Million baht	2025	2024	YoY
Sales of goods	2,863.78	2,884.31	(0.7%)
Cost of sales	2,084.73	2,196.98	(5.1%)
Gross margin	779.05	687.33	13.3%
Other income	14.31	5.80	146.8%
Selling and administrative expenses	517.92	491.52	5.4%
Finance cost	0.50	0.55	(10.2%)
Income tax expenses	32.17	28.64	12.4%
Net profit	242.77	172.42	40.8%
Earnings per share (Baht/share)	2.26	1.60	40.8%

Year 2025 operating results

- i. Sales of goods: The Company's revenue from sale of goods decreased by 0.7% or 20.52 million baht compared to 2024. This variance was primarily driven by a decline in automotive battery sales to both domestic and international manufacturers resulting from strategic realignments, and a reduction in export revenue. The latter was impacted by the prolonged situation in Myanmar and the Thailand-Cambodia border conflict during the second half of 2025. Furthermore, the economic downturn led to an approximately 3% year-on-year decrease in automotive and motorcycle battery sales to domestic retail business.

However, sales revenue from the domestic automotive replacement battery market rose by 18% compared to 2024. This growth was driven by a product line optimization to better align with market demand and enhance competitiveness. Additionally, sales revenue from motorcycle batteries to both domestic and international manufacturers increased slightly from the previous year, as market demand remained stable.

- ii. Cost of sales: The Company's cost of sales stood at 2,084.73 million baht, representing 72.80% of sales of goods. This reflects a decrease from 76.17% in 2024, primarily driven by a decline in the price of lead—a key raw material—and the appreciation of the Thai Baht against the US Dollar.
- iii. Selling and Administrative expenses: For 2025, the Company recorded total selling and administrative expenses of 517.92 million baht, representing 18% of sales of goods. Compared to 2024, Selling and Administrative (S&A) expenses increased by 26.40 million baht, with the expense-to-revenue ratio increasing by approximately 1%. Selling expenses increased by 10.51 million baht, primarily due to a 4.97 million baht increase in excise tax aligned with higher domestic sales, along with higher local freight and export costs, online media expenses, and sales-related personnel costs. Administrative expenses increased by 15.89 million baht, mainly driven by personnel expenses and costs associated with the implementation of the Enterprise Resource Planning (ERP) system.

2. Financial Position

Table showing summaries of financial position :

Unit: Million baht	Dec 31, 2025	Dec 31, 2024	Increase/ (Decrease)	%
Assets				
Current assets				
Cash and cash equivalents	733.42	562.82	170.60	30.3%
Trade and other current receivables	359.16	375.73	(16.56)	(4.4%)
Inventories	329.24	343.40	(14.16)	(4.1%)
Other current assets	2.00	2.15	(0.15)	(7.1%)
Total current assets	1,423.83	1,284.10	139.73	10.9%
Non-current assets				
Property, plant, and equipment	456.71	469.68	(12.96)	(2.8%)
Other non-current assets	77.83	59.90	17.94	29.9%
Total non-current assets	534.55	529.58	4.97	0.9%
Total assets	1,958.38	1,813.68	144.70	8.0%
Liabilities and shareholders' equity				
Current liabilities				
Trade and other current payables	379.34	429.34	(50.00)	(11.6%)
Other current liabilities	30.82	25.30	5.52	21.8%
Total current liabilities	410.16	454.63	(44.47)	(9.8%)
Total non-current liabilities	158.39	138.49	19.90	14.4%
Total liabilities	568.55	593.12	(24.57)	(4.1%)
Shareholders' equity	1,389.83	1,220.55	169.28	13.9%
Total liabilities and shareholders' equity	1,958.38	1,813.68	144.70	8.0%

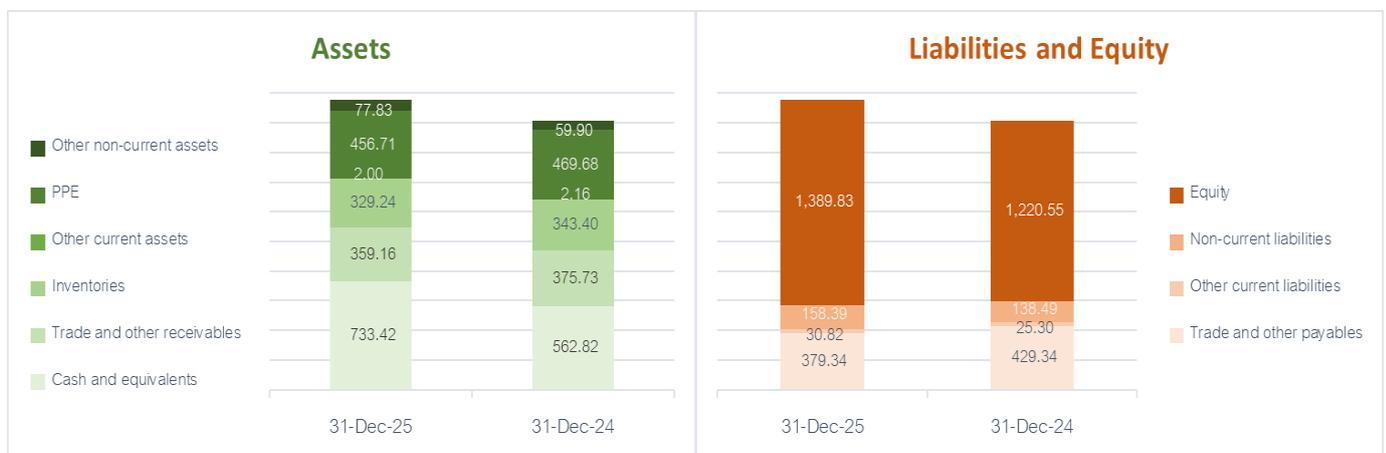
2.1 The Company's total assets as of December 31, 2025 amounted to 1,958.38 million baht, consisting of 1,423.83 million baht in current assets and 534.55 million baht in non-current assets. Current assets increased by 139.73 million baht compared to the balance as of December 31, 2024. Specifically, cash and cash equivalents rose by 170.60 million baht. Beyond the increase in net profit, this growth was primarily driven by a reduction in trade payables, trade receivables, and inventories, resulting from more efficient inventory and raw material management, as well as improved account receivable management. Meanwhile, non-current assets increased by 4.97 million Baht, mainly attributed to the Enterprise Resource Planning (ERP) software which was under implementation in 2025.

2.2 The Company's total liabilities as of December 31, 2025 amounted to 568.55 million baht, a decrease of 24.57 million baht compared to the balance as of December 31, 2024. This reduction was primarily driven by a 50.00 million baht decrease in trade payables and other current payables, while other current liabilities remained relatively stable. On the other hand, non-current liabilities increased by 19.90 million baht, mainly attributed to provisions for long-term employee benefits.

2.3 The Company's shareholders' equity as of December 31, 2025 amounted to 1,389.83 million baht, an increase of 169.28 million baht, or 14%, compared to the end of the previous year. The increase was attributable to the following:

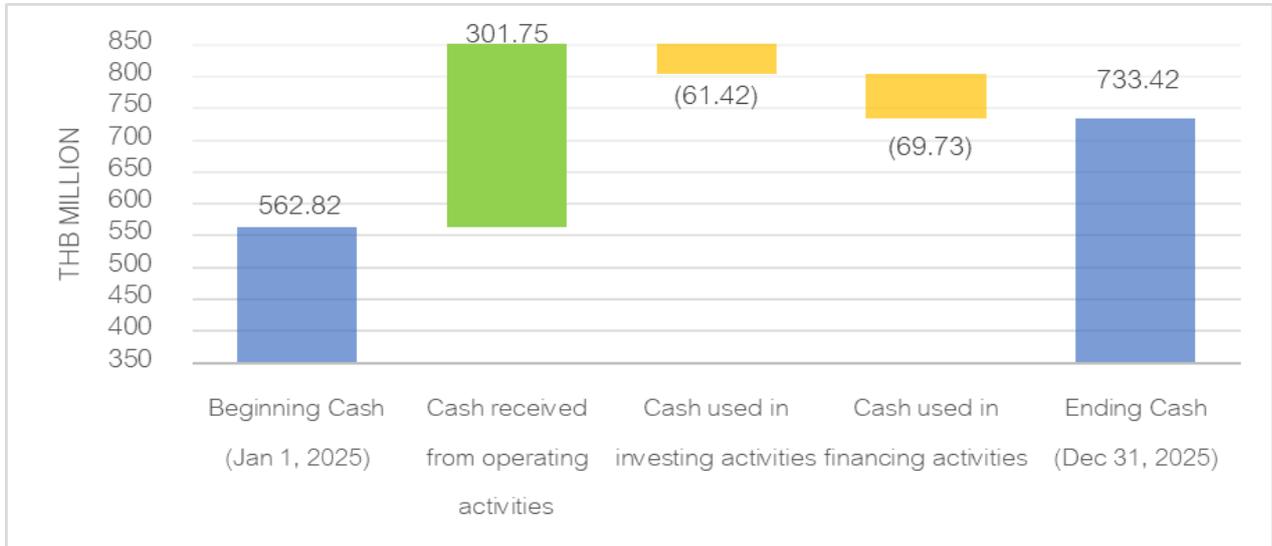
- (+) Profits of the year 2025 amounted to 242.77 million baht.
- (-) Other comprehensive income, such as actuarial loss amounted to 7.98 million baht
- (-) Dividend payment to shareholders for the 2024 operating results amounted to 65.51 million baht

Chart summarizing the financial position :



3. Cash flows

Chart summarizing cash flows of the year :



As of December 31, 2025, the Company recorded cash and cash equivalents totaling 733.42 million baht. Details of each activity were summarized as follows:

3.1 Net cash flows received from operating activities totaled 301.75 million baht. Key issues affecting changes were the followings:

- (+) Operating profits of 361.53 million baht;
- (+) Decrease in trade and other current receivables of 18.07 million baht;
- (+) Decrease in inventories of 12.93 million baht;
- (+) Decrease in other current assets of 0.15 million baht;
- (-) Increase in trade and other non-current receivables of 5.55 million baht;
- (-) Decrease in trade and other current payables of 51.36 million baht;
- (-) Employee benefit payments of 4.64 million baht;
- (+) Interest received of 2.42 million baht;
- (-) Interest paid of 0.50 million baht;
- (-) Corporate Income Tax payment of 31.33 million baht

3.2 Net cash flows used in investing activities amounted to 61.42 million baht. This comprised 61.67 million baht in payments for the acquisition of machinery, equipment, and intangible assets, offset by 0.26 million baht in cash proceeds from the disposal of machinery and equipment.

3.3 Net cash flows used in financing activities amounted to 69.73 million baht, consisting of dividend payments to shareholders of 65.51 million baht and lease liability repayments of 4.21 million baht.

4. Financial ratio

Key financial ratio items :

	2025	2024
Profitability ratio (%)		
Gross profit margin	27.20	23.83
Operating profit margin	9.62	6.99
Net profit margin	8.48	5.98
Return on equity (ROE)	18.60	14.84
Efficiency ratio (%)		
Return on asset (ROA)	12.87	10.10
Return on fixed assets	67.31	50.81
Liquidity ratio (times)		
Current ratio	3.47	2.82
Quick ratio	2.66	2.06
Average account receivable turnover	8.34	7.59
Average collection period (days)	44	48
Average account payable turnover	10.42	10.34
Average payment period (days)	35	35
Financial policy ratio (times)		
Total debts to total equity	0.41	0.49
Interest coverage ratio	691.49	556.08
Debt service coverage ratio	103.73	72.67
Dividend payout (%)	26.99	25.71
Fully diluted (baht)		
Book value per share	12.91	11.34
Earnings (loss) per share	2.26	1.60
Dividend payout per share	0.609	0.412

Regarding profitability, the gross profit margin, operating profit margin, and net profit margin all increased from 2024. This improvement was driven by external factors, such as the decline in lead prices (a key raw material), alongside the Company's internal production cost optimization. In terms of liquidity, the current ratio and quick ratio as of December 31, 2025, improved year-over-year due to an increase in cash and cash equivalents, while trade payables decreased.

Over the past three years, the average collection period has consistently declined, driven by the Company's enhanced accounts receivable follow-up processes. In 2025, the average collection period was 44 days, a decrease from 48 days in 2024. This follows a higher period of 54 days in 2023, which resulted from an increase in receivables from new distributors and new motorcycle battery sales projects. Meanwhile, the average payment period in 2025 remained stable at 35 days, consistent with 2024 levels.

In 2025, the debt-to-equity (D/E) ratio stood at 0.41, a decrease from 0.49 as of December 31, 2024, primarily driven by the reduction in current liabilities, specifically trade payables. Furthermore, the interest coverage ratio and debt service coverage ratio (DSCR) both increased compared to 2024, as a result of the growth in profitability.

In terms of dividend payment, the Annual General Shareholders' Meeting 2025, which was held on April 9th, 2025, passed the resolution to pay dividend from the operating results of 2024 for 107,625,000 shares at Baht 0.6088 per share. The dividend was paid on May 9th, 2025. The Board of Directors' Meeting No. 1/2026 on February 13th, 2026, passed the resolution to propose to the Annual General Shareholders' Meeting to pay dividend from the operating results of 2025 for 107,625,000 shares at Baht 0.9023 per share, totaling Baht 97.11 million.

MR.TSUNENORI YOSHIMURA
Chairman of the Board (Acting) , Chief Executive Officer
Corporate Governance Committee and Nomination Committee



Name / Age /Nationality / Position	Proportion of shareholding	Relation to Management	Education Background / Training	Working Experience in the Last 5 Years		
				Period	Position	Institution/Company
<p>Age</p> <ul style="list-style-type: none"> • 58 Years <p>Nationality</p> <p>Japanese</p> <p>Position</p> <ul style="list-style-type: none"> • Chairman of the Board (Acting) • Chief Executive Officer <p>Period of Position</p> <ul style="list-style-type: none"> • 1 Year 11 Months <p>Positions in Sub-Committees of the Company</p> <ul style="list-style-type: none"> • Corporate Governance Committee • Nomination Committee <p>Legal Dispute</p> <ul style="list-style-type: none"> • Nil 	- Nil -	- Nil -	<p>Education Background :</p> <ul style="list-style-type: none"> • Bachelor Degree, Faculty of Science, Department of Applied Chemistry, Tokyo University of Science <p>Training</p> <ul style="list-style-type: none"> • Was not yet trained by Thailand Institute of Directors (IOD) 	April 2024-Present	Chairman of the Board (Acting), Chief Executive Officer, Corporate Governance Committee, and Nomination Committee	Yuasa Battery (Thailand) PCL.
				October 2023	General Manager, 1st Business Promotion Department, Overseas Operations Division, Automotive Battery Business Unit	GS Yuasa International Ltd. (GYIN)
				April 2021	Director / General Manager, Production Department	GS Yuasa Energy Co., Ltd.
				October 2016	General Manager, Quality Assurance Department	OS Yuasa Energy Co., Ltd.
				August 2014	General Manager, Quality Assurance Group,	Panasonic Storage Battery Co.,Ltd.
				October 2007	Director	Panasonic Battery (Thailand) Co., Ltd.
				<p>Holding of Directorships in Limited Companies and Listed Companies</p> <ul style="list-style-type: none"> • Nil <p>Holding the position in other business that may lead to conflict of interest :</p> <ul style="list-style-type: none"> • Nil <p>Number of Meetings Attended / Total Meetings (Times / Year 2025)</p> <p>Yuasa Battery (Thailand) Public Company Limited</p> <ul style="list-style-type: none"> • Board of Directors’ Meetings: 5/5 times • Corporate Governance Committee Meetings: - / - times • Nomination Committee: - / - times • Shareholders’ Meeting: 1/1 time 		

Assoc.Prof.Dr. Lawan Thanadsillapakul
Independent Director / Chairman of Audit Committee
Chairman of Corporate Governance Committee / Remuneration Committee



Name / Age /Nationality / Position	Proportion of shareholding	Relation to Management	Education Background / Training	Working Experience in the Last 5 Years			
				Period	Position	Institution/Company	
<p>Age</p> <ul style="list-style-type: none"> 69 Years <p>Nationality</p> <ul style="list-style-type: none"> Thai <p>Position</p> <ul style="list-style-type: none"> Independent Director Chairman of Audit Committee <p>Period of Position</p> <ul style="list-style-type: none"> 15 Years 11 Months <p>Positions in Sub-Committees of the Company</p> <ul style="list-style-type: none"> Remuneration Committee Chairman of Corporate Governance Committee <p>Legal Dispute</p> <ul style="list-style-type: none"> Nil 	- Nil -	- Nil -	<p>Education</p> <ul style="list-style-type: none"> Ph.D. (Law) Lancaster University (UK) LL.M. (International Comparative Law and European Law) Vrije Universiteit Brussels, Belgium Master of Law (International Law), Thammasat University Bachelor of Law, Thammasat University <p>Training</p> <p>Certificate of Thailand Institute of Directors (IOD) Director Certification Program (DCP141/2553), Audit Committee Program (ACP 35/2552) and Continuing Education Programs: Monitoring Fraud Risk Management (MFM 6/2554), Monitoring of the Quality of Financial Reporting (MFR 6/2554), Monitoring the Internal Audit Function (MIA 11/2554), Monitoring the system of Internal Control and Risk Management (MIR 11/2554), Role of the Compensation Committee (RCC 13/2554,14/2554), Director Certification Program (DCP 141/2554), Director Examination (EXAM 35/2555), Monitoring of the Quality of Financial Reporting (MFR 13/2554,14/2554), Financial Statement for Directors (FSD) รุ่น 22/2556, Director Luncheon Conference (NDC 1/2559), Audit Committee Forum (R-ACF 1/2559), Director Forum(R-DF 1/2559), Board that Make a Difference (BMD 3/2559), Anti-Corruption the Practical Guide (ACPG 35/2560, MDDT-Director Dinner Talk (M-DDT 2/2561), M-AGM-Annual Generation Meeting (M-AGM 1/2561), Sustainability related Financial Disclosures1/2567, Emerging Audit Standards & Implications for the Audit Committee 2567, Multiply Organization Performance with a High Trust & Inclusive Board Culture 8/2567, The Importance of the Audit Committee in Enhancing Confidence in the Thai Capital Market, organized by the Stock Exchange of Thailand,Fraud Prevention in Organizations, organized by the Thai Institute of Directors Association,Clarification of the Roles and Responsibilities of Audit Committee Members of Listed Companies, organized Financial Statement Manipulation Fraud, Economic Updates, ESG Trends, and Carbon Dioxide Direction, organized by EY Office Limited., CRP - Company Reporting Program, M-DB - Director Briefing: Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom, R-ACF - Audit Committee Forum: A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies, R-IDF - ID Forum: Role of Independent Directors in Overseas Expansion & International Markets</p>	2010 – Present	Director, Independent Director, and Chairman of the Audit Committee	Yuasa Battery (Thailand) PCL.	
				2012 – Present	Remuneration Committee	Yuasa Battery (Thailand) PCL.	
				2015 – Present	Chairman of the Corporate Governance Committee	Yuasa Battery (Thailand) PCL.	
				1998	Associate Professor, and currently Special Associate Professor (Graduate School)	Faculty of Law, Kyushu University, Japan	
				1987 – 2018	Associate Professor, and currently Special Expert	Faculty of Law, Sukhothai Thammathirat Open University	
				Present	Director	Institute of International Economic and Business Law Studies	
				Present	Arbitrator	Arbitration Office	
				Present	Special Professor, Associate Professor, and Guest Lecturer, Arbitration Office; delivering lectures overseas, including in Japan, Belgium, and the United Kingdom, as well as at various universities in Thailand.		
				Holding of Directorships in Limited Companies and Listed Companies			
				<ul style="list-style-type: none"> Nil 			
Holding the position in other business that may lead to conflict of interest :							
<ul style="list-style-type: none"> Nil 							
Number of Meetings Attended / Total Meetings (Times / Year 2025)							
Yuasa Battery (Thailand) Public Company Limited							
<ul style="list-style-type: none"> Board of Directors' Meetings: 5/5 times Audit Committee Meetings: 15/15 times Corporate Governance Committee Meetings: – / – times Remuneration Committee Meetings: 3/3 times Shareholders' Meeting: 1/1 time 							

ASSOC. PROF. PISIT VATANASOMBOON
Independent Director /
Chairman of Nomination Committee



Name / Age /Nationality / Position	Proportion of shareholding	Relation to Management	Education Background / Training	Working Experience in the Last 5 Years		
				Period	Position	Institution/Company
<p>Age</p> <ul style="list-style-type: none"> 69 Years <p>Nationality</p> <ul style="list-style-type: none"> Thai <p>Position</p> <ul style="list-style-type: none"> Independent Director Audit Committee <p>Period of Position</p> <ul style="list-style-type: none"> 8 Years 6 Months <p>Positions in Sub-Committees of the Company</p> <ul style="list-style-type: none"> Remuneration Committee Chairman of Corporate Governance Committee <p>Legal Dispute</p> <ul style="list-style-type: none"> Nil 	- Nil -	- Nil -	<p>Education</p> <ul style="list-style-type: none"> B.Sc. (Public Health) majoring in Sanitary Science, Mahidol University M.Sc. (Public Health) in Environmental Health, Mahidol University <p>Training</p> <p>Certificate of Thailand Institute of Directors (IOD)</p> <ul style="list-style-type: none"> Director Accreditation Program (DAP) 228/2025 Emerging Audit Standards & Implications for the Audit Committee R-ACF 2024 R-IDF-ID 1/2025 M-DB - Director Briefing: Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom R-ACF - Audit Committee Forum: A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies R-IDF - ID Forum: Role of Independent Directors in Overseas Expansion & International Markets 	2017 – Present	Director, Independent Director, Audit Committee	Yuasa Battery (Thailand) PCL.
				2020 – Present	Chairman of Nomination Committee	Yuasa Battery (Thailand) PCL.
				2018 – Present	Expert in Environmental Health Department of Health, Ministry of Public Health	Ministry of Public Health
				2018 – 2022	Member of the Appeals Committee (under the Public Health Act B.E. 2535, appointed by the Minister of Public Health)	The Minister of Public Health
				2013 – 2017	Head, Department of Environmental Health Science Faculty of Public Health	Mahidol University
				2006 – 2013	Chairperson, Executive Committee for the Master of Science Program in Environmental Sanitation	Mahidol University
				<p>Working Experience in the Last 5 Years</p> <p><u>Holding of Directorships in Limited Companies and Listed Companies</u></p> <ul style="list-style-type: none"> Nil <p><u>Holding the position in other business that may lead to conflict of interest :</u></p> <ul style="list-style-type: none"> Nil <p><u>Number of Meetings Attended / Total Meetings (Times / Year 2025)</u></p> <p>Yuasa Battery (Thailand) Public Company Limited</p> <ul style="list-style-type: none"> Board of Directors’ Meetings: 5/5 times Audit Committee Meetings: 15/15 times Nomination Committee: – / – times Shareholders’ Meeting: 1/1 time 		

Mr. Kazuyuki Hashimoto
New Director



Name / Age /Nationality / Position	Proportion of shareholding	Relation to Management	Education Background / Training	Working Experience in the Last 5 Years		
				Period	Position	Institution/Company
<p>Age</p> <ul style="list-style-type: none"> • 38 Years <p>Nationality</p> <p>Japanese</p> <p>Position</p> <ul style="list-style-type: none"> • Director <p>Period of Position</p> <p>-</p> <p>Positions in Sub-Committees of the Company</p> <p>-</p> <p>Legal Dispute</p> <ul style="list-style-type: none"> • Nil 	<p>- Nil -</p>	<p>- Nil -</p>	<p>Education</p> <ul style="list-style-type: none"> • Graduated from Keio University in March 2010, Graduate School with Department of Law, Faculty of law <p>Training</p> <p>Was not yet trained by Thailand Institute of Directors (IOD)</p>	April 2025	Manager, 1st Group, 1st Business Promotion Department, Overseas Business Promotion Division, Automotive Battery Business Unit	GS Yuasa International Ltd.
				April 2022	Assistant Manager, 1st Group, 1st Business Promotion Department, Overseas Business Promotion Division, Automotive Battery Business Unit	GS Yuasa International Ltd.
				April 2019	Assistant Manager.	GS Yuasa Battery Europe Ltd. (Swindon, England)
				April 2017	Entered	GS Yuasa Battery Europe Ltd. (Swindon, England)
				April 2016	1st Sales Group, Sales Department, Automotive Battery Sales Division, International Business Unit	GS Yuasa International Ltd.
				July 2015	Sales Promotion Group, Aftermarket Sales Department, Sales Division, Automotive Battery Business Unit ----- and Business Department, Business Planning Division, International Business Unit	GS Yuasa International Ltd.
				April 2014	Sales Planning Group, Sales Planning Department, Corporate Sales Division ----- and Business Department, Planning Division, International Business Unit	GS Yuasa Battery Ltd. GS Yuasa International Ltd.
				April 2012	Europe & America Group, Automotive Battery Department, International Business Unit Sales Division,	GS Yuasa International Ltd.
				July 2010	Sales Department, Automotive Battery Business Promotion Division, International Business Unit	GS Yuasa International Ltd.
				April 2010	Entered	GS Yuasa International Ltd.
				<p>Holding of Directorships in Limited Companies and Listed Companies</p> <ul style="list-style-type: none"> • Nil <p>Holding the position in other business that may lead to conflict of interest :</p> <ul style="list-style-type: none"> • Nil <p>Remark : Kazuyuki Hashimoto has been nominated for appointment as a director in replacement of Hiroshi Jingushi, who resigned from the position.</p>		

Definition of Independent Director of Yuasa Battery (Thailand) PLC.

The Company has defined Independent Directors with the criteria of qualifications equivalent to the minimum requirements of the Capital Market Supervisory Board. Details are as follows:

Independent directors are those not under the influence of major shareholders or groups of major shareholders, and possess the following qualifications:

- (a) Their shareholdings must not exceed 1% of all shares entitled to voting rights of the Company, i.e. the parent company, its subsidiaries, its joint ventures, or juristic entities in potential conflict with the company. In this regard, the shares owned by persons related to them shall be counted as theirs.
- (b) They must not now be nor ever have been involved as executives, employees, hired workers, salaried consultants, or anyone with controlling authority of the Company, i.e. the parent company, its subsidiaries, its joint ventures, its associated subsidiaries, or juristic entities in potential conflict with the company, unless such association ended no less than 2 years before.
- (c) They are not related by blood with, or registered as being parents, spouses, siblings, children or spouses of the children of the executives, major shareholders, persons with controlling authority, or persons to be nominated as executives or persons of controlling authority in the Company or its subsidiaries.
- (d) They have no business relations with the Company, i.e. the parent company, its subsidiaries, its joint ventures, or juristic entities in potential conflict with the company in ways that might impair their independent judgment. They must also not be nor have been major shareholders, directors other than independent directors, or executives of entities having business relations with the Company, i.e. the parent company, its subsidiaries, its joint ventures, or juristic entities in potential conflict with the company, unless such association ended no less than 2 years before.
- (e) They are not auditors of the Company, its corporations, its subsidiaries, its joint ventures, its major shareholders or its authorized persons and not significant shareholders, persons of controlling authority or partners of the auditing companies which employ the auditors of the Company, i.e. the parent company, its subsidiaries, its joint ventures, its major shareholders or its authorized persons, unless such association ended no less than 2 years before.
- (f) They must not now be nor ever have been a professional service provider i.e. legal consultants, financial advisors : receiving compensation for services rendered exceeding THB 2 million per annum from the Company i.e. the parent company, its subsidiaries, its joint ventures, major shareholders, persons with controlling authority, and not as significant shareholders, persons of controlling authority or partner of professional service provider unless such association ended no less than 2 years before.
- (g) They are not directors appointed as representatives of directors of the Company, major shareholders or of shareholders related to the major shareholders of the Company.
- (h) They shall not operate the same business and a significant competitive business with the Company, its parent company, its subsidiaries, its joint ventures, its major shareholders

and not the legal entities that may have conflict of interest, the executives, employees, hired workers, consultants receiving salaries or holding more than 1% of the overall ordinary share of the other companies which operate the same business and be significant competitors with the Company, its subsidiaries, its joint ventures, its major shareholders or the legal entities that may have conflict of interest.

- (i) They have no other attributes that obstruct them from forming independent opinions on operation of the Company. Generally, forming an independent opinion means giving an opinion or making a report as assigned, regardless of any benefits related to assets or positions, influence of any persons or any groups of persons and pressure from any situations which obstruct them from giving a direct opinion.

After the appointment of the Independent Directors qualified under the above clause (a) to (i), the Independent Directors may be assigned by the Board of Directors to review, check or follow up the relevant issues of the Company, its subsidiaries, its joint ventures, its subsidiaries which are in the same ranking, its major shareholders or the persons with controlling authority in the form of collective decision and report such issues to the Board of Directors.

Stamp
20 Baht

Proxy Form B.

Written at.....

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

(1) I/We..... Nationality.....

Residing at No..... Road..... Tambol / Khwaeng.....

Amphur / Khet..... Province..... Postal Code

(2) Being a shareholder of Yuasa Battery (Thailand) Public Company Limited

Holding the total amount of..... shares and have the rights to vote equal to..... votes as follows:

Ordinary share..... shares and have the rights to vote equal to..... votes

Preferred share..... shares and have the rights to vote equal to..... votes

(3) Hereby appoint

3.1)..... Age..... years

Residing at No..... Road..... Tambol / Khwaeng.....

Amphur / Khet..... Province..... Postal Code..... or

3.2)..... Age..... years

Residing at No..... Road..... Tambol / Khwaeng.....

Amphur / Khet..... Province..... Postal Code..... or

3.3)..... Age..... years

Residing at No..... Road..... Tambol / Khwaeng.....

Amphur / Khet..... Province..... Postal Code..... or

- 3.4) Assoc.Prof.Dr. Lawan Thanadsillapakul, Independent Director
- 3.5) Mr. Prasert Kitisakkul, Independent Director
- 3.6) Assoc.Prof. Pisit Vatanasomboon, Independent Director

Only one was to be my/our proxy in attending and voting on my/our behalf at 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, or later meeting to be held at a different time and place, in case of postponement.

(4) In this Meeting, I / we grant my/our proxy to vote on my/our behalf as follows:

Agenda 1 To acknowledge the Minutes of the Annual General Shareholders' Meeting 2025 (The detail of which was attached to the Enclosure No.1 for the meeting)

Agenda 2 To acknowledge the Board of Directors' report on the Company's operations for the year 2025, and the Annual Report 2025 (The detail of which was attached to the enclosure No.2 and 3 for the meeting)

Agenda 3 To consider and approve the audited financial statements for the year 2025 ended 31 December 2025 (The detail of which was attached to the Enclosure No.2 for the meeting)

(a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.

(b) To grant my/our proxy to vote at my/our desire as follows:

Approve Disapprove Abstain

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

(a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.

(b) To grant my/our proxy to vote at my/our desire as follows:

Approve Disapprove Abstain

Agenda 5 To consider and approve the election of directors to replace the directors who retire by rotation (The detail of profile of Director who was elected to be Director for another term was attached to the Enclosure No.4 for the meeting).

(a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.

(b) To grant my/our proxy to vote at my/our desire as follows:

(b.1) To appoint all directors proposed

Approve Disapprove Abstain

(b.2) To appoint the Individual director

Director's name Mr. Tsunenori Yoshimura

Approve Disapprove Abstain

Director's name Assoc.Prof.Dr. Lawan Thanadsillapakul

Approve Disapprove Abstain

Director's name Assoc.Prof. Pisit Vatanasomboon

Approve Disapprove Abstain

Director's name Mr. Kazuyuki Hashimoto

Approve Disapprove Abstain

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

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

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

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda 8 Others (if any)

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

(5) The proxy’s voting for any agenda that is not consistent with the intention specified under this proxy shall be deemed invalid and shall not be considered as my/our voting as the shareholder.

(6) In case I/we have not specified, or not clearly specified, my/our voting intention in any agenda or in case the meeting considers or passes resolutions in any matters other than those specified above, including in case there is any amendment or addition of any fact, the proxy shall have the right to consider and vote on my/our behalf as he/she may deem appropriate in all respects.

Any act performed by the proxy at said meeting except in case that the proxy’s voting was not consistent with my/our intention, shall be deemed as having been performed by myself/ourselves in all respects.

Signed.....Grantor
(.....)

Signed.....Proxy
(.....)

Signed.....Proxy
(.....)

- Notes
1. The shareholder appointing the proxy must authorize only one proxy to attend and vote at the meeting and cannot split the number of shares to several proxies for splitting votes.
 2. For director election agenda, all or individual candidates proposed can be elected.
 3. In the event that there is more agenda than the above mentioned, Grantor can specify in the paper attached with the proxy form B

Annex to the Proxy Form (Form B)

Grant of authority to a proxy as a shareholder of Yuasa Battery (Thailand) Public Company Limited

In 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, or later meeting to be held at a different time and place, in case of postponement.

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....To consider and approve the election of Directors

Director's name.....

- Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

Agenda.....Re :.....

- (a) To grant my/our proxy to consider and vote on my/ our behalf as appropriate in all respect.
- (b) To grant my/our proxy to vote at my/our desire as follows:
 - Approve Disapprove Abstain

I/We hereby certify that all the contents hereof are true, accurate and complete in all respects.

Signed.....Grantor

(.....)

Signed.....Proxy

(.....)

The Proxy of the Annual General Shareholders' Meeting

As the Department of Business Development had announced the order no. 5, to improve the proxy form into 3 types for Annual Shareholders' meeting, effective from February 2, 2007;

1. Form A (General proxy)
2. Form B (Specific proxy)
3. Form C (Case of a foreign shareholder appointing a custodian in Thailand)

Yuasa Battery (Thailand) Public Company Limited has determined to use the proxy form B which is the form that clearly defines the agendas. In each Shareholder's meeting, if Shareholder is unable to attend the meeting, Shareholder may assign the Independent Director of Company as proxy to attend the meeting. For the Annual Shareholders' Meeting 2026, the Audit Committee has resolved to assign Assoc.Prof.Dr. Lawan Thanadsillapakul as an Independent Director, or Mr. Prasert Kitisakkul as an Independent Director, or Assoc.Prof. Pisit Vatanasomboon as an Independent Director to be representative to attend the meeting (Please see Directors nominated by the Company for the Shareholders to appoint as Proxy)

The vote

1. The casting of vote is to be done openly, one share is for one vote and the resolution of shareholders' meeting shall consist of the following votes: -

- In an ordinary event, the majority vote of the shareholders present at the meeting and casting their votes is required.
- In case of a tie vote, the Chairman of the meeting shall have a casting vote.
- The Chairman shall ask the resolution of each agenda, if any shareholder disapproves or abstains, shareholder should fill the form and deliver to staff of Company.
- The Company shall collect the vote of the attending shareholders and proxies, and the Chairman shall inform the vote of each agenda before closing the meeting.

2. For the vote of proxy, the proxy must vote in line with the demand of grantor.

3. In the case that the proxy has any interest in any matter, he/she be prohibited to vote in such matter and the Chairman may invite he/she not to attend the meeting temporarily.

Remarks: -

1. The Company shall assign any Independent Director to be the proxy in Shareholders' meeting in each time

2. Shareholder is able to download the three types of proxy forms at Company web site, www.yuasathai.com

**Directors nominated by the Company for the Shareholders
to appoint as Proxy**



Name-Surname : Assoc.Prof.Dr.Lawan Thanadsillapakul
 Age : 69 Years
 Nationality : Thai
 Position : Independent Director,
 Chairman of Audit Committee,
 Chairman of Corporate Governance Committee,
 Remuneration Committee
 Period of Position : 15 years and 11 months
 Education : Ph.D. (Law) Lancaster University (UK)
 : LL.M. (International Comparative Law and European Law) Vrije Universiteit
 Brussels, Belgium
 : Master degree of Law (International Law), Thammasat University
 : Bachelor degree of Law, Thammasat University
 Working experiences in the last 5 years
 2010–Present : Director, Independent Director, Chairman of Audit Committee,
 Chairman of Corporate Governance Committee and Remuneration
 Committee , Yuasa Battery (Thailand) Public Company Limited
 1998 : Associate Professor and Adjunct Associate Professor of Graduate School,
 Faculty of Law, Kyushu University, Japan
 1987–2018 : Associate Professor and Senior Expert of School of Law,
 Sukhothai Thammathirat Open University
 1987–2018 : Director, Institute of International Economic and Business Law Studies
 Present : Arbitrator of the Office of Arbitration
 Present : Visiting Professor and Associate Professor and Invited Lecturer Universities in
 foreign countries, such as Japan, Belgium, United Kingdom, etc. and Local
 universities.
 Relation to Management : –Nil–
 Legal action in 5 Years : –Nil–
 The total proportion of shareholding for voting right : –Nil–
Meeting Attendance / Number of Meeting (Times/Year 2025)
 Yuasa Battery (Thailand) Public Co., Ltd
 ◆ Board of Directors Meeting : 5/5 Times
 ◆ Audit Committee Meeting : 15/15 Times
 ◆ Corporate Governance Committee : – Times
 ◆ Remuneration Committee Meeting : 3/3 Times
 ◆ Shareholder Meeting : 1/1 Times
Current other position
 ◆ Listed Company and Other Company : –Nil–
 ◆ Other business that may lead to conflict of interest : –Nil–

Conflict of interest in relation to agenda items:

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

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

**Directors nominated by the Company for the Shareholders
to appoint as Proxy**



Name-Surname : Mr. Prasert Kitisakkul
 Age : 75 Years
 Nationality : Thai
 Position : Independent Director, Audit Committee
 and Remuneration Committee
 Period of Position : 15 years 11 months
 Education : Bachelor degree of science (Business Administration) La Salle University, USA
 Working experiences in the last 5 years
 2010–Present : Director, Independent Director, Audit Committee and Remuneration
 Committee, Yuasa Battery (Thailand) Public Company Limited.
 2009–Present : Vice Chairman of Executive Board, Thian Fah Foundation Hospital.
 2003–2005 : Specialist for the Monitoring and Budget Management Committee of
 the representative. Working group of the Monitoring and Budget
 Management Committee of the government sector in Bangkok and
 perimeter, the Monitoring and Budget Management Committee of the
 representative
 Relation to Management : -Nil-
 Legal action in 5 Years : -Nil-
 The total proportion of shareholding for voting right : 2,000 shares

Meeting Attendance / Number of Meeting (Times/Year 2025)

Yuasa Battery (Thailand) Public Co., Ltd.

◆ Board of Directors Meeting	:	5/5	Times
◆ Audit Committee	:	15/15	Times
◆ Remuneration Committee	:	3/3	Times
◆ Shareholder Meeting	:	1/1	Times

Current other position

◆ Listed Company and Other Company	:	-Nil-
◆ Other business that may lead to conflict of interest	:	-Nil-

Conflict of interest in relation to agenda items:

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

**Directors nominated by the Company for the Shareholders
to appoint as Proxy**



Name-Surname : Assoc.Prof. Pisit Vatanasomboon
 Age : 69 Years
 Nationality : Thai
 Position : Independent Director, Audit Committee
 Period of Position : 8 year 6 months
 Education : B.Sc.(Public Health) majoring in Sanitary
 Science, Mahidol University
 : M.Sc.(Public Health) in Environmental Health, Mahidol University

Working experiences in the last 5 years

2017 – Present : Director, Independent Director, Audit Committee
 Yuasa Battery (Thailand) Public Company Limited.
 2020 – Present : Chairman of Nomination Committee
 Yuasa Battery (Thailand) Public Company Limited.
 2018 – Present : Expert in Environmental Health Department of Health,
 Ministry of Public Health
 2018 – 2022 : Member of the Appeals Committee
 (under the Public Health Act B.E. 2535, appointed by the
 Minister of Public Health)
 2013 – 2017 : Head, Department of Environmental Health Science
 Faculty of Public Health, Mahidol University
 2006 – 2013 : Chairperson, Executive Committee for the Master of
 Science Program in Environmental Sanitation
 Mahidol University

Relation to Management : -Nil-

Legal action in 5 Years : -Nil-

The total proportion of shareholding for voting right : -Nil-

Meeting Attendance / Number of Meeting (Times/Year 2025)

Yuasa Battery (Thailand) Public Co., Ltd

◆ Board of Directors Meeting : 5/5 Times
 ◆ Audit Committee : 15/15 Times
 ◆ Nomination Committee : -/- Times
 ◆ Annual General Shareholder Meeting : 1/1 Times

Current other position

◆ Listed Company and Other Company : -Nil-
 ◆ Other business that may lead to conflict of interest : -Nil-

Conflict of interest in relation to agenda items:

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

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

**Articles of Association Of
Yuasa Battery Thailand Public Co., Ltd
In parts relating to the Shareholders' Meeting**

1. In calling a general meeting of shareholders

Article 35. The Board of Directors shall arrange for an annual ordinary meeting of shareholders within four months from the last day of the fiscal year of the Company. Meetings other than that mentioned above shall be called extraordinary meeting. The Board of Directors may call an extraordinary meeting of shareholders whenever the Board deems appropriate.

The meetings of shareholders may be held via electronic means in accordance with the relevant laws and regulations. The headquarters of the company shall be deemed to be the venue of such meetings.

Article 36. One or more shareholders holding an aggregate number of shares not less than ten (10) percent of the total shares sold of the Company may make a written request to the board of directors to call an extraordinary meeting of shareholders at any time, provided that they shall clearly indicate the subject matter and state their reasons in such written request. In such case, the board of directors shall arrange for the meeting of shareholders to be held within forty-five (45) days from the date of receipt of such request from the shareholders.

In case where the board of directors does not arrange for the meeting to be held within the period specified in the first paragraph, the shareholders signing the request or any other shareholders holding an aggregate number of shares as prescribed may call the meeting by themselves within forty-five (45) days from the end of the period specified in the first paragraph. In such case, the meeting shall be considered as duly called by the board of directors, and the Company shall bear the necessary expenses incurred from the arrangement for such meeting and shall facilitate the said arrangement as appropriate.

In the case where a shareholders' meeting is summoned by the shareholders, the notice may be sent via electronic means should the shareholder consent to electronic notice.

Where it appears that, at any meeting of shareholders called by the shareholders in accordance with the second paragraph, the number of shareholders attending the meeting is not sufficient to constitute a quorum as prescribed in Article 38, those shareholders under the second paragraph shall jointly reimburse the Company for all the expenses incurred from the arrangement for such meeting.

Article 37. In calling a meeting of shareholders, the board of directors shall provide a notice containing place, date, time, agendas of the meeting and the subject matters to be submitted to the meeting; state clearly whether such matter is submitted for information, approval, or consideration purposes, as the case may be, and shall also include the opinion of the Board of Directors on such matters. Such notice shall be sent to the shareholders and the Registrar not less than seven days prior to the date of such meeting. Furthermore, such notice shall also be published in a newspaper for three consecutive days at least three days prior to the date of the meeting.

The delivery of a notice of the meeting to the board of directors, shareholders or creditors may be conducted by the Company or the board members via electronic means upon request by or with the consent of the person.

The notice may be publicized via electronic means.

2. The quorum

Article 38. At a meeting of shareholder, there shall be shareholders and proxies (if any) present at the meeting in a number of not less than twenty-five persons or no less than one-half of the total number of shareholders, whichever is lesser; and such shareholders shall hold shares totaling no less than one-third of the total number of shares sold, in order to constitute quorum, unless otherwise stipulated by the Acts.

In the event that after one hour from the time fixed for any meeting of shareholders, the number of shareholders present is still not enough to form a quorum, and if such meeting of shareholders was requested by the shareholders, such meeting shall be cancelled. If such meeting of shareholders was not called by the shareholders' request, the meeting shall be called again, and, in the latter case, notices calling the meeting shall be delivered to shareholders not less than seven days before the meeting. In the second meeting, the constitution of quorum is not required.

Article 41. The chairman of the Board shall be the chairman of the general meeting of shareholders. If the chairman is absent or in unable to discharge his duties, and if a vice-chairman is present, he shall act as chairman or if there is one but he is not able to discharge his duties, the shareholders shall elect one among themselves to be chairman of that general meeting.

Article 42. The chairman of the general meeting of shareholders has the duty to conduct the meeting in compliance with these Articles of Association and in the order of the agenda stated in the notices calling a meeting, unless the general meeting passed a resolution changing the order of priority in the agenda with a vote of not less than two-thirds of the number of the shareholders attending the meeting.

Article 43. Shareholder may authorize other person as proxies to attend and vote at any meeting of shareholders on their behalf, provided that the instrument appointing proxies shall be submitted to the chairman of the Board of Directors or the person designated by the chairman of the Board of Directors at the place of and prior to the meeting. The instrument for appointing proxies shall be made in the form specified by the Registrar.

The appointment of a proxy by any shareholders for the purpose of attending and voting in a shareholder meeting in the first paragraph can be made by secure electronic means that use reliable methods to ensure the integrity of the appointment in accordance with the specific requirements set out by the Registrar.

3. A resolution of the shareholder meeting

Article 39. A resolution of the shareholder meeting shall consist of the following votes.

- (1) In an ordinary event, the majority vote of the shareholders and proxies present at the meeting and casting their votes is required.
- (2) In the following events, a vote of not less than three-fourths the total number of votes of shareholders and proxies present at the meeting and entitled to vote is required.
 - (a) the sale or transfer of the whole or material parts of the business of the Company to other persons;
 - (b) the purchase or acceptance of transfer of the business of other companies or private companies by the Company;
 - (c) the conclusion, amendment or termination of contracts with respect to the lease of the whole or material parts of the business of the Company, the assignment of the management of the business of the Company to other persons or the amalgamation of the business with other persons with the purpose of profit and loss sharing;
 - (d) the amendment of the memorandum of association or regulations of the Company;
 - (e) the increase and reduction of a capital, and changes in the par value;
 - (f) the issuance of debentures, preferred shares, convertible debentures, and any other securities according to the Securities and Exchange Act.
 - (g) the dissolution of the company

4. Agenda of the meeting

Article 40. The annual ordinary general meeting of shareholders shall consider the following matters:

- (1) Acknowledgement of the report of the Board of Directors concerning the Company's operating performance during the preceding year, together with opinions of future business operation.
- (2) Consideration and approval of the balance sheet, and the profit and loss statement.
- (3) Consideration and approval of the profit allocation.
- (4) Election of directors in place of those directors retiring by rotation. Appointment of an auditor and fixing of his remuneration
- (5) Other matters.

5. Remuneration and Retirement of the Board of Directors

Article 17. At every annual ordinary meeting of shareholders, one-third of the total number of the directors of the Company shall retire. If the number of directors cannot be divided by three, the number of directors closest to one-third shall retire.

The directors to retire from their offices in the first and second years following the registration of the Company shall be determined by drawing lots. In any subsequent year, the directors who have been in office the longest shall retire.

Retired directors may be re-elected.

Article 20. In case any vacancy occurs in the Board of directors for reasons other than retirement by rotation, the Board of Directors shall elect a person who has the qualifications and who does not have any prohibited characteristic under the Acts as a replacement at the following meeting of the Board of Directors, unless the remaining duration of the director's term of office is less than two months. The replacing directors shall hold office only for the remaining terms of office of the directors whom they have replaced.

The resolution of the Board of Directors under the first paragraph shall be supported by a vote of not less than three-fourths of the number of remaining directors.

Article 26. The board of directors have the right to receive a remuneration relating to their performances of the duties such as salary, meeting allowance, allowance for food and other expenses, premium and bonus. In addition to such remuneration, the directors have the right to receive a reimbursement of all expenses occur as well relating to their performances as the directors and to receive welfare as mentioned in the regulation of company.

6. Payment of dividends and allocation of the profit

Article 48. No dividends shall be paid other than out of profit. Remaining profit shall be arranged to any reserved as the directors think fit.

The board of directors may pay interim dividends to the shareholders from time to time if the board believes that the profits of the Company justify such payment. After the dividends have been paid, such payment shall be reported to the shareholders at the next shareholder meeting.

Payment of dividends shall be made within the period prescribe by the Act. A written notice of the dividend payment is to be sent to the shareholders and advertised in newspaper.

Article 49. The company shall allocate not less than ten percent of its annual net Profit less the accumulated losses brought forward (if any) to a reserve fund until this fund attains an amount not less than twenty-five percent of the registered capital.

Guidelines, methods, and documents evidence for showing the right to attend the meeting

1. Guidelines, and methods to attend the meeting

The shareholders or the proxies are allowed to register for the meeting attendance and submit the documents or evidence for verification at the meeting venue on April 9, 2026, from 12.00 Hours onwards. The Company will verify the documents to certify the right of the shareholders or the proxies who make registration at the meeting venue only on the date and time specified in the Invitation Letter.

2. Documents that must be presented by the shareholders or the proxies for attending the meeting

- **For individuals**

- Thai Shareholders

- Copy of shareholders' Identity Card
- In case of appointing the proxy: copy of Identity Card of the grantor and copy of Identity Card or passport (in case of foreigner) of the proxy.

- Foreign Shareholders

- Copy of passport of the shareholders
- In case of appointing the proxy: copy of passport of the grantors and copy of Identity Card or passport (in case of foreigner) of the proxy.

- **For juristic persons**

- Juristic persons registered in Thailand

- In case that the authorized director attends the meeting in person

- Copy of juristic person certificate, issued within 3 months by the Department of Business Development (DBD), certified by the authorized director and
- Copy of Identity Card or passport (in case of foreigner) of the authorized director

- In case of appointing a proxy

- Copy of juristic person certificate, issued within 3 months by the Department of Business Development (DBD), certified by the authorized director and
- Copy of Identity Card or passport (in case of foreigner) of the authorized director and the proxy

- Juristic persons registered in foreign country

- In case that authorized director attend the meeting in person

- Copy of juristic person certificate, issued within 3 months, certified by the authorized director and
- Copy of passport of the authorized director

- In case of appointing a proxy

- Copy of juristic person certificate, issued within 3 months, certified by the authorized director and
- Copy of passport of the authorized director and the proxy

The copy of the documents must be Certified True Copy with the seals (if any), and in case that the documents are made in foreign countries, they should be certified by Notary public

March 12, 2026

Subject: The request of Annual Report of 2025 (Book type)

To : Shareholders

According to the Stock Exchange of Thailand and the Department of Business Development, Ministry of Commerce, listed companies are now allowed to prepare their annual reports in QR Code and e-One Report formats to enhance accessibility. Yuasa Battery (Thailand) Public Company Limited has prepared its Annual Report 2025 in the 56-1 e-One Report format and has distributed it to shareholders via QR Code enclosed with the AGM invitation letter.

If any shareholder wishes to receive the Annual Report 2025 (56-1 e-One Report) in book format, please complete the form attached to this announcement and send it by mail to the address below or via email to company_secretary@yuasathai.com for further processing.

Please send to: Company Secretary
 Yuasa Battery (Thailand) Public Company Limited
 164 Moo 5 Soi Thedsaban 55, Sukhumvit Road,
 Tambol Taibanmai, Amphur Muangsamutprakan,
 Samutprakan 10280

Please be informed accordingly,

.....

To Company Secretary,

I,the shareholder of Yuasa Battery (Thailand) Public Company Limited., would like to request a physical copy of the Annual Report 2025 (56-1 e-One Report). Please send it to the following address:

Village/Building.....Moo.....Road.....

Sub-district.....District..... Province.....Zip Code.....



แผนที่โรงแรมโฟร์วิงส์ กรุงเทพฯ

The Four Wings Hotel Bangkok Map

40 ถนน สุขุมวิท 26 เขตคลองเตย กรุงเทพฯ 10110 โทร (02) 260 – 2100

40 Sukhumvit Road 26, Klongtoey, Bangkok 10110 Tel: (02) 260 – 2100



วิธีการเดินทาง Map of the meeting venue

- รถยนต์ เข้าถนนสุขุมวิทซอย 26 ไปประมาณ 200 เมตร โรงแรมโฟร์วิงส์ อยู่ทางขวามือ
- Cars: Travel through Sukhumvit Rd. Soi 26 for 200 meters. The hotel is on the right.
- รถไฟฟ้า ลงสถานีรถไฟฟ้าพร้อมพงษ์ แล้วใช้เส้นทางถนนสุขุมวิทซอย 26
- BTS Sky Train: Get off at Phrompong station and travel through Sukhumvit Rd. Soi 26
- รถประจำทาง 2, 25, 40 ปอ.501, 508 แล้วใช้เส้นทางถนนสุขุมวิทซอย 26
- Buses no. 2, 25, 40, AC 501 and 508: Get off at the bus stop and proceed through Sukhumvit Rd. Soi 26

หมายเหตุ: 1) บริษัทได้ประสานกับทางโรงแรมให้จัดเตรียมจุดรับ-ส่งมายังโรงแรม บริเวณหน้าคอนโด โนเบิลรีไฟน์ ซึ่งเข้าจากทางถนนสุขุมวิทซอย 26 มาประมาณ 100 เมตร โดยรถรับส่งดังกล่าวจะวนมารับในช่วงเวลา 12.00-13.00 น.

2) เพื่อให้เป็นไปตามความพยายามของทุกภาคส่วนที่จะลดผลกระทบต่อสิ่งแวดล้อม ทางบริษัทขอความร่วมมือผู้เข้าร่วมประชุม เลือกเดินทางโดยวิธีที่สร้างผลกระทบต่อธรรมชาติน้อยที่สุด (Sustainable Transportation) เช่น ขนส่งสาธารณะ เดินทางด้วยกัน (Carpooling) เดิน/ขี่จักรยาน

Remark: 1) The Company has coordinated with the hotel to arrange a pick-up point in front of Noble Refine Condominium located 100 meters away from the entrance on Sukhumvit Rd. Soi 26. The shuttle busses are available during 12.00–13.00 Hrs.

2) As part of a collaboration with the general public to reduce impact on the environment, we encourage meeting participants to select sustainable transportation methods such as public transportation, Carpooling, walk or bike.



Privacy notice for shareholders and proxy

Yuasa Battery (Thailand) Public Company (hereinafter called “the Company”) gives highest priority to the protection of your personal data as shareholders, proxies and agents; and in order for you to ensure that we will protect and manage your personal data in accordance with the laws concerning personal data protection, we then established this Personal Data Privacy Notice for your acknowledgement of details of the processing of personal data, whether it be the collection, use and disclosure (collectively referred to as “the processing”) that may occur and to inform you of the rights on your personal data and our contact channels.

1. Purposes for the collection, use and disclosure of personal data

The Company may collect, use or disclose your personal data under the lawful basis for the various purpose as follows;

Clause	Purposes	Lawful Basis
1.1	For management of shareholders registration, including the issuance of proxy by shareholders as well as other relevant activities pursuant to the Public Limited Company law and the Securities and Exchange law and or other relevant laws	Legal Obligation Basis
1.2	For payment of dividend to shareholders	Legal Obligation Basis & Contractual Basis
1.3	For the subscription for accessing and using any website or application provided by the Company to shareholders and for using such website or application under the prescribed terms and conditions	Contractual Basis
1.4	For the holding of the shareholders’ meeting, the attendance of the shareholders’ meeting and the administration and management of the meeting sessions, e.g., the attendee registration and the record of the resolutions.	Legitimate Interests
1.5	For recording of images, audio and/or video during the meeting to broadcast the meeting via the Company’s website and other communication channels, or to facilitate the attendees of the meeting who wish to access later, or for publicizing for the Company’s benefits, or for other benefits of the attendees of the meeting	Legitimate Interests
1.6	For the records and arrangement of the meeting’s minutes to be submitted to the relevant authorities, e.g., the Stock Exchange of Thailand, the Company’s Legal Consultant, auditors, shareholders, and to publicize via the Company’s website and other communication channels	Legitimate Interests
1.7	For the issuance of newsletters regarding investor relation activities arranged for shareholders as deemed appropriate by the Company, and the data of which will be utilized in the procedures involving the selection of those entitled to participate the activities	Legitimate Interests
1.8	For the analyzes of the data utilized in the preparation of the activities, the events, and for the purpose of facilitating shareholders attending the activities arranged by and deemed appropriate by the Company, e.g., the preparation of the venue, food and beverages, any means of transportation and keepsake	Legitimate Interests
1.9	For the arrangement of non-life insurance or travel insurance (if any) in case of your participation in the activities arranged by the Company	Legitimate Interests

Clause	Purposes	Lawful Basis
1.10	For using as database that facilitates the granting of rights and benefits you are entitled to as the Company's shareholder	Legitimate Interests
1.11	For using as database of the stakeholders of the Company and/or using as an information for relationship management or relevant coordination in relation to the Company	Legitimate Interests
1.12	For risk management, audit supervision including the internal audit of the internal audit office and internal management in the organization, including for the benefit of internal operations	Legitimate Interests
1.13	For the establishment of legal claim, the granting or obtaining of authority, the compliance, exercise or defense of legal claim and relevant legal proceedings as well as the proceedings for legal execution	Legitimate Interests
1.14	For compliance with laws or compliance with court's summon, letter or order of authorities, independent organizations or officers having duties and powers under the laws such as the compliance with a summon, order of the court, police officers, public prosecutors or independent entities	Legal Obligation

Personal data collected by the Company for the purposes of payment of dividend to shareholders as well as administering of shareholders registration and proxy are necessary for the Company in complying with the contractual obligations as well as the applicable laws. These include the Public Limited Companies Act and the Securities and Exchange Act. If you refuse to provide the Company such necessary personal data, the Company may not be able to manage or administer the shareholder agreement the Company has with you. In certain cases, you may not be able to obtain other benefits (if any) the shareholders are entitled to.

2. Collected personal data

In general, the Company shall collect your personal data by requesting directly e.g., by having you fill in any formats as specified by the Company, by enquiring data from you or by requesting you to submit any documents containing your personal data. However, there may be some circumstances that the Company collects your personal data from other sources in order to fulfil the aforesaid purposes such as from the securities registrar.

The categories of personal data collected by the Company are as follows;

2.1 General Personal Data

- (1) Identity Data, such as first name, last name, identification number and copy of passport, date/month/year of birth, gender, age, nationality, signature, changes of first name and last name and photographs;
- (2) Contact Data, such as address, phone number, email;
- (3) Financial Data, such as bank account number (used for receiving dividend payment), number of shares or debentures held;
- (4) Communication Data, such as video and audio files recorded while having a contact with the Company
- (5) Activity participation information, such as images, videos and/or voice recording;
- (6) Electronic communication accounts, such as username or LINE ID
- (7) Other information, such as occupation

2.2 Sensitive data

In general, the Company has no intention to collect and use religious and blood type data specified in your identification card for any specific purpose. In the event that you provided the Company the copy of your identification card, it is requested that you conceal such data. If you did not conceal such data, it shall be deemed that you authorized the Company to conceal those data and it shall be deemed that such document with concealed data be valid and legally enforceable in all respects.

In case that the Company is unable to conceal those data due to some technical limitation, the Company shall collect and use such data as a part of your identification documents only.

However, for the processing of personal data of shareholders, there may be some activities that the Company shall request some additional sensitive data. For example, in the participation in the activities for shareholders, the Company may request sensitive data, such as data associated with health. To facilitate the organization of such activities or any other specific purpose, the Company shall request for your prior express consent in the Consent Form before processing the collected sensitive personal data.

3. Retention Period of Personal Data

The Company shall retain your personal data for the period necessary for the purposes of the collection, use or disclosure of personal data set out in this Privacy Notice and may further retain the data for the period necessary for the compliance with laws or the statutory prescription period, or for the establishment, compliance, exercise or defense of legal claim, or for other reasons pursuant to the internal policies and rules in the organization of the Company.

4. Disclosure of Personal Data

In order to carry out the proceedings for the purposes set out in this Privacy Notice, the Company may disclose your personal data to the third party as follows:

- 4.1 Government authorities, regulatory authorities or other authorities as prescribed by laws including the officers which exercise powers according to the laws such as court, police, the Securities and Exchange Commission, the Revenue Department, etc.
- 4.2 Agents, contractors/sub-contractors and/or service providers for any operation provided for the shareholders such as auditors, lawyers, legal advisors, financial advisors or underwriters
- 4.3 Insurance companies/insurance brokers and/or life insurance brokers providing any insurance or traveling insurance for shareholders or debenture holders or their proxies in case a traveling insurance policy is required for your participation in the Company's activities (if any)
- 4.4 Banks responsible for financial transactions for shareholders
- 4.5 Registrar of shareholders
- 4.6 Proxies

5. The submission or disclosure of personal data to foreign countries

The Company may store data on computer server or in the cloud of offshore service providers and there might be a processing of data by using programs or applications of the offshore service providers.

In this regard, for the submission or transfer of your data to foreign countries in whatsoever case, the Company shall comply with the Personal Data Protection Act B.E 2562 (2019).

6. Your rights as the owner of personal data

As the owner of personal data, you have the rights as prescribed in the Personal Data Protection Act B.E 2562 (2019). In this respect, you can exercise your relevant rights through the channels specified by the Company in Clause 8, whereby you will be entitled to exercise the rights when the laws governing personal data protection are applied to the Company. (June 1st, 2022 onwards). The relevant rights are detailed as follows:

6.1 Right to Withdraw Consent

In case that the Company requests for your consent, you shall have the right to withdraw the consent for the processing of your personal data that has already provided to the Company unless such withdrawal of consent is restricted by laws or by the agreement that provides you the benefits. Such withdrawal of consent shall not affect the processing of personal data legally conducted according to your prior consent.

6.2 Right to Access to Personal Data

You have the right to request for an access to and the request for the copy of your personal data under control of the Company, including to request the Company to disclose the acquisition of such data that you have not given consent to the Company.

6.3 Right to request for the submission or the transfer of personal data

You have the right to request the Company to transfer your personal data that you have given to the Company as prescribed by laws.

6.4 Right to object the collection, use or disclosure of personal data

You have the right to object the processing of data relating to you in respect of the collection, use or disclosure of your personal data as prescribed by laws.

6.5 Right to request for the erasure of personal data

You have the right to request the Company to delete your personal data as prescribed by laws. Nevertheless, the Company may store your personal data using electronic system pursuant to which some systems may be unable to delete the data, and for such case, the Company shall destroy or cause such data to be unable to identify your identity.

6.6 Right to request the restriction of the use of personal data

You have the right to request the Company to restrict the use of your personal data as prescribed by laws.

6.7 Right to request for the rectification of personal data

If you found that the data controlled by the Company is incorrect or you have changed your personal data, you have the right to request the Company to correct your personal data so that such personal data be accurate, current, complete and not causing misunderstanding.

6.8 Right to lodge a complaint

You have the right to lodge a complaint with the competent officers under the Personal Data Protection Act B.E 2562 (2019) in case that the Company breaches or does not comply with such Act.

If you wish to exercise any rights under the Personal Data Protection Act B.E 2562 (2019) set forth above, once the Company receives your request, the Company shall take action within a period as prescribed by law.

However, the Company reserves the right to deny or not to proceed with the request as prescribed by law.

7. Amendment of this Privacy Notice

The Company may amend and update this Privacy Notice from time to time, and if there is such amendment, the Company will announce in the Company's website and/or the notice of the meeting of shareholders and/or the Stock Exchange of Thailand's Investor News Alert and/or through your email. If it is necessary to request for your consent, the Company will proceed to request additional consent from you.

8. Contact Channel

If you have question or require further details concerning the protection of your personal data, the collection, use and disclose of your personal data, the exercising of your rights or if you have any complaint, you can contact the Company as per the following channels:

Yuasa Battery (Thailand) Public Company Limited

Contact Place: 164, Moo 5, Soi Thedsaban 55, Sukhumvit Road, Tambol Taibanmai, Amphur Muangsamutprakan, Samutprakan 10280

Telephone number: 02-769-7300

Data Protection Officer

Contact Place: 164, Moo 5, Soi Thedsaban 55, Sukhumvit Road, Tambol Taibanmai, Amphur Muangsamutprakan, Samutprakan 10280

Telephone number: 02-769-7300 ext. 7344 Email: peerasak@yuasathai.com



บริษัท ยัวซ่าแบตเตอรี่ ประเทศไทย จำกัด (มหาชน)
Yuasa Battery (Thailand) Public Company Limited

เลขทะเบียนผู้ถือหุ้น
Shareholders' registration no.

ข้าพเจ้า..... สัญชาติ.....
I/We Nationality

บัตรประจำตัวประชาชนเลขที่
ID card no.

อยู่บ้านเลขที่.....
Address

เป็นผู้ถือหุ้นของ บริษัท ยัวซ่าแบตเตอรี่ ประเทศไทย จำกัด (มหาชน)
Being a Shareholder of Yuasa Battery Thailand Public Company Limited

โดยถือหุ้นจำนวนทั้งสิ้นรวม หุ้น
Holding the total amount of Shares
หุ้นสามัญ หุ้น
Ordinary Share Shares

แบบฟอร์มลงทะเบียน
Registration Form

การประชุมใหญ่สามัญผู้ถือหุ้น ประจำปี 2569
The Annual General Shareholders' Meeting 2026

บริษัท ยัวซ่าแบตเตอรี่ ประเทศไทย จำกัด (มหาชน)
Yuasa Battery (Thailand) Public Company Limited

วันพฤหัสบดี 9 เมษายน 2569 เวลา 13.00 น.
Thursday, April 9, 2026 at 13.00 hrs.

ณ ห้องกัญญาลักษณ์ ชั้น 3 โรงแรมโฟร์วิงส์ กรุงเทพฯ
เลขที่ 40 ถนนสุขุมวิท 26 แขวงคลองเตย เขตคลองเตย กรุงเทพฯ 10110
at Kanyalak Room, 3rd Floor, The Four Wings Hotel Bangkok,
40 Sukhumvit 26 Rd., Klongtoey, Klongtoey, Bangkok 10110

ข้าพเจ้า.....
I/We

- ผู้ถือหุ้น / Shareholder
 ผู้รับมอบฉันทะ / Proxy holder

ลงชื่อ ผู้เข้าประชุม
Sign Meeting Attendant
(.....)

เพื่อความสะดวกในการลงทะเบียน ผู้ถือหุ้นหรือผู้รับมอบฉันทะ ที่จะมาประชุม โปรดนำเอกสารฉบับนี้มาแสดงต่อพนักงานลงทะเบียนในวันประชุม สำหรับผู้ถือหุ้นที่มาประชุมด้วยตนเอง กรุณาแสดงบัตรประชาชนตัวจริง หรือบัตรข้าราชการตัวจริง หรือหนังสือเดินทางตัวจริง (กรณีผู้ถือหุ้นชาวต่างประเทศ) พร้อมกับแบบฟอร์มลงทะเบียน

For your convenience, shareholders or proxy holders wishing to attend the meeting, kindly present this document to our staff at the meeting for registration. For shareholders who will attend the meeting by themselves, the original of identification card or government official identification card or passport (in case of foreign shareholders) must be presented together with the Registration Form.

