



บริษัท ไทยพรซิเดนท์ฟู้ดส์ จำกัด (มหาชน)
THAI PRESIDENT FOODS PUBLIC COMPANY LIMITED

Notice of the Annual General Meeting of Shareholders

No. 9/2026



Wednesday, 29th April 2026 At 9.00 hours

At TF Head Office, Tom Yum Kung Room on 3rd Floor TF Building (MAMA Building)
304 Srinakarin Road, Huamark Subdistrict, Bangkapi District, Bangkok 10240

Registration starts from 7.00 hours

Please bring the Notice of Meeting with barcode (Meeting Registration Form)
to submit on the Meeting date

On the Meeting date, no snacks and beverages, no gifts provided, as well as books
of the 56-1 One Report 2025 and the Sustainability Report 2025 will not be provided
in order to minimize personal direct contact

(Translation)

Notice of the Annual General Meeting of Shareholders No. 9/2026

No. TFMAMA 302/2026

27th March 2026

Subject: Invitation to the Annual General Meeting of Shareholders No. 9/2026

To: Shareholders of Thai President Foods Public Company Limited

Attachments:	1. Profiles of the Directors nominated to be Director, replacing those retiring by rotation	Page 9 - 14
	2. Qualifications of Independent Director	Page 15 - 16
	3. Articles of Association of the Company regarding to the Shareholders' Meeting	Page 17 - 19
	4. Profiles of the Independent Directors proposed to act as proxies	Page 20
	5. Proxy Form (Form B)	Page 21 - 26
	6. Documents required to attend the Meeting, Guidelines for Appointment of Proxy, Registration Process, Voting Process and Vote Counting Procedures	Page 27 - 29
	7. Profiles of the proposed Auditor	Page 30 - 32
	8. Map for the Shareholders' Meeting Place	Page 33
	9. The Notice of Meeting with barcode (Meeting Registration Form, please submit on the Meeting date) together with QR Code for downloading all documents of the Annual General Meeting of Shareholders No. 9/2026, the Annual Report 2025 (56-1 One Report) and the Sustainability Report 2025	

The Board of Directors of Thai President Foods Public Company Limited (“**the Company**”) has passed a resolution to call for the Annual General Meeting of Shareholders No. 9/2026 to be held on Wednesday, 29th April 2026, at 9.00 hours, at TF Head Office, Tom Yum Kung Room on 3rd Floor, TF Building (MAMA Building), 304 Srinakarin Road, Huamark Subdistrict, Bangkok District, Bangkok 10240.

The Company had invited shareholders to propose matters to be included as an agenda during 26th November 2025 to 30th December 2025, there was no shareholder proposed agenda or nomination. Thus, the Board sets forth the agenda as following,

Agenda 1 To Acknowledge the Report of the Board of Directors for the Year 2025.

Fact and Reason: Report of the 2025 performance results of the Company and Management Discussion and Analysis (MD&A) were recorded in the 56-1 One Report 2025, which were prepared in accordance with the regulations of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Company has sent it on the form of E-books accessible through QR Code in the Notice of Meeting with barcode.

Opinion of the Board: The Annual Report 2025 (56-1 One Report) have been completely recorded, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to acknowledge the report of the 2025 performance results of the Company.

Voting Resolution: This agenda is for shareholders' acknowledgment; therefore, voting is not required.

Agenda 2 To Consider and Approve of Financial Statement for the Year ended on 31st December 2025.

Fact and Reason: The Article 112 of the Public Limited Companies Act B.E. 2535 and the Article 37. of the Articles of Association of the Company stipulating that the Company shall prepare the financial statement as of the last day of the accounting period and submit to the Annual General Meeting of Shareholders for approval.

The Company's Financial Statements for the year 2025 ended on 31st December 2025, which were prepared in accordance with Thai Financial Reporting Standards, have been already audited and certified by Ms. Satida Ratananurak, certified public accountant No. 4753 from EY Office Limited. The detail's Financial Statements were recorded on section 3 Financial Report in the Annual Report 2025 (56-1 One Report).

Opinion of the Board: The Company's Financial Statements for the year 2025 have been reviewed by Audit Committee and the Board of the Company, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to approve the Financial Statements.

The key summary was as following,

Details	Consolidated Financial Statements	Separate Financial Statements
Total Assets	51,576.25 Million Baht	27,751.35 Million Baht
Total Liabilities	4,695.00 Million Baht	2,743.93 Million Baht
Total Shareholders' Equity	46,881.25 Million Baht	25,007.42 Million Baht
Revenue from Sales	27,649.40 Million Baht	16,782.42 Million Baht
Total Revenues ⁽¹⁾	28,952.94 Million Baht	18,114.07 Million Baht
Net Profit ⁽²⁾	3,707.52 Million Baht	3,000.62 Million Baht
Net Profit per Share ⁽²⁾	11.25 Baht/Share	9.10 Baht/Share

⁽¹⁾ Included the Share of profit from investments in associates and joint venture, Finance Income

⁽²⁾ Net profit and net profit per share in consolidated financial statement represents net profit attributable to equity holders of the Company.

Voting Resolution: This agenda required approval by a majority vote of the shareholders attending the Annual General Meeting of Shareholders and having voting rights.

Agenda 3 To Consider and Approve the Appropriation of Profit and Dividend Payment for the Year 2025.

Fact and Reason: The Article 115 of Public Limited Companies Act B.E.2535 and the Article 46. of the Articles of Association of the Company stipulated that the dividend payment of the Company shall be made out of the performance results and that the Board of Directors may pay an interim dividend to the shareholders occasionally and reported such payment to the shareholders at the next shareholders' meeting.

The Company has the policy of dividend payment through appropriation of at least 50% of the annual net profit from Separate Financial Statements. For the year 2025, the Company recorded the net profit in the Separated Financial Statement of Baht 3,000.62 million, earnings per share Baht 9.10 per share.

Opinion of the Board: The net profit in the Separated Financial Statement for the year 2025 of Baht 3,000.62 million, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to approve the dividend payment for the year 2025 at the rate of Baht 4.56 per share and at the total amount of Baht 1,503.45 million or 50.10% of net profit in the Separate Financial Statements in compliance with the policy of dividend payment of the Company.

The Company has already paid an interim dividend for the operational results during the first half-year on Wednesday, 15th October 2025 at the rate of Baht 2.54 per share, totaling to Baht 837.45 million.

Thus, the remaining dividend for the year 2025 shall be paid at the rate of Baht 2.02 per share, totaling to Baht 666.00 million as per following details,

- 1) Dividend payment of Baht 0.35 per share, or in an approximate total amount of Baht 115.40 million paid from the BOI promoted business net profit of which individual shareholders shall not be entitled to a tax credit under the Section 47 bis of the Code of revenue.
- 2) Dividend payment of Baht 1.67 per share or in an approximate total amount of Baht 550.60 million paid from the retained earnings liable to 20% corporate income tax of which individual shareholders shall be entitled to a tax credit under the Section 47 bis of the Code of revenue.
- 3) The said dividend distribution shall be payable to the Shareholders entitled to receive the dividend according to listed in the record date on Tuesday, 12th May 2026.
- 4) The dividend payment will be made on Wednesday, 20th May 2026.

No legal reserve appropriation because the Company's legal reserve has reached the amount required by laws.

The summary of dividend payment of the Company compare with last year as following,

Details	2025	2024
1) Net profit as reported in the Separated Financial Statement	3,000.62 Million Baht 9.10 Baht/Share	3,565.46 Million Baht 10.81 Baht/Share
2) Number of total shares	329,704,014 Shares	329,704,014 Shares
3) Dividend for the whole year	4.56 Baht/Share	5.42 Baht/Share
- Interim dividend	2.54 Baht/Share	2.90 Baht/Share
- Remaining dividend	2.02 Baht/Share	2.52 Baht/Share
4) Total dividend payment	1,503.45 Million Baht	1,787.00 Million Baht
5) Ratio of dividend payment Compared with net profit in the Separated Financial Statement	50.10%	50.12%

Voting Resolution: This agenda required approval by a majority vote of the shareholders attending the Annual General Meeting of Shareholders and having voting rights.

Agenda 4 To Approve the Election of the Directors to Replace Those Retiring by Rotation.

Fact and Reason: The Article 71 of Public Limited Companies Act B.E. 2535 and the Article 17. of the Articles of Association of the Company stipulating that at every annual general meeting, one-third of the Directors shall retire. If the number of Directors is not a multiple of three, then the number nearest to one-third shall retire. A retiring Director may be eligible for re-election.

The Annual General Meeting of Shareholders No. 9/2026, there are 5 Directors due to retire by rotation; namely,

- 1) Mr. Suchai Ratanajiaroen Vice Chairman of the Board of Directors / Corporate Governance and Risk Management Committee
- 2) Mr. Kamthorn Tatiyakavee Director
- 3) Mr. Apichart Thammanomai Director
- 4) Mr. Boonchai Chokwatana Director

5) Associate Professor Dr.Akachai Apisakkul Independent Director / Audit Committee / Nomination and Remuneration Committee

The Company had invited shareholders to propose names to be nominated as the Director during 26th November 2025 to 30th December 2025, there was no shareholder proposed nomination.

The Nomination and Remuneration Committee of the Company has considered the suitable person (Associate Professor Dr.Akachai Apisakku as the Nomination and Remuneration Committee exited from the meeting and casted no vote) who has no prohibited qualifications as specified by the applicable laws and has qualified with knowledge, capability, experience with expertise in various in line with the Board Skills Matrix which will be very useful for the Company business, be capable of expressing their opinions independently and also considered their past performance as directors of the Company. The Nomination and Remuneration Committee has proposed that all 4 Directors; namely, 1) Mr. Suchai Ratanajijaroen 2) Mr. Apichart Thammanomai 3) Mr. Boonchai Chokwatana 4) Associate Professor Dr.Akachai Apisakkul who have to be retired by rotation be re-elected as the Directors of the Company for another term and proposed to be elected 1 new Director; namely, Mr. Pun Paniangvait to replace Mr. Kamthorn Tatiyakavee.

Opinion of the Board: The Board agrees with the consideration of the Nomination and Remuneration Committee (the nominated Directors exited from the meeting and casted no vote), that the nominated person has thoroughly screened and qualified to perform the Company's business, for the nominated person as an Independent Directors can freely give comments, which is qualified in accordance with the relevant laws and the definition of Independent Directors, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to elect 5 persons to be the Directors of the Company; namely,

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|---|--|
| 1) Mr. Suchai Ratanajijaroen | Director to be re-elected |
| 2) Mr. Apichart Thammanomai | Director to be re-elected |
| 3) Mr. Boonchai Chokwatana | Director to be re-elected |
| 4) Associate Professor Dr.Akachai Apisakkul | Independent Director to be re-elected |
| 5) Mr. Pun Paniangvait | Director to replace Mr. Kamthorn Tatiyakavee |

The Profiles of all nominated persons, their shareholding in Thai President Foods PCL, their administrative positions in the other listed companies/any other companies/ business related to the Company, the relationship characteristics of nominate qualified as an Independent Director are detailed in the *Attachment No. 1* and *Attachment No. 2*.

Voting Resolution: This agenda required approval by a majority vote of the shareholders attending the Annual General Meeting of Shareholders and having voting rights.

Agenda 5 To Approve the Remuneration of the Directors.

Fact and Reason: The Article 34. of the Articles of Association of the Company stipulating that the director is entitled to receive the remuneration from the Company including salary, gratuities, meeting allowances, rewards, bonuses or benefits of any other nature under the Articles of Association or as approved by the meeting of shareholders. Such remuneration should be appropriate to the level of responsibility. The remuneration committee should be similar to the same business.

The Nomination and Remuneration Committee of the Company has considered appropriate remuneration and comply with the duties and responsibilities of the Directors, the comparison with other companies in similar businesses, including performance of the Company and the Company' business expansion both domestic and abroad, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to approve the remuneration of the Directors for the year 2026 with any adjustments to the criteria, the rates remain the same as in 2025.

The details and summary of remuneration for the Directors compare with last year as following,

Remuneration	Position	2026	2025
1) Board of Director			
Meeting allowance	Chairman	18,000 Baht/Meeting	18,000 Baht/Meeting
	Director	16,000 Baht/Meeting	16,000 Baht/Meeting
Monthly retainer	Chairman	60,000 Baht/Month	60,000 Baht/Month
	Vice Chairman	50,000 Baht/Month	50,000 Baht/Month
	Director	40,000 Baht/Month	40,000 Baht/Month
Annual bonus		Not exceeding the rate of 0.5% of the annual dividend payment of each year, the Nomination and Remuneration Committee will allocate and propose to the Board of Directors for approval	At the rate of 0.5% of the annual dividend payment of each year, the Nomination and Remuneration Committee will allocate and propose to the Board of Directors for approval
2) Nomination and Remuneration Committee / Corporate Governance and Risk Management Committee / Corporate Sustainability Development Committee / Investment Committee, including Other Sub-Committee (If Any)			
Meeting allowance	Chairman	18,000 Baht/Meeting	18,000 Baht/Meeting
	Director	16,000 Baht/Meeting	16,000 Baht/Meeting
3) Audit Committee			
Quarter meeting allowance	Chairman	80,000 Baht/Quarter	80,000 Baht/Quarter
	Director	60,000 Baht/Quarter	60,000 Baht/Quarter
Meeting allowance (Not quarter meeting (If Any))	Chairman	18,000 Baht/Meeting	-None-
	Director	16,000 Baht/Meeting	-None-

Other benefits -None-

In addition, in order to support the directors to perform their duties with full efficiency. The Company has prepared Directors and Officers Liability Insurance according to the fixed amount of the Company. The said remunerations excluded compensation and welfare benefits which the Directors received as staff members or employees of the Company.

For the year 2025, the annual bonus will be paid to the board of directors at the amount of Baht 7.50 million, equivalent to 0.5% of the dividend payment in 2025, which the Annual General Meeting of Shareholders No. 9/2026 approved in agenda item 3 at the amount of Baht 1,503.45 million. The summary of remuneration for the Directors by individual person was recorded on page 143 in the 2025 form 56-1 One Report.

Opinion of the Board: The Board agrees with the consideration of the Nomination and Remuneration Committee, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to approve the remuneration of the Directors in 2026 as presented.

Voting Resolution: This agenda shall be an affirmative vote of not less than two-thirds of the total number of shareholders attending the Annual General Meeting of Shareholders.

Agenda 6 **To Approve the Appointment of the Auditors and the Determination of Their Remuneration for the Year 2026.**

Fact and Reason: The Article 120 of the Public Limited Companies Act B.E. 2535 stipulates that the Annual General Shareholders' meeting will appoint the auditors of the Company and determine their remuneration to be paid by the Company for the year. A former auditor may be eligible for re-election. In addition, Article 48. of the Articles of Association of the Company stipulating that the auditor of the Company must not be the Director, officer, employee, or has any positions in the Company.

The Audit Committee of the Company considered to select EY Office Limited to be the auditing firm of the Company for the year 2026 and considered their auditing performance, independence, and with the qualifications as specified by the Securities and Exchange Commission and the regulations of the Company. In addition, the audit fees were appropriate to the scope of the audit. One of proposed auditors will audit the Financial Statements of the Company; namely,

- 1) Ms. Satida Ratananurak, Certified Public Accountant No.4753 (the authorized signature in the Financial Statements of the Company in 2022-2025.) and/or
- 2) Mr. Wichart Lokatekrawee, Certified Public Accountant No.4451 (never be the authorized signature in the Financial Statements of the Company.) and/or
- 3) Mr. Chayanut Metkunakorn, Certified Public Accountant No.11269 (never be the authorized signature in the Financial Statements of the Company.)

Profiles of the proposed Auditor in Attachment No. 7.

In this regard, EY Office Limited and the auditors as proposed have no material relationship or benefit with the Company / subsidiaries / managements / major shareholders / or any related entity of the Company.

And also determine the remuneration of the auditors of the Company in 2026 at the amount of Baht 3,200,000, same as last year.

The details and summary of remuneration for the auditors compare with last year as following,

Remuneration of Auditor	2026	2025
1) Audit fee for annual Separate Financial Statements and Consolidated Financial Statements	2,000,000 Baht	2,000,000 Baht
2) Audit fee for quarterly Separate Financial Statements and Consolidated Financial Statements (for 3 quarters)	1,200,000 Baht	1,200,000 Baht
Grand Total	3,200,000 Baht	3,200,000 Baht

The said amount is separated from the audit fee of Baht 80,000 per BOI-promoted projects, same as last year, which the Company can ask for income tax exemption from the Board of Investment.

For the year 2025, the Company paid other service fees to EY Office Limited, i.e.: audit fee 4 BOI-promoted certificates at the rate of Baht 80,000 per certificate amount of Baht 320,000, observing fee for the destruction of packaging expired and discontinued amount of Baht 25,000, and paid other service fees related to the auditing firm, i.e.: tax advisory services (Pillar Two model rule) amount of Baht 846,000, quality assessment review (QAR) service amount of Baht 880,000, total amount of Baht 2,071,000.

Such services were permissible to be performed by the auditor of the Company based on the Code of Ethics for Professional Accountants issued by Thailand's Federation of Accounting Professions.

The subsidiaries of the Company that use the same auditing office as the Company include: President Bakery Plc., Dai-Ichi Packaging Co., Ltd. and Thai President Foods (Hungary) Kft. For subsidiary and associated companies of the Company do not use the same auditing office as the Company, insignificant size, the Board of Director of the Company is still able to provide management oversight to ensure that these companies prepare and complete their Financial Statements in the required time frame, do not affected the preparation of the Consolidated Financial Statements of the Company.

Opinion of the Board: The Board agrees with the consideration of the Audit Committee, should be proposed to the Annual General Meeting of Shareholders No. 9/2026 to appoint the auditors and determine the remuneration for the year 2026 as presented.

Voting Resolution: This agenda required approval by a majority vote of the shareholders attending the Annual General Meeting of Shareholders and having voting rights.

Agenda 7 To Consider Other Business (If Any).

The Company sets the Record Date on Wednesday, 1st April 2026 to define the shareholder who has the right to attend the Annual General Meeting of Shareholders No. 9/2026.

The shareholders of Thai President Foods PCL are hereby cordially invited to attend the meeting on the date, time, and place specified above. The Company will open for registration to attend the Annual General Meeting of Shareholders No. 9/2026 since 7.00 hours. The shareholder, who is unable to attend the meeting, is welcome to appoint the proxy to attend the meeting and vote on your behalf by completing the Proxy Form (Form B) as attached hereto as Attachment No. 5 or the shareholder can download the Proxy Form (Form A, Form B, or Form C) from the website www.mama.co.th and fill the Form relevant to your own type of shareholder. (The Proxy Form (Form C) is applicable for the foreign investors who appoint the Custodian in Thailand to safeguard their shares.). Please, send the Proxy Form to the Company not less than 1 day prior to the Annual General Meeting of Shareholders No. 9/2026 to be held on Wednesday, 29th April 2026.

The Notice of the Annual General Meeting Shareholders' No. 9/2026, meeting registration, and proxy appointment form have been published in the Company website www.mama.co.th. Additionally, the shareholder may appoint an Independent Director to attend the meeting and vote on your behalf. The Company proposes 3 Independent Directors to be the proxy for the shareholder; namely,

- 1) Dr. Kulpatra Sirodom
- 2) Mr. Kanich Punyashthiti
- 3) Professor Dr.Suwimon Keeratipibul

Profiles of the proposed Independent Directors in Attachment No. 4.

In order to speed up and facilitate the registration process at the General Meeting of Shareholders, the shareholders please practice on documents required to attend the Meeting, Guidelines for Appointment of Proxy, Registration Process, Voting Process and Vote Counting Procedures , as Attachment No. 6 and bring the Notice of Meeting with barcode and the Proxy Form (if any), together with the identification documents for meeting attendance, present them to the registration staff on the date of the Annual General Meeting of Shareholders No. 9/2026.

Sincerely Yours,
Thai President Foods PCL.

Sarath Tangsirimongkol

(Ms. Sarath Tangsirimongkol)

Company Secretary

By Resolution of the Board of Directors

Company Secretary

Tel. 0 2374 4730 ext. 1090, 1086

- Notes:**
- 1) Any shareholder, who have any query concerning the Annual General Meeting of Shareholders No. 9/2026, please submit your query in advance to the Company via E-mail: sarath.t@mama.co.th or by post addressing to Ms. Sarath Tangsirimongkol (Company's Secretary), Thai President Foods PCL 304, Srinakarin Rd., Huamark, Bangkapi, Bangkok 10240, or by fax no. 0-2374-7743 with in Wednesday, 22nd April 2026 together with the sender's name, address, or telephone no. to be replied to. The Company's secretary will collect all query and pass to President to explain in the shareholder's meeting.
 - 2) The Shareholders can download all documents of the Annual General Meeting of Shareholders No. 9/2026, the Annual Report 2025 (56-1 One Report) and the Sustainability Report 2025 from the QR Code in the Notice of Meeting with barcode (Meeting Registration Form).