



บริษัท เอส เอ็น ซี ฟอर्मเมอร์ จำกัด (มหาชน)
SNC FORMER PUBLIC COMPANY LIMITED

The English translation of this document is prepared solely for reference for non-Thai shareholders of the Company. It should neither be relied upon as the definitive nor the official document of the Company. The Thai version is the official document and shall prevail in all respects in the event of any inconsistency with the English translation.

SNC007/2026

10 March 2026

Subject Invitation for the Annual General Meeting of Shareholders No. 32/2026

To Shareholders of SNC Former Public Company Limited

The Meeting Board of Directors of SNC Former Public Company Limited (“the Company”) No. 2/2026 on 18 February 2026 passed a resolution to hold the Annual General Meeting of Shareholders No.32/2026 on 31 March 2026 at 10.30 at a meeting room of SNC Former Public Company Limited, 333/3 Moo 6 Bang Phriang Sub-district, Bang Bo District, Samutprakarn 10560 to consider matters in accordance with agenda as follows:

Agenda 1 To consider and approve the minutes of the Annual General Meeting of Shareholders 2025

Objective and reason: to acknowledge the shareholders for the minutes of Annual General Meeting of Shareholders No. 31/2025 held on 28 March 2025.

Opinion of the Board: The minutes of the Annual General Meeting of Shareholders No.31/2025 held on 28 March 2025 were duly and accurately recorded and it is appropriate to acknowledge the shareholders’ meeting. (Enclosure 1)

Agenda 2 To acknowledge the reports of board of directors and operating results of 2025

Objective and reason: to acknowledge the reports of board of directors and operating result of 2025.

Opinion of the Board: It is appropriate to acknowledge the reports of board of directors and operating results of 2025 to the shareholders’ meeting.

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

Objective and reason: According to the Public Limited Company Act, the Board of Directors has to prepare the financial statements at the end of each fiscal year which were audited by the certified auditor and propose to the annual general shareholders’ meeting for approval.

Opinion of the Board: It is appropriate to propose to the shareholders’ meeting to consider and approve the financial statements for the year 2025 which were audited and verified by auditor. (Enclosure 2)

333/3 หมู่ที่ 6 ตำบลบางเพรียง อำเภอบางบ่อ จังหวัดสมุทรปราการ 10560
333/3 Moo 6 Bang Phriang Sub-district, Bang Bo District, Samutprakarn 10560
Tel : (662) 108-0360-61, 70-72 Email : snc@sncformer.com



Resolution This agenda must be approved by the majority of votes of the total number of votes of the shareholders in attendance and eligible to vote.

Agenda 4 To consider the approval for omitted dividend payment

Objective and reason: According to the Public Limited Company Act, the dividend payment has to be proposed to shareholders' meeting for approval.

Opinion of the Board: The Board passed the resolution to propose the Annual General Meeting of Shareholders to approve for omitted of the dividend payment for the year 2025 to reserve cash for working capital.

Company dividend payment policy

If there is no other necessity and the dividend payment does not have a significant impact on the normal operations of the Company, the dividend payment policy is not less than 50% of net profit after tax and legal reserve. The dividend and legal reserve are calculated based on the consolidated net profit where the Company should have sufficiently retained earnings in a separate financial statement for the dividend and legal reserve. In this regard, the dividend payment shall take into consideration various factors such as future performance, financial status, liquidity, business expansion plan, and economic condition. Such dividend payments must get approval from shareholders or the Board of Directors in case of the interim dividend payment.

Resolution This agenda must be approved by the majority of votes of the total number of votes of the shareholders in attendance and eligible to vote.

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

Objective and reason: According to the Company's Articles of Association, one third (1/3) of the total directors shall be retired from the office. In case of vacancy for reasons other than retirement by rotation, the Board shall elect a person who is qualified and not disqualified by law to be a director instead there are 4 directors who have to retire from the office:

| | | |
|-------------------------------|-------------------|---|
| 1 Mr. Sirote | Swasdipanich | Chairman of the Audit Committee / Independent Director |
| 2 Mrs. Chanisa | Chutipat | Audit Committee / Independent Director |
| 3 Police Major General Nopsak | Poovatanased | Nomination and Remuneration Committee / Independent Director |
| 4 Mr. Somchai | Ngamkitcharoenlap | Vice Chairman of the Executive Committee / ESG Committee / Risk Management Committee / Nomination and Remuneration Committee / Director |

The company had announced on the company’s website inviting the shareholders to nominate the name of the person whom he considered qualified for the selection in advance from 1 November 2025 to 31 January 2026, but no name was proposed to the company. Therefore, the company considered the opinions of the Nomination and Remuneration Committee that the directors are fully qualified in accordance with business related to the Company’s business operation the directors of the company has been nominated for election as a director at the Annual General Meeting of shareholders was able to comment independently and in accordance with the relevant rules. It is thus deemed appropriate to reelect them to be Director and Independent Director.

Details related to age, education, training, experience, shares holding, being director of other company, number of terms being director, board of directors’ meeting attendance. (Enclosure 3)

Opinion of Board: The Board considered based on the opinion of the nomination committee and found that the directors who will retire from the office are knowledgeable and capable, which are very useful to the Company. Therefore, the Board found it is appropriate to propose to the shareholders’ meeting to elect those 4 directors to re-elect as the Company’s board for another term.

Resolution This agenda must be approved by the majority of votes of the total number of votes of the shareholders in attendance and eligible to vote.

Agenda 6 To consider and approve the directors' remuneration for the year 2026

Objective and reason: According to the Public Limited Company Act requires that the shareholders’ meeting has to approve the directors’ remuneration every year.

Opinion of Board: The Board agreed with the Remuneration and Nomination committee's resolution that the year 2026 remuneration is not more than Baht 2,712,000. which is at the same level of other listed companies in the same sector/industry and authorize the Board of Directors to manage this approved budget. The details of directors’ remuneration are as follows:

| Details | Year 2026 (Proposed year) | | | Year 2025 | | |
|-----------------------------|---------------------------|--------------|-----------|-----------------------|--------------|-----------|
| | Chairman of the Board | Director | Total | Chairman of the Board | Director | Total |
| 1. Remuneration | - | - | - | - | - | - |
| 2. Meeting allowance of the | 40,000 Baht/ | 30,000 Baht/ | 1,760,000 | 40,000 Baht/ | 30,000 Baht/ | 1,350,000 |
| 2.1 Director | person/time | person/time | (8 times) | person/time | person/time | (6 times) |
| 2.2 Executive directors | - | - | - | - | - | - |
| 3. Meeting allowance of the | 40,000 Baht/ | 30,000 Baht/ | 400,000 | 40,000 Baht/ | 30,000 Baht/ | 500,000 |
| Audit Committee | person/time | person/time | (4 times) | person/time | person/time | (5 times) |



| Details | Year 2026 (Proposed year) | | | Year 2025 | | |
|---|---|---|------------------------|---|---|------------------------|
| | Chairman of the Board | Director | Total | Chairman of the Board | Director | Total |
| 4. Meeting allowance of the Nomination Committee and Remuneration Committee | 30,000 Baht/person/time | 20,000 Baht/person/time | 100,000 (2 times) | 30,000 Baht/person/time | 20,000 Baht/person/time | 120,000 (2 times) |
| 5. Meeting allowance of the Risk Management Committee | - | 20,000 Baht/person/time (Independent Director) | 80,000 (4 times) | - | 20,000 Baht/person/time (Independent Director) | 80,000 (4 times) |
| 6. Meeting allowance of the ESG committee | The committee wishes not to request the meeting allowance | | | The committee wishes not to request the meeting allowance | | |
| 7. Assigned company vehicles | 31,000 Baht/month | None | 372,000 (12 months) | 32,000 Baht/month | None | 372,000 (12 months) |
| 8. Other | None | None | - | None | None | - |
| Total | | | 2,712,000 | | | 2,422,000 |

Remark

- 1) The executive directors agreed to waive their director fees.
- 2) Remuneration other –None- i.e. bonus, pension, share of a business, warrant, fuel cost, accident insurance, life insurance, health insurance, medical fee myself and family, credit card and club members.

Resolution This agenda must be approved by the majority of votes of the total number of votes of the shareholders in attendance and eligible to vote.

Agenda 7 To consider and approve the appointment of auditor and fix his/her remuneration for the year 2026

Objective and reason: Public Limited Company Act requires that the shareholders' meeting has to approve the appointment of the auditor and determination of the audit fee every year.

Opinion of Audit Committee: The Audit committee's resolution to propose the Annual General Meeting of Shareholders to appoint Mr. Udomsak Busaraniphan CPA No. 10331 and/or Miss Marisa Tharathornbunpakul CPA No. 5752 and/or Mr. Pivanat Singkhom CPA No. 11641 and /or Miss Jamjuree Sathapornchaiwat CPA No. 11567 and /or Miss Kamonnate Assawetsuwan CPA No. 11614 from KPMG Phoomchai Audit Limited as auditor of company and subsidiaries, the audit fee is not more than Baht 3,700,000 and Mr.Pradermsak Jaipetch CPA No. 5496 from Twins Audit Co,Ltd as auditor of four subsidiaries, the audit fee is more than Baht 90,000 and Miss Sansanee Poolsawat CPA No. 6977 from Proud in Pro Co., Ltd. as auditor of one subsidiary, the audit is not more than Baht 50,000. The total audit for 2026 is not more than Baht 3,840,000 (2025: Actual Baht 4,620,000). The details of the audit fee are as follows:



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| | | Proposed | Actual | |
|-----------------------|--|------------------|------------------|---------|
| | Audit Firm | 2026 | 2025 | |
| 1 | SNC Former Public Company Limited | KPMG | 820,000 | 900,000 |
| 2 | SNC Creativity Anthology Company Limited | KPMG | 605,000 | 740,000 |
| 3 | Infinity Parts Company Limited | KPMG | 331,000 | 400,000 |
| 4 | Immortal Parts Company Limited | KPMG | 312,000 | 370,000 |
| 5 | SNC Cooling Supply Company Limited | KPMG | 290,000 | 350,000 |
| 6 | SNC Serenity Company Limited | KPMG | 292,000 | 350,000 |
| 7 | Hermes Cooperation Co., Ltd. | KPMG | 272,000 | 240,000 |
| 8 | SNC Atlantic Heat Pump Company Limited | KPMG | 224,000 | 270,000 |
| 9 | Paradise Plastic Company Limited | KPMG | 223,000 | 270,000 |
| 10 | Yala Fah Saard Company Limited | KPMG | 214,000 | 180,000 |
| 11 | Hermes Golf Club Co., Ltd. | KPMG | 117,000 | 120,000 |
| 12 | Mercury Transform Company Limited | Twins Audit | 25,000 | 120,000 |
| 13 | 99 Industrial Solutions Co., Ltd. | Twins Audit | 35,000 | 100,000 |
| 14 | Demeter Cooperation Co., Ltd. | Twins Audit | 15,000 | 90,000 |
| 15 | Odin Power Company Limited | Twins Audit | 15,000 | 50,000 |
| 16 | Pattana Phaendinthong Asset Management Co., Ltd. | Proud in Pro | 50,000 | 60,000 |
| 17 | Traveller Auto Co., Ltd. | TTA | - | 10,000 |
| Audit fee | | 3,840,000 | 4,620,000 | |
| Other services | | No | Actual | |

The proposed auditors have no relationship with or have an interest in the Company, subsidiary companies, management, and major shareholders, or other related parties. Therefore, they are independent in auditing and expressing opinions on the company's financial statements. If the auditors from KPMG Phoomchai Audit Limited Twins Audit Co., Ltd. and Proud In Pro Co., Ltd. have been appointed as the auditors of the Company, which will be their 1st, 1st, and 2nd year of appointment, respectively.

Opinion of Board: The Board agreed with the Audit committee's resolution to propose the annual general meeting of shareholders to appoint Mr. Udomsak Busaraniphan CPA No. 10331 and/or Miss Marisa Tharathornbunpakul CPA No. 5752 and/or Mr. Pivanat Singkhom CPA No. 11641 and /or Miss Jamjuree Sathapornchaiwat CPA No. 11567 and /or Miss Kamonnate Assawetsuwan CPA No. 11614 from KPMG Phoomchai Audit Limited as auditor of company and subsidiaries, the audit fee is not more than Baht 3,700,000 and Mr.Pradermsak Jaipetch CPA No. 5496 from Twins Audit Co.,Ltd as

auditor of four subsidiaries, the audit fee is more than Baht 90,000 and Miss Sansanee Poolsawat CPA No. 6977 from Proud in Pro Co., Ltd. as auditor of one subsidiary, the audit is not more than Baht 50,000. The total audit for 2026 is not more than Baht 3,840,000 (2025: Actual Baht 4,620,000).

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Agenda 8 To Consideration other agenda

(if any)

For the right of shareholders to attend the Annual General Meeting No. 32/2026, the Record Date was on 5 March 2026.

The Company would like to invite the shareholders to attend the Annual General Meeting No. 32/2026 as date, time and place stated above. The Company will open for registration to attend the meeting since 9.30 hrs.

If any shareholder cannot attend the meeting and wants to appoint any person or independent director (Enclosure 5) to cast the vote in this meeting. Please fill out the details and sign in the proxy form (recommend Form B) (Enclosure 6) or can download proxy form from <https://investor.sncformer.com/notice.html>. The Company would like to ask for your cooperation to submit the proxy which has already been filled in detail and signed by grantor to the Company prior to meeting date 1 day in advance, therefore, the proxy can proceed according to shareholder's wish.

Yours Sincerely,

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(Mr. Somchai Ngamkitcharoenlap)

Vice Chairman of the Executive Committee

SNC Former Public Company Limited