

(Translation)

6 March 2026

Subject: Invitation for the 2026 Annual General Meeting of Shareholders

To: Shareholders of Thai Union Group Public Company Limited

Enclosed:

1. The Articles of Association (only the parts related to the Meeting of Shareholders and the Voting and Counting) (Page 10-12)
2. Copy of Financial Statements as of 31 December 2025 (Abridged Version) (Page 13-16)
3. Biographies of those nominated for re-election to the Board of Directors of the Company (Page 17-25)
4. Information for appointment of the Company's independent auditor (Page 26-31)
5. Regulations for attending the shareholders' meeting by electronic meeting and Guidelines for attending E-Meeting (Page 32-36)
6. The Mechanism for Voting via e-Proxy Voting (Page 37)
7. Profile of independent directors for proxy case (Page 38-42)
8. Three types of proxy forms (Please select only one of the three forms) (Page 43-53) (Shareholders who require a physical copy of the proxy form type A, type B or type C, may send their request to CompanySecretary.TU@thaiunion.com)
9. Privacy Notice (Page 54)
10. Annual Report (56-1 One Report) for the year 2025 (QR Code) (Page 55)

As the meeting of the Board of Directors of Thai Union Group Public Company Limited (the "Company") No. 1/2026 held on 18 February 2026 resolved to convene the 2026 Annual General Meeting of Shareholders on **Wednesday 8 April 2026 at 2:00 p.m. via electronic means (E-Meeting) only** in compliance with the Articles of Association of the Company, Clause 32, the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other related laws and regulations which will be broadcast from Thai Union Group PCL., S.M. Tower, Phaholyothin Road, Phayathai, Bangkok. to consider the following agenda.

Agenda 1 To Consider and Acknowledge the Company's Operational Results for Year 2025

Background and rationale: The Company's operating results of year 2025 and the reports on the implementation of Anti-Bribery and Corruption Policy including other relevant information has been shown in the 2025 Annual Report (56-1 One Report) which has been distributed to the shareholders via QR Code together with this Notice of the meeting.

Board's Opinion: Deemed it appropriate to propose to the Annual General Meeting of Shareholders to consider and acknowledge the Company's operational results including the reports on the implementation of Anti-Bribery and Corruption Policy for the year 2025.

Resolution: This agenda shall not be determined by votes since it is only for shareholders' acknowledgement.

Agenda 2 To Consider and Approve the Financial Statements for the Fiscal Year ended 31 December 2025 and Report of Independent Auditor

Background and rationale: The Company's financial statements for the fiscal year ended 31 December 2025 and the report of independent auditor (Abridged Version) have been shown in Page 13-16 and in the financial statements section of the 2025 Annual Report, which was audited by KPMG Phoomchai Audit Ltd. as the Company's independent auditor and reviewed by the Audit Committee are delivered to all shareholders along with this notice.

Board's Opinion: Deemed it appropriate to propose to the Annual General Meeting of Shareholders to approve the Company's financial statements for the fiscal year ended 31 December 2025 and the report of independent auditor thereon, which was audited by the Company's independent auditor according to Section 112 of the Public Limited Companies Act B.E. 2535, with the opinion that the proposed financial statements contain information that is accurate in accordance with the generally accepted accounting principles which have been reviewed and endorsed by the Audit Committee and the Board of Directors.

Resolution: This agenda shall be determined by a majority of votes of the shareholders who attend the meeting and cast their votes.

Agenda 3 To Consider and Approve the Allocation of Net Profit for 2025 Operational Results

Background and rationale: According to the operation results of 2025, the Company and its subsidiaries have recorded consolidated net profit of THB 4,609.42 million i.e. consolidated net profit for the fiscal year ended 31 December 2025. According to the Public Companies Act, B.E. 2535, the Company shall allocate not less than five percent of its annual net profit less the accumulated losses brought forward (if any) to legal reserve until this reserve attains an amount not less than ten percent of the registered capital. This has already been performed by the Company. Therefore, the Company agreed to pay out its dividend in an amount not exceeding at THB 2,698.57 million (equivalent to THB 0.70 per share), or 58.54% of consolidated net profit. However, by the resolution of the Board of Directors' Meeting No. 5/2025 held on 4 August 2025, the Company had paid out the interim dividend payment for the first-half operational period to shareholders at THB 1,349.28 million or THB 0.35 per share on 1 September 2025, the remaining dividend to be paid this time will be approximately THB 1,349.28 million will be at THB 0.35 per share. and the dividend will be paid on Friday 24 April 2026. Dividend payment of THB 0.35 per share is subject to 10% withholding tax, or THB 0.035 per share, as it derived from profit under non-BOI privilege. The net dividend paid will be THB 0.315 per share.

The comparison of previous dividend payment records is shown as follows:

Details of Dividend Payment	Year 2023*	Year 2024	Year 2025
1. Net Profit (Million THB)	4,499.36	4,984.89	4,609.42
Net profit after interest paid on perpetual debentures	4,199.36	4,684.07	-
2. Number of Shares 31 st December	4,655,132,696	4,455,132,696	4,255,132,696
Less Treasury stock	(200,000,000)	(200,000,000)	(400,038,900)
Number of Shares after treasury stock	4,455,132,696	4,255,132,696	3,855,093,796
<i>Par value (THB)</i>	<i>0.25</i>	<i>0.25</i>	<i>0.25</i>
3. Total Dividend Payment per share (THB: Share)	0.54	0.66	0.70
3.1 Interim Dividend No.1 (THB: Share)	0.30	0.31	0.35
3.2 Annual Dividend (THB: Share)	0.24	0.35	0.35
4. Total Dividend Amount (Million THB)	2,405.77	2,808.38	2,698.57
5. Dividend Payout Ratio (Percent)	57.29	59.96	58.54

*After eliminating the loss from the one-time non-cash impairment in Red Lobster

The Company's dividend policy is to pay at least 50% of net profit twice a year since 2002. The dividend payout ratio for the Company's operational of 2025 is 58.54% which is aligned to dividend payment policy of the Company.

The right to receive the dividend is still uncertain until it has been approved by the 2026 Annual General Meeting of Shareholders.

Board's Opinion: Deemed it appropriate to propose to the Annual General Meeting of Shareholders to approve the appropriation of the consolidated net profit for the dividend payment for the fiscal year 2025 in an amount not exceeding at THB 2,698.57 million. However, the Company paid out the interim dividend payment for the first-half operational period to shareholders at THB 1,349.28 million (equivalent to THB 0.35 per share) on 1 September 2025, the dividend for the fiscal year remains to be paid this time will be approximately THB 1,349.28 million at THB 0.35 per share and determines the record date on which shareholders have the right to receive dividend on Wednesday 4 March 2026. The dividend will be paid on Friday 24 April 2026. Dividend payment of THB 0.35 per share is subject to 10% withholding tax, or THB 0.035 per share, as it derived from profit under non-BOI privilege. The net dividend paid will value THB 0.315 per share.

Dividend recipients shall not be entitled to tax credits, as the dividends or profit distributions are paid from earnings that are exempt from inclusion in taxable income for corporate income tax purposes.

Resolution: This agenda shall be determined by a majority of votes of the shareholders who attend the meeting and cast their votes.

Agenda 4 To Consider and Approve the Election of the Company's Directors

Background and rationale:

1. Pursuant to Public Limited Companies Act, B. E. 2535 and Article 17 of the Company's Articles of Association prescribes that "At every Annual General Meeting, one-third (1/3) of the directors shall retire from office. If the number of directors is not a multiple of three (3), the number nearest to one-third (1/3) shall retire from office."
2. For the year 2026, the Board consists of 11 existing directors and 4 directors who are due to retire from office are as follows:
 - (1) Mr. Cheng Niruttinanon
 - (2) Mr. Thiraphong Chansiri
 - (3) Mr. Nart Liuchareon (Independent Director)
 - (4) Mr. Tin Shu Chan
3. The Company has informed all shareholders of their right to nominate qualified person(s) for director position ahead of the meeting through its website and Electronic Company Information Disclosure of the Stock Exchange of Thailand from Monday 1 September 2025 to Wednesday 31 December 2025, totalling 122 days. **However, there was no proposal agenda and any director nominee submitted to the Company.**
4. The Nomination, Remuneration and Corporate Governance Committee (excluded a interested director who are due to retire by rotation) has considered the qualification of each candidate as well as the list of qualified individuals from the Thai Institute of Directors Association (IOD) who are capable of serving as directors of a listed company. The consideration was conducted in accordance with the Company's Board resolutions on director nomination procedures, the good corporate governance guidelines of the Office of the Securities and Exchange Commission (SEC), the IOD's screening guidelines for nominated directors,

and the Company's own criteria. The Committee thoroughly and carefully evaluated the qualifications of all four directors due to retire by rotation on an individual basis, taking into account board diversity, as well as the knowledge, expertise, and competencies aligned with the Company's business strategies. The evaluation also considered alignment with the Company's Board Skills Matrix, attributes of leadership, strategic vision, integrity, ethical conduct, transparent work history and full compliance with applicable laws, the Company's Articles of Association and good corporate governance policy and no dishonest act of an offence against property and not holding directorship of more than four other listed companies

With respect to appointment of one Independent Director namely: **Mr. Nart Liuchareon**. The Nomination, Remuneration and Corporate Governance Committee and the Board of Directors considered and agreed that he has all the qualifications as required by law and relevant regulation. In addition, he can express their opinions independently. Although **Mr. Nart Liuchareon** has been independent director of the Company continuously for ten years and eleven months* which is more than nine years, the Board of Directors thoroughly consider and confident that he is able to perform his roles independently and has strong experience and knowledge to provide good advice to the Company which benefit to the Company's business operations. It is appropriated to propose 2026 Annuals Shareholder Meeting for their approval the four qualified candidates for the election to be the directors and independent directors to be re-elected and continue one more term of office.

Biography of nominated persons to be elected as the Company's directors are provided herein Page 17-25.

Board's Opinion: Deemed it appropriate to propose to the Annual General Meeting of Shareholders to approve the election of persons nominated by the Nomination, Remuneration and Corporate Governance Committee and the Board of Directors as mentioned above, to serve as directors, independent director and members of sub-committees in place of those retiring by rotation of which details are shown in the enclosed document as follows:

Name of Director	Type of Directorship	No. of years in position	Proposal
1. Mr. Cheng Niruttinanon	Executive Chairman Executive Director	26 years 9 months	Continue one more term as a director
2. Mr. Thiraphong Chansiri	Vice Chairman Executive Director Chairman of the Sustainable Development Committee Member of the Risk Management Committee President and CEO	35 years - months	Continue one more term as a director and member of sub-committees
3. Mr. Nart Liuchareon	Independent Director Chairman of the Audit Committee Member of the Nomination, Remuneration and Corporate Governance Committee	10 years 9 months	Continue one more term as an independent director and member of sub-committees
4. Mr. Tin Shu Chan	Non-Executive Director	10 months	Continue one more term as a director

*as of 31 December 2025

Resolution: This agenda shall be determined by a majority of votes of the shareholders who attend the meeting and cast their votes.

Agenda 5 To Consider and Approve the Remuneration of the Board Members and Sub-Committee Members for the Year 2026 and the Directors’ Bonus based on the 2025 Operational Results

Background and rationale: The Nomination, Remuneration and Governance Committee has considered the remuneration of directors and sub-committees for year 2026 based on their duties and responsibilities, the comparison of remuneration with other firms in the same industry, the Company’s business operations and profit. According to the Articles 28 “The Board of Directors is entitled to receive remuneration e.g. salary, meeting allowance, other allowances and bonus. Other expenses incurred during their performance, as director shall also be repaid” (pursuant to the Public Limited Companies Act 1992, Article 90 stipulates that the first paragraph).

The criteria and methods of consideration are as follows:

- Carefully consider and filter based on various appropriateness;
- Compare the average director compensation in the group of peers;
- Consider the company's expansion and profit growth;
- Economic situation;
- Total number of the company's directors.

Information for Consideration of Director’s Remuneration

The Proposed remuneration package for year 2026

Proposal	Year 2025	Proposed for Year 2026	Change
1. Remuneration for TU Directors			
1.1 Chairman retainer	THB 80,000/month	THB 80,000/month	-
1.2 Meeting allowance of Chairman	THB 40,000/time	THB 40,000/time	-
1.3 Director retainer	THB 40,000/month	THB 40,000/month	-
1.4 Meeting allowance of Director	THB 20,000/time	THB 20,000/time	-
1.5 Other benefits	- Health Insurance premiums not exceeding THB 700,000 per year. (for directors who are younger than 70 years old and have permanent residents in Thailand only). - Director’s bonus 2024 at rate not exceeding of 0.5% of the Company’s dividend payment.	- Health Insurance premiums not exceeding THB 700,000 per year. (for directors who are younger than 70 years old and have permanent residents in Thailand only). - Director’s bonus 2025 at rate not exceeding of 0.5% of the Company’s dividend payment.	-
2. Remuneration for sub-committee			
2.1 Audit Committee			
- Chairman	THB 60,000/month	THB 60,000/month	-
- Member	THB 30,000/month	THB 30,000/month	-
- Other benefits	Nil	Nil	-

Proposal	Year 2025	Proposed for Year 2026	Change
2.2 The Nomination, Remuneration and Corporate Governance Committee			
- Chairman	THB 360,000/year	THB 360,000/year	-
- Member (Independent Director)	THB 180,000/year	THB 180,000/year	-
- Member (Director)	THB 120,000/year	THB 120,000/year	-
- Other benefits	Nil	Nil	-
2.3 The Risk Management Committee			
- Chairman	THB 360,000/year	THB 360,000/year	-
- Member (Independent Director)	THB 180,000/year	THB 180,000/year	-
- Member (Director)	THB 120,000/year	THB 120,000/year	-
- Other benefits	Nil	Nil	-

Board's Opinion: Deemed it appropriate to propose to the Annual General Meeting of Shareholders to approve the remuneration of the directors and sub-committees for year 2026 and bonus for directors at rate not exceeding of 0.5% dividend payment to shareholder, i.e. the total bonus for directors not exceeding THB 13.49 million and determined bonus for Chairman of the Board two times of the bonuses paid to the directors. Bonus for Directors will be paid on Monday 27 April 2026, after dividend payment to shareholders, as proposed by the Nomination, Remuneration and Corporate Governance Committee.

In addition, in order to support the directors to perform their duties with full efficiency. The Company has prepared Directors and Officers Liability Insurance, and be responsible for the expenses of training seminars, travel expenses and allowances for inspecting the operation of the company as assigned according to the amount specified in the company's policies.

Resolution: This agenda shall be determined by a vote of not less than two-thirds of the total voting rights of the shareholders who attend the meeting.

Agenda 6 To Consider and Approve the Appointment of the Company's Auditor and fix the Auditing Fee for Year 2026

Background and rationale: Under Section 120 of the Public Limited Company Act B.E. 2535 and Article 36 of the Articles of Association of the Company. The appointment of auditors and determination of the auditing fee for the financial year that will end on 31 December 2026 require the meeting approval. The information of this agenda is provided on page 26-31.

Audit Committee's Opinion: The Audit Committee has continuously held meetings with the company's auditor to discuss audit approaches and effective collaboration. The Audit Committee has proposed to the Board of Directors to consider concurrence with the proposal for the appointment Company's auditor at the shareholders' meeting as follows:

1. Ms. Sujitra Masena CPA # 8645 or
2. Ms. Nareewan Chaibantad CPA # 9219 or
3. Ms. Chaowanee Chaisanga CPA # 12663 or
4. Ms. Sirinuch Surapaitoonkorn CPA # 8413

From KPMG Phoomchai Audit Ltd. this appointment is for the 3rd fiscal year (fiscal years 2024-2026) which the four aforementioned auditors perform their duties in accordance with the auditor rotation rules of the Securities and Exchange Commission.

The proposed auditing fees as follows:

Unit: THB

Detail	Year 2025	Year 2026 Proposal	Increase (Decrease)
The audit fee and the quarterly review of the interim	3,100,000	3,100,000	150,000
The special audit fee of BOI (per license)	100,000	100,000	-

The above audit fee does not include other service fee (non-audit fee). For the fiscal year ended 31 December 2025, the Company and its subsidiaries incurred expenses for other service fees (non-audit fees) from KPMG Phoomchai Audit Ltd. and companies within the KPMG Phoomchai Audit Ltd. group, with details as follows:

Unit: THB

Non-Audit Fee	2025	2026
The Company and its subsidiaries (Thailand only)	2,610,000	Non-Audit fee will be paid according to the actual expenses incur.

The Audit Committee has considered and examined the list of auditors as proposed, there is no relationship or interest with the company, executives, major shareholders or related persons of such persons.

Board's Opinion: Deemed it appropriate to propose to the Annual General Shareholders, in accordance with the consideration by the Audit Committee to appointment of the Company's independent auditors as the following:

1. Ms. Sujitra Masena CPA # 8645 or
2. Ms. Nareewan Chaibantad CPA # 9219 or
3. Ms. Chaowanee Chaisanga CPA # 12663 or
4. Ms. Sirinuch Surapaitoonkorn CPA # 8413

From KPMG Phoomchai Audit Ltd., any one of them being authorised to conduct the audit and express an opinion on the financial statements of the Company or Subsidiaries. In the absence of the above-named auditors, KPMG Phoomchai Audit Ltd. is authorised to identify one other Certified Public Accountant within KPMG Phoomchai Audit Ltd. to carry out the work and to set the audit fee for the annual financial statements for the fiscal year 2026 with the auditing fee for the quarterly review of the interim financial statements (altogether 3 quarters) at THB 3,250,000 and the special audit fee of BOI (per license) at THB 100,000.

Resolution: This agenda shall be determined by a majority of votes of the shareholders who attend the meeting and cast their votes.

The Company has determined the record date on which shareholders have the right to receive dividend fixing the share register book closing date on 4 March 2026.

Should you have any questions concerning the meeting agenda, please submit your questions in advance by Friday 27 March 2026 through the following channels:

1. e-mail address: CompanySecretary.TU@thaiunion.com
2. Fax: +66(0) 2298-0553
3. Website: <http://www.thaiunion.com/th/contact>
4. Post: **Thai Union Group Public Company Limited (Company Secretary Department)**
No. 979/12, M Floor, S.M.Tower, Phaholyothin Road,
Phayathai Sub-District, Phayathai District, Bangkok
Thailand, Zip Code 10400

The Company, therefore, invites the shareholders to attend the Meeting on Wednesday 8 April 2026, at 2.00 p.m., via electronic means only in accordance with the rules stipulated in the law relating to electronic meetings. The regulations for attending the shareholders' meeting by electronic meeting and guidelines for attending E-Meeting are provided in Enclosure No. 5 (Page 32-36).

If a Shareholder or proxy, who is not an independent director of the Company, intends to attend the meeting via electronic means, the shareholders may register or appoint a proxy via e-Request system according to the regulations for attending the shareholders' meeting by electronic meeting and guidelines for attending E-Meeting in Enclosure No. 5 (Page 32-36). The system will be available from 31 March 2026, at 08.30 a.m. until the Meeting is adjourned on 8 April 2026.

The shareholder and the proxy are required to submit identification evidence for registration via e-Request system and supporting document for the appointment of proxy according to the details in Enclosure No. 5 (Page 32-36).

After the Company has verified the right to attend the meeting and the registration documents. Inventech Systems (Thailand) Co., Ltd. ("Inventech"), the meeting control system provider, certified by the Electronic Transaction Development Agency (ETDA), will send the link, username, and password for logging into the Meeting via electronic means to the shareholders using the email address as notified to the Company.

Please keep the username and password confidential. In the case your username and password are lost or you have not received it, please contact Inventech immediately. For shareholder who intends to appoint an independent director of the Company as a proxy, as detailed in Enclosure No. 7 (Page 38-42), the shareholder may appoint a proxy via e-Request system according to the regulations for attending the shareholders' meeting by electronic meeting and guidelines for attending E-Meeting in Enclosure No.5 (Page 32-36) or the shareholder can post the document for the appointment of proxy via registered mail with return receipt, to

Thai Union Group Public Company Limited (Company Secretary Department)

No. 979/12, M Floor, S.M.Tower, Phaholyothin Road,
Phayathai Sub-District, Phayathai District, Bangkok
Thailand, Zip Code 10400

However, the proxy posted via registered mail must be delivered to the Company **by 31 March 2026 at 5.00 p.m.** The Company recommends using Proxy Form B in Enclosure No. 8 (Page 43-53), as the shareholders can cast their vote for a specific agenda item.

On the Annual General Meeting of shareholder 2026, the shareholder or proxy (in the case of a proxy) is requested to attend the Meeting via the link and fill in the username and password that the shareholders received via the email address as notified to the Company. The Company shall allow the shareholder and proxy to register to attend the Meeting via electronic means on 8 April 2026, from 12.00 p.m. onwards, and the Meeting shall start at 14.00 p.m.

Yours sincerely,
Thai Union Group Public Company Limited



-Signed-

Mr. Kirati Assakul
Chairman

Note: Shareholders can view the full version of the invitation to the 2026 Annual General Meeting of Shareholders and related meeting documents on the company's website from 6 March 2026, at under the section "Investor Relations > Shareholder Information > Announcements for Shareholders."