



**Thai
Life**
Insurance

Invitation to the Annual General Meeting of Shareholders for the year 2026

Thai Life Insurance Public Company Limited

**Wednesday, 29th April, 2026
at 14:00 hours**

**In the form of
an electronic meeting (e-AGM)**

In accordance with the Emergency Decree
on Electronic Meetings B.E. 2563 (2020)
and other relevant laws and regulations
related to electronic meetings



**Thai
Life
Insurance**

Thai Life Insurance Public Company Limited
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www.thailife.com Registration No. 0107555000104

8 April 2026

Subject: Invitation to the Annual General Meeting of Shareholders for the year 2026

To: Shareholders

- Enclosures:
1. A copy of the Minutes of the Annual General Meeting of Shareholders for the year 2025
 2. Annual Registration Statement and Annual Report for the year 2025 (Form 56-1 One Report) and the Sustainability Report for the year 2025 in the QR code format
 3. Profile of the Nominated Director for Election
 4. Qualifications of an Independent Director
 5. The Company's Articles of Association Concerning the Shareholders' Meeting
 6. Profiles of Independent Directors Proposed to Act as Proxy Appointment
 7. Proxy Forms: Form A, Form B, and Form C
 8. Guidelines for Registration for Attendance at the Meeting, Attending the Meeting, Asking Questions or Expressing Opinions, Proxy Appointment, Vote Casting, and Vote Counting
 9. Procedures for Attending the Meeting via Electronic Means (e-Meeting)

The Board of Directors of Thai Life Insurance Public Company Limited (the "Company") has passed resolutions that the Annual General Meeting of Shareholders for the year 2026 is scheduled to be held on Wednesday, 29 April 2026 at 14.00 hours, in the form of an electronic meeting (e-AGM), in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020), including other relevant laws and regulations relating to electronic meetings. The agenda items for the meeting are as follows:

Agenda No. 1 To adopt the Minutes of the Annual General Meeting of Shareholders for the year 2025

Fact and Rationale: The Company convened the Annual General Meeting of Shareholders for the year 2025 on 29 April 2025 and prepared the Minutes of the said meeting, a copy of which is attached hereto as Enclosure 1.

Board of Directors' opinion: The Board of Directors considered that the Minutes of the Annual General Meeting of Shareholders for the year 2025, held on 29 April 2025, were recorded accurately and completely. It was deemed appropriate to propose to the Annual General Meeting of Shareholders to adopt the Minutes of the Annual General Meeting of Shareholders for the year 2025.

Required votes for Resolution: This agenda item requires a resolution by the Annual General Meeting of Shareholders for adoption with the majority votes of shareholders who attend the meeting and cast their votes.

Agenda No. 2 **To acknowledge the report on the Company's operating results for the year 2025**

Fact and Rationale: The Company prepared the report on the Company's operating results and the significant changes for the year 2025, details of which are shown in the Annual Registration Statement and Annual Report for the year 2025 (Form 56-1 One Report) and the Sustainability Report for the year 2025 in the QR code format attached hereto as Enclosure 2.

Board of Directors' opinion: The Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders acknowledge the Company's operating results and the significant changes for the year 2025, the details of which are shown in the Annual Registration Statement and Annual Report for the year 2025 (Form 56-1 One Report) and the Sustainability Report for the year 2025.

Required votes for Resolution: This agenda item is a matter of acknowledgement; therefore, no voting is required.

Agenda No. 3 **To acknowledge the immaterial change in the purpose of the use of IPO proceeds**

Fact and Rationale: With reference to the Company's Initial Public Offering (the "IPO") on 21 July 2022, totaling 850,000,000 shares at the offering price of THB 16 per share. The Company received net aggregate proceeds (after deduction of expenses related to the IPO) totaling THB 13,338 million. The purpose and the schedule of the use of proceeds received from the IPO were as detailed in the Company's registration statement for securities offering (the "Filing") and the Company's prospectus. Subsequently, the Company had made an immaterial change in the schedule of the use of proceeds received from the IPO on 28 February 2024.

The Company recognizes the rapidly changing landscape of digital technologies, particularly the evolution in data platforms and artificial intelligence (AI). Accordingly, the Company has formulated a strategy to enhance customer experience and develop marketing technology by leveraging AI-driven hyper-personalization. This approach aims to elevate customer service beyond traditional insurance interactions in order to effectively enhance customer retention, as well as to provide distribution channels with more profound and relevant insights. In this regard, the Company deemed it necessary to increase the investment amount of THB 800 million for the Digital Transformation and Marketing objective by reallocating such amount from the Fortifying Partnership Channels objective, and extend the schedule of the use of the proceeds under the Digital Transformation and Marketing objective.

In addition, the Company remains committed to strengthening relationships with existing business partners and actively pursuing new partnership opportunities in a prudent and strategic manner aligning with the Company's long-term strategy. The Company deemed it necessary to extend the schedule of the use of the proceeds under the Fortifying Partnership Channels objective.

At the Board of Directors' Meeting No. 1/2026, held on 26 February 2026, the Board of Directors had considered the matter by taking into account the reasonableness, necessity, as well as benefits and worthiness that the Company and shareholders will receive, and therefore resolved to approve the change in the purpose of the use of the proceeds by reallocating the investment amounts or expenses among the items previously disclosed in the registration statement, which had been allocated from the Fortifying Partnership Channels objective, in the amount of THB 800 million, to the Digital Transformation and Marketing objective, including the change in the schedule of the use of the proceeds obtained from the IPO for both the Digital Transformation and Marketing objective and the Fortifying Partnership Channels objective. These changes constitute the immaterial change in the purpose of the use of the proceeds, in accordance with the Notification of the Office of the Securities and Exchange Commission No. Sor.Jor. 63/2561 regarding "Change in the Purpose of the Use of Proceeds as Specified in the Securities Offering Registration Statement and the Draft Prospectus".

Accordingly, the plan for the use of proceeds, the amount that the Company proposed to reallocate, and the schedule of the use of the proceeds are presented in the following table:

Purpose of IPO Proceeds	(THB Million)				Estimated schedule of proceeds utilization (Former)	Estimated schedule of proceeds utilization (New)
	Estimate amount	Utilized amount	Remaining amount <u>before the change</u> As of 31 Dec 2025	Remaining amount <u>after the change</u> As of 31 Dec 2025		
Digital Transformation and Marketing	2,000	908	1,092	1,892	2022-2026	2022-2028
Fortifying Partnership Channels	5,400	820	4,580	3,780	2024-2026	2024-2028
Strengthen capital and working capital and other purposes	5,938	5,938	-	-	2022	-
Total	13,338	7,666	5,672	5,672		

Board of Directors' opinion: The Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders acknowledge the immaterial change in the purpose of the use of the proceeds, by reallocating the investment amounts or expenses among the items previously disclosed in the registration statement for securities offering, and the immaterial change in the schedule of the use of the capital increase proceeds obtained from the Initial Public Offering (IPO).

Required votes for Resolution: This agenda item is a matter for acknowledgement; therefore, no voting is required.

Agenda No. 4 To consider and approve the Company's statement of financial position and statement of comprehensive income for the year ended 31 December 2025

Fact and Rationale: In compliance with Section 112 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 47 of the Company's Articles of Association, the Company shall cause the statement of financial position and statement of comprehensive income as at the end of the fiscal year of the Company to be prepared for proposing to the Shareholders' Meeting for consideration and approval.

The Company prepared the statement of financial position and statement of comprehensive income for the year ended 31 December 2025, which were audited and certified by a Certified Public Accountant of KPMG Phoomchai Audit Limited and were considered and agreed by the Audit Committee. The details of which are shown in the Annual Registration Statement and Annual Report for the year 2025 (Form 56-1 One Report), Part 3 Financial Statements, in the QR code format attached hereto as Enclosure 2.

Board of Directors' opinion: The Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the Company's statement of financial position and statement of comprehensive income for the year ended 31 December 2025, which were audited and certified by a Certified Public Accountant and were considered and agreed by the Audit Committee and the Board of Directors.

Required votes for Resolution: This agenda item requires a resolution by the Annual General Meeting of Shareholders for approval with the majority votes of shareholders who attend the meeting and cast their votes.

Agenda No. 5 To consider and approve the appropriation of profit from 2025 operating results and dividend payment

Fact and Rationale: According to Section 116 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 50 of the Company's Articles of Association, the Company shall appropriate not less than 5% of the annual net profit to a reserve fund, less the accumulated losses brought forward (if any), until the reserve fund reaches an amount not less than 10% of the registered capital.

In 2025, the Company has fully held the reserve fund as required by law and the Company's Articles of Association; therefore, the Company is not required to allocate additional net profit as the legal reserve.

In addition, according to Section 115 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 49 of the Company's Articles of Association, dividends shall not be paid other than out of profits. In conjunction with the Company's Shareholder Dividend Payment Policy,

the Company shall pay dividends to shareholders at the rate of not less than 30% of the net profit after tax of each fiscal year, provided that the payment complies with applicable laws.

According to the Company's 2025 operating results, the Company recorded a net profit of THB 11,871.37 million, based on the separate financial statements. The Company therefore deemed it appropriate that the net profit be appropriated for dividend payment to shareholders at the rate of THB 0.60 per share, totaling THB 6,870 million, representing 57.87% of the annual net profit of 2025 in accordance with the Company's Shareholder Dividend Payment Policy.

In this regard, information on dividend payments from the 2025 operating results, compared with 2024, is as follows:

Details of dividend payment	Year 2025	Year 2024
Net profit (THB Million)	11,871.37	11,670.50
Basic earnings per share (THB/Share)	1.04	1.02
Issued and paid-up shares (Million shares)	11,450.00	11,450.00
Dividend per share (THB/Share)	0.60	0.50
Total amount of dividend payment (THB Million)	6,870.00	5,725.00
Proportion of dividend payment (Percentage)	57.87	49.06

Note: The net profit for the year 2025 was prepared in accordance with the Thai Financial Reporting Standards No. 9 and No. 17, which the Company has adopted effective from 1 January 2025, whereas the net profit for the year 2024 was prepared in accordance with the previous Thai Financial Reporting Standards.

The Company has set a record date for determining the names of shareholders entitled to receive dividends on 8 May 2026. In this regard, the dividend payment shall be subject to the approvals of the Annual General Meeting of Shareholders and the Registrar in accordance with the Life Insurance Act B.E. 2535 (1992) (as amended).

Board of Directors' opinion: The Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the appropriation of profit from 2025 operating results and the dividend payment as follows:

1. No appropriate profit from 2025 operating results as a legal reserve fund, as the Company has fully held the reserve fund as required by law and the Company's Articles of Association;
2. To pay dividends from 2025 operating results to shareholders at the rate of THB 0.60 per share, totaling THB 6,870 million, representing 57.87% of the annual net profit of 2025 in accordance with the Company's Shareholder Dividend Payment Policy. The Company has set a record date for determining the names of shareholders entitled to receive dividends on 8 May 2026. In this regard, the dividend payment shall be subject to the approvals of the Annual General Meeting of

the director listed under item 2, who has been nominated for the position of independent director, possesses qualifications as prescribed by laws and the relevant regulatory authorities' requirements relating to independent directors. Therefore, the Committee deemed it appropriate to propose to the Annual General Meeting of Shareholders for consideration and approval the re-election of these 3 directors to continue serving as directors of the Company, to perform their duties in the same position, as well as to continue serving as members of the relevant sub-committees for another term.

As Mrs. Srisuda Pulpipatnan has expressed her intention not to seek re-election for another term as a director, the Nomination and Remuneration Committee has therefore considered and resolved to nominate Mr. Sawat Naruvorawong, who possesses qualifications as prescribed by laws and the relevant regulatory authorities' requirements, including the Public Limited Companies Act B.E. 2535 (1992) (as amended). He also possesses the skills, expertise, knowledge, capabilities and experience that are beneficial to the Company's business operations. Consequently, it is deemed appropriate to propose to the Annual General Meeting of Shareholders for consideration and approval the election of Mr. Sawat Naruvorawong to serve as Director and Investment Committee Member in replacement of Mrs. Srisuda Pulpipatnan, whose term of office expires at the Annual General Meeting of Shareholders for the year 2026.

Board of Directors' opinion: The Board of Directors (excluding interested directors) considered and agreed with the proposal of the Nomination and Remuneration Committee (excluding interested directors) and deemed it appropriate to propose to the Annual General Meeting of Shareholders for consideration the re-election of (1) General Winai Phattiyakul, (2) Mr. Amnart Wongpinitwarodom, and (3) Mr. Chai Chaiyawan to continue serving as directors of the Company, to perform the duties in the same position, as well as to continue serving as members of the relevant sub-committees for another term. This is because all 3 directors possess qualifications as prescribed by laws and the relevant regulatory authorities' requirements, including the Public Limited Companies Act B.E. 2535 (1992) (as amended). They also possess the skills, expertise, knowledge, capabilities, and experience that are beneficial to the Company's business operations. Throughout their tenure, they have performed their duties as directors of the Company and members of sub-committees with responsibility, prudence, and integrity. In this regard, the director listed under item 2, who has been nominated for the position of independent director, possesses qualifications as prescribed by laws and the relevant regulatory authorities' requirements relating to independent directors. Consequently, it is deemed appropriate to propose to the Annual General Meeting of Shareholders for consideration and approval the election of Mr. Sawat Naruvorawong to serve as Director and Investment Committee Member in replacement of Mrs. Srisuda Pulpipatnan, whose term of office expires at the Annual General Meeting of Shareholders for the year 2026. This is because Mr. Sawat Naruvorawong

possesses qualifications as prescribed by laws and the relevant regulatory authorities' requirements, including the Public Limited Companies Act B.E. 2535 (1992) (as amended). He also possesses the skills, expertise, knowledge, capabilities, and experience that are beneficial to the Company's business operations.

The Profiles of the Nominated Director for Election are attached hereto as Enclosure 3, and the Qualifications of an Independent Director are attached hereto as Enclosure 4.

Required votes for resolution: This agenda item requires a resolution of the Annual General Meeting of Shareholders for approval with the majority votes of shareholders who attend the meeting and cast their votes.

Agenda No. 7 **To consider and approve the amendment to the names and number of the Company's authorized signatory directors**

Fact and Rationale: In accordance with Article 33 of the Company's Articles of Association which stipulates that the persons authorized to sign on behalf of the Company shall be any two directors jointly signing together with the Company's seal affixed, and that the Board of Directors' Meeting or the Shareholders' Meeting is empowered to fix the names of the authorized persons.

Following the appointment of directors under Agenda No. 6, the Company therefore deems it appropriate to propose the amendment to the names and number of the Company's authorized signatory directors. The details of the amendment are as follows:

Current:

"Mr. Chai Chaiyawan, Mrs. Varang Chaiyawan, Mr. Winyou Chaiyawan, and Mrs. Srisuda Pulpipatnan, any two of these four directors shall jointly sign together with the Company's seal affixed"

Proposed Amendment:

"Mr. Chai Chaiyawan, Mrs. Varang Chaiyawan, Mr. Winyou Chaiyawan, and Mr. Sawat Naruvorawong, any two of these four directors shall jointly sign together with the Company's seal affixed"

Board of Directors' opinion: The Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the amendment to the names and number of the Company's authorized signatory directors in order to be in line with the changes in the Company's directors.

Required votes for Resolution: This agenda item requires a resolution by the Annual General Meeting of Shareholders for approval with the majority votes of shareholders who attend the meeting and cast their votes.

Agenda No. 8 To consider and approve the remuneration of directors for the year 2026 and the gratuities of directors

Fact and Rationale: In accordance with Article 34 of the Company's Articles of Association, directors are entitled to receive remuneration from the Company in the form of rewards, meeting allowances, gratuities, bonuses, or other forms of remuneration, subject to the approval of the Shareholders' Meeting.

The Nomination and Remuneration Committee has reviewed the remuneration of directors in accordance with the Policy, Criteria and Procedures for Nomination and Remuneration of Directors and Senior Executives by taking into account the duties and responsibilities assigned to each director, as well as their knowledge, capabilities, and experience as well as a comparison of the remuneration of directors among other listed companies in the same industry, and the Company's performance. Such consideration was made for the utmost benefit of the Company, shareholders, and stakeholders, and in compliance with the principles of good corporate governance. The Nomination and Remuneration Committee deemed it appropriate to propose to the Board of Directors for consideration and approval the annual budget for the remuneration of directors for the year 2026 and the gratuities of directors, prior to proposing the same to the Annual General Meeting of Shareholders, with a total budget not exceeding THB 19,182,000, which represents an increase from the budget for the remuneration of directors and the gratuities of directors approved by the Annual General Meeting of Shareholders for the year 2025 in the amount of THB 615,000 or 3.31%. The Chairman of the Board of Directors shall be authorized to allocate the gratuities of directors as deemed appropriate in accordance with the duties of each director.

The Composition of the directors' remuneration is as follows:

Composition of the directors' remuneration	2026 (Proposed Year)	2025
1. Monthly remuneration for the Company's Board of Directors (THB/Person)⁽¹⁾		
1.1 Monthly remuneration for the Company's Board of Directors		
- Chairman	120,000	120,000
- Director (Non-executive director and independent director)	50,000	50,000
2. Meeting Allowances for Sub-Committees (THB/Person/Meeting)⁽²⁾		
<u>Audit Committee</u>		
- Chairman	40,000	40,000
- Member	28,000	28,000
<u>Nomination and Remuneration Committee</u>		
- Chairman	25,000	25,000
- Member	15,000	15,000

Composition of the directors' remuneration	2026 (Proposed Year)	2025
<u>Corporate Governance and Sustainability Committee</u>		
- Chairman	25,000	25,000
- Member	15,000	15,000
3. Other Benefits	none	none
4. Gratuities of directors (THB)⁽³⁾	11,070,000	10,455,000
5. Total annual budget (THB)	19,182,000	18,567,000

Remarks: (1) Executive Directors shall not be entitled to monthly directors' remuneration.

(2) Meeting allowances are payable to members of sub-committees (only independent directors and non-executive directors) based on their meeting attendance. In this regard, the Executive Committee, the Risk Management Committee, and the Investment Committee consist of executive directors and senior executives of the Company; therefore, they shall not be entitled to the meeting allowances.

(3) The calculation is based on the annual dividend payment to the shareholders as the key criterion, and the payment shall be allocated in accordance with the duties and responsibilities performed by each director.

Board of Directors' opinion: The Board of Directors has considered and agreed with the proposal of the Nomination and Remuneration Committee and deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the budget for the remuneration of directors for the year 2026 and the gratuities of directors in a total amount not exceeding THB 19,182,000, which represents an increase from the budget for the remuneration of directors and the gratuities of directors approved by the Annual General Meeting of Shareholders for the year 2025 in the amount of THB 615,000 or 3.31%. In this regard, upon the approval by the Annual General Meeting of Shareholders of the payment of the gratuities of directors, the Chairman of the Board of Directors shall be authorized to allocate the gratuities of directors as deemed appropriate in accordance with the duties of each director.

Required votes for resolution: This agenda item requires a resolution of the Annual General Meeting of Shareholders for approval with the votes of not less than two-thirds of the total votes of the shareholders who attend the meeting.

Agenda No. 9 To consider the appointment of the auditors and fix the auditors' remuneration for the year 2026

Fact and Rationale: In compliance with Section 120 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 44 of the Company's Articles of Association, which stipulates that the Annual General Meeting of Shareholders shall appoint an auditor and fix the auditor's remuneration every year.

After due consideration of the knowledge, abilities, and experience in auditing as well as the service fee, including the appropriateness of the services other than the audit services (Non-Audit Service) according to the Company's auditor selection process, the Audit Committee was of the view that KPMG

Phoomchai Audit Limited is suitable due to they are an audit firm with a wide range of auditing experience in the life insurance business, independent, impartial, and able to perform their duties in accordance with reliable international auditing standards. Therefore, the Audit Committee deemed it appropriate to propose to the Board of Directors in order to further propose to the Annual General Meeting of Shareholders to consider appointing the auditors and fix the auditor's remuneration for the year 2026 with the following details:

- To appoint the auditors from KPMG Phoomchai Audit Limited as the Company's auditors for the year 2026, namely:

Name of auditor	CPA Registration No.	No. of consecutive year(s) of signing	
1. Mr. Jedsada Leelawatanasuk	11225	3 (From 2024)	or
2. Mr. Chokechai Ngamwutikul	9728	-	or
3. Ms. Charinrat Noprampa	10448	-	or
4. Ms. Orawan Chotiwiwiyakul	10566	-	

One of the aforementioned auditors shall audit and express opinions on the Company's financial statements; in the event that any of the aforementioned auditors is unable to perform his/her duties, KPMG Phoomchai Audit Limited shall assign the others of its certified auditors to do so in their replacement.

Additionally, KPMG Phoomchai Audit Limited and the auditors as listed above received approval from the Securities and Exchange Commission and have no relationship, or interest, or related transaction that may cause conflicts of interest with the Company, executives, and major shareholders, or persons related to such persons. In this regard, the Company does not have any subsidiaries.

- To fix the audit fee for the year 2026 in the amount of THB 6,850,000, which is a decrease from the audit fee that was approved by the Annual General Meeting of Shareholders in the year 2025 in the amount of THB 850,000 or 11%, with the following details:

(Unit: THB)

Audit fees	2026	2025	Change
- To audit the annual financial statements	5,450,000	6,200,000	(750,000)
- To audit the quarterly financial statements	1,400,000	1,500,000	(100,000)
Total audit fees	6,850,000	7,700,000	(850,000)

Furthermore, the above audit fees inclusive of travel expenses and other expenses which are related to the audit of financial statements.

With respect to other service fees other than the audit fees (Non-Audit Fee), namely, the service fees for reviewing Risk-Based Capital, the service fees for reviewing corporate income tax forms, and the service fees of a Certified Public Accountant for the Company screening process in accordance with the Notification of the Office of Insurance Commission regarding “Investment in Other Business of Life Insurance Companies”, amounting to THB 1,504,000, which represents a decrease from the non-audit fee for the year 2025 in the amount of THB 1,266,000 due to the completion of the special purpose audit engagement service, which was a one-time service performed during the transition period to the new Thai Financial Reporting Standards.

Board of Directors’ opinion: The Board of Directors has considered and agreed with the proposal of the Audit Committee and deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and appoint Mr. Jedsada Leelawatanasuk, CPA Registration No. 11225 or Mr. Chokechai Ngamwutikul, CPA Registration No. 9728 or Ms. Charinrat Noprampa, CPA Registration No. 10448 or Ms. Orawan Chotiwiriyakul, CPA Registration No. 10566 from KPMG Phoomchai Audit Limited, to be the Company’s auditors for the year 2026, and to fix the auditors’ remuneration for the year 2026 in the amount of THB 6,850,000, which represents a decrease of THB 850,000 or 11% from the auditors’ remuneration approved by the Annual General Meeting of Shareholders for the year 2025.

Required votes for Resolution: This agenda item requires a resolution by the Annual General Meeting of Shareholders for approval with the majority votes of shareholders who attend the meeting and cast their votes.

Agenda No. 10 To consider and approve the amendment to the Company’s Articles of Association

Fact and Rationale: In compliance with Article 56 of the Company’s Articles of Association (the “AOA”), which stipulates that the Company’s AOA can be amended by the virtue of approval from the Shareholders’ Meeting resolved by a vote of not less than three-fourths of the total number of votes of the shareholders attending the meeting and having the right to vote.

In 2025, the Company has amended the name of a sub-committee in order to align it with its roles and responsibilities in corporate governance and sustainability, as well as to ensure that the Company’s AOA are in line with the current structure of the Company’s Board of Directors. Accordingly, the Board of Directors deemed it appropriate to propose the amendment to Article 5 of the Company’s AOA. The details of the amendment are as follows:

Article	The current AOA	The AOA proposed to amend
5.	<p>Unless otherwise expressly stated herein, the following terms shall have the following meanings:</p> <p>“Sub-Committee” means the Audit Committee, the Corporate Governance Committee, the Nomination and Remuneration Committee, the Executive Committee, the Risk Management Committee, the Investment Committee, and/or any other sub-committee that reports directly to the Board of Directors.</p>	<p>Unless otherwise expressly stated herein, the following terms shall have the following meanings:</p> <p>“Sub-Committee” means the Audit Committee, the Corporate Governance and Sustainability Committee, the Nomination and Remuneration Committee, the Executive Committee, the Risk Management Committee, the Investment Committee, and/or any other sub-committee that reports directly to the Board of Directors.</p>

Board of Directors’ opinion: The Board of Directors deemed it appropriate to propose that the Annual General Meeting of Shareholders consider and approve the amendment to Article 5 of the Company’s Articles of Association in order to be in line with the current structure of the Company’s Board of Directors.

Required votes for Resolution: This agenda item requires a resolution by the Annual General Meeting of Shareholders for approval with the votes of not less than three-fourths of the total votes of the shareholders who attend the meeting and have the right to vote.

Agenda No. 11 To consider other businesses (if any)

You are cordially invited to attend the Annual General Meeting of Shareholders for the year 2026 in the form of an electronic meeting (e-AGM) on the date and time stated above.

Shareholders who wish to attend the meeting can register during the period from 17 April 2026 until 29 April 2026, or until the meeting is concluded. Shareholders are advised to study and follow the Guidelines for Registration for Attendance at the Meeting, Attending the Meeting, Asking Questions or Expressing Opinions, Proxy Appointment, Vote Casting, and Vote Counting attached hereto as Enclosure 8 and the Procedures for Attending the Meeting via Electronic Means (e-Meeting) attached hereto as Enclosure 9.

In case the shareholders wish to appoint a person or an independent director of the Company (Profiles of Independent Directors Proposed to Act as Proxy are attached hereto as Enclosure 6) to act as a proxy in attending the meeting and vote on your behalf, please submit the Proxy Form A, Form B, or Form C (Please

select one of the forms as attached hereto as Enclosure 7 or can be printed from the Company's website at <https://investor.thailife.com/en/document/shareholder-meetings>) together with supporting documents and deliver them to the Company by post no later than 24 April 2026 at 17.00 hours or submit the proxy documents during the registration process via e-Meeting (in accordance with the Procedures for Attending the Meeting via Electronic Means (e-Meeting) attached hereto as Enclosure 9)

In this regard, the Company set the record date for determining the names of shareholders entitled to attend the Annual General Meeting of Shareholders for the year 2026 on 16 March 2026.

Yours sincerely,

Thai Life Insurance Public Company Limited



(Ms. Suneenart Tanaphantarak)

Company Secretary

By order of the Board of Directors

Privacy Notice for the Annual General Meeting of Shareholders for the year 2026

1. Preface

Thai Life Insurance Public Company Limited (**the “Company”**) recognizes and places importance on personal data protection for shareholders, proxies, and relevant persons (**“you”**), in which the Company shall process your personal data in a transparent manner and in compliance with the Personal Data Protection Act, B.E. 2562 (2019), including subordinate legislation (**“Personal Data Protection Law”**). Consequently, the Company has prepared this notice for the purpose of informing you of the scope and methods by which the Company will collect, use, and disclose (**“process”**) your personal data.

For your understanding of the scope of personal data processing, the Company kindly requests that you study and understand this notice before providing your personal data to the Company. Should you have any questions concerning the processing of your personal data, please contact the Company through the channels provided in this notice.

2. Collection of personal data

The Company shall collect personal data directly provided by you such as filling in personal data in forms, providing data via electronic means, or collecting personal data from your participation in meetings held on-site or through electronic systems as specified by the Company. In addition, the Company may collect your personal data from other sources, namely, the securities registrar or Thailand Securities Depository Company Limited (TSD). In collecting personal data, the Company shall carry out only as necessary for the purpose specified and notified to you for your acknowledgement, or as required by law.

3. Personal data collected by the Company

In the Annual General Meeting of Shareholders, the Company shall collect your personal data which consists of your name, surname, national identification number, passport number, date of birth, address, telephone number, email, securities holder registration number, electronic data, including data relating to the use of or access to the electronic system, electronic identification and authentication data, still photographs, video or live broadcast of the meeting via electronic means, in both visual and audio formats, along with other relevant electronic data such as computer traffic data, including identification documents such as a copy of your national identification card, or other government documents. A copy of your identification card may contain information relating to religion, which is considered sensitive personal data under the law. As the Company does not require such information, you may redact the data concerning religion prior to submitting the document to the Company.

4. Purposes of personal data processing

The Company shall collect your personal data for processing in relation to the convening and conducting of the Annual General Meeting of the Shareholders as required by law. In this regard, the Company shall collect, use, and disclose your personal data and any person mentioned by you, according to the authority provided under the Personal Data Protection Law, to collect such data without obtaining consent, namely, collecting personal data for any legitimate interest of the Company or other persons or juristic persons, or for the Company's compliance with the legal obligations.

5. Disclosure of personal data to third parties

The Company may have the necessity to disclose your personal data to other persons, juristic persons, or government agencies to the extent of necessity to fulfill the purposes and basis regarding data processing as stated in this notice, such as technology system service providers acting as personal data processors on behalf of the Company, regulatory authorities, other government agencies or according to orders of officials with the authority under the law. In addition, the Company may be required to disclose your personal data in the case of requirements by law or principles of good corporate governance, such as the minutes of the shareholders' meeting.

6. Duration for the collection of personal data

The Company shall retain your personal data for the period necessary to fulfill the purposes of processing as specified in this notice. In the case where the duration for collection cannot be identified explicitly, the Company may retain your personal data for a period that may reasonably be expected in accordance with applicable data retention standards on a case-by-case basis, such as the general statutory limitation period of 10 years.

7. Details regarding data privacy policy

You may study the additional details regarding the processing of your personal data, rights of the data subjects according to the Personal Data Protection Law, and the contact channels in "Data Privacy Policy for Customers and Non-Customers" at the website <https://www.thailife.com/PrivacyPolicy>.

8. Contact channels

In case you have any enquiries or require further information on the Company's personal data protection or the Data Privacy Policy, please contact the Company through the following channels:

8.1 Telephone: 1124

8.2 Postal: Personal Data Protection Office

Thai Life Insurance Public Company Limited

No. 123, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok

Thailand 10400

8.3 Email: dpo@thailife.com



Thai Life Insurance Public Company Limited
123 Ratchadaphisek Road, Din Daeng, Bangkok 10400, Thailand
Tel. +66 2247 0247 Fax. +66 2246 9946
www.thailife.com Registration No. 0107555000104

Enclosure 1

(Translation)

Minutes of the Annual General Meeting of Shareholders for the year 2025

Thai Life Insurance Public Company Limited

On Tuesday, 29th April 2025, at 14.00 hours

In the form of an electronic meeting (e-AGM)

The Meeting convened at 14.00 hours.

Before opening the Meeting, Ms. Suneenart Tanaphantarak, Company Secretary, informed the Meeting that for today's meeting, Gen. Winai Phattiyakul, Chairman of the Board of Directors, presided over the Meeting ("the Chairman") and invited the Chairman to open the Company's Annual General Meeting of Shareholders for the year 2025. The Chairman welcomed the shareholders and assigned the Company Secretary to introduce directors, executives, auditors, a legal advisor who inspected the vote counting, and interpreters who attended the Meeting, report the quorum, and inform details, procedures, processes for conducting the Meeting, including the meeting sequence to all attendees as follows:

Directors present at the Conference Room, Head Office:

- | | |
|-----------------------------------|---|
| 1. Gen. Winai Phattiyakul | Chairman |
| 2. Mr. Pakorn Malakul na Ayudhya | Independent Director and Chairman of the Corporate Governance Committee |
| 3. Mr. Niphon Hakimi | Independent Director and Chairman of the Audit Committee |
| 4. Ms. Quanvari Pramoj na Ayudhya | Independent Director, Chairman of the Nomination and Remuneration Committee, and Audit Committee Member |
| 5. Gen. Pongpipat Benyasri | Independent Director and Corporate Governance Committee Member |
| 6. Mr. Daisaku Shintaku | Director and Nomination and Remuneration Committee Member |
| 7. Mr. Prin Malakul na Ayudhya | Director |
| 8. Mr. Chai Chaiyawan | Director, Chairman of the Executive Committee, and Chief Executive Officer |
| 9. Mrs. Varang Chaiyawan | Director, Chairman of the Investment Committee, Executive Committee Member, and Deputy Chief Executive Officer |
| 10. Mr. Winyou Chaiyawan | Director, Executive Committee Member, Corporate Governance Committee Member, and Deputy Chief Executive Officer |
| 11. Mrs. Srisuda Pulpipatnan | Director and Chairman of the Risk Management Committee |

Directors present via Electronic Means:

1. Mr. Amnart Wongpinitwarodom Independent Director, Audit Committee Member, Nomination and Remuneration Committee Member, and Corporate Governance Committee Member

Company Secretary:

1. Ms. Suneenart Tanaphantarak

Executives present at the Conference Room, Head Office:

1. Mr. Kean Hin Lim President
2. Mr. Angkoon Srikanlayanabuth Senior Executive Vice President
3. Mr. Boonsin Thungudom Senior Executive Vice President
4. Mr. Michael Heang Ly Senior Executive Vice President and Chief Financial Officer
5. Mr. Chor Ee Tan Senior Executive Vice President and Chief Strategy and Innovation Officer
6. Mr. Hsi-Ling Yang Chief Actuary
7. Mr. Jan Hou Chong Executive Vice President and Chief Risk Officer
8. Mr. Montree Thirasakthana Executive Vice President, Digital Transformation Group
9. Mr. Sarangsri Limparangsri Executive Vice President, Investment Group
10. Mr. Sittichai Wannawongs Senior Vice President, Audit Group
11. Mr. Peeraphat Thanasoonthornskul Senior Vice President, Field Personnel Department and Field Personnel Disciplinary Department
12. Mr. Manit Tangjitsermsook Senior Vice President, Partnership Product Marketing Department
13. Mr. Piyanut Srisilapanant Vice President, Office of Legal and Litigation

The auditors from KPMG Phoomchai Audit Limited present:

1. Mr. Jedsada Leelawatanasuk Auditor
2. Mr. Theerapat Sarawichitr Auditor

A Legal advisor, who inspected the vote counting, present:

1. Ms. Petchada Kingwattanakul Representative from the legal advisor
Siam Premier International Law Office Limited

Interpreters who interpreted from Thai to English

1. Ms. Sirikorn Tranukyos Interpreter
2. Ms. Krongjit Chatuparisoot Interpreter
3. Ms. Rosemalin Sirikanjanapong Interpreter

The Company Secretary reported the Meeting that at this Meeting, there were 28 shareholders attended the Meeting in person, and 460 shareholders attended the Meeting by proxy. The total number of shareholders was 488, holding the total number of 9,162,801,113 shares accounting for 80.0244¹%, which exceeded one-third of the total number of the Company's sold shares of 11,450,000,000, constituting a quorum according to the law and the Company's Articles of Association.

The Company Secretary informed the Meeting that for the Annual General Meeting of Shareholders for the year 2025, the Company conducted the Meeting in the form of an electronic meeting (e-AGM) in accordance with the Public Limited Companies Act B.E. 2535 (1992) (as amended), the Emergency Decree on Electronic Meetings B.E. 2563 (2020), the Notification of Ministry of Digital Economy and Society, regarding Standards for Maintaining Security of Meetings Via Electronic Means B.E. 2563 (2020), the Company's Articles of Association and other relevant laws and regulations.

The Company arranged for the service provider to control the electronic meeting system who had the expertise and had been certified by relevant agencies. In this regard, the Company broadcasted the video and audio signals of the Meeting from the Conference Room of Thai Life Insurance Building 1, Thai Life Insurance Public Company Limited, Din Daeng Subdistrict, Din Daeng District, Bangkok, via the VDO Conference meeting system using Zoom Meeting system which had been certified, and the Inventech Connect voting system which had passed a self-assessment of conformity from the Electronic Transactions Development Agency (ETDA).

In addition, in compliance with the Personal Data Protection Act B.E. 2562 (2019), the Annual General Meeting of Shareholders for the year 2025 organised today, the Company collected electronic traffic data, identity verification information, recorded pictures, audio and video of all shareholders and proxies who attended the Meeting via electronic means throughout the duration of the Meeting. This was for the purpose of serving as evidence and for compliance with the law. In this regard, the Company collected, used and disclosed personal data, including pictures, audio and video of all attendees for the purpose of recording and preparation of the minutes of the meeting, as well as for disclosure on the media or documents prepared by the Company in accordance with the principles of corporate governance for listed companies. The attendees could study the Company's Data Privacy Policy for customers and non-customers at <https://www.thailife.com/PrivacyPolicy>.

¹ There were additional shareholders and proxies registered to attend the Meeting during the meeting. As a result, the number of shareholders attended the Meeting in person and by proxy increased to 496 holding the total number of 9,163,387,314 shares, accounting for 80.0295% of the Company's sold shares.

In conducting today's Meeting, the Company conducted it in Thai. The Company, therefore, prepared interpreters who translated Thai to English.

At this Meeting, there were 12 directors attending the Meeting which accounted for 100% of all directors as listed above.

To promote the protection of the rights of shareholders in accordance with the principles of good corporate governance, the Company provided opportunities for minority shareholders to propose questions, meeting agendas and names of persons to be elected as directors in advance. For the Annual General Meeting of Shareholders for the year 2025, the Company provided opportunities for shareholders to propose questions from 1st September 2024 to 31st December 2024, and to propose meeting agendas and names of persons to be elected as directors from 1st September 2024 to 30th November 2024. However, upon the expiration of such periods, no shareholders proposed any questions or meeting agendas, or nominated persons to be considered for election as directors.

In conducting the Meeting, the Meeting should consider the matter in the order of the meeting agendas indicated in the invitation letter to the Meeting with the information presented in each agenda, and provide shareholders an opportunity to ask questions before resolving. The Company would inform the voting results to the Meeting when the vote counting for each agenda had been completed, respectively.

After that, the Company Secretary informed the Meeting of the details regarding votes casting, votes counting, announcement of voting results, asking questions or making comments, and other details as follows:

1. Votes Casting

- The shareholders who wished to vote were requested to cast their votes via the Inventech Connect system by following the procedures demonstrated in the video.
- For each agenda, the Company would allow a voting period of 2 minutes.
- In the event that the shareholders "did not vote" or selected "cancel vote" without selecting to amend the new vote within the period that the Company was open for voting, the Company would deem that the shareholders voted "approve" on the respective agenda.

2. Votes Counting

- For votes counting, the Company would deduct “disapprove” and “abstain” votes from the total number of votes of shareholders attended the Meeting and entitled to vote. The remainder should be deemed as “approve” votes.
- Normally, resolutions would be passed by a majority vote of the shareholders who attended the Meeting and cast their votes. Except for the Agenda No. 6: To consider and approve the remuneration of directors for the year 2025 and the gratuity of directors, which required the votes of not less than two-thirds of the total votes of the shareholders who attended the Meeting.

3. Announcement of Voting Results

- Upon completion of the votes counting for each agenda, the Company would announce the voting results and the meeting resolution. The results, including the number of “Approve”, “Disapprove”, “Abstain”, and “Voided Ballot” votes, together with the corresponding percentage of the total votes of shareholders attending the Meeting and entitled to vote, would be displayed on the screen for the Meeting's acknowledgement.

4. Asking Questions or Making Comments

- Before voting on each agenda, the Chairman of the Meeting would provide an opportunity for shareholders to ask questions or make comments on issues related to the agenda as appropriate via the Inventech Connect system by following the procedures demonstrated in the video.
- The Company reserved the right to cut off the audio and video of any shareholder who asked inappropriate questions or expressed disrespectful comments, defamed others, violated laws or the rights of others, or disrupted the Meeting, or caused inconvenience to other attendees.
- To ensure that the Meeting proceeded on schedule, the Company reserved the right to allow each shareholder or proxy to have their video and audio enabled for asking questions via VDO Conference only once.
- In the event that numerous shareholders wished to ask questions, the Company would answer only questions specifically related to the meeting agendas which required voting. For any other questions and comments concerning the meeting agendas that shareholders inquired about and were not answered during the Meeting, the Company would summarise the inquiries and responses in an appendix to the minutes of the shareholders' meeting which would be published on the Company's website.

In the case that shareholders encountered problems accessing the Meeting or voting system, they were advised to contact Inventech Call Center who was the system's administrator for this Meeting.

Subsequently, the Company Secretary invited the Chairman to proceed the Meeting with the meeting agendas as indicated in the invitation letter to the Meeting as follows:

Agenda No. 1 To adopt the Minutes of the Annual General Meeting of Shareholders for the year 2024

The Chairman proposed the Meeting to consider and adopt the Minutes of the Annual General Meeting of Shareholders for the year 2024, held on 26th April 2024, which the Board of Directors had considered and had an opinion that the said Minutes were recorded accurately and completely. It was deemed appropriate to propose to the shareholders' meeting to adopt. The details of which were as provided in a copy of the Minutes, Enclosure 1 attached to the invitation letter to the shareholders' meeting, which had been delivered to shareholders along with the invitation letter to this shareholders' meeting.

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. However, there were no questions or comments from the shareholders. The Chairman then proposed the Meeting to consider and pass a resolution on adopting the Minutes of the Annual General Meeting of Shareholders for the year 2024.

Resolution: The Meeting adopted the Minutes of the Annual General Meeting of Shareholders for the year 2024 with the majority votes of shareholders who attended the Meeting and cast their votes as follows:

Approved	9,163,201,794	votes, or	100.0000	%
Disapproved	0	votes, or	0.0000	%
Abstained	183,520	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,385,314	votes, or	100.0000	%

Agenda No. 2 To acknowledge the report on the Company's operating results for the year 2024

The Chairman assigned Mr. Chai Chaiyawan, Director and Chief Executive Officer, and Mr. Michael Heang Ly, Senior Executive Vice President and Chief Financial Officer, to report on the Company's operating results for the year 2024 to the Meeting.

Mr. Chai Chaiyawan reported on the Company's operating results for the year 2024 as follows:

1. The overview of the economy and life insurance industry in Thailand for the year 2024

The overall Thai economy for the year 2024 experienced moderate growth of 2.5% primarily supported by private consumption and the tourism sector, while domestic consumption expanded at a slower pace compared to the year 2023. The life insurance industry remained resilient, with total premiums increasing by 3.2% compared to the same period of the year 2023. Demand for protection-focused products increased significantly in the first half of 2024. However, the decline in interest rates in the second half of 2024 resulted in a shift in consumer demand towards endowment life insurance products, particularly those offering guaranteed returns.

The life insurance business overview in the year 2024 experienced continued expansion from the year 2023, driven by increased public awareness of healthcare and financial security. However, the life insurance business still encountered challenges from the economic conditions, fluctuations in the rate of return on investment, as well as high levels of Thai household debt and natural disasters, which affected consumer purchasing power.

The performance of the life insurance business in the year 2024 (data from the Thai Life Assurance Association) could be summarised as follows:

1) Total premiums amounted to THB 653,923 million, increasing by 3.2% compared to the same period of the year 2023.

2) First-year premiums experienced a growth rate increase of 6.8% from whole life insurance products and health insurance products.

3) Single premiums experienced a decrease in growth rate of 2.7% from credit life insurance products, due to stricter credit control measures by financial institutions.

4) Renewal premiums experienced a growth rate increase of 3.2%, driven by the payment of the renewal premiums for whole life insurance, unit-linked, health and critical illness insurance products.

The Company's operating results for the year 2024 were as follows:

1) The Company had total premiums of THB 87,882 million, representing a decrease of 2.7% compared to the same period of the year 2023. The market share stood at 13.4%, ranking third in the life insurance business. The Company achieved a higher growth rate in new business premiums compared to the life insurance business.

2) First-year premiums recorded a decrease in growth rate of 4.5%, due to the Company's adjustment of its product mix, focusing on life protection products and riders, such as, health insurance, which appropriately increased the Value of New Business (VONB) and was in line with customer needs.

3) Single premiums recorded a growth rate increase of 15.9% from market expansion through whole life insurance products, which offered higher rates of return and Value of New Business (VONB). The Company implemented strategies to expand the market through agency and bancassurance channels, aligning with the interest rate circumstance and meeting customer needs.

4) Renewal premiums recorded a decrease in growth rate of 5.9%, as the short-term savings products sold in the earlier year(s) reached the end of their premium payment period.

Overview of the market capitalisation of the life and non-life insurance sector on the Thai stock market, based on the data as of 30th December 2024, the Company had a market capitalisation of THB 128,240 million, accounting for 49.4% of the total market capitalisation of the insurance sector. This represented the largest proportion of the sector and was nearly equivalent to half of the total market value of the entire insurance business in the Thai stock market. In addition, according to the data as of 13th February 2025, the Company's market capitalisation increased to 51.2% of the total market capitalisation of the insurance sector, surpassing the combined market capitalisation of all other insurance companies in the insurance sector.

2. Vision and business strategy

Under continuously changing market conditions, the Company remained committed to offering a diverse range of products to respond to the evolving needs of customers, while continuing to drive the business in line with its vision of **"To be a value-driven life insurance company of sustainability."** The Company defined its business purpose as being the Life and Financial Solutions Provider in every life stage, life event and lifestyle of customers, in order to meet diverse customer needs. In addition, the Company set its brand purpose to be an admired iconic brand that inspired everyone in society.

The Company's 10-Year Roadmap was divided into the following two stages:

1) First five years (2022–2026): the stage of implementing the "Transforming Tomorrow" strategy or transforming to a better future, where the Company would focus on transforming all aspects of its business operations in order to cultivate the organisational readiness and drive the Company to become a data-driven organisation for the development of innovations in both products and services.

2) Next five years (2027–2031): the stage of pursuing the "Sustainable Tomorrow" strategy or moving towards a strong and sustainable future in accordance with the Company's vision.

The Company outlined its business strategy across four key areas as follows:

1) Customer experience: Delivering “Empathetic, Personalized, and Anticipative” and Effortless Experience – focusing on boosting engagement and building relationships with customers continuously by modernising brand perception to reach customers at every touchpoint seamlessly (Phygital Experience), as well as utilising technology, data, and digital tools with human touch in-person services (Human Touch).

2) Delivery of valuable products and services – catering to individual needs with flexible and customisable products and services that adapted to every life stage and fulfilled each individual’s lifestyle. Financial planning tools were designed to support product and service offerings, as well as to elevate integrated services for all aspects.

3) Sales and Partnership – aiming to drive the sales force to become Life Solution Partners, capable of offering comprehensive products and services that met customer needs. This was supported through investments in digital tools and the development of applications that would help the sales force offer personalised solutions in every life stage, life event and lifestyle. In the long term, the Company planned to build a cohesive ecosystem that integrated life insurance with services in collaboration with other relevant partners comprehensively.

4) Digital transformation and digital ecosystem establishment – an efficient new core system was developed as a key foundation for modernising operations and enhancing user-friendliness. This was accompanied by a comprehensive redesign of business processes and the implementation of full automation through straight-through processing. In addition, data infrastructure was strengthened to advance the Company towards becoming a data-driven organisation, including the elevation of the Innovation Hub, the design of digital solutions, and the utilisation of artificial intelligence (AI) to drive innovation.

This business strategy would help strengthen and drive sustainable growth, as well as creating long-term value for customers, shareholders, sales forces and related business partners.

3. Major accomplishments and honorable awards in the year 2024

In the year 2024, the Company initiated the “Thai Life Insurance Experience” project under the concept of “OUR STORY, OUR JOURNEY” at Thai Life Insurance Building, Bangna Branch, as a space to tell the history and achievements of the Company, through immersive marketing experiences. The Company also launched the Sadvertising film series “Under My Skin”, developed under the concept “Value of Life, Value of Love” to the idea of inspiring people to live life. This advertisement received a total of 8 awards from 3 global stages. In addition, the Company attained an “A” rating in the SET ESG Ratings 2024 by the Stock Exchange of Thailand, reaffirming its commitment to becoming a sustainable life insurance company. The Company also

received several prestigious awards, both domestically and internationally, across various areas, such as management, branding, and sustainability.

The Company continued its focus on digital transformation and creating new innovations as follows:

1) In terms of creating a good experience for customers, this included providing e-Policy and e-Endorsement services on the Company's applications to allow customers to access their insurance policies more conveniently, providing online direct debit for insurance premium payments to enhance customer convenience, developing the Next Best Offer feature which allowed customers to consider additional insurance options to enhance coverage, and the My Wellness feature which offered preliminary health assessments through vital scans.

2) In terms of creating a digital lifestyle platform, the Company launched the "Live Bright" digital platform for the first time in the Thailand's life insurance industry, which utilised Generative AI to develop inspirational data tailored to assist in planning and motivating individuals to pursue their personal goals.

4. Financial performance for the year 2024

Mr. Michael Heang Ly reported to the Meeting that in the year 2024, the Company achieved sustainable growth in its operating results, demonstrating financial stability and effective management, thereby fostering confidence in the Company. The key highlights were as follows:

4.1 Financial highlights:

1) The Company had a net profit of THB 11,682 million, representing an increase of 20.35% from the year 2023. This was primarily due to higher investment returns from the gain on sale of foreign unit trusts, reflecting favourable foreign stock markets. In addition, the Company adjusted certain investment instruments to better align with its investment strategy and to reduce volatility in future financial reporting. Meanwhile, insurance profits remained at a level comparable to the previous year.

2) The Company's Value of New Business (VONB) amounted to THB 7,336 million, representing a decrease of 4.98% from the year 2023. This was primarily due to a slight decrease in Annual Premium Equivalent (APE) and a shift in product mix from credit life insurance products to ordinary life insurance products under the partnership channel. In addition, the lower interest rate environment in the second half of the year 2024 led to a decrease in the Value of New Business Margin (VONB Margin), especially for whole life insurance and traditional savings products.

3) The Company's Embedded Value (EV) stood at THB 180,773 million, representing an increase of 12.58% from the year 2023. This growth was driven by higher EV operating profit, along with a positive impact from economic variance resulting from changes in interest rates.

4) The Company was able to maintain a strong financial position with a Capital Adequacy Ratio (CAR) of 619%, representing an increase from the end of the year 2023, which was 398%. This increase was mainly due to changes in interest rates and improved conditions in foreign stock markets. However, some of the increase was temporary during the transition period as the Company adjusted certain investment instruments.

5) Fitch Ratings, a global credit rating agency, announced the Company's credit rating for national financial strength at rating AAA and for international financial strength at rating A-, marking the highest credit rating in the Thai insurance business sector.

4.2 Income statement and key financial ratios:

The Company's total revenue was THB 109,510 million, an increase from the year 2023, primarily driven by higher investment returns from the gain on sale of foreign unit trusts, reflecting favorable conditions in foreign stock markets. Meanwhile, the Company's total expenses amounted to THB 94,928 million, a decrease from the year 2023. This was primarily due to a reduction in net benefits payments and insurance claims expenses, resulting from lower payouts on matured policies and scheduled benefit payments. As a result, the Company's overall performance this year achieved sustainable profit growth, with a net profit margin of 10.67%.

4.3 Balance sheet and key financial ratios:

The Company had a solid and stable financial position, as well as returns on assets and shareholders' equity due to effective investment portfolio management. The Company was able to consistently generate sustainable returns on investments, with a Return on Average Investment (ROAI) of 4.22 %. In addition, the Company's total assets amounted to THB 601,146 million, representing an increase of 5% from the year 2023, driven by higher investments from the proceeds of life insurance business growth and the appreciation in the value of investments in foreign investment units, in line with improved conditions in foreign stock markets. Furthermore, the shareholders' equity amounted to THB 112,539 million, an increase of 7.6% from the year 2023, with a Return on Average Equity (ROAE) of 10.76%.

4.4 Investment portfolio:

The Company had a well-managed investment portfolio with a prudent strategy for allocating financial investment assets. The investment portfolio comprised 80.3% in fixed-income securities, which generated stable returns, aimed to mitigate market volatility risks and maintain a risk appetite.

In the year 2024, the Company increased its investment in fixed-income securities, particularly government bonds, and adjusted its equity portfolio by increasing its investment in foreign unit trusts to align with market conditions at different periods, allowing the Company to achieve higher returns from foreign equity securities. Furthermore, the Company possessed a diversified investment portfolio, low credit-risks and investments in investment grade assets, which were considered investment-worthy.

4.5 Segment Performance:

In the year 2024, the Annual Premium Equivalent (APE) and the Value of New Business (VONB) decreased slightly from the year 2023, mainly due to sales performance in partnership channel. The performance of each distribution channel was as follows:

- Agency Channel: Focused on distributing high-value products with sustainable profitability. The expansion of the Value of New Business Margin (VONB Margin) was mainly driven by the increase in proportion of APE contribution from riders and whole-life insurance products.

- Partnership Channel: Sales performance of credit life insurance products decreased due to tightening loan policies from banks, resulting in a decrease in the Value of New Business (VONB) compared to the year 2023. This was due to a reduction in the Annual Premium Equivalent (APE), a shift in product mix from credit life insurance products to ordinary life insurance products, and a lower interest rate environment, which affected the Value of New Business Margin (VONB Margin).

- Alternatives Channels: Value of New Business (VONB) increased compared to the year 2023 due to higher Annual Premium Equivalent (APE) from direct marketing, telemarketing and group life insurance channels.

5. The sustainable development framework (ESG) and the Company's ESG operations in the year 2024

The Company had been continuously operating ESG in accordance with its sustainability strategy, which aligned with the United Nations' sustainable development goals to elevate its operations to an international standard. The Company's business strategy plan adopted the acronym of the Company, T L I, representing 3 main strategies to conform to 3 dimensions of ESG as follows:

T represented 'Trusted Partner': Meeting every trust, in accordance with the economic and governance dimensions, by developing innovation, products and a connected services ecosystem that upholds the highest standards of governance.

L represented 'Life Inclusion': Connecting experiences to opportunities, in accordance with the social dimension, ensuring access to services and providing knowledge on financial and life insurance to all groups of stakeholders.

I represented 'Infinite World': Ready to pass on a better world, in accordance with the environmental dimension, focusing on caring for the environment and using energy efficiently to create a better future for the next generation.

The Company's ESG operations in the year 2024.

1) Economic and Governance Dimension – The Company received an "Excellent" rating in the CGR Rating and an "A" rating in the SET ESG Ratings. In addition, the Company was selected by THAIPAT Institute for inclusion in the ESG100 list and was a member of the FTSE4Good Index, an internationally recognised sustainability index

2) Social Dimension – The Company developed ESG products, "Thai Life Insurance Suk Yang Yuen Refund", for Organic Agriculture Community Enterprise. The Company also sought to enhance financial accessibility through TLI Application, as well as facilitated providing knowledge on financial and life insurance for communities through various Creating Shared Value (CSV) projects. Furthermore, the Company reinforced the awareness of sustainable business among suppliers and business partners by organizing the seminar "Driving Sustainable Value: Empowering Thai Life Insurance Partnerships"

3) Environmental Dimension – The Company continued its efforts to become a Green Building, with the Thai Life Insurance Building received LEED Gold certification from the U.S. Green Building Council (USGBC). In addition, the Company also obtained ISO14064 certification, an internationally recognised standard for managing organisational carbon footprints, aimed at reducing greenhouse gas emissions.

6. The corporate governance, regulatory guidelines from government agencies, and key risk management practices

The Company remained committed to upholding good corporate governance and conducted its business with transparency in accordance with the principles of good governance, adhering to the Code of Conduct, Anti-Bribery and Anti-Corruption Policy, Sustainability Policy, Human Rights Policy, and other relevant policies. These measures aimed to foster stakeholder confidence and support the organisation's sustainable growth.

In addition, the Company complied with key legal and regulatory requirements set by supervisory authorities as follows:

1) Regulations on the Life Insurance Business – The Company enhanced the structure and role of the Product Governance Committee to oversee the entire product development cycle.

2) Regulations on Anti-Money Laundering – The Company established customer due diligence procedures in accordance with guidelines for the insurance business.

3) Regulations on Personal Data Protection – The Company strengthened its technical and organisational measures to ensure compliance with requirements regarding the deletion or destruction of personal data and the retention of criminal record data.

4) Regulations on Accounting Standards – The Company was well-prepared in terms of accounting policies, calculation systems, related processes, and personnel for the implementation of Thai Financial Reporting Standards No. 17 (TFRS 17) on Insurance Contracts and Thai Financial Reporting Standards No. 9 (TFRS 9) on Financial Instruments, which would take effect for financial statements in the year 2025.

For significant risk management in the year 2024, these included:

1) Sustainability Risk – The Company established an ESG Risk Management Policy to define the principles and scope of risk management, taking into account potential impacts on operations, reputation, and long-term sustainability.

2) Health Claim Risk – The Company placed emphasis on health claim risks by focusing on aligning claims management with movements in the life insurance business and changes in customer behaviour.

3) Information Technology (IT) Risk – The Company established a stringent risk governance structure relating to Information Technology (IT).

The details were according to Management Discussion and Analysis (MD&A), which shown in the Annual Registration Statement and Annual Report for the year 2024 (Form 56-1 One Report), Part 1 Business Operation and Operating Results, in the QR code format in the invitation letter which had been delivered in advance to the shareholders for consideration.

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. However, there were no questions or comments from the shareholders. The Chairman then proposed the Meeting to acknowledge the report on the Company's operating results for the year 2024 without a resolution.

The Meeting acknowledged the report on the Company's operating results for the year 2024.

Agenda No. 3 To consider and approve the Company's statement of financial position and statement of comprehensive income for the year ended 31st December 2024

The Chairman proposed the Meeting to consider the Company's statement of financial position and statement of comprehensive income for the year ended 31st December 2024, which were audited and certified by a Certified Public Accountant, and were considered by the Audit Committee and the Board of Directors. The details of which were shown in the Annual Registration Statement and Annual Report for the year 2024 (Form 56-1 One Report), Part 3 Financial Statements, in the QR code format in the invitation letter which had been delivered in advance to the shareholders for consideration. In this regard, Mr. Michael Heang Ly, Senior Executive Vice President and Chief Financial Officer, was assigned to report to the Meeting.

Mr. Michael Heang Ly reported to the Meeting that in compliance with Section 112 of the Public Limited Companies Act, B.E. 2535 (1992) (as amended), and Article 47 of the Company's Articles of Association, the Company should cause the Statement of Financial Position and Statement of Comprehensive Income as at the end of the fiscal year of the Company to be prepared for proposing to shareholders' meeting at the Annual General Meeting of Shareholders for consideration and approval.

The Board of Directors deemed it appropriate to propose the Annual General Meeting of Shareholders to consider and approve the Company's statement of financial position and statement of comprehensive income for the year ended 31st December 2024. The aforementioned statement of financial position and statement of comprehensive income were audited and certified by a Certified Public Accountant, KPMG Phoomchai Audit Limited, with an unqualified opinion that they were presented fairly in all material respects, and were considered by the Audit Committee and the Board of Directors.

In addition, Mr. Michael Heang Ly reported an overview of the operating results for the year 2024 as follows:

The Company posted a net profit of THB 11,682 million, with the total revenue of THB 109,510 million and total expense of THB 94,928 million.

For the Company's financial position, the Company had total assets amounted to THB 601,146 million with the majority being financial assets for investment accounted for 96.42%, and the total liabilities amounted to THB 488,607 million which most of these were from insurance contract liabilities accounted for 78.98%. As a result, the Company's equity amounted to THB 112,539 million, indicating that the Company had a strong and stable capital base.

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. However, there were no questions or comments from the shareholders. The Chairman then proposed the Meeting to consider and pass a resolution.

Resolution: The Meeting approved the statement of financial position and statement of comprehensive income for the year ended 31st December 2024 with the majority votes of shareholders who attended the Meeting and cast their votes as follows:

Approved	9,163,281,294	votes, or	100.0000	%
Disapproved	0	votes, or	0.0000	%
Abstained	106,020	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,387,314	votes, or	100.0000	%

Agenda No. 4 To consider and approve the appropriation of profit from 2024 operating results and dividend payment

The Chairman assigned Mr. Michael Heang Ly, Senior Executive Vice President and Chief Financial Officer, to report to the Meeting for consideration and approval of the appropriation of profit from 2024 operating results and dividend payment.

Mr. Michael Heang Ly reported to the Meeting that according to Section 116 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 50 of the Company's Articles of Association, the Company should appropriate not less than 5% of the annual net profit to a reserve fund, less the accumulated losses brought forward (if any), until the reserve fund reaches an amount not less than 10% of the registered capital. In addition, Section 115 of the Public Limited Companies Act B.E. 2535 (1992) (as amended), and Article 49 of the Company's Articles of Association, dividends should not be paid other than out of profits.

In the year 2024, the Company had held the legal reserve fund of THB 1,160,000,000 as required by law and the Company's Articles of Association; therefore, the Company did not need to add appropriate its net profit as the legal reserve fund. According to the Company's 2024 operating results, the Company recorded a net profit of THB 11,670,503,589, and the basic earnings per share of THB 1.02. Therefore, the Company might consider paying dividends to the shareholders.

According to Article 49 of the Company's Articles of Association and Shareholder Dividend Payment Policy, the Company should pay dividends to shareholders at the rate of not less than 30% of the net

profit after tax of each fiscal year, provided that it had to comply with applicable laws. This year, the Company had determined to pay dividends to shareholders at the rate of THB 0.50 per share.

The Board of Directors considered and deemed it appropriate to propose to the Annual General Meeting of Shareholders to consider and approve the appropriation of profit from 2024 operating results and the dividend payment as follows:

1. No appropriate profit from 2024 operating results as a legal reserve fund as the Company had fully held the reserve fund as required by law and the Company's Articles of Association;

2. To pay dividends from 2024 operating results to shareholders at the rate of THB 0.50 per share calculated from the total number of 11,450,000,000 issued and paid-up shares, being the total of THB 5,725,000,000, accounting for 49.06% of the annual net profit of 2024 which was complied with the Company's Articles of Association and Shareholder Dividend Payment Policy. The Company had set a record date for the rights to receive dividends on 8th May 2025.

The Company received approval from the registrar under the Life Insurance Act B.E. 2535 (1992) (as amended) for the dividend payment of such amount, and the dividend payment was scheduled on 26th May 2025.

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. However, there were no questions or comments from the shareholders. The Chairman then proposed the Meeting to consider and pass a resolution.

Resolution: The Meeting approved the appropriation of profit from 2024 operating results and the dividend payment as follows:

1. No appropriate profit from 2024 operating results as a legal reserve fund as the Company had fully held the reserve fund as required by law and the Company's Articles of Association;
2. To pay dividends from 2024 operating results to shareholders at the rate of THB 0.50 per share calculated from the total number of 11,450,000,000 issued and paid-up shares, being the total of THB 5,725,000,000, accounting for 49.06% of the annual net profit of 2024. In this regard, the Company had set a record date for the rights to receive dividends on 8th May 2025, and had set the dividend payment date on 26th May 2025.

With the majority votes of shareholders who attended the Meeting and cast their votes as follows:

Approved	9,163,282,014	votes, or	100.0000	%
Disapproved	0	votes, or	0.0000	%

Abstained	105,300	votes, or	-
Voided Ballot	0	votes, or	-
Total	9,163,387,314	votes, or	100.0000 %

Agenda No. 5 To consider the election of directors in replacement of those whose term of office will expire

The Chairman declared to the Meeting that this agenda was to consider the election of directors in replacement of those whose term of office expired, the details of which appeared in the invitation letter to the Meeting. Therefore, in order that the shareholders could independently consider and vote on this agenda, the directors whose term of office expired, namely, Gen. Ponpipaat Benyasri, Ms. Quanvari Pramoj na Ayudhya, Mr. Daisaku Shintaku, and Mr. Prin Malakul na Ayudhya were proposed to temporarily leave the meeting room, and assigned Mr. Amnart Wongpinitwarodom, Nomination and Remuneration Committee Member, to report to the Meeting for considering the election of directors in replacement of those whose term of office expired.

Mr. Amnart Wongpinitwarodom reported to the Meeting that according to Section 71 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 23 of the Company's Articles of Association, for every annual general meeting of shareholders, one-third of the existing number of directors should vacate office. A director who vacates the office is eligible for re-election.

Currently, the Company has a total of 12 directors. Therefore, at the Annual General Meeting of Shareholders for the year 2025, there were 4 directors who would vacate office by rotation, namely:

- | | |
|-----------------------------------|------------------------|
| 1. Gen. Ponpipaat Benyasri | Independent Director |
| 2. Ms. Quanvari Pramoj na Ayudhya | Independent Director |
| 3. Mr. Daisaku Shintaku | Non-Executive Director |
| 4. Mr. Prin Malakul na Ayudhya | Non-Executive Director |

The Company granted rights to minority shareholders in advance to propose suitable candidates to be nominated as directors at the Annual General Meeting of Shareholders for the year 2025, from 1st September 2024 to 30th November 2024, in which the Company had published the guidelines on its website. However, none of the shareholders proposed name of a candidate to be nominated as a director.

Under the Policy, Criteria and Procedures for Nomination and Remuneration of Directors and Senior Executives, a person who was selected to be a director and an independent director should possess appropriate qualifications and should not have prohibited characteristics as prescribed by laws, rules, regulations, and other relevant requirements including the regulations of regulatory agencies. Thereby in the selection process, the Nomination and Remuneration Committee should take into account

the appropriateness in accordance with the Company's composition and organisational structure, consistent with the Company's business strategies through a transparent selection process. In addition, interested directors had refrained from attending the meeting on issues related to themselves.

The Nomination and Remuneration Committee considered the profiles and qualifications of the candidates nominated for election as the directors as required by laws and relevant regulations. Including consideration of the skills, knowledge, abilities and experience in various fields as specified in the Board Skills Matrix, together with the diversity in the structure of the Company's Board of Directors such as gender, age, and religion, etc., as well as their performance in the past term, in order to achieve maximum benefit and to be in line with the Company's business strategies. The Nomination and Remuneration Committee was of the view that 3 retired directors, i.e., (1) Gen. Ponpipaat Benyasri, (2) Mr. Daisaku Shintaku, and (3) Mr. Prin Malakul na Ayudhya were qualified and had no prohibited characteristics as specified in laws, rules and other relevant requirements, including the regulations of regulatory agencies. Moreover, they had skills, knowledge, abilities and experience which were beneficial to business operations. Over the past period, they had performed their duties as the Company's directors and members of sub-committees very well with full responsibility, due care and integrity. As a result, the Nomination and Remuneration Committee deemed it appropriate to propose that the Annual General Meeting of Shareholders considered and re-elected these 3 directors to serve as the Company's directors and to perform the duties in the same position, as well as to be members of sub-committees for another term.

Ms. Quanvari Pramroj na Ayudhya had served as an independent director for a period of more than 9 consecutive years. Therefore, to comply with the principles of good corporate governance, the Nomination and Remuneration Committee had considered the nomination of Mrs. Metinee Chalodhorn, who possessed all the qualifications required by laws, including skills, knowledge, abilities, and experience which were beneficial to business operations, and independency in providing opinions. The Nomination and Remuneration Committee deemed it appropriate to propose that the Annual General Meeting of Shareholders considered the election as an independent director, Chairman of the Nomination and Remuneration Committee, and a member of the Audit Committee in replacement of Ms. Quanvari Pramroj na Ayudhya who was due to retire by rotation at this Meeting.

The Board of Directors (exclusion of interested directors) considered and agreed with the proposal of the Nomination and Remuneration Committee and deemed it appropriate to propose the shareholders' meeting for considering the election of (1) Gen. Ponpipaat Benyasri, (2) Mr. Daisaku Shintaku, and (3) Mr. Prin Malakul na Ayudhya to serve as the Company's directors and to perform the duties in the same position, as well as to be members of sub-committees for another term. Additionally, the Board of Directors deemed it appropriate to propose considering the election of Mrs. Metinee Chalodhorn

as an independent director, Chairman of the Nomination and Remuneration Committee, and a member of the Audit Committee in replacement of Ms. Quanvari Pramoj na Ayudhya who was due to retire by rotation at this Meeting recognising Mrs. Metinee Chalodhorn's fulfillment of all the qualifications required by laws, including skills, knowledge, abilities, and experience which were beneficial to business operations, as well as independency in providing opinions.

In this regard, the details regarding the qualifications, experience, knowledge, and abilities of all 4 directors nominated for election were as provided in the Enclosure 3 attached to the invitation letter to the shareholders' meeting, and the independent directors' qualifications were as provided in the Enclosure 4 attached to the invitation letter to the shareholders' meeting.

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. However, there were no questions or comments from the shareholders. The Chairman then proposed the Meeting to consider and pass a resolution for the election of directors in replacement of those whose term of office expired individually.

Resolution: The Meeting approved the election of directors in replacement of those whose term of office expired with the majority votes of shareholders who attended the Meeting and cast their votes as follows:

1. To re-elect Gen. Pongpipat Benyasri to serve as the Company's director and to perform the duties in the same position, as well as to be a member of sub-committees for another term, with the following votes:

Approved	9,162,065,194	votes, or	99.9867	%
Disapproved	1,216,100	votes, or	0.0132	%
Abstained	106,020	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,387,314	votes, or	100.0000	%

2. To re-elect Mr. Daisaku Shintaku to serve as the Company's director and to perform the duties in the same position, as well as to be a member of sub-committees for another term, with the following votes:

Approved	9,155,314,479	votes, or	99.9131	%
Disapproved	7,961,815	votes, or	0.0868	%
Abstained	111,020	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,387,314	votes, or	100.0000	%

3. To re-elect Mr. Prin Malakul na Ayudhya to serve as the Company's director and to perform the duties in the same position, as well as to be a member of sub-committees for another term, with the following votes:

Approved	9,126,309,079	votes, or	99.5965	%
Disapproved	36,972,215	votes, or	0.4034	%
Abstained	106,020	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,387,314	votes, or	100.0000	%

4. To elect Mrs. Metinee Chalodhorn as an independent director, Chairman of the Nomination and Remuneration Committee, a member of the Audit Committee in replacement of Ms. Quanvari Pramoj na Ayudhya who was due to retire by rotation at this meeting, with the following votes:

Approved	9,160,073,894	votes, or	99.9649	%
Disapproved	3,207,400	votes, or	0.0350	%
Abstained	106,020	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,387,314	votes, or	100.0000	%

Before considering the next agenda, the Company Secretary invited 4 retired directors, namely, Gen. Ponpipaat Benyasri, Ms. Quanvari Pramoj na Ayudhya, Mr. Daisaku Shintaku, and Mr. Prin Malakul na Ayudhya to return to the meeting room and invited the Chairman to proceed the Meeting on the next agenda.

Agenda No. 6 To consider and approve the remuneration of directors for the year 2025 and the gratuity of directors

The Chairman assigned Ms. Quanvari Pramoj na Ayudhya, Chairman of the Nomination and Remuneration Committee, to report to the Meeting for consideration and approval of the remuneration of directors for the year 2025 and the gratuity of directors.

Ms. Quanvari Pramoj na Ayudhya reported to the Meeting that according to Article 34 of the Company's Articles of Association required that directors were entitled to receive remuneration from the Company in the form of rewards, meeting allowances, gratuity, bonus, or other forms of remuneration upon the consideration of shareholders' meeting.

The Nomination and Remuneration Committee reviewed the remuneration of directors in accordance with the Policy, Criteria and Procedures for Nomination and Remuneration of Directors and Senior Executives by taking into account their duties, responsibilities, knowledge, abilities and experience as well as the practice of the same industry and the Company's performance, for the utmost benefit of the Company, shareholders, and stakeholders and in compliance with the principles of good corporate governance. Therefore, the Nomination and Remuneration Committee deemed it appropriate to propose to the Board of Directors for approval prior to proposing to the Annual General Meeting of Shareholders to consider and approve.

The Board of Directors considered and agreed with the Nomination and Remuneration Committee's proposal and deemed it appropriate to propose that the Annual General Meeting of Shareholders considered and approved the budget for the remunerations of directors for the year 2025 and the gratuity of directors in the amount not exceeding THB 18,567,000 which was an increase from the budget for the remuneration of directors and the gratuity of directors that was approved by the Annual General Meeting of Shareholders for the year 2024 in the amount of THB 1,347,000 or 7.82%. whereby the Chairman of the Board of Directors should consider the allocation of directors' gratuity as appropriate in accordance with the duties of each director.

The Composition of the directors' remuneration was detailed as follows:

Composition of the directors' remuneration	2025 (Proposed Year)	2024
1. Monthly remuneration for the Board of Directors, and Meeting fee for Sub-Committees		
1.1 Monthly remuneration for the Board of Directors (THB/Person) ⁽¹⁾		
- Chairman	120,000	120,000
- Director (Non-executive director and Independent director)	50,000	50,000
1.2 Meeting fee for Sub-Committees (THB/Person/Meeting) ⁽²⁾		
<u>Audit Committee</u> ⁽³⁾		
- Chairman	40,000	25,000
- Member	28,000	15,000
<u>Nomination and Remuneration Committee</u>		
- Chairman	25,000	25,000
- Member	15,000	15,000
<u>Corporate Governance Committee</u>		
- Chairman	25,000	25,000
- Member	15,000	15,000
2. Other Benefits	none	none

Composition of the directors' remuneration	2025 (Proposed Year)	2024
3. Gratuity (THB) ⁽⁴⁾	10,455,000	9,600,000
4. Total annual budget (THB)	18,567,000	17,220,000

- Remarks:*
- (1) *Executive Directors should not be entitled to directors' monthly remuneration.*
 - (2) *The Meeting fee was payable to sub-committee members (only independent directors and non-executive directors) based on their meeting attendance. The members of the Executive Committee, the Risk Management Committee and the Investment Committee consist of executive directors and senior executives of the Company; therefore, they should not be entitled to the meeting fee.*
 - (3) *The rationale for the proposal of an increase in Audit Committee's meeting fee was to align with other Thailand life insurance sector and commensurate with additional responsibilities.*
 - (4) *To be calculated based on the dividends paid to the shareholders each year and payable in accordance with the duties and responsibilities of each director's performance.*

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. However, there were no questions or comments from the shareholders. The Chairman then proposed the Meeting to consider and pass a resolution.

Resolution: The Meeting approved the budget for the remuneration of directors for the year 2025 and the gratuity of directors in the amount not exceeding THB 18,567,000, and authorised the Chairman of the Board of Directors to consider the allocation of directors' gratuity in accordance with the duties of each director, with the votes not less than two-thirds of the total votes of the shareholders who attended the Meeting as follows:

Approved	8,698,109,634	votes, or	99.5965	%
Disapproved	35,041,560	votes, or	0.4012	%
Abstained	195,720	votes, or	0.0022	%
Voided Ballot	0	votes, or	-	
Total	8,733,346,914	votes, or	100.0000	%

Agenda No. 7 To consider the appointment of the auditors and fix the auditors' remuneration for the year 2025

The Chairman assigned Mr. Niphon Hakimi, Chairman of the Audit Committee, to report to the Meeting for consideration and approval of the appointment of the auditors and fix the auditors' remuneration for the year 2025.

Mr. Niphon Hakimi reported to the Meeting that in compliance with Section 120 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) and Article 44 of the Company's Articles of Association,

which stipulates that the Annual General Meeting of Shareholders should appoint an auditor and fix the auditors' remunerations every year.

The Audit Committee had selected the auditors in accordance with the Company's auditor selection process by considering the knowledge, abilities, experience in auditing, and had selected from among major internationally recognised audit firms, as well as service fees and the appropriateness of the services other than the audit services (Non-Audit Service) and was of the view that KPMG Phoomchai Audit Limited was a reliable audit firm with a wide range of auditing experience in the life insurance business. They were independent, impartial, and able to perform their duties in accordance with reliable international auditing standards. Therefore, the Audit Committee deemed it appropriate to propose to the Board of Directors for approval prior to proposing to the shareholders' meeting to consider appointing the auditors and fixing the auditors' remuneration for the year 2025 with the following details:

1. To appoint the auditors from KPMG Phoomchai Audit Limited as the Company's auditors for the year 2025, namely,

- (1) Mr. Jedsada Leelawatanasuk, CPA Registration No. 11225, or
- (2) Mr. Chokechai Ngamwutikul, CPA Registration No. 9728, or
- (3) Ms. Charinrat Noprampa, CPA Registration No. 10448, or
- (4) Ms. Orawan Chotiwiriyakul, CPA Registration No. 10566.

By assigning one of the aforementioned auditors to audit and express opinions on the Company's financial statements; and in the event that those auditors cannot perform their duties, KPMG Phoomchai Audit Limited should assign the others of its certified auditors to do so in their replacement. Additionally, all 4 auditors received approval from the Securities and Exchange Commission and had no relationship, or interest, or related transaction that might cause conflicts of interest with the Company, executives, and major shareholders, or persons related to such persons. In this regard, the Company did not have any subsidiaries.

2. To fix the audit fee for the year 2025 in the amount of THB 7,700,000, which was an increase of THB 3,890,000 or 102% from the audit fee that was approved by the Annual General Meeting of Shareholders in the year 2024, as a result of the implementation of Thai Financial Reporting Standards No. 17 (TFRS 17) and No. 9 (TFRS 9).

Furthermore, the aforementioned audit fees inclusive of travel expenses and other expenses which were related to the audit of financial statements but exclusive of other service fees other than the audit

fees (Non-Audit Fee), namely, the service fees for reviewing Risk-Based Capital, the service fees for reviewing corporate income tax forms, and the service fees for special purpose audit engagement. The non-audit fee was totaling to THB 2,770,000 which was a decrease from the non-audit fee for the year 2024 in the amount of THB 6,590,000. In this regard, the service fees for the special purpose audit engagement were one-off service fees during the transition period to Thai Financial Reporting Standards No. 17 (TFRS 17) and No. 9 (TFRS 9), with the remaining services to be completed in the year 2025, amounting to THB 1,400,000.

The Board of Directors considered and agreed with the Audit Committee's proposal and deemed it appropriate to propose that the Annual General Meeting of Shareholders considered and appointed Mr. Jedsada Leelawatanasuk, CPA Registration No. 11225 or Mr. Chokechai Ngamwutikul, CPA Registration No. 9728 or Ms. Charinrat Noprampa, CPA Registration No. 10448 or Ms. Orawan Chotiwiwiyakul, CPA Registration No. 10566 from KPMG Phoomchai Audit Limited to be the Company's auditors for the year 2025 and fixed the auditors' remuneration for the year 2025 in the amount of THB 7,700,000, which was an increase of THB 3,890,000 or 102% from the amount of the auditors' remuneration that was approved by the Annual General Meeting of Shareholders for the year 2024.

The Chairman invited the Meeting to ask questions or express opinions regarding this agenda. There was a shareholder inquired via text messages in the Inventech Connect system, the shareholders' questions were read by the Company Secretary as follows:

1. Ms. Kanokporn Maneerattanaporn, a shareholder, inquired as follows:

(1) Please provide the reason for the significant increase in the audit fee for the year 2025 from the year 2024.

Mr. Niphon Hakimi, Independent Director and Chairman of the Audit Committee, clarified that the increase in the audit fee was due to the Company's change in financial reporting standards, transitioning to Thai Financial Reporting Standards No. 17 (TFRS 17) on Insurance Contracts and Thai Financial Reporting Standards No. 9 (TFRS 9) on Financial Instruments, which would replace the previous standards and come into effect in the year 2025. This change resulted in a significantly higher audit workload and complexity, thereby leading to an increase in the service fee.

Mr. Michael Heang Ly, Senior Executive Vice President and Chief Financial Officer, further clarified that for the year 2025, the Company had set the audit fee at THB 7,700,000, representing an increase from the year 2024. This increase aimed to accommodate the more complex audit process under the new

financial reporting standards, particularly in areas related to the audit of actuarial assumptions and financial reporting systems, which required to comply with the requirements of the new financial reporting standards. These requirements differed significantly from the previous standards and consequently resulted in higher audit fees.

(2) Whether all companies would be required to adopt the new financial reporting standards.

Mr. Michael Heang Ly clarified that Thai Financial Reporting Standards No. 17 (TFRS 17) on Insurance Contracts was a standard applicable only to companies operating in the insurance business. Therefore, all insurance companies had the obligation to adopt TFRS 17 starting from the year 2025 onwards.

There were no additional questions or comments from the shareholders. The Chairman then proposed the Meeting to consider and pass a resolution.

Resolution: The Meeting approved the appointment of Mr. Jedsada Leelawatanasuk, CPA Registration No. 11225, or Mr. Chokechai Ngamwutikul, CPA Registration No. 9728, or Ms. Charinrat Noprampa, CPA Registration No. 10448, or Ms. Orawan Chotiwiwiyakul, CPA Registration No. 10566 from KPMG Phoomchai Audit Limited to be the Company's auditors for the year 2025, and in the event that the aforementioned auditors were unable to perform their duties, KPMG Phoomchai Audit Limited should assign the others of its certified auditors to do so in their replacement, and fixed the auditors' remuneration for the year 2025 in the amount of THB 7,700,000, with the majority votes of shareholders who attended the Meeting and cast their votes as follows:

Approved	9,162,819,593	votes, or	99.9950	%
Disapproved	454,501	votes, or	0.0049	%
Abstained	113,220	votes, or	-	
Voided Ballot	0	votes, or	-	
Total	9,163,387,314	votes, or	100.0000	%

Agenda No. 8 Other businesses (if any)

The Chairman informed the Meeting that according to Article 44 of the Company's Articles of Association, and Section 105 of the Public Limited Companies Act B.E. 2535 (1992) (as amended) stipulates that the shareholders' meeting could consider matters other than the meeting agendas indicated in the invitation letter to the Meeting. In this regard, the shareholders holding shares in aggregate of not less than one-third of

the total number of the Company's sold shares or equal to 3,816,666,667 shares could request the shareholders' meeting to consider other matters.

The Chairman asked if any shareholders proposed the Meeting to consider other matters. However, none of the shareholders proposed any additional agenda to the Meeting.

Subsequently, the Chairman gave the shareholders an opportunity to ask questions or express opinions on other matters related to the Company. There were shareholders inquired via text message in the Inventech Connect system, which the questions were read by the Company Secretary as follows:

1. Mr. Komsing Methavigul, a shareholder, inquired as follows:

The extent to which the recent earthquake in Bangkok and its vicinity had affected the Company.

Mr. Jan Hou Chong, Executive Vice President and Chief Risk Officer, clarified that the Company had faced a low level of risk from the said disaster, as the Company's main business was life insurance and did not operate non-life or property insurance business. Therefore, the Company's business fundamentals remained strong and operations continued as usual. The Company continued to prioritise financial security and the well-being of policyholders. In any event where circumstances might affect business operations, the Company would promptly inform all relevant stakeholders.

2. Ms. Orapin Ruangkachon, a shareholder, inquired as follows:

Please explain how the Company had adapted and adopted new technologies in its business operations, how the investments had been made in research and development (R&D), and how these efforts were expected to impact the Company's long-term competitiveness.

Mr. Chor Ee Tan, Senior Executive Vice President and Chief Strategy and Innovation Officer, clarified that the Company had proactively adopted new technologies to enhance operational efficiency and customer experience. Key examples included the development of the customer application and implementation of straight-through-processing in underwriting. Regarding development plans, the Company had made strategic investments to upgrade and modernise the Core Insurance System in order to improve the quality and speed of services in the future. Furthermore, the Company had adopted Generative AI technologies, such as an AI Chatbot for creating sales opportunities, which was considered a key innovation for the future. The Company anticipated that the implementation of these initiatives would enhance its end-to-end operational efficiency and strengthen its long-term competitiveness, enabling the Company to respond more effectively to evolving customer needs.

There was no shareholder proposing other matters for the Meeting to consider; the Chairman then expressed his sincere thanks to all shareholders who devoted their time to attend the Meeting and declared to adjourn the Meeting.

The Meeting adjourned at 16.18 hours.

Signed - Signature - Chairman
(Gen. Winai Phattiyakul)

Signed - Signature - Company Secretary
(Ms. Suneenart Tanaphantarak)

Responses to questions concerning the meeting agenda
inquired by shareholders via text messages and unanswered during the Meeting

1. Mr. Kirk Samontham, a shareholder, inquired as follows:

(1) Please provide the reason that the Company's current share price was lower than the initial public offering (IPO) price of THB 16, despite the Company having delivered positive financial performance.

Mr. Sarangsri Limparangsri, Executive Vice President, Investment Group, clarified that while the Company's performance was a key factor influencing the direction of its share price, there were also external factors that significantly impacted stock prices, such as economic conditions, interest rates, market volatility, and investor risk appetite. Although the Company's share price had declined from its IPO level, the Company believed that this decline was primarily driven by macroeconomic factors in the Thai stock market.

Based on a comparison of the data as of 25th July 2022, the Company's first trading day on the Stock Exchange of Thailand (SET), the IPO share price was at THB 16 and the SET Index closed at 1,560.31 points. And, the data as of 29th April 2025, the SET Index closed at 1,171.12 points, representing a decrease of approximately 24.9%, while the Company's share price declined to THB 12.6 or a decrease of 21.3%, which was broadly in line with the SET Index.

These external factors were beyond the control of the Company and its management. Nevertheless, management was fully aware of these issues and continued to closely monitor share price movements.

The Company remained committed to delivering strong business performance. Since it was listed in the Stock Exchange of Thailand (SET), the Company's earnings per share (EPS) had increased by 26.1%, while the earnings per share (EPS) of the SET Index had declined by 21.2% over the same period (Source: SET Smart). The Company firmly believed that, with continued strong performance, the share price would eventually reflect the Company's solid fundamentals over the long term.

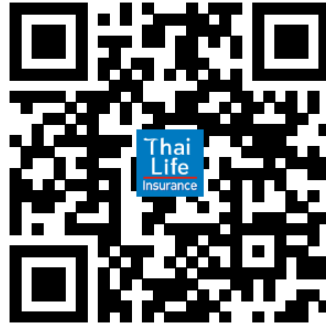
(2) Please clarify the reason that the Company had not considered implementing a share buyback policy.

Mr. Sarangsri Limparangsri clarified that the Company was committed to creating sustainable value for all stakeholders. Based on its capital management strategy, the Company had identified several investment initiatives in both expanding sales channels and developing internal systems, which had strong potential to drive future profitability. The Company believed that implementing these initiatives would generate greater long-term value to shareholders than a share buyback.

In addition, maintaining the Company's position in the SET50 Index was another important factor in attracting broader investor interest. One of the key criteria for inclusion in the SET50 Index was the proportion of shares held by minority shareholders (Free Float), which could be negatively affected if the Company were to repurchase its shares.

The Company affirmed that it regularly evaluated its capital management strategy and placed strong importance on the return on investment that shareholders received. In line with this, when the Company had delivered strong operating results and maintained a strong financial position according to its business plan, the Company had consistently considered increasing dividend payments to reward shareholders for their continued support.

Annual Registration Statement and Annual Report for the year 2025 (Form 56-1 One Report)
and the Sustainability Report for the year 2025 in the QR code format




Form 56-1 One Report 2025



Sustainability Report 2025

In this regard, you can access the Company's annual reports at <https://investor.thailife.com/en/document/annual-reports>.

Profile of the Nominated Director for Election

Name-Surname	General Winai Phattiyakul			
Type of Nominated Director for Appointment	Non-Executive Director			
Current Position	Chairman of the Board of Directors			
Age	78 years old			
Nationality	Thai			
Educational Background	<ul style="list-style-type: none"> - Bachelor of Science, Chulachomklao Royal Military Academy - Certificate of the National Defence Course, Thailand National Defence College 			
Director Training Programs	<ul style="list-style-type: none"> - In-House: Sustainability and Governance Oversight for the Board of Directors for the year 2025 on 25 September 2025 - In-House: Overview of TFRS 9 and TFRS 17 Principles by EY Office Limited on 14 November 2023 - Director Accreditation Program (DAP), Class 177/2020, Thai Institute of Directors (IOD) - Top Executive Program in Commerce and Trade (TEPCoT), Class 4 - Executive Program in Energy Literacy for a Sustainable Future, Class 1, Thailand Energy Academy - Top Executive Program, Class 8, Capital Market Academy - Corporate Governance for Directors and Senior Executives of State Enterprises and Public Organization Program, Class 1 			
Date of Appointment as a Director	26 April 2012			
Tenure as a Director (years)	14 years			
Working Experience	2021 – present	Chairman of the Board of Directors	Thai Life Insurance Public Company Limited	
	2018 – 2021	Vice Chairman of the Board of Directors		
	2012 - present	Director		
	2006 – 2008	Permanent Secretary for Ministry of Defence	Ministry of Defence	
	2002 – 2006	Secretary-General of the National Security Council	National Security Council	

Position in Other Listed Companies	<p>2022 - present Chairman of the Board of Directors Namwiwat Medical Corporation Public Company Limited</p> <p>2014 - present Chairman of the Board of Directors Millcon Steel Public Company Limited</p>
Position in Other Businesses (Non-Listed Companies)	<p>2002 - present Chairman of the Board of Directors Thai San Miguel Liquor Company Limited</p>
Position in Competing/Related Businesses to the Company's Business	None
Shareholding in the Company	125,000 shares (as of 31 December 2025)
Percentage of Total Shares with Voting Rights	0.001%
Legal Dispute in Criminal Cases (Other Than Criminal Cases with Petty Offences)	None
Meeting attendance in 2025	Board of Directors' Meetings: 8 of 8 meetings.
Expertise/Achievements during the Directorship	<p>General Winai Phattiyakul possesses extensive knowledge, expertise, and experience in market conduct, human resource management, risk management and internal control, corporate governance, environmental, social, and governance (ESG), including sustainable development, vision and strategy planning, and leadership. He has applied such knowledge and expertise in performing his duties and has supported the operations of the Company and the Board of Directors to the fullest extent.</p>
Criteria and Selection Process	<p>The Nomination and Remuneration Committee has carried out the nomination process in accordance with the prescribed criteria and procedures, taking into consideration the candidate's background, qualifications, skills, knowledge, and expertise, as well as experience in various fields, in line with the Board Skills Matrix, including the diversity of the Board of Directors' structure such as gender, age, and religion, etc. to ensure maximum benefit and alignment with the Company's business strategy, before proposing the candidate's name to the Board of Directors and the Annual General Meeting of Shareholders for consideration and appointment.</p>

Profile of the Nominated Director for Election

Name-Surname	Mr. Amnart Wongpinitwarodom	
Type of Nominated Director for Appointment	Independent Director	
Current Position	<ul style="list-style-type: none"> - Audit Committee Member - Nomination and Remuneration Committee Member - Corporate Governance and Sustainability Committee Member 	
Age	70 years old	
Nationality	Thai	
Educational Background	<ul style="list-style-type: none"> - Master of Economics, Thammasat University - Bachelor of Arts (Statistics), Thammasat University 	
Director Training Programs	<ul style="list-style-type: none"> - In-House: Sustainability and Governance Oversight for the Board of Directors for the year 2025 on 25 September 2025 - Roles and Duties of “AC, IA and CFO for Enhanced Corporate Governance” by Thai Listed Companies Association on 1 October 2024 - The importance of the Audit Committee and confidence in the Thai Capital Market by the Stock Exchange of Thailand on 24 November 2023 - In House: Overview of TFRS 9 and TFRS 17 Principles by EY Office Limited on 14 November 2023 - Training Programs conducted by Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • Strategic Board Master Class (SBM), Class 15/2024 • Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Class 1/2024 • Advanced Audit Committee Program (AACP), Class 44/2022 • Ethical Leadership Program (ELP), Class 28/2022 • Corporate Governance Program for Insurance (CIC), Class 3/2022 • Director Accreditation Program (DAP), Class 176/2020 • IT Governance and Cyber Resilience Program (ITG), Class 12/2019. • Director Certification Program (DCP), Class 37/2003 	
Date of Appointment as a Director	26 April 2017	
Tenure as a Director (years)	9 years (having served as an Independent Director for 5 years since being appointed on 28 April 2021)	


Working Experience	<p>2021 - present Independent Director Thai Life Insurance Public Nomination and Company Limited Remuneration Committee Member Corporate Governance and Sustainability Committee</p> <p>2017 - present Director Audit Committee Member</p> <p>2011 – 2016 Secretariat Assistant, Office of Insurance Inspection System Planning Commission and Development Division</p> <p>2007 – 2011 Division Director Senior Division Director, Inspection System Planning and Development Department</p>
Position in Other Listed Companies	None
Position in Other Businesses (Non-Listed Companies)	None
Position in Competing/Related Businesses to the Company's Business	None
Shareholding in the Company	62,500 shares (as of 31 December 2025)
Percentage of Total Shares with Voting Rights	0.001%
Legal Dispute in Criminal Cases (Other Than Criminal Cases with Petty Offences)	None
Meeting attendance in 2025	<ul style="list-style-type: none"> - Board of Directors' Meetings: 8 of 8 meetings - Audit Committee Meetings: 7 of 7 meetings - Nomination and Remuneration Committee Meetings: 8 of 8 meetings - Corporate Governance and Sustainability Committee Meetings: 6 of 6 meetings

<p>Expertise/Achievements during the Directorship</p>	<p>Mr. Amnart Wongpinitwarodom possesses extensive knowledge, expertise and experience in the life insurance business, market conduct, economics, finance and accounting, information technology, human resources management, risk management and internal control, corporate governance, environmental, social, and governance (ESG), including sustainable development, and leadership. He has applied such knowledge and experience in performing his duties and has supported the operations of the Board of Directors, the Audit Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Sustainability Committee to the fullest extent.</p>
<p>Criteria and Selection Process</p>	<p>The Nomination and Remuneration Committee has carried out the nomination process in accordance with the prescribed criteria and procedures, taking into consideration the candidate's background, qualifications, skills, knowledge, and expertise, as well as experience in various fields, in line with the Board Skills Matrix, including the diversity of the Board of Directors' structure such as gender, age, and religion, etc. to ensure maximum benefit and alignment with the Company's business strategy, before proposing the candidate's name to the Board of Directors and the Annual General Meeting of Shareholders for consideration and appointment.</p>

Nature of Relationship of Independent Director

<p>• Having any of the following relationships with the parent company/subsidiaries/ affiliated company or any juristic persons which may have a conflict of interest either at present or within the past 2 years:</p> <p>(1) Being a director who engages in the management, an employee, a staff, or a salaried advisor.</p> <p>(2) Being a professional service provider.</p> <p>(3) Having a significant business relationship that may impair the ability to perform duties independently.</p>	<p>- No</p> <p>- No</p> <p>- No</p>
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Profile of the Nominated Director for Election

Name-Surname	Mr. Chai Chaiyawan																
Type of Nominated Director for Appointment	Executive Director																
Current Position	<ul style="list-style-type: none"> - Director and Chief Executive Officer - Chairman of the Executive Committee 																
Age	69 years old																
Nationality	Thai																
Educational Background	<ul style="list-style-type: none"> - Honorary Doctor of Philosophy in Business Administration, Maejo University - Bachelor of Business Administration, Richmond University, United Kingdom 																
Director Training Programs	<ul style="list-style-type: none"> - In-House: Sustainability and Governance Oversight for the Board of Directors for the year 2025 on 25 September 2025 - In-House: Overview of TFRS 9 and TFRS 17 Principles by EY Office Limited on 14 November 2023 - Top Executive Program, Class 34, Capital Market Academy - Thailand Insurance Super Leadership Program, Class 1, OIC Advanced Insurance Institute - Advanced Insurance Program, OIC Advanced Insurance Institute - Training conducted by Thai Institute of Directors (IOD): <ul style="list-style-type: none"> • In-House: Corporate Governance for Executives (CGE), Class 1/2022 • IT Governance and Cyber Resilience Program (ITG), Class 17/2021 • Director Accreditation Program (DAP), Class 129/2016 																
Date of Appointment as a Director	26 April 2012																
Tenure as a Director (years)	14 years																
Working Experience	<table border="0" style="width: 100%;"> <tr> <td style="width: 15%;">1 February 2022 - present</td> <td style="width: 55%;">Director and Chief Executive Officer</td> <td style="width: 30%;">Thai Life Insurance Public Company Limited</td> </tr> <tr> <td>2021 - 2022</td> <td>Chief Executive Officer and President</td> <td></td> </tr> <tr> <td>2014 - present</td> <td>Chairman of the Executive Committee</td> <td></td> </tr> <tr> <td>2012 - 2020</td> <td>President</td> <td></td> </tr> <tr> <td>2012 - present</td> <td>Director</td> <td></td> </tr> </table>		1 February 2022 - present	Director and Chief Executive Officer	Thai Life Insurance Public Company Limited	2021 - 2022	Chief Executive Officer and President		2014 - present	Chairman of the Executive Committee		2012 - 2020	President		2012 - present	Director	
1 February 2022 - present	Director and Chief Executive Officer	Thai Life Insurance Public Company Limited															
2021 - 2022	Chief Executive Officer and President																
2014 - present	Chairman of the Executive Committee																
2012 - 2020	President																
2012 - present	Director																

Working Experience	<p>2018 - 2024 Director Suporn 2561 Company Limited</p> <p>2006 – 2008 National Legislative Assembly Member National Legislative Assembly</p> <p>2004 – 2020 Director Asia-Pacific Development Center on Disability Foundation</p>
Position in Other Listed Companies	None
Position in Other Businesses (Non-Listed Companies)	<p>2025 – present Director Toonchai Company Limited</p> <p>2025 – present Director Chai Penong Company Limited</p> <p>2023 – present Director V.One Tower Company Limited</p> <p>2020 – present Chairman of the Executive Committee V.One Asset Company Limited</p> <p>2015 - 2019 Executive Director</p> <p>2018 – present Director Sub Mee Sook Company Limited</p> <p>2015 – present Chairman of the Board of Directors Thai Paiboon Insurance Public Company Limited</p> <p>2015 – present Director Thai Asia Pacific Brewery Company Limited</p> <p>2013 – present Director Thai San Miguel Liquor Company Limited</p> <p>2011 – present Director Chaiyawan Company Limited</p> <p>2009 – present Director V.C. Property Company Limited</p> <p>2006 – present Director C.12 Company Limited</p> <p>2006 – present Director V.73 Company Limited</p> <p>2006 – present Blood Transfusion Procurement and Promotion Committee Member Thai Red Cross Society</p> <p>2000 – present Director V.C. Liquor Company Limited</p> <p>1996 – present Director T.L. Management Company Limited</p>

Position in Other Businesses (Non-Listed Companies)	1993 – present Director Hotel & Resorts Company Limited
Position in Competing/Related Businesses to the Company's Business	None
Shareholding in the Company	143,509,200 shares (as of 31 December 2025)
Percentage of Total Shares with Voting Rights	1.253%
Legal Dispute in Criminal Cases (Other Than Criminal Cases with Petty Offences)	None
Meeting attendance in 2025	- Board of Directors' Meetings: 8 of 8 meetings - Executive Committee Meetings: 9 of 9 meetings
Expertise/Achievements during the Directorship	Mr. Chai Chaiyawan possesses extensive knowledge, expertise, and experience in insurance products, market conduct, management of sales channel and business alliances, business management, economics, information technology, human resource management, corporate governance, environmental, social, and governance (ESG), including sustainable development, vision and strategy planning, and leadership. He has applied such knowledge and experience in performing his duties and has supported the operations of the Company and the Board of Directors to the fullest extent.
Criteria and Selection Process	The Nomination and Remuneration Committee has carried out the nomination process in accordance with the prescribed criteria and procedures, taking into consideration the candidate's background, qualifications, skills, knowledge, and expertise, as well as experience in various fields, in line with the Board Skills Matrix, including the diversity of the Board of Directors' structure such as gender, age, and religion, etc. to ensure maximum benefit and alignment with the Company's business strategy, before proposing the candidate's name to the Board of Directors and the Annual General Meeting of Shareholders for consideration and appointment.

Profile of the Nominated Director for Election

Name-Surname	Mr. Sawat Naruvorawong			
Type of Nominated Director for Appointment	Executive Director			
Current Position	has been nominated for election as a director of the Company for the first time			
Age	65 years old			
Nationality	Thai			
Educational Background	<ul style="list-style-type: none"> - Master of Business Administration, National Institute of Development Administration - Bachelor of Science in Applied Statistics, Chulalongkorn University 			
Training Programs	<ul style="list-style-type: none"> - In-House: Business and Human Rights for Sustainable Organizational Management based on International Guidelines on 22 November 2024 - In-House: Corporate Governance for Executives (CGE) Class 1/2022 by Thai Institute of Directors (IOD) - Fellow, Life Management Institute (FLMI) from Life Office Management Association (LOMA) 			
Working Experience	2025 - Present	Senior Executive Expert	Thai Life Insurance Public Company Limited	
	1 February	Senior Executive Vice	Company Limited	
	2022 - 2024	President		
	2015 - 2022	Senior Executive Vice		
		President		
	2014 - 2024	Executive Committee		
		Member		
	2014 - 2022	Risk Management Committee		
		Member		
	2008 - 2015	Executive Vice President		
	2015 - present	Director	Thai Health Insurance Public Company Limited	
	1982 - 1987	Insurance Academic	Department of Insurance, Ministry of Commerce (currently known as the Office of Insurance Commission)	
Position in Other Listed Companies	None			

Position in Other Businesses (Non-Listed Companies)	2015 - present Director Thai Health Insurance Public Company Limited
Position in Competing/Related Businesses to the Company's Business	None
Shareholding in the Company	2,500 shares (as of 31 December 2025)
Percentage of Total Shares with Voting Rights	0.00002%
Legal Dispute in Criminal Cases (Other Than Criminal Cases with Petty Offences)	None
Expertise	Mr. Sawat Naruvorawong possesses extensive knowledge, expertise and experience in insurance products, actuarial science/reinsurance, investment analysis and management, market conduct, management of sales channels and business alliance, business management, legal, risk management and internal control, corporate governance, environmental, social and governance (ESG), including sustainable development, vision and strategic planning, and leadership. He has completed a life insurance business management program from Life Office Management Association (LOMA) and was awarded Fellow, Life Management Institute (FMLI) designation. He has applied such knowledge and experience in performing his duties, and has supported the operations of the Company to the fullest extent.
Criteria and Selection Process	The Nomination and Remuneration Committee has carried out the nomination process in accordance with the prescribed criteria and procedures, taking into consideration the candidate's background, qualifications, skills, knowledge, and expertise, as well as experience in various fields, in line with the Board Skills Matrix, including the diversity of the Board of Directors' structure such as gender, age, and religion, etc. to ensure maximum benefit and alignment with the Company's business strategy, before proposing the candidate's name to the Board of Directors and the Annual General Meeting of Shareholders for consideration and appointment.

Qualifications of an Independent Director

1) Holding no more than 1% of the total voting shares of the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company, including shares held by connected persons of such independent director.

2) Not being or having been an executive director, employee, staff, advisor, earning a regular monthly salary or the controlling person of the Company, its parent company, subsidiary, associate company, same-level subsidiary, major shareholder, or controlling person, unless the foregoing status has ended for at least 2 years prior to the date of filing the application with the Office of the Securities and Exchange Commission (SEC). In this regard, such prohibited characteristics shall exclude the case where an independent director used to be a government official or advisor of a governmental agency, which is a major shareholder or the controlling person of the Company.

3) Not being a person who is related by blood or legal registration as father, mother, spouse, sibling, and child, including the spouse of a child, other directors, executives, major shareholders, controlling person or a person to be nominated as the director, executive, or controlling person of the Company or its subsidiary.

4) Not having or having had a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person, in a manner that may interfere with independent discretion, which includes not being or not having been a significant shareholder or the controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder, or controlling person of the Company, unless such foregoing relationships have ended for at least 2 years prior to the date of filing the application with the SEC.

The business relationship under Paragraph 1 shall include normal business transaction, rental or lease of real estate, transactions relating to assets or services or granting or receipt of financial assistance through receiving or extending loan, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in an amount starting from 3% of the net tangible assets of the Company or from THB 20 million or more, whichever amount is lower. In this regard, the calculation of such indebtedness shall be in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board governing rules on execution of related party transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of 1 year prior to the date of establishing the business relationship with the related person.

5) Not being or having been an auditor of the Company, its parent company, subsidiary, associate company, major shareholder or controlling person and not being a significant shareholder, controlling person or partner of the audit firm which employs the auditor of the Company, its parent company, subsidiary, associate company, major

shareholder or controlling person, unless the foregoing relationship has ended for not less than 2 years prior to the date of filing the application with the SEC.

6) Not being or having been a provider of professional services, which includes serving as a legal advisor or financial advisor being paid with a service fee of more than THB 2 million per year by the Company, its parent company, subsidiary, associate company, major shareholder or controlling person and not being a significant shareholder, controlling person or partner of such provider of professional services, unless the foregoing relationship has ended for not less than 2 years prior to the date of filing the application with the SEC.

7) Not being a director who is appointed as the representative of the director of the Company, major shareholder, or a shareholder who is a connected person of the major shareholder.

8) Not undertaking any business of the same nature and in significant competition with the business of the Company or its subsidiary, or not being a significant partner in a partnership or an executive director, employee, staff, advisor earning regular monthly salary, or holding more than 1% of the voting shares of another company that undertakes a business of the same nature and in significant competition with the business of the Company or its subsidiary.

9) Not having any other characteristics that cause the inability to express independent opinions on the business operations of the Company.

Remarks: The qualifications of an independent director are in compliance with the regulations of the Office of the Securities and Exchange Commission and other related regulatory authorities.

The Company's Articles of Association Concerning the Shareholders' Meeting

Chapter 4: Directors, Board of Directors and Sub-Committee

Article 21. The number of members of the Board of Directors shall be determined by the shareholders' meeting but not less than five directors, provided that at least one-third of the total directors shall be independent directors, having qualifications as required by the relevant competent authorities, in any cases, the number of independent directors shall not be fewer than three. At least half of the directors shall reside in the Kingdom of Thailand. The number of the directors who are Thai nationals must not be less than that prescribed by the law governing life insurance.

Article 22. The directors shall be elected by a shareholders' meeting in accordance with the following criteria and procedures:

- (1) one shareholder shall have one vote for each share held;
- (2) shareholders may exercise their votes to elect one or several persons to be director(s), as the shareholders' meeting considers appropriate, provided that a shareholder must exercise all the votes to which he or she is entitled under Article 22(1) in each vote casting and may not divide his or her votes among any persons to any extent;
- (3) persons who receive the highest number of votes in descending orders shall be elected as directors (in the case of election of several directors at a time), provided that the number of directors so elected does not exceed the number of directors who shall be elected at that time; and
- (4) in the event of a tie for the last position to be elected, the chairman of the meeting shall have a casting vote.

Article 23. At every annual general meeting, one-third of the existing number of directors shall vacate office. If the number of directors is not a multiple of three, then the number closest to one-third shall vacate office. The directors to vacate office in the first and second years following the registration of the Company shall be drawn by lots. In subsequent years, the directors who have remained in office for the longest time shall vacate. A director who vacates office is eligible for re-election.

- Article 24.** Apart from vacating office by rotation, the directors shall vacate office upon:
- (1) death;
 - (2) resignation;
 - (3) being disqualified, or being under any of the prohibitions under the law governing public limited companies, the law on life insurance and the securities and exchange law;
 - (4) removal by a resolution of a shareholders' meeting by a vote of not less than three-fourths of the number of shareholders attending the meeting and having the right to vote, provided that the shares held by the shareholders voting for removal shall, in the aggregate, be not less than half of the number of shares held by the shareholders attending the meeting and having the right to vote; or
 - (5) removal by a court order.

Article 34. The directors shall have the right to receive remuneration from the Company in the form of rewards, meeting allowances, gratuity, bonus or other benefits as determined by a shareholders' meeting. This may be prescribed in a fixed amount, or in accordance with rules and may be periodically fixed or permanently fixed until changed. Alternately, the Board of Directors may be authorized to fix such remuneration in accordance with the prescribed rules. The directors shall also have a right to receive the allowances and fringe benefits according to the Company's regulations.

The provisions in the first paragraph shall not affect the right of the officers or employees of the Company who have been appointed as directors to receive remuneration and benefits in their capacity as officers or employees of the Company.

Chapter 5: Shareholders' Meeting

Article 39. The Board of Directors shall convene a shareholders' meeting which is an Annual General Meeting within four months from the last day of the Company's fiscal year. Shareholders' meetings other than the aforementioned one shall be called Extraordinary General Meetings.

The Board of Directors may summon an Extraordinary General Meeting of Shareholders at any time as deemed appropriate. One or more shareholders holding shares in aggregate of not less than ten percent of the total number of shares sold may at any time, by subscribing their names, request the Board of Directors in writing to call for an Extraordinary General Meeting provided that the reasons for the request to call such meeting shall be clearly stated in the said written request. In such an event, the Board of Directors shall proceed to call a shareholders' meeting to be held within forty-five days from the date of the receipt of such request from the said shareholders.

In case the Board of Directors fails to arrange for the meeting within such period under paragraph three, the shareholders who have subscribed their names or other shareholders holding the required aggregate number of shares may themselves call the meeting within forty-five days from the date of expiration of the period under paragraph three. In such case, the Meeting is deemed to be shareholders' meeting called by the Board of Directors and the Company shall be responsible for necessary expenses as may be incurred in the course of convening such meeting and the Company shall reasonably provide facilitation.

In the case where, at the meeting called by the shareholders under paragraph four, the number of the shareholders presented does not constitute a quorum as prescribed in Article 41, the shareholders under paragraph four shall jointly compensate the Company for the expenses.

Article 40. To convene a shareholders' meeting, the Board of Directors shall send written notice calling for such meeting, specifying the place, date, time, agenda and matters to be proposed to the meeting, together with sufficient details, as well as clearly indicating whether such business is proposed for acknowledgment, approval or consideration, as the case may be, including the opinion of the Board of Directors. Such written notice shall be delivered to the shareholders and the registrar at least seven days prior to the date of the meeting, and shall be published in the newspaper or via electronic means at least three days prior to the meeting. Notice, minutes of a shareholders' meeting, and/or any other related documents provided to shareholders, shall be prepared in Thai and English.

Article 41. At a shareholders' meeting, at least twenty-five shareholders and proxies (if any), or not less than half of the total number of shareholders, representing, in aggregate, at least one-third of the total number of shares sold, must be present in order to form a quorum. At any shareholders' meeting, if one hour has passed from the time specified for the meeting and the number of shareholders attending the meeting is still inadequate for a quorum as prescribed, and if such shareholders' meeting was called due to a request by the shareholders, the meeting shall be cancelled. If the meeting was not called due to a request by the shareholders, it shall be rescheduled and the notice calling for such meeting shall be sent to shareholders not less than seven days prior to the date of the meeting. At the subsequent meeting, a quorum is not required.

Unless provided at the shareholders' meeting by the Company, any shareholder not being of Thai nationality shall be entitled to bring a translator and/or a secretarial assistant to observe any shareholders' meeting of the Company.

Article 42. The chairman of the board of directors shall preside over the shareholders' meeting. If the chairman of the Board of Directors is not present at the meeting or is unable to perform his or her duty, the vice-chairman, if any, shall preside over the meeting. If there is no vice-chairman or the vice-chairman is unable to perform his or her duty, the meeting shall elect one attending shareholder to preside over the meeting.

Article 43. A decision or resolution of a shareholders' meeting shall be made by casting votes. Regardless of the method of casting votes, each share shall always represent one vote.

A shareholder who has a special interest in any matter proposed for a resolution shall not be entitled to vote on such matter, except for voting on the election of directors, which shall not be subject to any prohibitions.

If any shareholder acquires shares of the Company in excess of the limit prescribed by the law governing life insurance without obtaining an exemption in relation to the excess shareholding, such shareholder may vote at a shareholders' meeting only for the number of shares permitted to be held under the law.

A resolution of the shareholders' meeting shall be comprised of the following votes:

- (1) In a normal case, majority votes of the shareholders who attend the meeting and cast their votes. In the case of a tie vote, the chairman of the meeting shall have an additional casting vote.
- (2) In the following cases, resolutions shall be passed by votes of not less than three-fourths of the total votes of the shareholders who attend the meeting and are entitled to vote:
 - (2.1) the sale or transfer of the whole or a substantial part of the Company's Business to any other person;
 - (2.2) the purchase or taking transfer of the business of other public companies or private companies, by the Company; and
 - (2.3) the entry into, amendment, or termination of contracts relating to the leasing out of the whole or a substantial part of the Company's Business, the assignment to any other person to manage the Company's Business, or the consolidation of the business with other persons with an objective towards profit and loss sharing.

- Article 44.** Matters to be considered at an annual general meeting shall at least consist of the following:
- (1) acknowledging a report of the Board of Directors covering the Company's business during the previous year;
 - (2) considering and approving the balance sheets and the profit and loss statement;
 - (3) considering the appropriation of profits;
 - (4) considering the election of new directors to replace those who must vacate on the expiration of their terms;
 - (5) appointing an auditor and fixing the auditor's fee; and
 - (6) other business.

Chapter 6: Accounting, Finance and Audit

Article 47. The Company shall cause the balance sheet and the statement of profit and loss as of the last day of the fiscal year of the Company to be prepared for proposing to the shareholders for consideration and approval at the annual general meeting. The Board of Directors shall arrange for the balance sheet and the statement of profit and loss to be audited by an auditor prior to proposing them to the shareholders' meeting.

Article 48. The Board of Directors shall deliver the following documents to the shareholders together with the notice calling for an annual general meeting:

- (1) copies of the audited balance sheets and statement of profit and loss, including the auditor's report;
- and
- (2) annual report of the Board of Directors.

Article 49. Dividends shall not be paid other than out of profits. If the Company has accumulated loss, no dividends shall be paid.

By a resolution of a shareholders' meeting, the Company may pay all or any part of dividends in the form of stock dividend by issuing new ordinary shares to shareholders.

The Board of Directors may, from time to time, pay interim dividends to shareholders if it appears to the board that the Company's profit justifies such payment. The payment thereof shall be reported to the shareholders at the next shareholders' meeting.

Dividend payment shall be made within one month from the date of a resolution of a shareholders' meeting, or a meeting of the Board of Directors, as the case may be, and written notice thereof shall also be sent to shareholders and published in a newspaper or via electronic means; provided that the Company's having legally obtained approval of the calculation of the Company's profit for the benefit of paying dividends payment from the registrar.

The Company shall pay dividends to shareholders at the rate of not less than 30% of its net profit after taxes in each fiscal year, provided that the Company has complied with all applicable laws and adequate provision being made for the Company's capital requirements and liabilities.


Article 50. The Company shall allocate not less than five percent of the annual net profit less the accumulated loss brought forward (if any) to a reserve fund until this fund reaches an amount not less than ten percent of the registered capital.

Article 51. An annual general meeting shall appoint the auditors, and fix the Company's auditing fee every year. The auditors may be re-appointed.

Article 52. An auditor shall not be the Company's director, officer, employee or person who holds any position or has any duty in the Company.

Article 53. The auditors have the duty to attend every shareholders' meeting of the Company at which the balance sheet, profit and loss statement and problems pertaining to the Company's accounts are to be considered in order to provide their explanation and opinions. The Company must deliver to the auditors all the reports and documents of the Company which are to be received by the shareholders for the purpose of that meeting.


Profile of Independent Directors Proposed to Act as Proxy Appointment

Name-Surname	Mr. Niphon Hakimi	
Type of Director	Independent Director	
Current Position	- Independent Director - Chairman of the Audit Committee	
Age	70 years old	
Nationality	Thai	
Address	Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, 123 Thai Life Insurance Building 1, Ratchadaphisek Road, Din Daeng Sub district, Din Daeng District, Bangkok, 10400	
Date of Appointment as Director	26 th April 2024	
Term of Office for the BOD	2 years	
Interest in agenda items	No special interest that is different from other directors in any agenda items proposed at this meeting.	
Educational Background	<ul style="list-style-type: none"> - D.E.A. in Sociologie du Droit, Panthéon-Assas University Paris or Paris 2 University, France - D.S.U. in Sociologie du Droit, Panthéon-Assas University Paris or Paris 2 University, France - D.S.U. in Droit Du Travail, Panthéon-Assas University Paris or Paris 2 University, France - Bachelor of Laws, Thammasat University - Brevet d' Administration Publique, Ecole, Nationale d' Administration (ENA), France 	
Director Training Program	<ul style="list-style-type: none"> - National Defence, the Joint Private and Public Sectors Course, Class 20, Thailand National Defence College - In-House: Sustainability and Governance Oversight for the Board of Directors for the year 2025, dated 25 September 2025 - Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency, Class 3/2025, Thailand Institute of Directors (IOD) - Empowering Boards: Enhancing Governance, Standards and Financial Insights, Class 2/2024, Thailand Institute of Director (IOD) 	

	2020 - 2024	Legal Specialist	Office of Insurance Commission (OIC)
	2018 - 2020	Advisor to State Audit Commission	State Audit Office of the Kingdom of Thailand
	2014 - 2020	Director Chairman of the Executive Committee	Islamic Bank of Thailand
	2014 - 2017	Director Risk Management Committee Member	Nok Airlines Public Company Limited
	2011 - 2017	Deputy Secretary-General, Council of State	Office of the Council of State
	2011 - 2017	Committee member of Life Insurance Fund Management Committee	Life Insurance Fund
	2010 - 2023	Subcommittee Member of Energy Regulatory Commission	Office of Energy Regulatory Commission
Position in other listed companies	None		
Position in other businesses (non-listed companies)	2024 - Present	Audit Committee Member of Administrative Court	Administrative Court
	2023 - Present	Advisor to Energy Regulatory Commission	Office of Energy Regulatory Commission
	2018 - Present	Member of the Legal and Regulatory Management Subcommittee, the Board of the Administrative Courts	Office of Administrative Courts
	2014 - Present	Chairperson of the Doping Hearing Panel Under the Anti-Doping in Sport Act	Doping Control Agency of Thailand, Sports Authority of Thailand

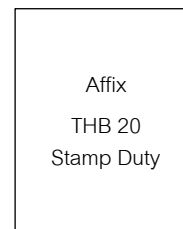
	2012 - Present	Chairman of the Legal Subcommittee, the Sports Authority of Thailand's Board	Sports Authority of Thailand
	2009 - Present	Council of State's Member	Office of the Council of State
Position in businesses that are in competition with/related to the Company's business	None		
Shareholding in the Company	None		
Percentage of total shares with voting rights	-		

Profile of Independent Directors Proposed to Act as Proxy Appointment

Name-Surname	Mrs. Metinee Chalodhorn		
Type of Director	Independent Director		
Current Position	<ul style="list-style-type: none"> - Independent Director - Chairman of Nomination and Remuneration Committee - Audit Committee Member 		
Age	71 years old		
Nationality	Thai		
Address	Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, 123 Thai Life Insurance Building 1, Ratchadaphisek Road, Din Daeng Sub district, Din Daeng District, Bangkok, 10400		
Date of Appointment as Director	29 th April 2025		
Term of Office for the BOD	1 year		
Interest in agenda items	No special interest that is different from other directors in any agenda items proposed at this meeting.		
Educational Background	<ul style="list-style-type: none"> - Honorary Doctor of Laws, Ramkhamhaeng University - Master of Arts, Thammasat University - Thai Barrister-at-Law, Institute of Legal Education of the Thai Bar Association - Bachelor of Laws, Thammasat University 		
Director Training Program	<ul style="list-style-type: none"> - In-House: Sustainability and Governance Oversight for the Board of Directors for the year 2025, dated 25 September 2025 - Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency, Class 4/2025, Thailand Institute of Directors (IOD) - Director Certification Program (DCP) Class 98/2008, Thai Institute of Directors (IOD) 		
Position in the Company	29 April 2025	Director	Thai Life Insurance Public Company Limited
	– Present	Independent Director	
		Chairman of the Nomination and Remuneration Committee	
		Audit Committee Member	

Experience	2022 - 2024	Independent Director	Big C Retail Corporation Public Company Limited
	October 2020 – September 2021	President of the Supreme Court	Supreme Court
	2019 - 2020	Vice President of the Supreme Court	
	2018 - 2019	President of the Consumer Case Division in the Supreme Court	
	2016 - 2018	President of the Court of Appeal for Specialized Cases	Court of Appeal for Specialized Cases
	2013 - 2016	President Justice of the Supreme Court	The Supreme Court
	2009 – 2013	Justice of the Supreme Court	
	2008 - 2009	President of the Consumer Case Division of the Court of Appeal	The Appeal Court
	2007 - 2008	President of the Bankruptcy Case Division of the Court of Appeal	
Position in other listed companies	None		
Position in other businesses (non-listed companies)	2024 - Present	Arbitrator	Office of Insurance Commission
	2024 - Present	Independent Director	Big C Supercenter Public Company Limited
	2022 - Present	Chairman of the Board Independent Director	Thai Health Insurance Public Company Limited
Position in businesses that are in competition with/related to the Company's business	None		
Shareholding in the Company	62,500 shares (as of 31 st December 2025)		
Percentage of total shares with voting rights	0.001%		

Proxy Form A
(General proxy form)



Written at: _____
Date _____ Month _____ Year _____

- (1) I/We _____ Nationality _____
Residing at no. _____ Road _____ Sub-district _____
District _____ Province _____ Postal code _____
- (2) Being a shareholder of **THAI LIFE INSURANCE PUBLIC COMPANY LIMITED**, holding a total amount of _____ share(s) and having voting rights equivalent to _____ vote(s) as follows:
ordinary share _____ share(s) and having voting rights equivalent to _____ vote(s)
preferred share _____ share(s) and having voting rights equivalent to _____ vote(s)
- (3) Hereby authorize
- (1) **Mr. Niphon Hakimi, Independent Director and Chairman of the Audit Committee**, is 70 years old and the address is Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or
 - (2) **Mrs. Metinee Chalodhorn, Independent Director, Chairman of the Nomination and Remuneration Committee and Audit Committee Member**, is 71 years old and the address is Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or
 - (3) _____ Age _____ years old, residing at no. _____
Road _____ Sub-district _____ District _____
Province _____ Postal code _____

Anyone of the above as my/our proxy to attend and vote on my behalf at the Annual General Meeting of Shareholders for the year 2026 on Wednesday, 29 April 2026 at 14.00 hrs. in the form of an Electronic Meeting (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 and other relevant regulations, or such other date, time and place if the meeting is postponed.

Any act performed by the proxy at the meeting will be deemed to have been performed by myself/ourselves in all respects.

Signed _____ Grantor
(_____)

Signed _____ Proxy
(_____)

Signed _____ Proxy
(_____)

Signed _____ Proxy
(_____)

Remark:

- The shareholder appointing the proxy must authorize only one proxy to attend and vote at the meeting and may not split the number of his or her shares between many proxies in order to split his or her votes.
- The meeting participants shall present the required documents prior to attending the meeting as specified in the Guidelines for Registration for Attendance at the Meeting, Attending the Meeting, Asking Questions or Expressing Opinions, Proxy Appointment, Vote Casting, and Vote Counting attached hereto as Enclosure 8.

Proxy Form B

(The proxy form with fixed and specific details of authorizing proxy)



Written at _____

Date ____ Month ____ Year ____

(1) I/We _____ Nationality _____
 Residing at no. _____ Road _____ Sub-district _____
 District _____ Province _____ Postal code _____

(2) Being a shareholder of **THAI LIFE INSURANCE PUBLIC COMPANY LIMITED**, holding a total amount of _____ share(s) and having voting rights equivalent to _____ vote(s) as follows:

ordinary share _____ share(s) and having voting rights equivalent to _____ vote(s)

preferred share _____ share(s) and having voting rights equivalent to _____ vote(s)

(3) Hereby authorize

(1) **Mr. Niphon Hakimi, Independent Director and Chairman of the Audit Committee**, is 70 years old and the address is Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or

(2) **Mrs. Metinee Chalodhorn, Independent Director, Chairman of the Nomination and Remuneration Committee and Audit Committee Member**, is 71 years old and the address is Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or

(3) _____ Age _____ years old, residing at no. _____
 Road _____ Sub-district _____ District _____
 Province _____ Postal code _____

Anyone of the above as my/our proxy to attend and vote on my behalf at the Annual General Meeting of Shareholders for the year 2026 on Wednesday, 29 April 2026 at 14.00 hrs. in the form of an Electronic Meeting (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 and other relevant regulations, or such other date, time and place if the meeting is postponed.

(4) I/We hereby authorize the proxy to vote on my behalf at this meeting as follows:

- Agenda No. 1 To adopt the Minutes of the Annual General Meeting of Shareholders for the year 2025**
 - (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 - (b) To authorize my/our proxy to vote on my/our behalf as follows:
 - Approve Disapprove Abstain

- Agenda No. 2 To acknowledge the report on the Company's operating results for the year 2025
This Agenda is for shareholders' acknowledgement. Therefore, voting is not required.
- Agenda No. 3 To acknowledge the immaterial change in the purpose of the use of IPO proceeds
This Agenda is for shareholders' acknowledgement. Therefore, voting is not required.
- Agenda No. 4 To consider and approve the Company's statement of financial position and statement of comprehensive income for the year ended 31 December 2025
 (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 (b) To authorize my/our proxy to vote on my/our behalf as follows:
 Approve Disapprove Abstain
- Agenda No. 5 To consider and approve the appropriation of profit from 2025 operating results and dividend payment
 (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 (b) To authorize my/our proxy to vote on my/our behalf as follows:
 Approve Disapprove Abstain
- Agenda No. 6 To consider the election of directors in replacement of those whose term of office will expire
 (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 (b) To authorize my/our proxy to vote on my/our behalf as follows:
 Approve the appointment of all directors
 Approve Disapprove Abstain
 Approve the appointment of each director listed below
(1) Name: General Winai Phattiyakul
 Approve Disapprove Abstain
(2) Name: Mr. Amnart Wongpinitwarodom
 Approve Disapprove Abstain
(3) Name: Mr. Chai Chaiyawan
 Approve Disapprove Abstain
(4) Name: Mr. Sawat Naruvorawong
 Approve Disapprove Abstain
- Agenda No. 7 To consider and approve the amendment to the names and number of the Company's authorized signatory directors
 (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 (b) To authorize my/our proxy to vote on my/our behalf as follows:
 Approve Disapprove Abstain
- Agenda No. 8 To consider and approve the remuneration of directors for the year 2026 and the gratuities of directors
 (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 (b) To authorize my/our proxy to vote on my/our behalf as follows:
 Approve Disapprove Abstain

- Agenda No. 9 To consider the appointment of the auditors and fix the auditors' remuneration for the year 2026
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve Disapprove Abstain

- Agenda No. 10 To consider and approve the amendment to the Company's Articles of Association
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve Disapprove Abstain

- Agenda No. 11 To consider other businesses (if any)
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve Disapprove Abstain

(5) If the proxy vote for any agenda that is not in accordance with this proxy form, it shall be considered invalid and is not my vote as the shareholder.

(6) If I/we have not specified my/our voting intention for any agenda or have not specified my/our voting intention clearly or if the meeting considers any additional matters or proposals not listed on the aforementioned agendas including any amendment or addition, the proxy shall have the right to consider these matters and vote on my/our behalf as he/she may deem appropriate in all respects.

Any act performed by the proxy at the meeting will be deemed to have been performed by myself/ourselves in all respects unless the proxy does not vote in accordance with the directions I/we have given on this form.

Signed _____ Grantor
(_____)

Signed _____ Proxy
(_____)

Signed _____ Proxy
(_____)

Signed _____ Proxy
(_____)

Remarks:

1. The shareholder appointing the proxy must authorize only one proxy to attend and vote at the meeting and may not split the number of his or her shares between many proxies in order to split his or her votes.
2. In the agenda on the election of directors, it can be chosen either the election of the candidates as a whole or each candidate individually.
3. If any additional agenda is to be considered, the grantor may vote on such agenda in Supplemental Proxy Form B as enclosed.

4. The meeting participants shall present the required documents prior to attending the meeting as specified in the Guidelines for Registration for Attendance at the Meeting, Attending the Meeting, Asking Questions or Expressing Opinions, Proxy Appointment, Vote Casting, and Vote Counting attached hereto as Enclosure 8.

Supplemental Proxy Form B

This supplemental proxy is granted by a shareholder of **THAI LIFE INSURANCE PUBLIC COMPANY LIMITED** for the Annual General Meeting of Shareholders for the year 2026 on Wednesday, 29 April 2026 at 14.00 hrs. in the form of an Electronic Meeting (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 and other relevant regulations, or such other date, time and place if the meeting is postponed.

Agenda No. _____ Subject: _____

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

(b) To authorize my/our proxy to vote on my/our behalf as follows:

Approve Disapprove Abstain

Agenda No. _____ Subject: _____

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

(b) To authorize my/our proxy to vote on my/our behalf as follows:

Approve Disapprove Abstain

Agenda No. _____ Subject: _____

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

(b) To authorize my/our proxy to vote on my/our behalf as follows:

Approve Disapprove Abstain

Agenda No. _____ Subject: _____

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

(b) To authorize my/our proxy to vote on my/our behalf as follows:

Approve Disapprove Abstain

Agenda No. _____ Subject: Director election (continued)

Director's name _____

Approve Disapprove Abstain

Director's name _____

Approve Disapprove Abstain

Director's name _____

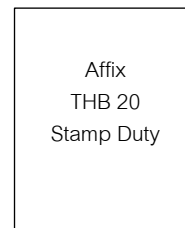
Approve Disapprove Abstain

Director's name _____

Approve Disapprove Abstain

Proxy Form C

(The form for foreign shareholders who authorize the Custodian in Thailand as the depository and trustee)



Written at _____

Date _____ Month _____ Year _____

(1) I/We _____

Office is located _____ Road _____ Sub-district _____

District _____ Province _____ Postal code _____

as being the custodian of _____

being a shareholder of **THAI LIFE INSURANCE PUBLIC COMPANY LIMITED**, holding a total amount of _____ share(s) and having voting rights equivalent to _____ vote(s) as follows:

ordinary share _____ share(s) and having voting rights equivalent to _____ vote(s)

preferred share _____ share(s) and having voting rights equivalent to _____ vote(s)

(2) Hereby authorize

(1) **Mr. Niphon Hakimi, Independent Director and Chairman of the Audit Committee**, is 70 years old and the address is Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or

(2) **Mrs. Metinee Chalodhorn, Independent Director, Chairman of the Nomination and Remuneration Committee and Audit Committee Member**, is 71 years old and the address is Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or

(3) _____ Age _____ years, residing at no. _____ Road _____ Sub-District _____ District _____ Province _____ Postal code _____

Anyone of the above as my/our proxy to attend and vote on my behalf at the Annual General Meeting of Shareholders for the year 2026 on Wednesday, 29 April 2026 at 14.00 hrs. in the form of an Electronic Meeting (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 and other relevant regulations, or such other date, time and place if the meeting is postponed.

(3) I/We hereby authorize the proxy to attend the meeting and vote as follows:

Grant proxy the total amount of shares holding and entitled to vote.

Grant partial shares of

ordinary share _____ share(s) and having voting rights equivalent to _____ vote(s).

preferred share _____ share(s) and having voting rights equivalent to _____ vote(s).

Total voting rights _____ vote(s).

(4) I/we hereby authorize the proxy holder to vote on my behalf at this meeting as follows:

- Agenda No. 1 To adopt the Minutes of the Annual General Meeting of Shareholders for the year 2025
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Agenda No. 2 To acknowledge the report on the Company's operating results for the year 2025
This Agenda is for shareholders' acknowledgement. Therefore, voting is not required.
- Agenda No. 3 To acknowledge the immaterial change in the purpose of the use of IPO proceeds
This Agenda is for shareholders' acknowledgement. Therefore, voting is not required.
- Agenda No. 4 To consider and approve the Company's statement of financial position and statement of comprehensive income for the year ended 31 December 2025
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Agenda No. 5 To consider and approve the appropriation of profit from 2025 operating results and dividend payment
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Agenda No. 6 To consider the election of directors in replacement of those whose term of office will expire
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve the appointment of all directors.
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Approve the appointment of each director listed below.
- (1) Name: General Winai Phattiyakul
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- (2) Name: Mr. Amnart Wongpinitwarodom
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- (3) Name: Mr. Chai Chaiyawan
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- (4) Name: Mr. Sawat Naruvorawong
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Agenda No. 7 To consider and approve the amendment to the names and number of the Company's authorized signatory directors
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. 8 To consider and approve the remuneration of directors for the year 2026 and the gratuities of directors
 - (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 - (b) To authorize my/our proxy to vote on my/our behalf as follows:
 - Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. 9 To consider the appointment of the auditors and fix the auditors' remuneration for the year 2026
 - (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 - (b) To authorize my/our proxy to vote on my/our behalf as follows:
 - Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. 10 To consider and approve the amendment to the Company's Articles of Association
 - (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 - (b) To authorize my/our proxy to vote on my/our behalf as follows:
 - Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. 11 To consider other businesses (if any)
 - (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
 - (b) To authorize my/our proxy to vote on my/our behalf as follows:
 - Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

(5) If the proxy vote for any agenda that is not in accordance with this proxy form, it shall be considered invalid and is not my vote as the shareholder.

(6) If I/we have not specified my/our voting intention for any agenda or have not specified my/our voting intention clearly or if the meeting considers any additional matters or proposals not listed on the aforementioned agendas including any amendment or addition, the proxy shall have the right to consider these matters and vote on my/our behalf as he/she may deem appropriate in all respects.

Any act performed by the proxy at the meeting will be deemed to have been performed by myself/ourselves in all respects unless the proxy does not vote in accordance with the directions I/we have given on this form.

Signed _____ Grantor
(_____)

Signed _____ Proxy
(_____)

Signed _____ Proxy
(_____)

Signed _____ Proxy
(_____)

Remarks:

1. Proxy Form C only uses for shareholders whose names appear in the foreign investors' registration and he/she appointed a custodian in Thailand to be responsible for safeguarding shares only.
2. Documents and evidence to be enclosed with the proxy form are:
 - (1) A copy of the custodian business license;
 - (2) A copy of the custodian's Affidavit or Certificate of Incorporation issued by the Department of Business Development, Ministry of Commerce, or a competent authority of the country where the juristic person is located, specifying current information on the name of the juristic person, the authorized signatory, conditions or restrictions on signing authority, and the address of the head office. Such documents must be issued no more than 1 year from the date in the Affidavit or Certificate of Incorporation to the date of the Shareholders' Meeting and must be certified as true copies by the authorized person who acts on behalf of the custodian together with the company's seal affixed (if any);
 - (3) A copy of the identification document of the authorized representative of the custodian;
 - (4) A copy of the identification document of the proxy;
 - (5) A copy of power of attorney from the shareholders for the custodian to sign the proxy form on their behalf.
3. A shareholder shall appoint only one proxy to attend and vote at the meeting and may not split the number of his or her shares between many proxies in order to split his or her votes.
4. In the agenda on the election of directors, it can be chosen either the election of the candidates as a whole or each candidate individually.
5. If any additional agenda is to be considered, the grantor may vote on such agenda in Supplemental Proxy Form C as enclosed.

Supplemental Proxy Form C

This supplemental proxy is granted by a shareholder of THAI LIFE INSURANCE PUBLIC COMPANY LIMITED for the Annual General Meeting of Shareholders for the year 2026 on Wednesday, 29 April 2026 at 14.00 hrs. in the form of an Electronic Meeting (e-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 and other relevant regulations, or such other date, time and place if the meeting is postponed.

- Agenda No. _____ Subject: _____
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. _____ Subject: _____
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. _____ Subject: _____
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. _____ Subject: _____
- (a) To authorize my/our proxy to consider and vote on my/our behalf as appropriate in all respects.
- (b) To authorize my/our proxy to vote on my/our behalf as follows:
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

- Agenda No. _____ Subject: Director election (continued)
- Director's name _____
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Director's name _____
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Director's name _____
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)
- Director's name _____
- Approve _____ vote(s) Disapprove _____ vote(s) Abstain _____ vote(s)

Guidelines for Registration for Attendance at the Meeting, Attending the Meeting,
Asking Questions or Expressing Opinions, Proxy Appointment, Vote Casting, and Vote Counting

1. Registration for Attendance at the Meeting

Shareholders or proxies, who wish to attend this Annual General Meeting of Shareholders via electronic means (e-Meeting), are required to submit a request form in advance. Please study the Procedures for Attending the Meeting via Electronic Means (e-Meeting) attached hereto as Enclosure 9. The Company will open the system for submission of the request form for attending the meeting from 17 - 29 April 2026, during business days and business hours (between 8.30 – 17.00 hours) until the close of the meeting. The required documents to be prepared in advance for submission of the request form are as follows:

1.1 Individual person

In the case of a shareholder attending the meeting in person

A copy of a valid photo-ID document issued by a governmental authority such as a national identification card, a government official ID card, a driving license, an international driving license, a foreigner identification card, a passport, etc. (“**identification document**”).

In the case of a shareholder appointing a proxy to attend the meeting

- (a) Proxy Forms A or Form B (as enclosed with the Notice of the Shareholders’ Meeting), duly completed and signed by the grantor and the proxy, and affixed with stamp duty of THB 20;
- (b) A copy of the identification document of the grantor;
- (c) A copy of the identification document of the proxy.

Copies of all documents must be certified as true copies by the document owner.

Non-Thai shareholders are required to provide English translations for documents not originally in English. The translations must be certified as true and correct by the shareholder. If a document is executed in a foreign country, it must be notarized by a Notary Public.

1.2 Juristic person

In the case of an authorized representative of a shareholder attending the meeting in person

- (a) A copy of the shareholder's Affidavit or Certificate of Incorporation issued by the Department of Business Development, Ministry of Commerce, or a competent authority of the country where the juristic person is located, specifying the name of the juristic person, the authorized signatory, conditions or restrictions on signing authority, and the address of the head office, with current information and issued not more than 1 year prior to the date of the Shareholders' Meeting;
- (b) A copy of the identification document of the authorized representative of the juristic person.

In the case of a shareholder appointing a proxy to attend the meeting

- (a) Proxy Form B (as enclosed to the Notice of the Shareholders' Meeting), duly completed and signed by the grantor and the proxy, and affixed with stamp duty of THB 20;
- (b) A copy of the shareholder's Affidavit or Certificate of Incorporation issued by the Department of Business Development, Ministry of Commerce, or a competent authority of the country where the juristic person is located, specifying the name of the juristic person, the authorized signatory, conditions or restrictions on signing authority, and the address of the head office, with current information and issued not more than 1 year prior to the date of the Shareholders' Meeting;
- (c) A copy of the identification document of the authorized representative of the juristic person;
- (d) A copy of the identification document of the proxy.

Copies of all documents must be certified as true copies as follows: (1) in the case of an individual's document, the document owner must certify the true copy of his/her document; and (2) in the case of a juristic person's document, the authorized representative of the juristic person must certify the true copy together with the company's seal affixed (if any).

Foreign juristic person are required to provide English translations for documents not originally in English. The translations must be certified as true and correct by the authorized representative of the juristic person. If a document is executed in a foreign country, it must be notarized by a Notary Public.

1.3 In the event that foreign shareholders appoint a custodian in Thailand as the depository and share custodian.

- (a) Proxy Form C (as enclosed to the Notice of the Shareholders' Meeting), duly completed and signed by the grantor and the proxy, and affixed with stamp duty of THB 20;
- (b) A copy of the custodian business license;
- (c) A copy of the custodian's Affidavit or Certificate of Incorporation issued by the Department of Business Development, Ministry of Commerce, or a competent authority of the country where the juristic person is located, specifying current information of the name of the juristic person, the authorized signatory, conditions or restrictions on signing authority, and the address of the head office, with current information and issued not more than 1 year prior to the date of the Shareholders' Meeting;
- (d) A copy of the identification document of the authorized representative of the custodian;
- (e) A copy of the identification document of the proxy;
- (f) A copy of power of attorney from the shareholder authorizing the custodian to sign the proxy form on the shareholder's behalf.




Copies of all documents must be certified as true copies as follows: (1) in the case of an individual's document, the document owner must certify the true copy of his/her document, (2) in the case of a juristic person's document, the authorized representative of the juristic person must certify the true copy together with the company's seal affixed (if any).

Foreign shareholders or foreign juristic persons are required to provide English translations for documents not originally in English. The translations must be certified as true and correct by the shareholders or authorized representative of the juristic person (as the case may be). If a document is executed in a foreign country, it must be notarized by a Notary Public.

The Company will refuse registration of the shareholders or proxies to attend the Shareholders' Meeting in any of the following cases:

- a. The proxy form is incorrectly, incomplete, or not affixed with stamp duty of THB 20;
- b. The grantor or the proxy has not signed the proxy form;
- c. Material information in the proxy form has been amended without the grantor's signature certifying each such amendment;
- d. A copy of the Affidavit or Certificate of Incorporation issued more than 1 year prior to the date of the Shareholders' Meeting;
- e. The required identification documents of the grantor or the proxy are incomplete.

Remark Shareholders can enquire additionally about the process or any difficulties in registration for attending the e-Meeting via Inventech Call Center by the following channels:

-  02-460-9220
-  @inventechconnect
-  Available during 17 – 29 April 2026, between 8.30 – 17.30 hours. (Only on business days, excluding public holidays).

2. Attending the Meeting

- 2.1 On Wednesday 29 April 2026, from 12.00 hours onwards (2 hours prior to the commencement of the meeting), shareholders or proxies may click the registration link provided in the approved notification email to log in and access the Inventech Connect system.
- 2.2 After logging into the Inventech Connect system, shareholders or proxies shall press the “Register” button, verify and confirm the user account, and then press the “Join Attendance” button. (Upon completion of this step, the shareholders or proxies shall be deemed to have dully registered for attendance at the meeting, and the number of shares held will be counted as a quorum).
- 2.3 In the event of any system disruption during the meeting, shareholders or proxies will be notified via email to resume the meeting via the backup system.
- 2.4 Shareholders or proxies are required to remain in the meeting until the completion of each agenda item and cast their vote before voting for such agenda item is closed. In the event that a shareholder or proxy leaves the meeting or logs out of the system before voting on any agenda item is closed, the shareholders’ shares shall not be counted as part of the quorum and shall not be included in the vote counting for that agenda item. However, leaving the meeting or logging out of the system for any agenda item shall not deprive the shareholder or proxy of the right to resume the meeting and vote on subsequent agenda items.

3. Asking Questions or Expressing Opinions

Before voting on each agenda item, the Chairman of the Meeting will provide participants with an opportunity to ask questions or express opinions on matters relating to such agenda item as appropriate. Shareholders or proxies who wish to ask questions or express opinions may proceed as follows:

- 3.1 Please select the agenda item on which you will to ask questions or express opinions and then press the “Question” button. In the event that participants wish to ask questions via text message, they may type the question or opinions and press the “Send” button.
- 3.2 In the event that participants wish to ask questions via visual and audio systems, the participants shall select the “Enquire via picture and sound” button, then press the “OK” button to confirm the queue. Upon receiving a signal to ask a question, participants shall press the “Join as Panelist” button, and then press the “Allow” button to enable camera and microphone. Before asking each question, participants are requested to state their first name, last name, and status, i.e., whether attending as a shareholder or as a proxy of which shareholder, so that the Company may accurately record the minutes of meeting.

In this regard, the Company will answer questions at the meeting only on matters relating to agenda items subject to voting. For any questions or suggestions relating to the meeting agenda raised by the shareholders but not answered during the meeting, the Company will summarize the questions and answers as an appendix to the minutes of the shareholders' meeting, and will disclose them on the Company's website within 14 days from the date of the meeting.

4. Proxy Appointment

The Company has prepared 3 proxy forms as prescribed by the Department of Business Development as follows:

- Proxy Form A is a general proxy form which is simple and non-complex;
- Proxy Form B is a proxy form specifying clear and detailed of authorization items;
- Proxy Form C is a proxy form used only in the case where the shareholder is a foreign investor who appoints a custodian in Thailand as the share depository and custodian.

The Company has delivered the aforesaid proxy forms together with the Notice of the Shareholders' Meeting as Enclosure 7 for shareholders who are unable to attend the meeting in person to another person or an independent director of the Company, whose details appear in Enclosure 6, as proxy to attend the meeting and vote on the shareholder's behalf. Shareholders may download the proxy forms from the Company's website at <https://investor.thailife.com/en/document/shareholder-meetings>, and submit them to the Company **by Friday, 24 April 2026 at 17.00 hours** for further preparation for the meeting. Shareholders may alternatively submit the proxy documents during the electronic registration process for participation via electronic means (e-Meeting).

4.1 Appointment of Another Person as Proxy

- 4.1.1 The grantor shall appoint only 1 proxy to attend the meeting and cast votes on his/her behalf. The grantor may not divide the number of shares among multiple proxies for separate voting.
- 4.1.2 The grantor shall complete the proxy and sign it, and shall ensure that the proxy also signs the proxy form completely and correctly.
- 4.1.3 In the event of any amendment to the proxy form relating to any agenda item, a grantor must countersign such amendment; otherwise, the Company shall deem the proxy “not entitled to vote” on such agenda item.

4.2 Appointment of an Independent Directors as Proxy

Shareholders may appoint only one of the following independent directors of the Company as proxy:

- **Mr. Niphon Hakimi, Independent Director and Chairman of the Audit Committee**
Age: 70 years old.
Address: Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400, or
- **Mrs. Metinee Chalodhorn, Independent Director, Chairman of the Nomination and Remuneration Committee and Audit Committee Member**
Age: 71 years old.
Address: Thai Life Insurance Public Company Limited, Company Secretary Office, 8th floor, no. 123 Thai Life Insurance Building 1, Ratchadapisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400.

5. Vote Casting

- 5.1 For voting on each agenda item, in accordance with the Company’s Articles of Association, Article 43, 1 share shall represent 1 vote. A shareholder who has a special interest in any matter proposed for a resolution shall not be entitled to vote on such matter, except for voting on the election of directors, which shall not be subject to any prohibitions.
- 5.2 In the event that a shareholder appoints a proxy or an independent director of the Company to attend the meeting on his/her behalf and has duly marked “**approval**”, “**disapproval**”, or “**abstention**” in the proxy form in accordance with the prescribed procedures, the Company shall record such voting instructions in advance in the system and shall combine such votes with the votes cast by other shareholders at the meeting.

- 5.3 For voting on each agenda item, the Chairman of the Meeting shall request the meeting to cast votes through the electronic meeting (e-Meeting) system. Meeting participants shall select only one of the following voting options: “**Approval**”, “**Disapproval**”, or “**Abstention**”.
- 5.4 In the event that a participant cancels his/her votes or does not cast a vote through the electronic meeting (e-Meeting) system within the voting period specified by the Company for any agenda items, the Company shall deem that such participant votes “**Approves**” on that agenda item.




6. Vote Counting

- 6.1 The Company shall deduct “**Disapproval**” and “**Abstention**” votes from the total number of votes of shareholders attending the meeting and entitled to vote, and the remaining votes shall be deemed “**Approval**” votes.
- 6.2 in general, resolutions shall be passes by a majority vote of shareholders attending the meeting and casting votes. In the event of an equality of votes, the Chairman of the Meeting shall have an additional casting vote, except for Agenda no.8, to consider and approve the remuneration of directors for the year 2026 and the gratuities of directors, which, pursuant to Section 90, Paragraph 2 of the Public Limited Companies Act, B.E. 2535 (1992) (as amended), requires votes of not less than two-thirds of the total number of votes of shareholders attending the meeting; and Agenda no.10, to consider and approve the amendment to the Company’s Articles of Association, which, pursuant to Section 31 of the Public Limited Companies Act, B.E. 2535 (1992) (as amended), requires votes of not less than three-fourths of the total number of votes of shareholders attending the meeting and entitled to vote.
- 6.3 The Company shall announce the resolution of the meeting for each agenda item and report the voting results to the meeting, specifying the number of “**Approval**”, “**Disapproval**”, “**Abstention**”, and “**Invalid Ballots**”. However, if vote counting for any agenda item requires additional time, the Chairman of the Meeting may request the meeting to proceed with consideration of the next agenda item to ensure continuity of the meeting. Once the vote counting has been completed, the results of such agenda item shall be announced to the meeting immediately.

Invalid Ballots

in the event that a shareholder appoints a proxy or an independent director of the Company to attend the meeting on his/her behalf and has submitted a proxy form in advance specifying voting instructions, and thereafter, the shareholder attends the meeting and casts votes again through the electronic meeting system, the Company shall deem such vote to be an “**Invalid Ballot**”.

Remark Shareholders can enquire additionally about the process or any difficulties in registration for attending the e-Meeting via Inventech Call Center by the following channels:

-  02-460-9220
-  @inventechconnect
-  Available during 17 – 29 April 2026, between 8.30 – 17.30 hours. (Only on business days, excluding Public holidays).

Procedures for Attending the Meeting via Electronic Means (e-Meeting)

Shareholders and proxies who would like to attend the meeting via electronic means (e-Meeting) by yourself, you can proceed according to the procedures for submitting the request form to attend the meeting via electronic means as follows:

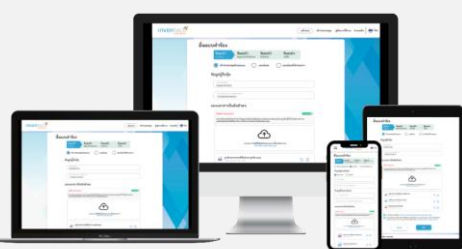
Procedures for submitting the request form to attend the meeting via electronic means

1. Submit a request form to attend the meeting via an internet browser at <https://sent.inventech.co.th/TLI546478R/#/homepage> or scan this QR Code



to access the system and follow the processes:

- 1 Click the link URL or scan the QR Code from the Notice of the Shareholders' Meeting.
- 2 Choose a type of request for submitting the request form and follow 4 processes as follows:
 - 1st process: Fill in the information of shareholder.
 - 2nd process: Fill in the information for shareholder identity verification.
 - 3rd process: Verify the identity via OTP.
 - 4th process: Finish the transaction and the system will display information of shareholders again to verify the accuracy of the information.
- 3 Please wait for an email from the officer for the details of the meeting and password.



****To merge user accounts; please use the same email address and phone number****

2. Shareholder(s) who wish to attend the meeting via electronic means (e-Meeting), either in person or by proxy, other than the Company's independent directors, the system for submitting the request form will be available from 17 April 2026, only on business days, between 8.30 – 17.00 hours. The registration system will be closed on 29 April 2026 until the meeting is concluded.
3. The e-Meeting system will be available for access on 29 April 2026 from 12.00 hours (2 hours before the meeting starts). Shareholders or proxies must use the provided username and password, and follow the system user manual to access the meeting.

Proxy Appointment to the Company's Independent Director

Shareholders who wish to appoint the Company's independent director as their proxy may submit a request form via electronic means in accordance with the prescribed procedures, or send the proxy form together with supporting documents to the Company by post to the address specified below. Such documents must be delivered to the Company by 24 April 2026 at 17.00 hours.

Thai Life Insurance Public Company Limited
 Company Secretary Office, 8th Floor
 123 Thai Life Insurance Building 1, Ratchadaphisek Road, Din Daeng Sub-district,
 Din Daeng District, Bangkok, 10400

If you encounter any issue in using the Inventech Connect System, please contact the Inventech Call Center



02-460-9220



@inventechconnect



Available during 17 – 29 April 2026, between 8.30-17.30 hours.

(Only on business days, excluding public holidays).



Report a problem
 @inventechconnect

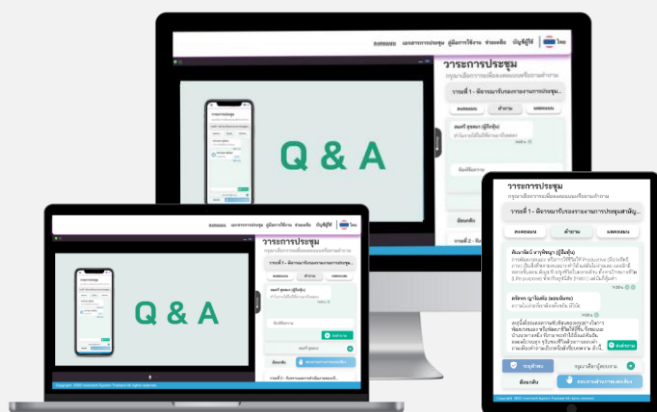
Procedures for e-Voting

- 1 Enter the email address and password received via email or request for an OTP
- 2 Click the “Register” button to enter the system. Your shareholding will be counted toward the quorum.
- 3 Click the “Join Attendance” button, then click the “Acknowledge” button.
- 4 Select the agenda item as specified by the Company.
- 5 Click the “Vote” button.
- 6 Cast your vote as desired.
- 7 The system will display your latest voting selection.



In case meeting participant wishes to cancel the latest vote, please click the “Cancel Vote” button. If the meeting participant does not cast any vote via the e-Meeting system within the voting period specified by the Company, the Company will deem that the meeting participant has voted “Approve” for such agenda item.

Procedures for asking questions via the Inventech Connect System



- 1 Asking question(s).
 - Select the agenda item as specified by the Company.
 - Click the “Question” button.
 - Type the question(s), then click the “Send” button.
- 2 Asking questions via video conference.
 - Click the “enquire via picture and sound” button.
 - Click the “OK” button to confirm your queue.
 - Please wait for the officer to assign the queue. You will be able to turn on your microphone and camera once permission has been granted.

User manual for the Inventech Connect System



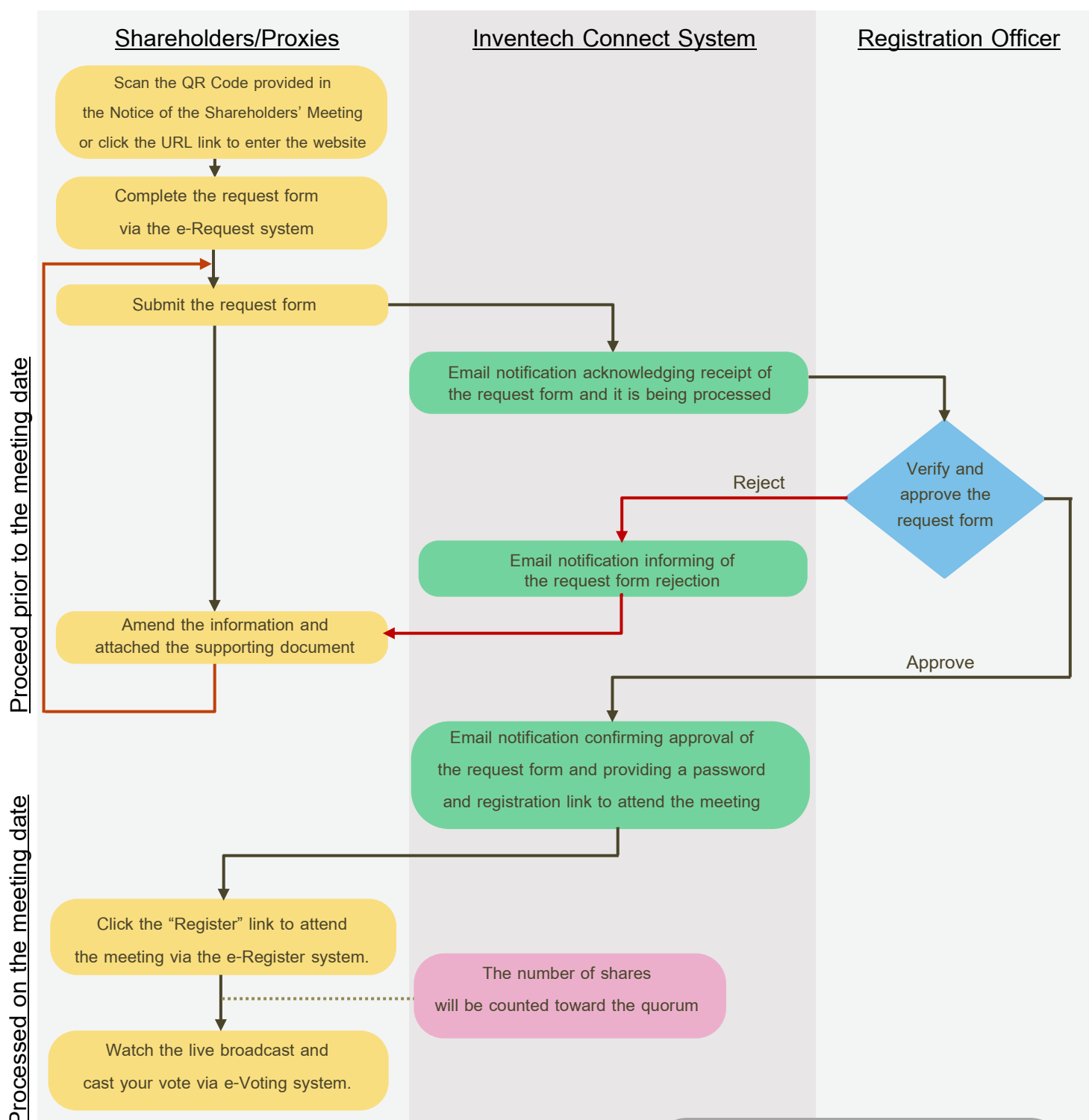
User Manual and System Tutorial Video for the Inventech Connect System

*Remark: The operation of the electric meeting system (e-Meeting) and the Inventech Connect system depends on the internet capability of shareholders or proxies, as well as the device and/or software installed on such device. Shareholders and proxies are requested to use the device and/or software in accordance with the specifications below to access the systems.

1. Recommended Internet speed
 - High-definition video: Minimum internet speed of at least 2.5 Mbps (recommended speed).
 - High-quality video: Minimum internet speed of at least 1.0 Mbps.
 - Standard quality video: Minimum internet speed of at least 0.5 Mbps.
2. Supported Devices
 - Smartphone/Tablet running on iOS or Android operating systems.
 - PC/Laptop running on Windows or Mac operating systems.
3. Supported Internet browsers: Google Chrome (Recommended browser) / Safari / Microsoft Edge

**** The system does not support internet explorer.**

Flowchart of the procedures for attending the meeting via electronic means e-Meeting



Conditions of system use

Merge user accounts/switch accounts.

In case of where the multiple request forms are submitted using the same email address and mobile phone number, the system will merge the user accounts. If a user has more than one account, they may click the "Change account" button to log into another account, and the previously registered account will still be counted as the base number of votes.

Leaving the meeting.

Meeting participants may click the "Register to leave the quorum" button to exit the meeting. Your votes will be removed from the voting base for all remaining agenda items that have not yet been considered.