

(Translation)

Minutes of the Annual General Shareholders' Meeting No. 33

of

Siam City Cement Public Company Limited (the "Company")

Place: A meeting via electronic media. According to the law, the head office of the Company shall be regarded as the meeting venue (i.e., Column Tower, 3rd, 10th, 12th floor, No. 199 Ratchadapisek Road, Klongtoey, Bangkok 10110 Thailand).

Date and Time: 30 April 2026 at 14:00 hrs.

Mr. Paul Heinz Hugentobler, the Chairman of the Board of Directors, acting as the Chairman of the Meeting (the "**Chairman**") declared the Meeting open and welcomed the shareholders, proxies and honorable ladies and gentlemen to the Annual General Meeting of Shareholders No. 33 via Electronic Media (e-AGM) (the "**Meeting**").

Mrs. Phatchada Muenthong, the Company Secretary acting as the Secretary of the Meeting ("**Secretary**"), stated that the Company conducted the Meeting through electronic media as informed the Shareholders via the system of the Stock Exchange of Thailand on 20 February 2026 and having the Thailand Securities Depository Co., Ltd. (TSD) sent the Notice of the Meeting to the Shareholders by post on 7 April 2026. This electronic meeting was conducted per the standards and regulations of the Electronic Transactions Development Agency (ETDA) as well as those of the Emergency Decree on Electronic Meetings B.E. 2563, and the Ministry of Digital Economy and Society's announcement on electronic meetings' security and safety standards, as well as other relevant laws and regulations. In this regard, the Company delegated Inventech Systems (Thailand) Company Limited who has passed the self-assessment conducted per recommendations of the Electronic Transactions Development Agency (ETDA) to provide services of an electronic meeting system via Zoom Meeting application and e-voting system.

The Secretary stated that there were 5 shareholders present in person, holding in aggregate 7,477 shares, and 46 shareholders present by proxies, holding in aggregate 239,058,971 shares, totaling 51 shareholders present at the commencement of the Meeting holding in aggregate 239,066,448 shares, representing 80.2236 percent of the total issued and outstanding 298,000,000 shares of the Company, thus, forming a quorum.

The Secretary introduced the attending Directors, as follows:

Directors:

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|----|-----------------------------|--|
| 1. | Mr. Paul Heinz Hugentobler | Chairman of the Board of Directors and
Chairman of the Nomination and Compensation
Committee |
| 2. | Ms. Nopporn Tirawattanagool | Director |

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|-----|---|---|
| 3. | Mr. Tinnawat Nahatharadol | Director, and Member of Nomination and Compensation Committee |
| 4. | Dr. Sunee Sornchaitanasuk | Independent Director and Chairperson of the Audit Committee |
| 5. | Mr. Charin Satchayan | Independent Director, Chairman of the Governance Committee and Member of Audit Committee |
| 6. | Mr. Onne van der Weijde | Independent Director, Member of Audit Committee, and Member of Technology and Digitalization Committee |
| 7. | Mr. Robbert Egbert Johannes van der Feltz van der Sloot | Independent Director and Member of Nomination and Compensation Committee (attending via electronic media) |
| 8. | Dr. Subhak Siwaraksa | Independent Director, Member of Nomination and Compensation Committee, Member of Governance Committee and Member of Technology and Digitalization Committee |
| 9. | Dr. Tomas Koch | Independent Director, and Chairman of the Technology and Digitalization Committee |
| 10. | Mr. Siva Mahasandana | Director |
| 11. | Mr. Ranjan Sachdeva | Executive Director, Group Chief Executive Officer and Group Chief Financial Officer |
| 12. | Mr. Montri Nithikul | Executive Director and CEO of Thailand Cement Business |

Total 12 directors attending the Meeting represent 100% of the 12 members of the Board of Directors at that time.

Then, the Secretary introduced the auditor, legal advisors and translator, as the following:

Auditor, Legal Advisors and Translator

1. Ms. Kamontip Lertwitworatep, the auditor from EY Office Limited
2. Ms. Warittha Jitvuttichod, legal advisor from Baker & McKenzie Ltd.
3. Ms. Yanin Boonthanom, inspector of the vote counting, from Baker & McKenzie Ltd.
4. Mr. Youththachai Vitheekol, translator from Aequitas Company Limited

The Secretary informed that the Company offered an opportunity to shareholders to propose agenda items, director candidates and questions for the Meeting from 1 August 2025 to 30 November 2025. However, no proposed agenda items or director candidates or questions were submitted during such period. However, today the Company has received

questions from the Thai Investors Association, which will be addressed under the relevant agenda items.

The Secretary displayed the voice records to explain the details of the Meeting Guideline, the voting and the vote counting. This Meeting had 8 agenda items to be proposed at the same sequence as shown in the Notice of the Meeting without alternating agenda. Summary of key points are as follows:

1. **Order of Agenda Items:** The meeting agenda items will be considered from agenda 1 to agenda 7 in the order specified in the Notice of the Meeting. In agenda item 8, the Board of Directors does not propose any additional matter to ensure that all shareholders have an equal right to obtain information in advance.
2. **Electronic Voting Procedures:** The moderator will open a voting period of one minute per agenda item for attendees to vote agree, disagree, or abstain in any manner and for the total number of shares they have. It is not possible to divide the number of shares, except in the case of the custodian acting as a proxy for the foreign shareholders. When the timer runs out, the system will close the voting for that agenda, and shareholders or proxies will be unable to change their votes. To consider and approve the election of directors to replace those who resigned by rotation in the case of agenda 5, the Company will propose voting for each director nominee.
3. **Vote Counting:** One share equals one vote. Shareholders with particular interests in any agenda will not be able to vote on that agenda. However, there was no special interest shareholder on the schedule for this Meeting. In the case of proxies, the Company shall count votes as specified on the proxy forms and pay duty stamp for proxy forms on behalf of shareholders. The electronic conference system assesses the votes of the shareholders and proxyholders in accordance with the voting conditions of each agenda item, considering all 'Agree,' 'Disagree' and 'Abstain' votes. Please note that there is no case of voided vote for e-voting system. Shareholders who do not vote within the specified time frame will be considered to have agreed. The Company will notify the Meeting of the voting results following the close of voting for each agenda item. The number of shareholders or proxies and votes for each agenda item may vary, depending on shareholders or proxies joining or leaving the meeting at each agenda item.
4. **Passing Resolutions on Each Agenda:** Agenda items 2, 3, 4, and 5 must be approved by a majority vote of the shareholders present and voting at the meeting. As a result, the Company will not use the number of abstentions as the vote base to calculate the percentage of approval, according to the Ministry of Commerce guidelines. In the event of an equal vote, the Chairman shall cast an extra vote as a casting vote. Agenda item 6 requires that approval consists of two-thirds of the total number of votes of the shareholders attending the meeting. Agenda item 7 requires that approval consists of not less than three-fourths of the total number of votes of the shareholders attending the meeting and entitled to vote. Agenda item 1 is for acknowledgement; therefore, there will be no voting.
5. **Asking Questions:** The Company will open a period of not less than one minute for shareholders to submit questions via two channels: (1) Submission by text, which can

be done by clicking “Question”, typing your question, then clicking “Submit”, or (2) By self-inquiring by video conference, done by clicking “Conference” then clicking “Ok” to confirm your position in the queue. The Company will call the attendees' names and request the attendees to open microphone to ask questions. The Company will respond to your questions in the order they were received. In order to ensure that the Meeting runs smoothly, Shareholders to please keep your remarks and questions to the point of the agenda item and precise, to ensure that the meeting is conducted in a timely manner. The Company retains the right to manage inquiries or consider what course of action is best. The Company will have questions that are related to the agenda but not fully answered during the meeting (if there are any) addressed in the attachment of the minutes of meeting and posted on the Company's website within 14 days from the meeting.

6. **Protection of Personal Information of Shareholders:** The Company shall collect, use, and disclose the information of shareholders and meeting attendees in order to comply with its legal obligations and for the benefit of shareholders attending the meeting. The Company will record the meeting in video format and may publish such recordings on the Company's website. In this regard, shareholders' information will be protected in accordance with the Company's Privacy Policy, which is available on the Company's website under IR Home > Shareholders Meeting > Privacy Notice for Shareholders. If you wish not to disclose your name or image, please notify the Company before submitting your question or asking questions by conference.
7. **Assistance During the Meeting:** During the conference, if the shareholder or proxyholder has any concern or difficulty with the conference system, please request for assistance at Tel. 02-460-9226 or via the menu “Help” in the conference system at any time until the meeting concludes.

The Chairman commenced the Meeting in each Agenda as follows.

Agenda 1. To acknowledge the Report of the Board of Directors for the year 2025

The Chairman informed the Meeting that the details of the Report of the Board of Directors regarding the operating results of the Company for the year 2025 is presented in the 56-1 One Report for 2025. This report is to be presented for the Shareholders' information and acknowledgement.

The Chairman requested to display the voice record to explain the details of the Meeting, with the following summary:

Highlight 2025

- 1) Strategic and Market Developments
 - Fully consolidated LANNA for the full year following completion of the Mandatory Tender Offer in Q4/2024, strengthening earnings diversification and energy cost hedging.

- Thailand's cement demand remained resilient supported by government infrastructure, partially offsetting weak residential demand amid tighter credit and high household debt.
- Vietnam demand strengthened, driven by accelerated public infrastructure investment, industrial expansion, and continued FDI inflows, despite ongoing price pressure.
- Sri Lanka faced short-term disruptions from Cyclone Ditwah and weak demand, but macroeconomic stabilization, IMF reforms, and monetary easing laid the foundation for recovery.
- Bangladesh remained a challenging market, impacted by reduced volumes, intense price competition following capacity expansion, and elevated clinker import costs.
- Group LANNA's performance was affected by lower coal prices and weaker coal specifications, weighing on revenue and margins, though supported by a strong balance sheet and improving coal price trends at the latter part of the year-end.

2) Ongoing Strategies to Sustain Profitability, Operations Excellence, and Innovation

- The sustainability-driven FIT++ program remains a key driver of cost optimization, efficiency improvements, and margin resilience. Technology and Innovation continue to play a central role in the Group's growth strategy, enabling sustainable construction solutions and expanding high-value offerings to strengthen competitive positioning. On the people front, the Company continues to foster a high-performance culture through strategic investments in talent development, leadership, and collaboration, supporting the shift toward value and solution-based offerings while strengthening organizational agility.
- INSEE Chonburi Project (ICHO): A new granite quarry remains on track for COD in mid-2026, enhancing production capacity to support growing demand for high-performance aggregates in the Eastern Seaboard.
- Solar Project: The project remained on track during 2025, with 84MW achieving full COD in Q1/2026.
- SAP S4 HANA technical upgrade: Successful go-live in November 2025.

Key financial performance 2025

- 'Group SCCC' Operating EBITDA exceeded previous year by Baht 663 million, largely driven by improved performance in Thailand cement and ready-mix businesses, as well as Vietnam. The ten-month growth momentum of Sri Lankan operations impacted by adversities from Cyclone Ditwah in November-December. SCCBD's financial performance was impacted by heightened competitive intensity following new market entrants and aggressive pricing strategies by cement players.
- 'Group Consolidated' Operating EBITDA exceeded previous year by Baht 2.6 billion mainly due to full year consolidation of Group LANNA in 2025.

- Cost efficiency improved year-on-year, driven by structural cost optimization under the FIT++ program, operational efficiencies, reduced clinker factor, improved energy efficiency and decreased energy costs.
- Group SCCC's strong working capital management (NWC % of NS: 2024 of -2.4%, 2025 of - 3.5%, helped maintain free operating cash flow (FOCF) to support increased capital expenditure.
- Net profit after tax attributable to shareholders normalized to Baht 3.49 billion compared to Baht 5.39 billion in the previous year, reflecting the non-recurrence of one-time Purchase Price Allocation (PPA) gain recognized from the LANNA business combination in Q4/2024. Earnings per share consequently decreased to Baht 11.72 from Baht 18.08. In addition, details of analysis of financial performance and sustainability are available in the Management Discussion and Analysis (MD&A) in the 2025 Form 56-1 One Report.
- Regarding anti corruption efforts, the Company has been a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2017 and is currently renewing its certification; further details are also in the 2025 Form 56 1 One Report.

Outlook for 2026

Navigating Uncertain Macroeconomic Environment While Advancing Strategic Growth Initiatives

- The global outlook remains highly uncertain, as ongoing geopolitical tensions in the Middle East are driving volatility across energy, logistics, and financial markets, thereby increasing downside risks to inflation, trade flows, and supply chains.
- Thailand's growth is expected to moderate amid higher energy import costs, disruptions to air travel affecting tourism, and elevated shipping and insurance costs impacting trade. Public infrastructure remains supportive, but private construction is weak, with margins under pressure from rising energy and freight costs.
- Vietnam's growth is set to moderate due to trade softness, oil price volatility, and weaker household demand. The primary impact is on the cost side, given its exposure to imported energy. Cement demand is expected to contract; volumes will be largely supported by public investment and accommodative financial conditions.
- Sri Lanka's recovery trajectory slows amid external shocks from the Middle East conflict, including disruptions to key inputs and broader construction activity. Post-cyclone reconstruction provides a partial offset, supporting cement volumes. The key challenge lies in execution, as supply chain volatility and cost pressures may delay projects and compress margins.
- Bangladesh faces slower growth due to external pressures and fiscal tightening. Reduced state capital expenditure and rising fuel subsidies weigh

on infrastructure and private construction. Cement demand is likely to soften, with elevated fuel and freight costs further compressing margins.

- Cambodia's outlook is weakening due to softer domestic demand, and export slowdown, and rising oil prices. The construction sector remains under pressure from property market corrections (higher NPLs weakening the private real estate pipeline) and tighter financing conditions, with manufacturing related investments offering some offset.
- The Group remains focused on strengthening people and organizational agility to capture opportunities and navigate uncertainty, while accelerating topline growth through innovation, value and solution selling, white-space expansion, cost discipline, digital transformation, and operational excellence under FIT++ Program.
- While maintaining a cautious stance, we remain confident in our ability to deliver stable to improving performance, supported by strong execution, disciplined cost management, and a diversified business portfolio.

The Chairman, thereafter, reminded the shareholders to put the query into the system.

The Secretary informed that questions received today from the Thai Investors Association regarding agenda item 1 are following:

- A query on an explanation for: 1) how the Company plans to retain its "price-sensitive customer base" while still maintaining product quality in compliance with INSEE standards, and at the same time sustaining a stable margin level; and 2) beyond price competition, what innovations or value-added services the Company plans to introduce to create "superior value" in order to incentivize customers to continue choosing INSEE products despite the availability of lower-priced alternatives from overseas. Mr. Ranjan Sachdeva, Group Chief Executive Officer ("**Mr. Ranjan**"), replied that:

For question no. 1), the Company would like to reaffirm to the shareholders its continued commitment to the production and distribution of products that meet high-standard quality requirements. The Company plans to attract high-value customers with demand for high-quality products by adopting an applications and solution-based product approach, offering innovative high-technology and low-carbon-intensity products. This strategy is intended to serve customers who prioritize quality over price, both in Thailand and in overseas markets in which the Company operates. With respect to margin sustainability, the Company implements strict cost-control measures and disciplined production management. The Company also achieves year-on-year structural cost improvements through the FIT++ program, enabling it to maintain high-quality products and services while sustaining healthy margins over time.

For question no. 2), value-added services is a core priority of the Company. The Company is committed to helping its customers reduce costs and supporting them in executing and completing their projects within the agreed timelines. The Company provides technical services and support not only at the office level but also on-site at customers' operating locations. In addition,

the Company provides after-sales support. In the event that customers encounter any issues at their operating sites, the Company will deploy its team to provide assistance and support customers in resolving such issues effectively.

As there were no questions for this agenda, the Secretary informed the Meeting that this agenda is for the Shareholders' acknowledgement and does not require a vote casting.

Resolution The Meeting acknowledged the Report of the Board of Directors for the year 2025 as presented.

Agenda 2. To approve the audited financial statements of the Company for the year ended 31 December 2025

The Chairman requested to display the voice record to explain the details of the Meeting, with the following summary:

During 2025, the Group was able to grow net sales to THB 54.2 billion while net profit decreased to THB 3.5 billion, primarily by the non-recurrence of a one-off Purchase Price Allocation (PPA) gain of THB 1,890 million recorded in Q4/24. On a normalized basis, net profit remained essentially stable YoY.

Total assets decreased from THB 81.6 billion to THB 77.3 billion, while total liabilities decreased from THB 38.8 billion to THB 37.5 billion. Shareholders' equity decreased from THB 42.8 billion to THB 39.8 billion. Cash flow from operating activities increased from the previous year to Baht 8.8 billion, reflecting the Group's strong balance sheet and cash flow.

The Company has duly prepared the Statement of Financial Position (balance sheet) and Statement of Comprehensive Income (profit and loss statement) for the year ended 31 December 2025. Such financial statements have been audited and certified by the Company's authorized auditor with unqualified opinion and endorsed by the Audit Committee. The complete audited financial statements and the independent auditor's report to the shareholders are presented in the Financial Report 2025. This matter was proposed for the Shareholders consideration and approval in accordance with Section 112 of the Public Limited Company Act, B.E. 2535 (as amended) (the "**PLC Act**") and Article 27 of the Company's Articles of Association. The Board of Directors is of the opinion that the Meeting should approve the said audited Statement of Financial Position and Statement of Comprehensive Income (the balance sheet and profit and loss statement) for the year ended 31 December 2025 endorsed by the Audit Committee and audited by the authorized auditor and should acknowledge the said independent auditor's report as proposed.

The Chairman, thereafter, reminded the shareholders to put the query into the system.

As there were no questions for this agenda, the Chairman then asked the Secretary to proceed with the vote casting and counting. The Secretary requested to display the voice record to explain the voting procedures and explained to the Meeting that, this agenda required an affirmative resolution passed by a majority of votes of all shareholders present at the Meeting and casting their votes. After the vote count, the Secretary announced the resolution of the Meeting as follows:

Resolution The Meeting acknowledged the said auditor’s report to the shareholders and approved the audited Statement of Financial Position and Statement of Comprehensive Income (the balance sheet and profit and loss statements) for the year ended 31 December 2025 by an affirmative resolution passed by a unanimous vote as follows:

Type of Vote	Number of Votes	Percent
Approve	239,074,674	100.0000
Disapprove	0	0.0000
Abstain	0	Not constituted as votes
Voided ballots	0	0.0000

Agenda 3. To approve the dividend payment for 2025, and acknowledge the interim dividend payment

The Chairman requested to display the voice record to explain the details of the Meeting, with the following summary:

For the year ended 31 December 2025, the consolidated net profit was THB 3,493 million or THB 11.72 per share and the separate net profit was THB 4,311 million. The Company has paid an interim dividend of THB 4 per share in September 2025 and the Board of Directors proposes to the Shareholders to approve the cash dividend declaration for the second half of the year 2025 at the rate of THB 7.00 per share.

The Company has paid an interim dividend of THB 4 per share in September 2025 and the Board of Directors proposes to the Shareholders to approve the cash dividend declaration for the second half of the year 2025 at the rate of THB 7.00 per share. If approved, the total dividend payout for the year 2025 would amount to THB 3,278 million (or THB 11 per share), representing 94 percent of the consolidated net profit for the year 2025. This dividend payout ratio is in compliance with the Dividend Policy of the Company which indicates a ratio of at least 60 percent.

If the Meeting approves as proposed by the Board of Directors, the proposed dividend for the second half of the year 2025 will be paid on Friday, 15 May 2026 to the Shareholders of record as at Friday, 6 March 2026 (Record Date for dividend payment). Thailand Securities Depository Co., Ltd. will be appointed as the paying agent for the said dividend for the second half of the year 2025.

The Chairman, thereafter, reminded the shareholders to put the query into the system.

The Secretary informed that there are two questions had been received from the shareholders, which can be summarized as follows:

- A query on explanation for: 1) whether shareholders can expect dividend payments at a price of THB 11 per share for the coming years; and 2) the Company's investment (CAPEX) plan for this year and year 2027. Mr. Ranjan replied that:

For question no. 1), the Company has considered dividend payments in accordance with its dividend policy, and the Board of Directors and managements have reviewed the Company's various obligations, including debt and tax liabilities. While it is true that the Company has sufficient profits to support dividend payments, it must also take into account ongoing tax obligations and challenges arising on a monthly basis. Nevertheless, the Company remains committed to making dividend payments in line with its dividend policy, depending on the Company's performance in this year and year 2027.

For question no. 2), the Company has established its capital expenditure plans for this year and for 2027, which were formulated during November and December of last year. These plans focus on three key areas: (1) investments to support the Company's growth, (2) investments to maintain the Company's assets, and (3) initiatives to enhance operational efficiency. These three factors form the core considerations underlying the Company's capital expenditure planning.

As there were no questions for this agenda, the Chairman then asked the Secretary to proceed with the vote casting and counting. The Secretary explained to the Meeting that, this agenda required an affirmative resolution passed by a majority of votes of all shareholders present at the Meeting and casting their votes. After the vote count, the Secretary announced the resolution of the Meeting as follows:

Resolution The Meeting acknowledged the allocation of the profits, the appropriation of the reserve fund, and the interim dividend payment at the rate of THB 4.00 per share, paid to the Shareholders on 5 September 2025, and resolved to approve, as proposed, the declaration of the cash dividend declaration for the second half of the year 2025 of THB 7.00 per share to be paid on Friday, 15 May 2026 to the Shareholders of record as at Friday, 6 March 2026 (Record Date for dividend payment). Thailand Securities Depository Co., Ltd. will be appointed as the paying agent for said dividend. The dividend payment was approved by an affirmative resolution passed by a unanimous vote as follows:

Type of Vote	Number of Votes	Percent
Approve	239,074,674	100.0000
Disapprove	0	0.0000
Abstain	0	Not constituted as votes
Voided ballots	0	0.0000

Agenda 4. To consider and appoint the auditors and the determination of their remunerations for the year 2026

The Chairman requested to display the voice record to explain the details of the Meeting, with the following summary:

- 1) Proposed to the Meeting to consider and appoint the Company's auditors from EY Office Limited were the certified auditor by the Office of Securities and Exchange Commission, having acted properly and efficiently. Therefore, the Board of Directors proposed to the shareholders to appoint the following-named auditors of EY office Limited to act severally as the authorized auditors of the Company for the year 2025: Ms. Kamontip Lertwitworatep Certified Public Accountant No. 4377, and/or Mrs. Sarinda Hirunprasurtwutti Certified Public Accountant No. 4799, and/or Mr. Chayanut Metkunakorn, Certified Public Accountant No. 11269

As above, Ms. Kamontip Lertwitworatep used to be appointed and performed her duty as a Company's auditor in 2012-2016, and 2023-2025. Mrs. Sarinda Hirunprasurtwutti used to be appointed and performed her duty as a Company's auditor in 2017 for one year. Mr. Chayanut Metkunakorn not been appointed and performed her duty as a Company's auditor. The three nominated auditors have not reviewed, audited and expressed opinions on the Company's Financial Statements for seven consecutive or non-consecutive years, and taking a cooling off period for at least five years, per regulations of the SEC.

Additionally, the said auditors are also the auditors of the Company's subsidiaries in Thailand. EY Office Limited and the proposed auditors have no relationship with or interest in the Company, the subsidiaries, management, major shareholders or related persons of the said parties.

Name	Certified Public Accountant No.	Share Holding Ratio	Relationships or Stakeholder Engagements to the Company/ Company's Subsidiaries/ Management/Majority Shareholders/Others Related Parties
1. Ms. Kamontip Lertwitworatep	4377	Nil	Nil
2. Mrs. Sarinda Hirunprasurtwutti	4799	Nil	Nil
3. Mr. Chayanut Metkunakorn,	11269	Nil	Nil

- 2) The authorization of the Board of Directors, in exceptional circumstances only and solely in the event that none of the auditors listed in item 1) above are able to perform their duties, to appoint other qualified auditor(s) from EY Office Limited, who possess professional qualifications, experience, and independence standards equivalent to those of the auditors listed in item 1) above, to replace such unavailable auditors, solely to maintain audit continuity and for the best benefit of the Company and its shareholders, which such appointment does not materially affect the Company's operations or prejudice the rights of shareholders and does not or constitute a change to or deviating from the audit scope and remuneration as approved, and the Company

will also to disclose such appointment to the Shareholders via the SET in a timely manner; and

- 3) The determination of the remuneration for the auditing service rendered for the year 2026 at the amount not exceeding THB 4,750,000 (four million seven hundred fifty thousand Baht), excluding actual out-of-pocket expenses.

The details of the auditors' remuneration for the audit of the financial statements of the Company and its subsidiaries were described in the supporting documents for Agenda 4.

The Board of Directors proposed this matter to the Shareholders' Meeting for approval in accordance with Section 120 of the PLC Act and Article 27 of the Company's Articles of Association.

The Chairman, thereafter, reminded the shareholders to put the query into the system.

As there were no questions for this agenda, the Chairman then asked the Secretary to proceed with the vote casting and counting. The Secretary explained to the Meeting that, this agenda required an affirmative resolution passed by a majority of votes of all shareholders present at the Meeting and casting their votes. After the vote count, the Secretary announced the resolution of the Meeting as follows:

Resolution The Meeting resolved (i) to appoint the auditors of EY Office Limited, namely, Ms. Kamontip Lertwitworatep, Certified Public Accountant No. 4377, and/or, Mrs. Sarinda Hirunprasurtwutti, Certified Public Accountant No. 4799, and/or Mr. Chayanut Metkunakorn, Certified Public Accountant No. 11269 to act severally as the auditors of the Company for the year 2026, (ii) The authorization of the Board of Directors, in exceptional circumstances only and solely in the event that none of the auditors listed in item (i) above are able to perform their duties, to appoint other qualified auditor(s) from EY Office Limited, who possess professional qualifications, experience, and independence standards equivalent to those of the auditors listed in item 1) above, to replace such unavailable auditors, solely to maintain audit continuity and for the best benefit of the Company and its shareholders, which such appointment does not materially affect the Company's operations or prejudice the rights of shareholders and does not or constitute a change to or deviating from the audit scope and remuneration as approved, and the Company will also to disclose such appointment to the Shareholders via the SET in a timely manner., And (iii) to determination of the remuneration for the auditing service rendered for the year 2026 at an amount not exceeding THB 4,750,000 (excluding non-audit fee) as proposed, by an affirmative resolution of a unanimous vote as follows:

Type of Vote	Number of Votes	Percent
Approve	239,074,774	100.0000
Disapprove	0	0.0000
Abstain	0	Not constituted as votes
Voided ballots	0	0.0000

Agenda 5. To approve the re-election of directors retiring by rotation

For agenda 5, the Chairman informed the Meeting that the Chairman and those directors who retire by rotation at this Meeting will excuse themselves from the Meeting and the Chairman appointed Dr. Sunee Sornchaitanasuk (“**Dr. Sunee**”), Chairperson of the Audit Committee to proceed with this agenda item on the Chairman's behalf.

Those directors who retire by rotation at this Meeting left the Meeting.

Dr. Sunee, requested to display the voice record to explain the details of the Meeting, with the following summary:

At the AGM No.33, four (4) directors will retire by rotation, namely 1) Mr. Paul Heinz Hugentobler, 2) Ms. Nopporn Tirawattanagool, 3) Mr. Ranjan Sachdeva, and 4) Dr. Subhak Siwaraksa (independent director).

The resolution of the Board of Directors, in agreeing with the Nomination and Compensation Committee's recommendation and in line with the criteria and process of director nomination of the Company was opined that all four Directors have the relevant qualifications and have extensive knowledge and useful experience and expertise, and suitability for the Company's business operations, and have provided strong support to the Company's business operations, and the Board of Directors also agrees with the opinion of the Nomination and Compensation Committee that Dr. Subhak Siwaraksa who are nominated as independent director meet qualifications as prescribed by relevant laws pertaining to independent directors and can still make independent opinion. The directors subject to retirement by rotation and were proposed for nomination precluded themselves from passing this resolution for the Shareholders.

Information and profiles of the nominations for re-election of directors, together with the nomination criterion and procedures appeared in the supporting document for Agenda 5.

Dr. Sunee, thereafter, reminded the shareholders to put the query into the system.

As there were no questions for this agenda, Dr. Sunee then asked the Secretary to proceed with the vote casting and counting. The Secretary explained to the Meeting that, the voting for this agenda would be proceeded for each director on an individual basis and cannot divide or split votes. Each person required an affirmative resolution passed by a majority of votes of all shareholders present at the Meeting and casting their votes, according to the principle set in Article 12 in conjunction with Article 27(1) of the Company's Articles of Association. After the vote count, the Secretary announced the resolution of the Meeting as follows:

Resolution The Meeting approved, on an individual basis, the re-election of four (4) directors, namely 1) Mr. Paul Heinz Hugentobler, 2) Ms. Nopporn Tirawattanagool, 3) Mr. Ranjan Sachdeva, and 4) Dr. Subhak Siwaraksa (independent director), for another term, by a majority of votes of all shareholders present at the Meeting and casting their votes, according to the

principle set in Article 12 in conjunction with Article 27(1) of the Company's Articles of Association, with the following details:

1) Mr. Paul Heinz Hugentobler (Director)

Type of Vote	Number of Votes	Percent
Approve	238,905,884	99.9294
Disapprove	168,592	0.0705
Abstain	298	Not constituted as votes
Voided ballots	0	0.0000

2) Ms. Nopporn Tirawattanagool (Director)

Type of Vote	Number of Votes	Percent
Approve	239,021,373	99.9777
Disapprove	53,103	0.0222
Abstain	298	Not constituted as votes
Voided ballots	0	0.0000

3) Mr. Ranjan Sachdeva (Director)

Type of Vote	Number of Votes	Percent
Approve	239,017,314	99.9759
Disapprove	57,460	0.0240
Abstain	0	Not constituted as votes
Voided ballots	0	0.0000

4) Dr. Subhak Siwaraksa (Independent Director)

Type of Vote	Number of Votes	Percent
Approve	239,062,574	99.9948
Disapprove	12,200	0.0051
Abstain	0	Not constituted as votes
Voided ballots	0	0.0000

Those directors who retire by rotation at this Meeting came back to the Meeting. Then, the Chairman continued to conduct the Meeting.

Agenda 6. To approve the Director's remunerations for the year 2026

The Chairman requested to display the voice record to explain the details of the Meeting, with the following summary:

Pursuant to Section 90 of the PLC Act, and Article 15 of the Company's Articles of Association, the directors shall have the rights to receive remuneration from the Company such

as salary, rewards, meeting allowance, allowance, gratuity, bonus or other types of benefits according to the Articles of Association or the resolutions of the Shareholders which can be in fixed amounts or which can be set as guidelines and then fixed the amount from time to time or until such time when further changes are made.

The Nomination and Compensation Committee has reviewed the criteria for directors' remunerations together with the Company's performance, Board of Directors performance, and comparison with the same industrial sector, and opined that the current rate of director's remunerations are appropriate and aligned with the Company's strategy, and the Company should therefore pay the director's remunerations under the same budget rates in 2025, which consists of monthly director fees and/or meeting fees (as the case may be), and bonus for the year 2026, for the directors under the following criteria, from the date which the Shareholders passed the resolution, until the Shareholders' Meeting determines otherwise.

Directors' Remunerations: The Board members shall receive monthly director fees and/or meeting fees (as the case may be), at the aggregated amount of no more than the annual budget of THB 45 million. The Board of Directors shall allocate accordingly (Executive directors shall not receive directors' remunerations).

Details of the proposed monthly director fees and/or meeting fee (as the case may be) for each position and each Board Committee for 2026 as appeared in the supporting document for Agenda 6.

Directors' Bonuses: The Board members shall receive annual bonuses at the total amount of not more than THB 15 million per year, and the Board of Directors shall allocate accordingly.

Other Benefits for Directors: None. In this regard, reimbursement of travel expenses incurred in the performance of duties is not considered directors' remuneration, as such reimbursement is of the same nature as employee welfare provided to general employees and constitutes an expense incurred, not income or compensation (Same as previous year).

The Executive Directors shall not receive directors' remunerations. Also, the Board of Directors may adjust the Board Committees and their remunerations in the future. However, the total Directors' Remunerations for the year 2026 shall not exceed the approved limit which is THB 45 million per year.

The Chairman, thereafter, reminded the shareholders to put the query into the system.

As there were no questions for this agenda, the Chairman then asked the Secretary to proceed with the vote casting and counting. The Secretary explained to the Meeting that this agenda required an affirmative resolution of not less than two-thirds of all shareholders present at the Meeting according to the principle set in Section 90 of the PLC Act and Article 15 of the Company's Articles of Association. After the vote count, the Secretary announced the resolution of the Meeting as follows:

Resolution The Meeting approved the director's remunerations for the year 2026 with an affirmative resolution of not less than two-thirds of all shareholders present at the Meeting according to the principle set in Section 90 of the PLC Act and

Article 15 of the Company's Articles of Association, by an affirmative resolution of a unanimous vote as follows:

Type of Vote	Number of Votes	Percent
Approve	239,074,774	100.0000
Disapprove	0	0.0000
Abstain	0	0.0000
Voided ballots	0	0.0000

Agenda 7. To approve the amendment of the Company's Objectives and the amendment of the Memorandum of Association Clause 3 (Objectives)

The Chairman requested to display the voice record to explain the details of the Meeting, with the following summary:

For better alignment with the Company's operations and planned growths, the Board of Directors proposes to amend the Company's objectives and consequently amend Clause 3 the Company's Memorandum of Association (Company objectives) to revise the number of objectives from 25 items to 56 items, in reference to Article 31 of the Public Limited Companies Act. This amendment shall include:

- 1) Amendment of the Company's objectives, as detailed in Attachment 6
- 2) Amendment of Clause 3 of the Memorandum of Association, Company objectives

From: The objectives of the Company comprise of 25 items

To: The objectives of the Company comprise of 56 items

For the orderly completion of the registration of the amendment to the Memorandum of Association which it may be necessary to amend certain wording or statements in the Memorandum of Association, the registration application, or the minutes of the shareholders' meeting to comply with the orders, recommendations, or comments of the registrar of the Department of Business Development, Ministry of Commerce, or officers of other relevant authorities. It is therefore deemed appropriate to propose 5 that the Shareholders' Meeting considers authorizing (a) the Group Chief Executive Officer, or (b) the Chief Executive Officer of the Company, or (c) any person designated by the Group Chief Executive Officer or the Chief Executive Officer of the Company, with acknowledgment from the Chairman of the Board of Directors, to have the authority to amend or revise any wording or statements in the relevant documents and/or applications for the purpose of registering the amendment to the Company's objectives and Clause 3 of the Memorandum of Association with the Department of Business Development, Ministry of Commerce, including the authority to further delegate such powers to any other person, with such authorization taking effect immediately without requiring further approval from the Board of Directors or the shareholders' meeting.

Details of the Company's existing and amended objectives are set out in the supporting documents for Agenda Item 7.

The Chairman, thereafter, reminded the shareholders to put the query into the system.

As there were no questions for this agenda, the Chairman then asked the Secretary to proceed with the vote casting and counting. The Secretary explained to the Meeting that this agenda required an affirmative resolution of not less than three-fourths of the total number of votes of the shareholders attending the meeting and entitled to vote according to the principle set in Section 31 of the PLC Act, and Article 27 of the Company's Articles of Association. After the vote count, the Secretary announced the resolution of the Meeting as follows:

Resolution The Meeting approved the amendment of the Company's Objectives in their entirety and the amendment to Clause 3 (Objectives) of the Memorandum of Association in order to align with the Company's operations and to support the Company's growth initiatives that the Company plans to undertake, and approve the authorization of the Board of Directors, (a) the Group Chief Executive Officer, or (b) the Chief Executive Officer of the Company, or (c) any person designated by the Group Chief Executive Officer or the Chief Executive Officer of the Company, to be authorized to amend or revise any wordings or statements in the relevant documents and/or applications for the purpose of the registration of the amendment to the Company's objectives and the Clause 3 of the Memorandum of Association, including the authority to further delegate such powers to any other person, with such authorization taking effect immediately without requiring further approval from the Board of Directors or the shareholders' meeting, as proposed by a vote of not less than three-fourths of the total number of votes of the shareholders who attended the Meeting and entitled to vote according to the principle set in Section 31 of the PLC Act, and Article 27 of the Company's Articles of Association. The result is as follows:

Type of Vote	Number of Votes	Percent
Approve	239,066,574	99.9965
Disapprove	8,200	0.0034
Abstain	0	0.0000
Voided ballots	0	0.0000

Agenda 8. To consider other matters (if any)

After the consideration of all agenda items, the chairman has asked the shareholders for questions or suggestions. The Chairman responded to the inquiries, as summarized below.

The Secretary informed that remaining questions received today from the Thai Investors Association are following:

- A query on the explanation for: 1) whether the cement market in each country is expected to continue growing in 2026, particularly in Sri Lanka and Bangladesh, where there have been reports of fuel shortages; 2) what proportion energy costs represent of the total costs, and how the Company manages the increase of such costs; 3) whether the Company has been negatively affected by the increase in coal prices, given that the Company holds a 61-percent stake in LANNA, whose profits increase in line with higher coal prices; and 4) whether the increase in

cement prices has been sufficient to fully offset the higher energy costs throughout the year. Mr. Ranjan replied that:

For question no. 1), for Sri Lanka, the economic conditions and demand for cement have recovered well following the cyclone disaster. However, such recovery was subsequently disrupted by external factors including disruptions in the cement supply chain. For Bangladesh, the Company expects the growth rate to rebound following the establishment of a new government. As with Sri Lanka, cement demand has remained subdued due to the impact of the war, oil-related issues, and higher costs of imported raw materials.

For question no. 2), energy costs account for more than 50 percent of the total costs. The Company has implemented proactive measures to mitigate rising energy-related costs. First, the Company has increased its reliance on alternative energy sources instead of traditional energy by investing in a solar power generation project with a capacity of 84 megawatts to hedge against increasing energy costs. Second, the Company has implemented the FIT++ Program to maximize energy efficiency.

For question no. 3), the Company has benefited from the increase in coal prices, as it has produced coal in excess of its own demand.

For question no. 4), It may not be able to off-set entirely; however, at the group level, the Company is able to offset the increase in costs.

- A query regarding the investment in the solar farm project in Saraburi Province with a budget over THB 1,794 million: 1) when the Company will begin to fully realize the benefits from electricity cost savings generated by the project; and 2) based on the current assessment of electricity prices and energy costs, 2.1) what payback period the Company has projected for this project, and what risk-management measures are in place should the power generation efficiency not meet the target. Mr. Ranjan replied that:

For the question no. 1), the solar farm project has been completed, and the Company has begun to derive benefits from the project since February 2026.

For the question no. 2),

2.1) this is a sound project, with an expected payback period of approximately six years, depending on the applicable electricity tariff. If the tariff increases, the payback period will be shortened accordingly; and

2.2) the Company has an on-site management team responsible for monitoring and controlling the efficiency of energy usage. In addition, the Company benefits from the technical expertise and experience of its joint venture partner, B.Grimm. B.Grimm provides both scheduled and real-time support in monitoring and assessing operational efficiency.

The list of shareholders and proxies who contributed to asking the questions above at the Meeting are as follows:

- Miss Umachasaya Charoenchai (from Thai Investors Association); and
- Mr. Somjade Techa-intrawong.

Since there were no further questions or suggestions and no one proposed any matter for consideration, the Chairman thanked all the shareholders attending the Meeting and closed the Meeting at 16.00 hrs.

At the time of the Meeting closed, there were 15 shareholders present in person, holding in aggregate 24,993 shares, and 45 shareholders present by proxies, holding in aggregate 239,049,781 shares, totaling 60 shareholders present at the closing of the Meeting holding in aggregate 239,074,774 shares, representing 80.2264 percent of the total issued and outstanding 298,000,000 shares of the Company.

-Signature-

(Mr. Paul Heinz Hugentobler)

Chairman of the Board of Directors and
Chairman of the Meeting

-Signature-

(Mrs. Phatchada Muenthong)

Company Secretary
Recorder of the Minutes