

Notice of 2026

Annual General Meeting

of Shareholders (The 33rd Meeting)

The Siam Cement Public Company Limited

Wednesday, March 25, 2026 at 14.30 hours

Via Electronic Media (E-Meeting)

The Siam Cement Public Company Limited kindly requests for shareholders' and/or proxies' cooperation to study the details about procedures for registration of E-Meeting, and prepare identity documents, as well as study the procedures for voting and attending the E-Meeting or appointing an independent director of the Company to act as your proxy to vote on your behalf.

Inquiries about E-Meeting System/Technical support, please contact Call center

Tel: 02-460-9222 (available from March 18-25, 2026 during 08.30-17.30 hours or until the meeting adjourned (Business day only))

Proceed with the submitting request for the meeting (E-Request) at
<https://sent.inventech.co.th/SCC102345R/#/homepage>
from Wednesday, March 18, 2026, at 08:30 hours until the meeting is adjourned.



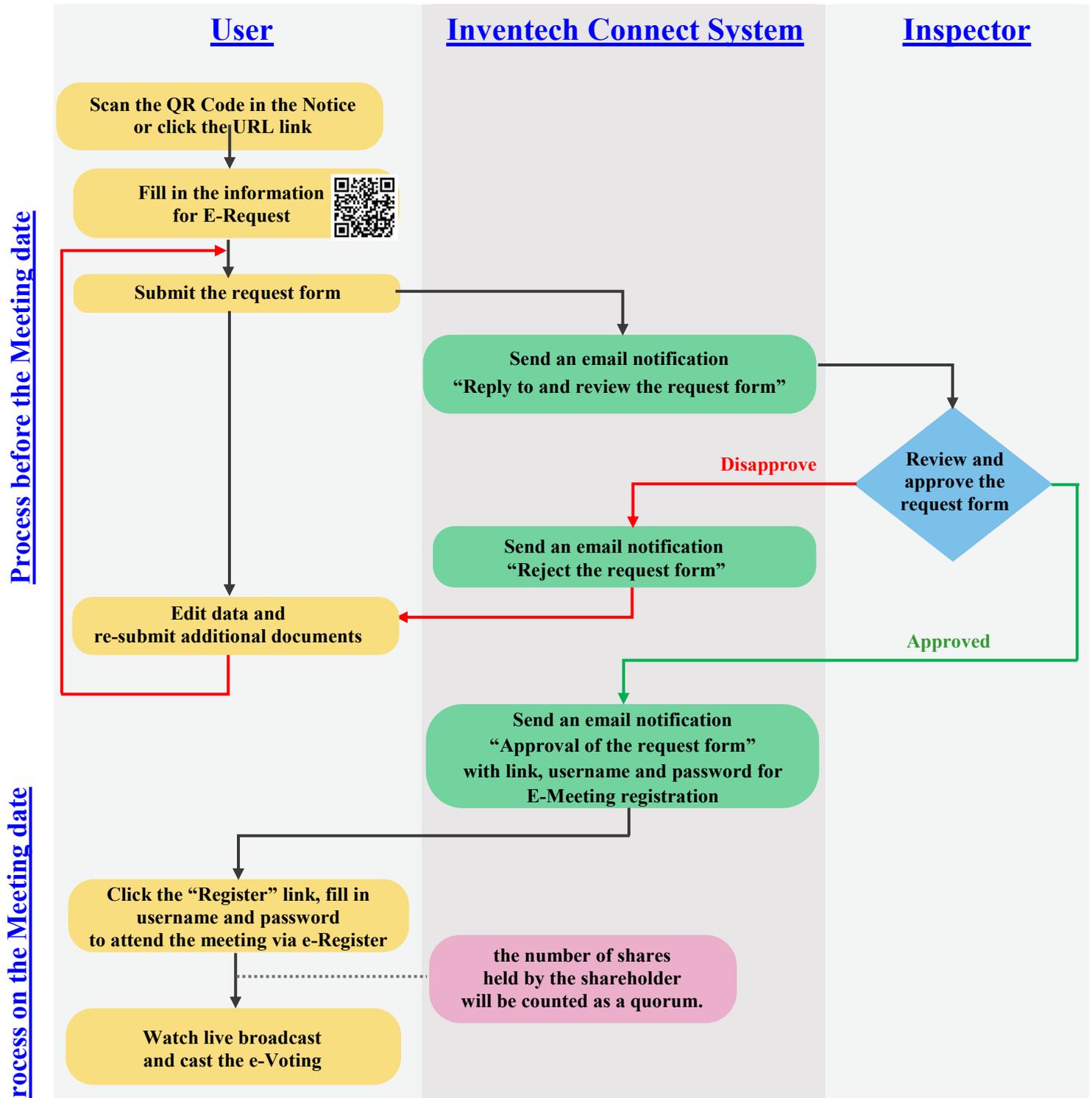
or scan QR Code

Register no: 0107537000114

Head office: 1 Siam Cement Road, Bangsue, Bangkok 10800 Thailand

Website www.scg.com E-mail corporatesecretary@scg.com

Procedures for Submitting Meeting Attendance Request Form (E-Request) and Using Electronic Meeting Systems (E-Meeting)



Flowchart for E-Meeting Registration and Attendance

Index

Notice of 2026 Annual General Meeting of Shareholders (The 33rd Meeting) Page 1 - 14

Accompanying Documents for the Meeting Agenda			Page
Attachments	Document	Agenda Number	
1	Annual Report for the year 2025 (QR Code) and Sustainable Report	1, 2 and 6	
2	Profiles of the nominated Candidates for the Election of new Directors in Replacement of those to be retired by Rotation	4	15-32
3	Profiles of the proposed Auditors for the year 2026	5	33

Attachments	Accompanying Documents for attending the Meeting	Page
4	Profiles of the Independent Directors proposed by the Company to act as Proxy for Shareholders	34
5	Company's Articles of Association relating to the General Meeting of Shareholders	35-38
6	Documents Required to Attend the Meeting, Appointment of Proxy, Submission of Meeting Attendance Request Form (E-Request) and Voting, Counting, and Announcement of the Vote for Meeting via Electronic Media (E-Meeting)	39-43
7	Procedures for Submitting Meeting Attendance Request Form (E-Request) and Using Electronic Meeting Systems (E-Meeting)	44-46
8	Proxy Form A and Form B as specified by the Department of Business Development, Ministry of Commerce	Enclosed
9	Contact Information and Detail of the Meeting	Back Cover

Notice of 2026 Annual General Meeting of Shareholders (The 33rd Meeting)
of The Siam Cement Public Company Limited

<u>Subject</u>	The Schedule of 2026 Annual General Meeting of Shareholders (The 33 rd Meeting)
<u>To</u>	Shareholders
<u>Attachments</u>	<ol style="list-style-type: none">1. 2025 Annual Report (Form 56-1 One Report) and 2025 Sustainability Report (QR Code)2. Profiles of the nominated candidates for the election of the Directors in replacement of those to be retired by rotation3. Profiles of the proposed Auditors for the year 20264. Profiles of the Independent Directors proposed by the Company to act as Proxy for Shareholders5. Company's Articles of Association relating to the General Meeting of Shareholders6. Documents Required to Attend the Meeting, Appointment of Proxy, Submission of Meeting Attendance Request Form (E-Request), and Voting, Counting, and Announcement of the Vote for Meeting via Electronic Media (E-Meeting)7. Procedures for Submitting Meeting Attendance Request Form (E-Request) and Using Electronic Meeting Systems (E-Meeting)8. Proxy Form A and Form B as specified by Department of Business Development, Ministry of Commerce9. Contact Information and Detail of the Meeting

The Board of Directors Meeting of The Siam Cement Public Company Limited ("the Company") held on Wednesday, January 28, 2026, resolved that the 2026 Annual General Meeting of Shareholders (The 33rd Meeting) will be held on **Wednesday, March 25, 2026 at 14:30 hours via electronic media (E-Meeting) only** in compliance with the Articles of Association of the Company, Clause 18, the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other related laws and regulations, to consider matters according to the agenda together with the Board of Directors' opinions as follows:

Agenda 1: To acknowledge the Company's Annual Report for the year 2025

Objectives and rationale: The summary of the Company's performance and major changes during the year 2025 is shown in the 2025 Annual Report (Form 56-1 One Report), which is provided herewith in Attachment No. 1.

Board of Directors' opinion: The Board requests the Meeting to acknowledge the Company's 2025 Annual Report stating the Company's performance and major changes during the year 2025.

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

Agenda 2: To consider and approve the Financial Statements for the year ended December 31, 2025

Objectives and rationale: To be in compliance with the law stipulating that a company shall prepare its financial statements at the end of the fiscal year of the company and arrange for them to be audited and certified by the auditor prior to proposing for shareholders' approval.

Board of Directors' opinion: The Board recommends the Meeting to consider and approve the financial statements for the year ended December 31, 2025, as duly audited and certified by the auditor from KPMG Phoomchai Audit Ltd. and reviewed by the Audit Committee. The summary of the Company's financial status and performance during the year 2025 is as follows:

The statements of financial position and income statements

Unit: Million Baht

Items	The Company and its Subsidiaries	The Company
Total Assets	821,591	364,638
Total Liabilities	424,749	157,239
Revenue from sales	496,925	-
Total revenue	516,954	23,487
Profit for the year	14,075*	12,280
Earnings per share (Baht/Share)	11.73*	10.23

*Represents profit for the year attributable to owners of the Company.

Details are as shown in the Financial Statements section of the Company's 2025 Annual Report (Form 56-1 One Report) submitted to the shareholders together with this Notice in Attachment No. 1.

Vote required: Simple majority of total number of votes of the shareholders present at the meeting and eligible to vote.

Agenda 3: To consider and approve the allocation of profit for the year 2025

Objectives and rationale: The Company's policy is to distribute dividends at the rate of 40-50 percent of the net profit on the consolidated financial statements. However, when necessity arises or under extraordinary circumstances, the Company may consider adjusting its dividend payment rates as deemed appropriate.

In 2025, the Company and its subsidiaries reported the profit for the year (net profit) of 14,075 million Baht on its consolidated financial statements and retained earnings to be paid as dividends to the shareholders.

Board of Directors' opinion: In 2025, SCG operated amid a range of external challenges, including global economic uncertainty arising from geopolitical conflicts. In response, SCG adopted prudent strategies and continued to maintain a strong financial position in order to ensure appropriate investment returns for shareholders, consistent with the previous year. The Board of Directors proposes the annual dividend payment for 2025 at 5.00 Baht per share, totaling an amount of 6,000 million Baht, or 43% of profit for the year on consolidated financial statements. The Board of Directors considers this rate appropriate and in line with the Company's dividend policy. The Company has already paid an interim dividend for the first half of the year at the rate of 2.50 Baht per share, amounting to 3,000 million Baht, on Thursday, August 28, 2025. The final dividend payment will be at a rate of 2.50 Baht per share, amounting to 3,000 million Baht, derived from profits taxed at corporate income tax rate of 20%. Consequently, individual shareholders will be entitled to a tax credit equal to the dividend amount multiplied by 20/80 which is comply under Section 47 bis of the Revenue Code.

Comparison of dividend distribution in the year 2025 to the preceding year is as follows:

Details of dividend payment	Year 2025	Year 2024
1. Profit for the year on consolidated financial statements (million Baht)	14,075	6,342
2. Shares (million shares)	1,200	1,200
3. Total dividend paid from the operating results of the year (Baht/share)	5.00 Comprising (1) Interim dividend 2.50 Baht/share (2) Final dividend 2.50 Baht/share	5.00 Comprising (1) Interim dividend 2.50 Baht/share (2) Final dividend 2.50 Baht/share
4. Total amount of dividends paid (million Baht)	6,000	6,000
5. Proportion of dividends on profit for the year on consolidated financial statements (percent)	43	95

The above dividend distribution shall be payable to the shareholders entitled to receive the dividend in accordance with the Company's Articles of Association and who were listed on the record date on Thursday, April 2, 2026 (The XD, or the date on which a share purchaser will not be entitled to receive the dividend, will be on Wednesday, April 1, 2026). The dividend payment will be made on Tuesday, April 21, 2026. The receipt period of such dividend amount shall be within 10 years.

Vote required: Simple majority of total number of votes of the shareholders present at the meeting and eligible to vote.

Agenda 4: To consider and elect the Directors in replacement of those to be retired by Rotation

Objectives and rationale: In compliance with the Public Limited Companies Act and Clause 36 of the Company's Articles of Association, one-third of the directors must retire from office by rotation at the Annual General Meeting of Shareholders.

Five directors to be retired by rotation in this meeting are as follows:

- 1) Mr. Prasarn Trairatvorakul Independent Director,
Chairman of the Remuneration Committee
- 2) Mr. Cholanat Yanaranop Independent Director,
Chairman of the Environmental
Sustainability Development Committee,
Member of the Remuneration Committee
- 3) Mr. Thapana Sirivadhanabhakdi Independent Director,
Member of the Remuneration Committee
- 4) Mr. Roongrote Rangsiyopash Independent Director,
Member of the Governance and
Nomination Committee,
Member of the CSR Committee for
Sustainable Development
Member of the Remuneration Committee,
- 5) Mr. Thammasak Sethaudom President & CEO,
Member of the Governance and
Nomination Committee,
Member of the Environmental
Sustainability Development Committee

From August 1 to November 30, 2025, the Company provided an opportunity to its shareholders to propose agenda for the meeting and list of qualified candidate(s) for the directorship through SET Portal and on the Company's website. There was not any proposal from shareholders.

The Governance and Nomination Committee (excluding the directors who are due to retire by rotation at the 2026 Annual General Meeting of Shareholders) thoroughly considered of the individual qualifications of the candidates nominated by the directors, and the chartered directors from the Thai Institute of Directors (IOD)'s Director Pool, in accordance with the director nomination guideline as approved by the Board of Directors, SCG Corporate Governance Principle, Corporate Governance Code recommended by Securities and Exchange Commission (SEC), and IOD's selection guideline on candidates for directorship and took into account of the diversity of the Board of Directors, and the composition of qualification,

knowledge, particular professional skills and the Board Skills Matrix to be in line with the business strategies of SCG. Therefore, unanimously resolved to propose for the Board of Directors' consideration of five retiring candidates, namely Mr. Prasarn Trairatvorakul, Mr. Cholanat Yanaranop, Mr. Thapana Sirivadhanabhakdi, Mr. Roongrote Rangsiyopash and Mr. Thammasak Sethaudom to be nominated for election as the directors for another term. In addition, the retiring directors, dedicated their time and efficiently performed their duties during their term of office.

Board of Directors' opinion: The Board of Directors, excluding the directors to be retired by rotation at the 2026 Annual General Meeting of Shareholders, has extensively discussed and thoroughly considered all the candidates nominated by the Governance and Nomination Committee as well as the qualification of each candidate who is qualified in accordance with relevant laws and the Company's Articles of Association, commits no dishonest act of an offence against property, has knowledge, abilities, expertise in pursuant to the Company's Board Skills Matrix, attributes of leadership, exemplary vision, good morals and ethical principles, as well as clear and unblemished career records, fit to conduct the businesses of the Company, as well as all retiring directors' high performance during the term of office and the qualifications and independence of the candidate nominated for directorship. The Board of Directors, thus, unanimously resolved to propose the five qualified candidates for the election to be the directors for another term as follows:

- | | |
|----------------------------------|----------------------|
| 1) Mr. Prasarn Trairatvorakul | Independent Director |
| 2) Mr. Cholanat Yanaranop | Independent Director |
| 3) Mr. Thapana Sirivadhanabhakdi | Independent Director |
| 4) Mr. Roongrote Rangsiyopash | Independent Director |
| 5) Mr. Thammasak Sethaudom | Director |

The first candidate, who is qualified and appropriated as an independent director with more than three consecutive terms in his independent directorship, by considering his performance and duty during his directorship in the past term, he had been able to freely express his opinions and recommendations while complying with the relevant rules or criteria. The second to fourth candidates are independent directors who have served for less than three consecutive terms and able to express their opinions independently in accordance with relevant criteria, based on their performance of duties in the past, been able to express their opinions independently. The fifth candidate is an executive director who has experience on the Company's core businesses and supply chains, and able to manage the Company during a crisis as well as transform SCG businesses in order to respond customers' needs in the rapidly changing digital era, including having good morals and ethical principles, as well as clear and unblemished career records.

All five aforementioned candidates do not occupy directorship or management positions in other organizations which might lead to a conflict of interest with the

Company.

The Board of Directors considered the qualifications of three independent directors in relation to the Capital Market Supervisory Board namely 1) Mr. Prasarn Trairatvorakul 2) Mr. Cholanat Yanaranop 3) Mr. Thapana Sirivadhanabhakdi and 4) Mr. Roongrote Rangsiyopash. In accordance with the regulations set forth by the Company and the Capital Market Supervisory Board, it has been determined that all four directors are qualified and appropriated to serve as independent directors and are able to express their opinions independently based on their performance of duties in the past.

However, Mr. Thapana Sirivadhanabhakdi is currently hold directorship and shares in companies that may be deemed to have the same nature of business as subsidiaries of SCG, such as building material manufacturing business, which required by clause 86 of the Public Company Limited Act B.E.2535 to inform the meeting of shareholders prior to the director appointment. Nevertheless, the similarity of such businesses with the Company subsidiaries' business is insignificant and they are not considered as competitors. Therefore, it would not affect Mr. Thapana's ability to fulfill his duties and freely express his opinions as an independent director.

Moreover, Mr. Thapana Sirivadhanabhakdi is director in companies whose business relations with SCG are worth in excess of 20 million Baht. Upon reviewing the candidate's qualifications for independent directorship, the Board of Directors (excluding the director with conflict of interest) was of the view that the business transactions were at arm's length basis and the value was insignificant comparing to the total value of SCG business. Therefore, such business relations would not affect the candidate's abilities to fulfill his duties nor his independence of opinion, and his qualifications of independent directorship regarding the restriction related to the candidate's previous or existing business relations were relaxed by the power of the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for Approval and Granting of Approval for Offering of Newly Issued Shares (Amended), and the qualifications of independent director set forth by the Company. The relevant information is disclosed in the Notice of the Annual General Meeting of Shareholders under the agenda to consider the appointment of independent director.

Profiles and expertise of the nominated candidates, period of their directorship duration, last year attendances at meetings of the Board and sub-committees, numbers of shares held in the Company, positions as directors or executives in Thai listed companies, other business / companies that may be deemed to have the same nature of business as and to be in competition with SCG and independent qualification, as well as relationships of the proposed candidates, are provided here in Attachment No. 2.

Note: Clause 30 of the Articles of Association of the Company stipulates voting procedures as follows:

- (1) A shareholder shall have one vote for each share he holds or represents.
- (2) The shareholders shall vote for each individual candidate nominated for Directors, but not exceeding the number of Directors required for that election. The vote shall not be distributed.
- (3) The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as Directors in that order until the Director positions are filled. Where the votes cast for candidates in descending order are tied, which would otherwise cause the number of Directors to be exceeded, the remaining appointment shall be made by the chairman of the meeting who shall have a casting vote.

Vote required: The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as Directors in that order until the Director positions are filled.

Agenda 5: To consider and appoint the Auditors and fix the Audit Fees for the year 2026

Objectives and rationale: In 2022, the Audit Committee resolved to select KPMG Phoomchai Audit Ltd., (KPMG) to be the audit firm for the Company and its subsidiaries for the years 2023-2027 due to the readiness in both quality standards and the audit fee, along with an understanding of the company's business. KPMG is able to provide guidance and offer in-depth insights derived from audits to create value added as well as continuously provide beneficial knowledge on various matters to the Company.

Board of Directors' opinion: The Board agrees with the Audit Committee to select KPMG Phoomchai Audit Ltd. to be the audit firm of the Company and recommends the 2026 Annual General Meeting of Shareholders to consider and approve the appointment of the auditors and audit fees as follows:

- 1) The appointment of the auditors for The Siam Cement Public Company Limited for the year 2026:
 - Ms. Sureerat Thongarunsang (Certified Public Accountant No. 4409) or
 - Ms. Pornthip Rimdusit (Certified Public Accountant No. 5565) or
 - Mr. Songchai Wongpiriyaporn (Certified Public Accountant No. 10996)

The above-mentioned auditors from KPMG Phoomchai Audit Limited are qualified with the guidelines of the Securities and Exchange Commission.

The proposed audit firm and auditors named in the above list have no relationship or conflict of interest with the Company/subsidiaries/the executives/major shareholders, or persons related to the said parties. Profiles of the proposed auditors are provided in Attachment No. 3.

- 2) To approve the annual audit fees of the Company for the year 2026 totaling 3.02 million Baht (an increase of 0.20 million Baht from the year 2025), which includes the audit fee in relation to the international tax reform – Global Anti-Base Erosion Rules (Pillar Two) in the amount of THB 250,000 as follows:

Unit: Million Baht

Audit fees	Year 2026	Year 2025
1. Annual audit fee for the Company's financial statements	0.291	0.288
2. Annual audit fee for consolidated financial statements, and quarterly review fee for the Company's financial statements and consolidated financial statements	2.73	2.53
Total audit fees of the Company	3.02	2.82

In 2026, the Company and its subsidiaries may incur additional audit fees in connection with Pillar Two compliance, not exceeding THB 145,000 per jurisdiction, where the relevant jurisdiction does not qualify for the applicable exemption.

- 3) To acknowledge the annual audit fees for the 2026 of the Company's subsidiaries audited by KPMG Phoomchai Audit Ltd. in Thailand and KPMG member firms in overseas, the fees of which are borne by each subsidiary as follows:

Audit fee	Year 2026	Year 2025
1. Audit fees of the Company's subsidiaries in Thailand		
- Number of subsidiaries	153 companies	153 companies
- Amount of fee	36.58 million Baht	36.10 million Baht
2. Audit fees of the Company's subsidiaries in overseas		
- Number of subsidiaries	112 companies	112 companies
- Amount of fee	73.01 million Baht	72.29 million Baht
Total audit fees of the subsidiaries	109.59 million Baht	108.39 million Baht

(The audit fees of the Company and its subsidiaries for 2026 may be subject to adjustment based on the amount of work incurred during the year and/or the change in the number of subsidiaries.)

In this regards, the proposed audit fees about are solely for audit services.

Provision of Non-Audit Services

Subsidiaries incurred expenses for tax consulting, reviewing compliance with the conditions of the Thai government's Board of Investment Promotion Certificate and other services as follows:

Item	Year 2026	Year 2025
Non-Audit Services	Charge on service usage	8 million Baht

Notes: 1. Details of the appointment of the proposed auditors as the Company's auditors are as follows:

- (1) Ms. Sureerat Thongarunsang was appointed as the Company's auditor for the years 2011 - 2016, and proposed for appointment as the Company's auditor again in 2023 - 2026, four years in total.
- (2) Ms. Pornthip Rimdusit was appointed as the Company's auditor for the years 2014 - 2020, and proposed for appointment as the Company's auditor again in 2022 - 2026 or five years in total.
- (3) Mr. Songchai Wongpiriyaporn was appointed as the Company's auditor for the year 2023 - 2026, or four years in total.

The period of time which the three aforementioned auditors perform their duties is in accordance with the auditor rotation guideline of SEC.

2. In 2026 the Board has agreed to propose Ms.Sureerat Thongarunsang or Ms.Pornthip Rimdusit or Mr.Songchai Wongpiriyaporn or Ms. Chidchanok Ketwej from KPMG Phoomchai Audit Ltd. to be the auditors of the Company's subsidiaries in Thailand.
3. KPMG Phoomchai Audit Ltd. proposed the audit fee for the Company's financial statements and the audit fee of its subsidiaries in Thailand by considering the types of businesses, workload and the audit hours. The audit fee for the Company's financial statements is fairly low compared to the annual audit fee of the listed subsidiaries since the Company is a holding company. Most of its assets are investments in subsidiaries and associates, without production, purchasing and selling transactions.
4. Non-Audit Services in 2026 (if any) shall vary according to categories and actual workload serviced by KPMG Phoomchai Audit Ltd.

Vote required: Simple majority of total number of votes of the shareholders present at the meeting and eligible to vote.

Agenda 6: To consider and approve the remuneration of the Company's Directors and Sub-committee members for the year 2026

Objectives and rationale: According to Clause 42 of the Company's Articles of Association, the Directors' remuneration and bonus shall be approved by the Shareholders Meeting. Given that the 2025 Annual General Meeting of Shareholders, held on March 26, 2025, resolved the remuneration for the Board of Directors and Sub-Committees, which shall remain in effect until the Shareholders' Meeting resolves otherwise. The remuneration for the Board of Directors has been determined based on the same criteria and rates as approved by the 11th Annual General Meeting of

Shareholders on March 24, 2004, while the remuneration for the Sub-Committees follows the same criteria and rates as approved by the 18th Annual General Meeting of Shareholders on March 30, 2011. In addition, in 2025, remuneration for the CSR Committee for Sustainable Development and the Environmental Sustainability Development Committee has been newly determined.

Board of Directors' opinion: The Board agrees that the remuneration of the Directors and Sub-committee members shall be subject to the approval of the General Meeting of Shareholders annually even though there is no adjustment on the remuneration rate. The Board of Directors with recommendation of the Remuneration Committee deems it appropriate to propose the Meeting to approve the retention of the remuneration of the Directors and Sub-committee members for the year 2026 at the same rates as previously approved by the Shareholders' Meeting.

The proposed remuneration for the Board of Directors and Sub-Committees has been carefully considered by the Board of Directors, considering the scope of duties and responsibilities, the Company's performance, as well as a comparative analysis with leading companies listed on the Stock Exchange of Thailand and in the same industry. Therefore, the remuneration for the Board of Directors and Sub-Committees for 2026 is proposed as follows.

Directors' Remuneration

	Proposed to the 2026 Annual General Meeting of Shareholders	Resolved at the 2025 Annual General Meeting of Shareholders	Change
<u>Monthly Remuneration</u>	A total of 1.8 million Baht per month, distributed as determined by the Directors.	A total of 1.8 million Baht per month, distributed as determined by the Directors.	-
<u>Bonus</u>	Not exceeding 0.5% of the dividends paid to shareholders, to be distributed as determined by the Directors.	Not exceeding 0.5% of the dividends paid to shareholders, to be distributed as determined by the Directors.	-
<u>Other Benefits</u>	None	None	-

Sub-Committee Members' Remuneration

- 1) Retainer Fee

Sub-committee	Proposed to the 2026 Annual General Meeting of Shareholders	Resolved at the 2025 Annual General Meeting of Shareholders	Change
Audit Committee • Chairman • Member	180,000 baht/year 120,000 baht/person/year	180,000 baht/year 120,000 baht/person/year	- -
Governance and Nomination Committee • Chairman • Member	150,000 baht/year 100,000 baht/person/year	150,000 baht/year 100,000 baht/person/year	- -
Remuneration Committee • Chairman • Member	150,000 baht/year 100,000 baht/person/year	150,000 baht/year 100,000 baht/person/year	- -
Corporate Social Responsibility Committee for Sustainable Development • Chairman • Member	150,000 baht/year 100,000 baht/person/year	150,000 baht/year 100,000 baht/person/year	- -
Environmental Sustainability and Development Committee • Chairman • Member	150,000 baht/year 100,000 baht/person/year	150,000 baht/year 100,000 baht/person/year	- -

2) Attendance Fee

Sub-committee	Proposed to the 2026 Annual General Meeting of Shareholders	Resolved at the 2025 Annual General Meeting of Shareholders	Change
Audit Committee • Chairman • Member	45,000 baht/meeting 30,000 baht/person/meeting	45,000 baht/meeting 30,000 baht/person/meeting	- -
Governance and Nomination Committee • Chairman • Member	37,500 baht/meeting 25,000 baht/person/meeting	37,500 baht/meeting 25,000 baht/person/meeting	- -
Remuneration Committee • Chairman • Member	37,500 baht/meeting 25,000 baht/person/meeting	37,500 baht/meeting 25,000 baht/person/meeting	- -
Corporate Social Responsibility Committee for Sustainable Development • Chairman • Member	37,500 baht/meeting 25,000 baht/person/meeting	37,500 baht/meeting 25,000 baht/person/meeting	- -

Sub-committee	Proposed to the 2026 Annual General Meeting of Shareholders	Resolved at the 2025 Annual General Meeting of Shareholders	Change
Environmental Sustainability and Development Committee			
● Chairman	37,500 baht/meeting	37,500 baht/meeting	-
● Member	25,000 baht/person/meeting	25,000 baht/person/meeting	-

The proposed remuneration and criteria shall be effective until resolved otherwise by the resolution of the Shareholders' Meeting.

In 2025, the total remuneration and bonus of the Board of Directors was approximately 56.38 million Baht, not exceeding the rate approved by the above meetings of shareholders. Details of the roles and responsibilities of the Sub-committees and the remuneration paid to the Sub-committees in the year 2025 are as shown in the 2025 Annual Report, which is provided herewith in Attachment No. 1, section Corporate Governance Structure respectively.

Vote required: Not less than two-thirds of the total number of votes of the shareholders present at the meeting.

All shareholders are cordially invited to attend 2026 Annual General Meeting of Shareholders (The 33rd Meeting) **via electronic media (E-Meeting) only, on Wednesday, March 25, 2026 at 14:30 hours (The Company has not arranged any meeting room.)*** The meeting attendance request form and other required documents can be submitted via E-Request in advance beginning **from Wednesday, March 18, 2026 at 08:30 hours** until the meeting is adjourned. After your submitted request form has been verified and approved, the registered shareholder or proxy will receive an approval notification email containing information about username and password and a link to register and attend the meeting on the meeting day (March 25, 2026) from 12:30 hours until the meeting is adjourned.

Proceed with the E-Request at: https://sent.inventech.co.th/SCC102345R/#/homepage	 Or scan QR Code
---	--

For shareholders who wish to appoint a proxy to attend and vote on their behalf in the meeting, please kindly complete and duly sign either Proxy Form A or Form B provided herewith as Attachment No. 8 or download them at www.scg.com and execute only one of the aforementioned forms. Then, submit the meeting attendance request form and other required documents via E-Request and submit the completed Proxy Form with the required documents to the Company in advance so that the Company receives them by Tuesday, March 24, 2026. For your convenience, the Company will facilitate the affixing of stamp duty to the Proxy Form submitted to the Company.

Shareholders or proxies can find the details about documents required to attend the meeting, appointment of proxy, submission of meeting attendance request form (E-Request), and Voting, Counting, and Announcement of the Vote for Meeting via Electronic Media (E-Meeting) in

Attachment No. 6 and the details about procedures for submitting meeting attendance request form (E-Request) and using electronic meeting systems (E-Meeting) in Attachment No. 7. In addition, the shareholders can appoint the Company's independent directors to act as your proxy to vote on your behalf by giving a clear vote instruction for each agenda item (please use Proxy Form B). The names of the independent directors not due to retire by rotation at the 2026 Annual General Meeting of Shareholders are as follows:

- 1) Mr. Chumpol NaLamlieng
- 2) Mr. Pasu Decharin
- 3) Mrs. Parnsiree Amatayakul
- 4) Mrs. Nuntawan Sakuntanaga
- 5) Mr. Suphachai Chearavanont
- 6) Miss Jareeporn Jarukornsakul

Profiles of the Independent Directors are provided herewith as Attachment No. 4.

In this regard, for your convenience, shareholders or proxies are encouraged to submit questions in advance to the Annual General Meeting of Shareholders by Tuesday, March 24, 2026 via channels provided (please use the document "Contact Information and Detail of the Meeting" for any questions in advance provided herewith in Attachment 10). Questions will then be gathered, and only those directly related to the agenda items where voting is involved will be addressed during the meeting. The remaining questions and suggestions will be summarized and attached to the minutes of the Annual General Meeting of Shareholders, which will be disclosed on the SET Portal and published on the Company's website within 14 days of the date of the Annual General Meeting of Shareholders.

The Company truly appreciates your understanding and looks forward to your continued cooperation.

Yours faithfully,

Bangkok, February 24, 2026

By the instruction of the Board of Directors



(Mrs. Pattarawan Tunsakul)

Secretary to the Board and Company Secretary

- Notes:**
1. *The meeting control system for the Annual General Meeting of Shareholders' live broadcasting will be at The Siam Cement Public Company Limited, Multipurpose Building, 1 Siam Cement Road, Bangsue, Bangsue, Bangkok.
 2. To attend the 2026 Annual General Meeting of Shareholders, the Company has sent the Registration Form with the information of the shareholders to be used in the meeting attendance request form (E-Request), together with the Notice to the shareholders via mail.
 3. The Notice to shareholders and attachments are also publicized on the Company's website (www.scg.com). For any queries, please forward your questions to the E-mail address: corporatesecretary@scg.com or registered mail to Corporate Secretary Office, The Siam Cement Public Company Limited, 19th Floor, SCG 100th Year Building, 1 Siam Cement Road, Bangsue District, Bangsue Sub-District, Bangkok 10800 or fax to 02-586-3007, with the complete contact information.
 4. E-Request requires an email address to receive 1) a registration link and 2) username and password to attend the meeting.

5. The rights to attend the meeting and vote in the meeting are individual rights of a shareholder or proxy. A username cannot be used to log in to Inventech Connect system to attend the meeting simultaneously with other devices. Therefore, the shareholders or proxies hereby acknowledge that the username and password shall be used to attend the meeting by themselves only and shall not be shared or assigned to any other person or persons.
6. Should you need the printed Notice of the 2026 Annual General Meeting of Shareholders, please fill the details in the “Contact Information and Detail of the Meeting” Form in Attachment No. 9
7. The Company has announced Privacy Notice, to notify the shareholders of details about the collecting, use, and disclosure of your personal data. Please see further details at www.scg.com.
8. The Company reserves the right to change the date, time, venue, and/or format of the 2026 Annual General Meeting of Shareholders (The 33rd Meeting) as appropriate. In the event of such changes, the Company will notify shareholders in advance through the Stock Exchange of Thailand disclosure system and the Company's website.

For inquiries about E-Meeting system/technical support, please contact:

Call Center Tel: 02-460-9222 (*available from March 18-25, 2026 during 08:30 – 17:30 hours (Business days only)*).

For more information, please contact:

Mrs. Pattarawan Tunsakul – Secretary to the Board and Company Secretary
(Issuer of Notice of the 2026 Annual General Meeting of Shareholders)

Mr. Kanapos Phupakdee or Ms. Peeriya Chutivisit
Corporate Secretary Office, The Siam Cement Public Company Limited
Phone: 02-586-6456, 02-586-3014 Fax: 02-586-3007
Email: corporatesecretary@scg.com

**Profiles of the nominated Candidates for the Election of new Directors
in Replacement of those to be retired by Rotation**

1. Profiles of the nominated Candidates

1.1 Mr. Prasarn Trairatvorakul

Age 73 years

Director qualified as an Independent Director (from August 26, 2019 totaling of 6 years 6 months as Independent Director)

Position

- Independent Director
- Chairman of the Remuneration Committee

Date of Appointment as a Director

- August 26, 2017

Education/Training

- Doctor of Business Administration, Harvard University, Massachusetts, USA
- Master in Business Administration, Harvard University, Massachusetts, USA
- Master of Engineering in Industrial Engineering and Management, Asian Institute of Technology, Thailand
- Bachelor of Engineering in Electrical Engineering (First Class Honors), Chulalongkorn University
- Honorary Doctor of Business Administration, Rajamangala University of Technology Suvarnabhumi
- Honorary Doctor of Economics, Khon Kaen University
- Honorary Doctor of Economics, The University of the Thai Chamber of Commerce
- Honorary Doctor of Economics, Chulalongkorn University
- Honorary Doctor of Philosophy, National Institute of Development Administration

Expertise

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Risk management and Crisis Management
- Laws
- Marketing
- Domestic and International Marketing (Market Insight)
- Accounting and Financial Literacy
- Finance such as Financial Landscape/Payment System
- Human Capital Management
- Supply Chain
- Merger & Acquisition
- Retail Business/ E-Commerce
- Mobility Business
- Health and Safety
- Environmental, Social & Governance or “ESG” such as Diversity, Equity & Inclusion (DE&I) and Governance
- Financial markets and financial business

Director Training (5)

- The Role of the Chairman Program (RCP) 2/2001, Thai Institute of Directors Association
- Director Certification Program (DCP) 21/2002, Thai Institute of Directors Association
- Ethical Leadership Program (ELP) 2/2015, Thai Institute of Directors Association
- Board Nomination and Compensation Program (BNCP) 5/2018, Thai Institute of Directors Association
- IT Governance and Cyber Resilience Program (ITG) 15/2020, Thai Institute of Directors Association

Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (2)

- Since 2019 Chairman of the Board, Central Retail Corporation Public Company Limited
- Since 2019 Chairman of the Board, SCG Packaging Public Company Limited

Position in Other Company/Organization/Institution (10)

- Since 2025 Council Member, Mahidol University
- Since 2021 Director, Vajiravudh College
- Since 2017 Member, Asset Management Committee of Vajiravudh College
- Since 2018 Director, Siam Sindhorn Company Limited
- Since 2018 Director, CPB Equity Company Limited
- Since 2018 Chairman of the Board, Education Equity Fund
- Since 2017 Member, Committee on King's Scholarships for Thai Buddhist Monks
- Since 2016 Senior Advisor, CENTRAL Group
- Since 2016 Member, Property Management Committee - Chulalongkorn University
- Since 2015 Advisor, Crown Property Bureau
- Since 1998 Executive Director, Thai Red Cross Society

Positions in other businesses having the same nature of business as and competing with SCG (None)

5-year Past Experiences and/or Remarkable Positions

- 2021 – 2024 Chairman of the Board of Governors, The Stock Exchange of Thailand
- 2021 – 2024 Chairman of the Board, Thailand Futures Exchange Public Company Limited (TFEX)
- 2021 – 2024 Chairman of the Board, Capital Market Development Fund (CMDf)
- 2019 – 2024 Independent Director and Chairman of the Board, Pruksa Holding Public Company Limited
- 2019 – 2022 Chairman of the Board, Mahidol Witayanusorn
- 2018 – 2021 Council Member, Prince of Songkla University
- 2018 – 2020 Distinguished Scholar, Faculty of Commerce and Accountancy - Chulalongkorn University
- 2017 – 2024 Chairman of the Board of Directors, Thailand Development Research Institute (TDRI)
- 2017 – 2019 Chairman, Economic Reform Committee
- 2017 – 2019 Director, Education Reform Committee
- 2017 – 2019 Chairman, Public Procurement Committee
- 2015 – 2019 Director, National Anti-Corruption Commission
- 2015 – 2019 Director, Committee to Enhance Competitiveness of the Nation
- 2014 – 2019 Director, State Enterprises Supervisory Board
- 2010 – 2015 Governor, Bank of Thailand
- 2004 – 2010 President, KASIKORNBANK Public Company Limited
- 1999 – 2003 Secretary-General, Securities and Exchange Commission of Thailand

Forbidden Qualifications

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against the Company during the year.

Meeting Attendance in the previous year

1. Board of Directors Meeting attendance: 8/8 times (equivalent to 100%)

2. 2025 Annual General Meeting of Shareholders attendance: 1/1 time (equivalent to 100%)
3. Remuneration Committee Meeting attendance: 5/5 times (equivalent to 100%)

Shareholdings (Ordinary Shares) (as at December 31, 2025)

- Held personally: (None)
- Held by Spouse or minor children: (None)

Family Relationship among Directors and Executives (None)

1.2 Mr. Cholanat Yanaranop

Age 66 years

Director qualified as an Independent Director (from January 25, 2023 totaling of 3 years 1 month as Independent Director)

Position

- Independent Director
- Chairman of the Environmental Sustainability Development Committee
- Member of the Remuneration Committee

Date of Appointment as a Director

- June 8, 2020

Education/Training

- Master of Chemical Engineering, Imperial College London, UK
- Bachelor of Environmental Chemical Engineering, (Second Class Honours), Salford University, Manchester, UK
- Advanced Management Program (AMP), Harvard Business School, U.S.A.
- Inno-Leadership Program, INSEAD
- Chairman's Role: Energy Literacy for the world, TEA 5, Thailand Energy Academy
- Top Executives Program, Class 16, Capital Market Academy
- Top Executives Program, Class 5, Thailand Energy Academy

Expertise

- Business and core industry of SCG
- Global and Regional Organization Management
- Policy Setting and Strategic Planning (Global Vision)
- Technology and Cybersecurity
- Human Capital Management
- Merger & Acquisition
- Health and Safety
- Decarbonization

Director Training (3)

- Directors Accreditation Program (DAP) 39/2005, Thai Institute of Directors Association
- Role of the Chairman Program (RCP) 38/2016, Thai Institute of Directors Association
- Hot Issue for Directors: Climate Governance 4/2023, Thai Institute of Directors Association

Board Member/Management in Other Listed Companies on The Stock Exchange of Thailand (1)

- Since 2025 Chairman of the Board of Directors, Independent Director,
SCG Decor Public Company Limited

Positions in Other Company/Organization/Institution (11)

- Since 2009 Advisor, The Thai Institute of Chemical Engineering and Applied Chemistry
- Since 2015 Director, SCG Foundation
- Since 2016 Director, Apexcela Company Limited
- Since 2016 Director, Siam Bioscience Company Limited
- Since 2016 Advisor, The Committee of Chemical and Petrochemical Engineering,
Institute of Thailand Under H.M. The King's Patronage
- Since 2021 Member of Steering Committee on Strategy and Biopharma Plant Project,
The Thai Red Cross Society
- Since 2021 Director, SCG Chemicals Public Company Limited
- Since 2022 Board of Commissioners, PT Barito Renewables Energy Tbk*
- Since 2024 Board of Directors, CAPGC PTE. LTD.
- Since 2025 President Commissioner, Member of the Nomination and Remuneration Committee,
PT Fajar Surya Wisesa Tbk*
- Since 2025 Advisory Board, Mitr Phol Innovation & Research Center (MPIR)

Remark: *Listed company in Indonesia Stock Exchange

Positions in other businesses having the same nature of business as and competing with SCG (None)

5-year Past Experiences and/or Remarkable Positions

- 2005 – 2010 Director, PTT Chemical Public Company Limited
- 2005 – 2019 President, SCG Chemicals Company Limited
- 2006 – 2020 Director, Bangkok Synthetics Company Limited
- 2006 – 2020 Director, BST Elastomers Company Limited
- 2006 – 2021 Director, Petroleum Institute of Thailand
- 2007 – 2008 President, The Thai Institute of Chemical Engineering and Applied Chemistry
- 2008 – 2021 Director, Long Son Petrochemicals Co., Ltd.
- 2011 – 2019 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia*
- 2013 – 2015 President, Community Partnerships Association
- 2014 – 2020 Director, SENFI Norway AS (Norer Holding AS)
- 2015 – 2016 Vice President, Community Partnerships Association
- 2015 – 2019 Member of CSR Committee for Sustainable Development
- 2017 – 2019 Executive Vice President, SCG
- 2017 – 2020 Director, SENFI UK Limited
- 2018 – 2020 Director, SENFI Swiss GmbH
- 2019 – 2022 Vice Chairman, SCG Packaging Public Company Limited
- 2021 – 2023 Director of Banknote management, Bank of Thailand
- 2023 – 2025 Eminent Persons, Banknote management, Bank of Thailand

Forbidden Qualifications

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against the Company during the year.

Meeting Attendance in the previous year

1. Board of Directors Meeting attendance: 8/8 times (equivalent to 100%)
2. 2025 Annual General Meeting of Shareholders attendance: 1/1 time (equivalent to 100%)
3. Environmental Sustainability Development Committee Meeting attendance: 4/4 times (equivalent to 100%)
4. Remuneration Committee Meeting attendance: 5/5 times (equivalent to 100%)

Shareholdings (Ordinary Shares) (as at December 31, 2025)

- Held personally: 8,500 shares (equivalent to 0.0007%)
- Held by Spouse or minor children: (None)

Family Relationship among Directors and Executives (None)

1.3 Mr. Thapana Sirivadhanabhakdi

Age 51 years

Director qualified as an Independent Director (from June 8, 2020 totaling of 5 years 8 months as Independent Director)

Positions

- Independent Director
- Member of the Remuneration Committee

Date of Appointment as a Director

- June 8, 2020

Education/Training

- Honorary Doctorate of Arts Degree in Entrepreneurship from University of the Thai Chamber of Commerce
- Honorary Doctor of Philosophy (Buddhist Studies for Development) from Mahamakut Buddhist University
- Honorary Doctor of Philosophy (Environmental Science) from Kasetsart University
- Doctor of Philosophy in Buddhist Studies, Mahachulalongkornrajavidyalaya University
- Honorary Doctoral Degree in Business Administration, Chiang Mai University
- Doctor of Business Administration (Business Innovation Management), Silpakorn University
- Honorary Doctor of Arts in Art and Design, Bangkok University
- Honorary Doctorate Degree in Business Administration (Management), Rajamangala University of Technology Isan
- Honorary Doctorate Degree in Business Administration from Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Honorary Doctoral Degree of Philosophy in General Management, Ramkhamhaeng University
- Honorary Doctoral Degree of Business Administration in Strategic Logistic and Supply Chain Management, Suan Sunandha Rajabhat University
- Honorary Doctoral Degree in Community Development, Chiang Mai Rajabhat University
- Honorary Doctoral Degree in Hospitality, Rajamangala University of Technology Krungthep
- Honorary Doctoral Degree of Arts, Rajamangala University of Technology Phra Nakhon
- Honorary Doctoral Degree in Science, Logistics Management, King Mongkut's institute of Technology Ladkrabang
- Master of Science Administration in Financial Economics, Boston University, USA
- Bachelor of Business Administration (Finance), Boston University, USA

Expertise

- Other Large Businesses or Industries
- Regional and Global Organization Management
- Economy and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign affairs
- Risk Management and Crisis Management
- Marketing
- Domestic and International Marketing (Market Insight)
- Finance such as Financial Landscape/Payment System
- Data Management
- Human Capital Management
- Supply Chain
- Merger & Acquisition
- Retail Business and E-Commerce
- Health and Safety
- Environmental, Social & Governance or “ESG” such as Diversity, Equity & Inclusion (DE&I) and Governance

Director Training (3)

- Singapore Institute of Directors (SID) - ESG Governance and Structure for Sustainability programme
- The Cambridge - Earth on Board - Board Director Programme
- Director Accreditation Program (DAP) 2004, Thai Institute of Directors Association

Board Member/Management in Other Listed Companies on The Stock Exchange of Thailand (4)

- Present 1st Vice Chairman, Chairman of the Board Executive Committee, Berli Jucker Public Company Limited
- Present 1st Vice Chairman, Chairman of the Executive Committee and Member of Remuneration and Nomination Committee, Univentures Public Company Limited
- Present Vice Chairman and Chairman of the Executive Committee, Amarin Corporations Public Company Limited
- Present Vice Chairman and Member of the Corporate Governance and Sustainability Committee, Thai Group Holdings Public Company Limited

Positions in Other Company/Organization/Institution (10 business sectors)

- Present Vice Chairman, Chairman of the Board Executive Committee, Big C Supercenter Public Company Limited
- Present Vice Chairman, Chairman of the Executive Committee, Nominating Committee Member, Remuneration Committee Member and Chairman of the Sustainability and Risk Management Committee, Fraser and Neave, Limited*
- Present 1st Vice Chairman of the Executive Committee, Nomination Committee Member, Sustainability and Risk Management Committee Member and Group Chief Executive Officer, Thai Beverage Public Company Limited*
- Present Director, Chairman of the Executive Committee and Remuneration Committee Member, Frasers Property Limited*

- Present Independent Director, SCG Chemicals Public Company Limited
- Present Chairman, Sermasuk Public Company Limited
- Present Director, Thai Beverage Group of Companies (77)
- Present Director, TCC Group of Companies (23)
- Present Director, Strong Community Por Piang (Thailand) Co., Ltd.
- Present Director, Rurak Samakkee Social Enterprise (Thailand) Co., Ltd. (formerly known as Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.)

Remark: *Listed company in the Singapore Stock Exchange

Positions in other businesses having the same nature of business as and competing with SCG (1)

- Charun Business 52 Co., Ltd.

5-year Past Experiences and/or Remarkable Positions

- Thai Beverage Public Company Limited
 - 2008 - 2024 President and CEO
 - 2003 - 2008 Director and Executive Vice President
- Sermasuk Public Company Limited
 - 2017 - 2025 Chairman of Executive Committee
 - 2015 - 2025 3rd Vice Chairman
- Oishi Group Public Company Limited
 - 2011 - 2020 Chairman of the Executive Committee
 - 2006 - 2020 Vice Chairman
- Beer Thai (1991) Public Company Limited
 - 2018 - 2023 Vice Chairman
 - 2018 - 2022 Executive Chairman
- 2019 - 2020 Chairman, GMM Channel Holding Co., Ltd.
- 2015 - 2020 Director, TCC Holdings (2519) Co., Ltd.
- 2013 - 2020 Director, Golden Land Property and Development Public Company Limited
- 2008 - 2022 Southeast Insurance Public Company Limited
- 2008 - 2022 Southeast Life Insurance Public Company Limited
- 2001 - 2017 Director, Berli Jucker Public Company Limited

Forbidden Qualifications

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against the Company during the year.

Meeting Attendance in the previous year

1. Board of Directors Meeting attendance: 8/8 times (equivalent to 100%)
2. 2025 Annual General Meeting of Shareholders attendance: 1/1 time (equivalent to 100%)
3. Remuneration Committee Meeting attendance: 5/5 times (equivalent to 100%)

Shareholdings (Ordinary Shares) (as at December 31, 2025)

- Held personally: (None)
- Held by Spouse or minor children: (None)

Family Relationship among Directors and Executives (None)

Remarks

As of December 31, 2025, Mr. Thapana Sirivadhanabhakdi is currently hold directorship in Charan Business 52 Company Limited that may be deemed to have the same nature of business of the Company or its subsidiaries of SCG's Cement-Building Materials business which required by the Public Company Limited Act to inform the meeting of shareholders prior to the appointment. Also, in accordance with the Company's requirements for independent directors, Mr. Thapana held his directorship in those companies whose businesses may deemed to have the same nature of with the Company subsidiaries. The Board of Directors considered and resolved that the similarity of such businesses with the Company subsidiaries' business is insignificant and they are not considered as competitors. Therefore, it would not affect Mr. Thapana's ability to fulfill his duties and freely express his opinions as an independent director.

Moreover, he was an authorized director in companies whose business relations with SCG are worth in excess of 20 million Baht, rendering him ineligible for independent directorship according to the criteria on the characteristics of an independent director stipulated by the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for Approval and Granting of Approval for Offering of Newly Issued Shares (Amended) and the Company's requirements for independent directors. Moreover, Mr. Thapana was an authorized director in companies whose business relations with SCG are worth in excess of 20 million Baht as detailed below.

List of company that have transactions with SCG

THAI BEVERAGE RECYCLE CO., LTD.	PAN INTERNATIOANL (THAILAND) CO., LTD.
FOOD OF ASIA COMPANY LIMITED	CHARAN BUSINESS 52 CO., LTD.
ASM MANAGEMENT COMPANY LIMITED	COSMOS BREWERY (THAILAND) LTD
HORECA MANAGEMENT COMPANY LIMITED	THE QSR OF ASIA COMPANY LIMITED
DHOSPAAK CO., LTD.	THAIBEV MARKETING COMPANY LIMITED
SUSTAINABILITY EXPO CO., LTD.	NATEECHAI CO., LTD.
SERMSUK PUBLIC COMPANY LIMITED	UNITED WINERY AND DISTILLERY CO., LTD.
AMARIN CORPORATIONS PLC	SIMATHURAKIJ CO., LTD.
BERLI JUCKER PUBLIC COMPANY LIMITED	RED BULL DISTILLERY (1988) CO., LTD.
BIG C SUPERCENTER PUBLIC COMPANY LIMITED	LUCKCHAI LIQUOR TRADING CO., LTD.
RURAK SAMAKKEE SOCIAL ENTERPRISE (THAILAND) CO., LTD.	BISTRO ASIA COMPANY LIMITED
BEER THAI (1991) PUBLIC COMPANY LIMITED	BEVTECH COMPANY LIMITED

The aforementioned companies have entered into transactions for the purchase and/or sale of goods, including the provision and/or receipt of services, with SCG's businesses, with an aggregate transaction value exceeding THB 20 million.

However, the Company's provisions on the qualifications of independent directors regarding the business relations worth in excess of 20 million Baht was relaxed by the power of the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for Approval and Granting of Approval for Offering of Newly Issued Shares (Amended), if the Board of Directors resolved that the appointment of the person do not affect his ability to fulfill his duties and freely express his opinions as an independent director, and disclose relevant information in the notice of shareholders meeting on the agenda of the appointment of an independent director.

The Board of Directors deemed it rational and necessary to propose Mr. Thapana to be elected as the Company's director since he has experience and expertise especially in large organization management and domestic and international market insights, which can be beneficial to the development of the Company's business strategies and policies, with attributes of leadership, far-sighted vision, good morals and ethical principles, as well as clear and unblemished career records. As such, upon considering in accordance with Section 89/7 of the Securities and Exchange Act B.E.2535 (Amended), the Board of Directors resolved that the appointment of Mr. Thapana to be the Company's director and independent director would not affect his ability to fulfill his duties and freely express his opinions as an independent director. Therefore, Mr. Thapana is fully qualified as an independent director.

1.4 Mr. Roongrote Rangsiyopash

Age 62 years

Director qualified as an Independent Director (from January 28, 2026 totaling of 1 month as Independent Director)

Position

- Independent Director
- Member of CSR Committee for Sustainable Development
- Member of Governance and Nomination Committee
- Member of the Remuneration Committee

Date of Appointment as a Director

- 2016 – 2023 President & CEO SCG
- Since March 25, 2015 Director

Education/Training

- MBA, Harvard Business School, U.S.A
- M.S. (Industrial Engineering), University of Texas at Arlington, U.S.A.
- B.E. (Mining), Chulalongkorn University

Expertise

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment

- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Risk management and Crisis Management
- Marketing
- Domestic and International Marketing (Market Insight)
- Accounting or Financial Literacy
- Finance such as Financial Landscape/Payment System
- Human Capital Management
- Merger & Acquisition
- Environmental, Social & Governance or “ESG” such as Decarbonization

Director Training (1)

- Directors Accreditation Program (DAP) 2004, Thai Institute of Directors Association

Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (4)

- Since 2022 Director and Chairman of the Nomination and Remuneration Committee and the Business Unit Advisory Committee, Central Retail Corporation Public Company
- Since 2024 Director, and Member of the Corporate Governance and Nomination Committee, SCG Packaging Public Company Limited
- Since 2024 Independent Director
Since 2025 Chairman,
Pruksa Holding Public Company Limited
- Since 2025 Independent Director
Since 2026 Member of the Credit and Investment Committee
and the Corporate Governance and Sustainability Committee,
Kasikornbank Public Company Limited

Position in Other Company/Organization/Institution (11)

- Since 2015 Advisory, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King
- Since 2016 Committee, Engineer Division of the Anandamahidol Foundation
- Since 2016 Director, SCG Foundation
- Since 2020 Committee, the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation
- Since 2021 Sub-committee, The Ananta Samakhom Throne Hall Reconstruction
- Since 2024 Director, SCG Chemicals Public Company Limited
- Since 2024 Member, the Equitable Education Fund (EEF)
- Since 2024 Advisor, The Privy Purse Bureau
- Since 2024 Independent Director
Since 2025 Member of Sustainability Committee,
Member of Organization Development and Compensation Committee,
Mitr Phol Sugar Corporation Limited
- Since 2025 Executive Advisory Board, Faculty of Engineering Chulalongkorn University
- Since 2025 Executive Director, Central Group of Companies Company Limited

Positions in other businesses having the same nature of business as and competing with SCG (None)

5-year Past Experiences and/or Remarkable Positions

- 2015 – 2023 Member of Fund-Raising Committee for Navamindrapobitr 84th Anniversary Building
Faculty of Medicine Siriraj Hospital, Mahidol University

- 2015 – 2023 NSTDA Governing Board, the National Science and Technology Development Board
- 2016 – 2023 Trustee and Member, Asia Business Council
- 2016 – 2023 Council Member, World Business Council for Sustainable Development
- 2016 – 2023 President & CEO SCG
- 2016 – 2025 Chairman of Board, SCG Decor Public Company Limited
- 2018 – 2020 Sub-Committee, the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation
- 2018 – 2023 Honorary Advisor, The Federation of Thai Industries
- 2018 – 2023 Director, Mrigadayavan Palace Foundation Under the royal patronage of HRH Princess Bejaratana Rajasuda Sirisobhabannavadi
- 2021 – 2023 Board of Committee, Ramathibodi Elderly Care and Hospice
- 2022 – 2023 Executive Director (Council Board), Thailand Carbon Neutral Network
- 2023 – 2025 Eminent Persons of Monetary Policy Committee, Bank of Thailand

Forbidden Qualifications

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against the Company during the year.

Meeting Attendance in the previous year

1. Board of Directors Meeting attendance: 8/8 times (equivalent to 100%)
2. 2025 Annual General Meeting of Shareholders attendance: 1/1 time (equivalent to 100%)
3. Governance and Nomination Committee Meeting attendance: 5/5 times (equivalent to 100%)
4. Remuneration Committee Meeting attendance: 5/5 times (equivalent to 100%)
5. CSR Committee for Sustainable Development Committee Meeting attendance
4/4 times (equivalent to 100%)

Shareholdings (Ordinary Shares) (as at December 31, 2025)

- Held personally: 30,000 (equivalent to 0.0025%)
- Held by Spouse or minor children: (None)

Family Relationship among Directors and Executives (None)

1.5 Mr. Thammasak Sethaudom

Age 56 years

Position

- Director
- Member of the CSR Committee for Sustainable Development
- Member of the Environmental Sustainability Development Committee
- President & CEO, SCG and President, Cementhai Holding Company Limited

Date of Appointment as a Director

- March 29, 2023

Education/Training

- Master of Business Administration, London Business School, United Kingdom (Distinction)
- Bachelor of Engineering, Electrical Engineering, Chulalongkorn University

- Management Development Program, The Wharton School, The University of Pennsylvania, U.S.A.
- Advanced Management Program (AMP) Harvard Business School, U.S.A.
- Executive Program, Capital Market Academy (CMA)
- Diploma, National Defence Course, Class 65, National Defence College of Thailand (NDC)

Expertise

- Core Business or Industry of SCG
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Risk management and Crisis Management
- Domestic and International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance such as Financial Landscape/Payment System
- AI and Digital Technology
- Human Capital Management
- Merger & Acquisition
- Energy Management such as renewable energy
- Environmental, Social & Governance or “ESG” such as Decarbonization and Governance

Director Training (2)

- Directors Accreditation Program (DAP) 159/2019, Thai Institute of Directors Association
- Directors Certification Program (DCP) 298/2020, Thai Institute of Directors Association

Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (2)

- Since 2018 Director and Member of the Executive Committee
SCG Decor Public Company Limited
- Since 2022 Vice Chairman and Member of the Remuneration Committee
SCG Packaging Public Company Limited

Position in Other Company/Organization/Institution (8)

- Since 2024 Chairman, SCG Foundation
- Since 2024 Council Member of Thailand Business Council for Sustainable Development (TBCSD)
- Since 2024 Advisor, Chulalongkorn University Engineering Alumni
- Since 2024 Council Member, World Business Council for Sustainable Development (WBCSD)
- Since 2024 Member, Asia Business Council
- Since 2024 Council Member, MIT Sloan ASEAN Office Advisory Council
- Since 2024 Co-Chair, ASEAN Leaders for Just Energy Transition (ASEAN JET), World Economic Forum
- Since 2026 Member, The Wall Street Journal CEO Council

Positions in other businesses having the same nature of business as and competing with SCG (None)

Other Positions in SCG

Chairman and director of SCG’s subsidiaries, associates and other companies which are non-listed totaling 22 companies

5-year Past Experiences and/or Remarkable Positions

- 2004 – 2010 Business Development and Corporate Planning Director, Chemicals Business
- 2008 – 2012 Deputy General Director, Long Son Petrochemicals Company Limited
- 2012 – 2018 General Director, Long Son Petrochemicals Company Limited
- 2018 – 2022 Vice President – Finance and Investment & CFO, SCG
- 2018 – 2022 Director, SCG Packaging Public Company Limited
- 2019 – 2023 Committee, Thai Listed Companies Association
- 2021 – 2023 Director, Harvard Business School Association of Thailand (HBSATh)
- 2022 – 2023 Executive Vice President, SCG

Forbidden Qualifications

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against the Company during the year.

Meeting Attendance in the previous year

1. Board of Directors Meeting attendance: 8/8 times (equivalent to 100%)
2. 2025 Annual General Meeting of Shareholders attendance: 1/1 time (equivalent to 100%)
3. CSR Committee for Sustainable Development Meeting attendance: 4/4 times (equivalent to 100%)
4. Environmental Sustainability Development Committee Meeting attendance 4/4 times (equivalent to 100%)

Shareholdings (Ordinary Shares) (as at December 31, 2025)

Held personally: (None)

Held by Spouse or minor children: (None)

Family Relationship among Directors and Executives (None)

2. The Company Shareholdings of nominated Persons

Nominated persons	Number of shares	% of issued shares
1. Mr. Prasarn Trairatvorakul	None	None
2. Mr. Cholanat Yanaranop	8,500	0.0007
3. Mr. Thapana Sirivadhanabhakdi	None	None
4. Mr. Roongrote Rangsiyopash	30,000	0.0025
5. Mr. Thammasak Sethaudom	None	None

3. Directorship or Management Positions in other Listed Companies and other Companies

Nominated persons	Listed company*		Other incorporation (non-listed company)*	Other incorporation /business that may deemed as a conflict of interest or in competition with SCG
	Amount	Type of director		
1. Mr. Prasarn Trairatvorakul	2	- Chairman of the Board, Central Retail Corporation Public Company Limited - Chairman of the Board, SCG Packaging Public Company Limited	10	None
2. Mr. Cholanat Yanaranop	1	- Chairman of the Board of Directors, Independent Director, SCG Decor Public Company Limited	11	None
3. Mr. Thapana Sirivadhanabhakdi	4	- 1 st Vice Chairman, Chairman of the Board Executive Committee, Berli Jucker Public Company Limited - 1 st Vice Chairman, Chairman of the Executive Committee and Member of Remuneration and Nomination Committee, Univentures Public Company Limited - Vice Chairman and Chairman of the Executive Committee, Amarin Corporations Public Company Limited - Vice Chairman and Member of the Corporate Governance and Sustainability Committee, Thai Group Holdings Public Company Limited	10 business sectors	1 Company - Director, CHARAN BUSINESS 52 CO., LTD.
4. Mr. Roongrote Rangsiyopash	4	- Director and Chairman of the Nomination and Remuneration Committee and the Business Unit Advisory Committee, Central Retail Corporation Public Company - Director and Member of the Corporate Governance and Nomination Committee, SCG Packaging Public Company Limited	11	None

		- Independent Director and Chairman, Pruksa Holding Public Company Limited - Independent Director and Member of the Credit and Investment Committee and the Corporate Governance and Sustainability Committee, Kasikornbank Public Company Limited		
5. Mr. Thammasak Sethaudom	2	- Director and Member of the Executive Committee SCG Decor Public Company Limited - Vice Chairman and Member of the Remuneration Committee SCG Packaging Public Company Limited	22	None

* Means listed company in the Stock Exchange of Thailand

** Details are shown in page No. 21-22

4. Relationship Characteristics of Nominated Persons Qualified as Independent Directors

Relationship Characteristics	Name of nominated person qualified as Independent Directors (4 persons)			
	Mr. Prasarn	Mr. Cholanat	Mr. Thapana	Mr. Roongrote
Holding of the Company/Subsidiaries Share - Amount - Ratio of issued shares having voting rights (%)	None	SCC 8,500 (0.0007%) SCGP 2,607 (0.0001%) SCGD 1,088 (0.00007%)	None	SCC 30,000 (0.0025%) SCGP 100,000 (0.0023%) SCGD 30,000 (0.0018%)
Being close relatives to other directors/ executive/major shareholders of the Company/ controlling person/or person to be nominated as director/executive/controlling person of company and its subsidiaries.	No	No	No	No

Relationship Characteristics	Name of nominated person qualified as Independent Directors (4 persons)			
	Mr. Prasarn	Mr. Cholanat	Mr. Thapana	Mr. Roongrote
<p>Having relationship in any of these characteristics to the Company/ parent company/subsidiary company/ associate company/or juristic person which may have conflicts of interest either at present or during the past 2 years</p> <ul style="list-style-type: none"> - Be an executive director, staff, employee or advisor who receives salary. - Be a professional service provider (such as an auditor or a lawyer) - Having material business relationship in such a way that may affect their independence (such as buy / sell raw materials/ products/ services/ lending/ borrowing) specify transaction size (if any) 	No	No	No	No
	No	No	No	No
	No	No	Yes	No
			(exempted)*	

*Details are shown in page 21-22

Qualifications of Independent Directors of the Company

The Company's qualifications for independent directors were revised on July 26, 2019 to be more stringent than those prescribed by the Capital Market Supervisory Board. The Company's qualifications of Independent Directors are as follows:

1. Shall not hold shares exceeding 0.5% of the total number of voting shares of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, including shares held by related persons of such independent director.
2. Shall neither be nor have ever been a director with management authority, employee, staff member, advisor who receives a salary or is a controlling person of the Company, its parent company, subsidiary, associate, same-tier subsidiary company, major shareholder or controlling person unless the foregoing status has ended not less than 2 years prior to the date of becoming a director. Such prohibitions shall not, however, include cases where the independent director previously served as a government officer or an advisor to a government agency which is a major shareholder or controlling person of the Company.
3. Shall not be a person related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of child of other directors, of an executive, major shareholder, controlling person, or person to be nominated as director, executive or controlling person of the Company or its subsidiary.
4. Shall neither have nor have ever had a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, in a manner that may interfere with

his/her independent judgment, and neither is nor has ever been a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than 2 years prior to the date of becoming an independent director.

The term 'business relationship' in the preceding paragraph shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, and any other similar actions, which result in the applicant or his/her counterparty being subject to indebtedness payable to the other party in the amount of 3% or more of the net tangible assets of the applicant or twenty million baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness incurred during the period of 1 year prior to the date on which the business relationship with the person commences.

5. Shall not be nor have ever been an auditor of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than 2 years prior to the date of becoming an independent director.
6. Shall not be nor have ever been a provider of any professional services including legal advisor or financial advisor who receives service fees exceeding 2 million baht per year from the Company, its parent company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than 2 years prior to the date of becoming an independent director.
7. Shall not be a director appointed as representative of the Board of Directors, major shareholder or shareholder who is related to a major shareholder of the Company.
8. Shall not undertake any business in the same nature and in competition with the business of the Company or its subsidiary, nor be a significant partner in a partnership or director with management authority, employee, staff member or advisor who receives salary or holds shares exceeding 1% of the total number of shares with voting rights of another company which undertakes business in the same nature and in competition with the business of the Company or its subsidiary.
9. Shall be able to attend meetings of the Board of Directors and make independent judgment.
10. Shall not have any other characteristic that limits his or her ability to express independent opinions regarding the Company's operations.
11. Shall be able to look after the interests of all shareholders equally.
12. Shall be able to prevent conflicts of interest.
13. Shall not have been convicted of violating security or stock exchange laws, financial institution laws, life insurance laws, general insurance laws, anti-money laundering laws or any other financial law of a similar nature, whether Thai or foreign, by an agency with authority under that certain law. Such wrongful acts include those involved with unfair trading in shares or perpetration of deception, fraud, or corruption.

After being appointed as an independent director with all qualification items 1-13 specified above, such independent director may be assigned by the Board of Directors to make decisions relating to business operations of the Company, its parent company, subsidiary, associate, same-tier subsidiary or any juristic person which may have a conflict of interest on the basis of collective decision, whereby such actions of the independent director are not deemed partaking of management.

In case that the appointed independent director is the person who has or used to have a business relationship, or provision of professional services at a value exceeding the specified amount under item 4 or 6, the Company shall be granted an exemption from such prohibition of having or having had a business relationship or provision of professional services at such excessive value, provided that the Company has obtained an opinion of the Board of Directors indicating that after a consideration in accordance with Section 89/7 of the Securities and Exchange Act, the appointment of such person does not affect the performance of duties and the giving of independent opinions, and that the relevant information is disclosed in the notice of shareholders' meeting under the agenda of the appointment of an independent director.

Profiles of the proposed Auditors for the year 2026

(from KPMG Phoomchai Audit Ltd.)

1. Ms. Sureerat Thongarunsang	
CPA No.	4409 and SEC Licensed Auditor
Education	- Master of Science in Accounting, Thammasat University (M.Sc. (Accounting)) - Bachelor of Accounting, Thammasat University (B.Acc.)
Experiences	- Audit & Assurance Partner, KPMG Phoomchai Audit Ltd. - Experienced in auditing for Thai and International company in several kinds of industries e. g. Energy, Petrochemicals, Industrial Products, Food & Beverage, Retail, Trading, and Finance & Banking industries, etc. - Member of Accounting Profession Committee on Auditing - Professional experience since 1991
2. Ms. Pornthip Rimdusit	
CPA No.	5565 and SEC Licensed Auditor
Education	- Master of Business Administration, Chulalongkorn University (M.B.A.) - Bachelor of Accountancy, Kasetsart University (B.Acc.)
Experiences	- Audit & Assurance Partner, KPMG Phoomchai Audit Ltd. - Experienced in auditing for Thai and International company in several kinds of industries e.g. Paper and packaging, Petrochemicals, Leasing, Retail and Trading industries, etc. - Professional experience since 1996
3. Mr. Songchai Wongpiriyaporn	
CPA No.	10996 and SEC Licensed Auditor
Education	- Bachelor of Accountancy, Kasetsart University (B.Acc.)
Experiences	- Audit & Assurance Partner, KPMG Phoomchai Audit Ltd. - Experienced in auditing for Thai and International company in several kinds of industries e.g. Industrial Products, Construction, Retail, Trading, Services, Hospital and Insurance industries, etc. - Professional experience since 2006

The three auditors proposed for appointment as mentioned above have neither relationship nor interest of transaction with the Company, subsidiaries, the executives, major shareholders or any persons related thereto.

Profiles of the Independent Directors proposed by the Company
to act as Proxy for Shareholders

(Excluding Independent Directors to be retired by rotation in the year 2026)

Name	Age (years)	Positions	Address	Special conflict of interest* in the proposed agenda
1. Mr. Chumpol NaLamlieng	78	Independent Director, Vice Chairman and Chairman of the Governance and Nomination Committee	1 Siam Cement Road, Bangsue, Bangkok 10800, Thailand	No special conflict of interest in Agenda 1 - 6
2. Mr. Pasu Decharin	57	Independent Director, Chairman of the Audit Committee, Member of the Governance and Nomination Committee		
3. Mrs. Parnsiree Amatayakul	55	Independent Director, Member of the Audit Committee, Member of the Remuneration Committee, Member of the Environmental Sustainability Development Committee		
4. Mrs. Nuntawan Sakuntanaga	67	Independent Director Member of the Audit Committee		
5. Mr. Suphachai Chearavanont	58	Independent Director		
6. Ms. Jareeporn Jarukornsakul	58	Independent Director, Member of the Governance and Nomination Committee		

Remark: Details of profiles of the Independent Directors are shown in the Board of Directors section of the 2025 Annual Report (56-1 One report) which already disclosed on the Company's website (www.scg.com)

* The disclosure of special interest specified in the AGM Checklist Form is the disclosure of information specifically on any special interest that an independent director who will be acting as proxy for the shareholders has in any matters on the agenda such a special interest in the election of directors due to being a nominee for the re-election.

Company's Articles of Association relating to the General Meeting of Shareholders

Shareholders Meeting

18. The Board of Directors shall call a shareholders meeting which is an annual ordinary general meeting of shareholders within four months of the last day of the fiscal year of the Company, unless otherwise stipulated by the law.

The General Meetings of Shareholders other than the one referred to in the first paragraph shall be called extraordinary general meetings.

The Board of Directors may call and carry out a shareholders' meeting via electronic means or in conjunction with electronic means in accordance with the criteria stipulated by laws or relevant notifications.

20. In order to constitute a quorum, there shall be shareholders and proxies (if any) attending at a general meeting of shareholders amounting to not less than twenty-five persons, or not less than one half of the total number of shareholders, and in either case such shareholders shall hold shares amounting to not less than one-third of the total number of shares sold, unless otherwise stipulated by the law governing public limited companies.

21. The Chairman of the Board of Directors shall preside at every general meeting of shareholders.

If the Chairman of the Board is not present at a meeting, or cannot perform his duty, and if there is a Vice-Chairman, the Vice-Chairman present at the meeting shall be the chairman of the meeting. If there is no Vice-Chairman, or if the Vice-Chairman cannot perform his duty, the shareholders present at the meeting shall elect one shareholder to be the chairman of the meeting.

26. In calling a general meeting of shareholders, the Board of Directors shall prepare a written notice calling for the meeting that states the place, date, time, agenda of the meeting and the matters to be proposed to the meeting with reasonable detail by indicating clearly whether it is the matter proposed for information, for approval, or for consideration, as the case may be, including the opinions of the Board of Directors in the said matters, and the said notice shall be delivered to the shareholders and the Registrar for their information at least seven days prior to the date of the meeting. The notice calling for the meeting shall also be published in accordance with the law governing public limited companies and other relevant laws.

The notice calling for the meeting shall be directly delivered to the recipient, or his representative, or sent by registered mail or other methods in accordance with the criteria stipulated by laws.

The Board of Directors shall determine the place where the meeting mentioned in the first paragraph shall take place.

27. At any general meeting of shareholders, if one hour has passed from the time specified for the meeting and the number of shareholders and the aggregate number of shares held by the shareholders attending the meeting is still inadequate for a quorum, and if such meeting was called as a result of a request by the shareholders, such meeting shall be cancelled. If such

meeting was called by the Board of Directors, the meeting shall be called once again and the notice calling such meeting shall be delivered to the shareholders not less than seven days prior to the date of the meeting. In the subsequent meeting a quorum is not required.

28. The chairman of the general meeting of shareholders has the duty to conduct the meeting in compliance with the Articles of Association relating to meetings and follow the sequence of the agenda specified in the notice calling for the meeting unless the meeting may pass a resolution allowing a change in the sequence of the agenda with a vote of not less than two-thirds of the number of the shareholders present at the meeting.

If the consideration of the matters referred to in the first paragraph is finished, the shareholders holding shares amounting to not less than one-third of the total number of shares sold may request the meeting to consider matters other than those indicated in the notice calling for the meeting.

If the meeting has not concluded the consideration of the matters according to the sequence of the agenda as referred to in the first paragraph, or the matters raised by the shareholders under the second paragraph, as the case may be, and it is necessary to postpone the consideration of the meeting, the meeting shall determine the place, date and time for the next meeting and the Board of Directors shall, not less than seven days prior to the date of the meeting, deliver to the shareholders the notice calling for the meeting, which indicates the place, date, time and agenda of the meeting. The notice calling for the meeting shall also be published in accordance with the law governing public limited companies and other relevant laws.

Proxy and Voting

22. At a general meeting of shareholders, a shareholder may authorize a person who is sui juris as his proxy to attend the meeting and vote on his behalf. The appointment shall be made in writing and signed by the principal, or in other forms in accordance with the criteria stipulated by laws, including but not limited to via electronic means. It shall be submitted to the Chairman of the Board or the person designated by the Chairman of the Board, at the place of the meeting, before the proxy attends the meeting. The proxy form shall be as specified by the Registrar under the law governing public limited companies.

In voting, it shall be deemed that the proxy has votes equal to the total number of votes of the shareholders who appointed the proxy, unless the proxy has declared to the meeting prior to the vote that he will vote on behalf of only certain of those principals, indicating the names of those principals and the number of shares held by each of them.

23. Unless otherwise stipulated by these Articles of Association, or the law governing public limited companies, any resolution at a general meeting of shareholders shall be passed by a simple majority of the shareholders present at the meeting with the right to vote. In the event of a tie vote, the chairman of the meeting shall have a casting vote.

In voting, the subscribers shall have votes equal to the number of shares subscribed by them. One share is entitled to one vote.

Voting shall be made openly, unless at least five shareholders request a secret vote and the meeting resolves accordingly. The method for the secret vote shall be as specified by the chairman of the meeting.

25. A shareholder who has any special interest in a resolution cannot vote on such resolution, except for voting on the election of Directors.

Directors' Qualifications, Election and Rotation of Directors

29. There shall be not less than nine, but not more than fifteen Directors, each of whom shall be appointed and removed by general meetings of shareholders and not less than half of the Directors shall be residents of the Kingdom.

The Directors must be natural persons with the following qualifications:

- (1) having become sui juris;
 - (2) not being a bankrupt, incompetent or quasi-incompetent person;
 - (3) never having been sentenced to imprisonment by final judgement of the court for an offence relating to property which was committed in bad faith;
 - (4) never having been expelled or removed from government service or organizations or governmental agencies in punishment for dishonest performance of duties.
30. The election of Directors at a general meeting of shareholders shall be carried out in accordance with the following rules and procedures:
- (1) A shareholder shall have one vote for each share he holds or represents.
 - (2) At the election of Directors, the shareholders shall vote for each individual candidate nominated for Directors, but not exceeding the number of Directors required for that election. The vote shall not be distributed.
 - (3) The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as Directors in that order until all of the Director positions are filled. Where the votes cast for candidates in descending order are tied, which would otherwise cause the number of Directors to be exceeded, the remaining appointment shall be made by the chairman of the meeting who shall have a casting vote.

36. At the annual general meeting of shareholders, one-third of the Directors, or if their number is not multiple of three, then the number nearest to one-third must retire from the office.

The Directors retiring from office in the first and second years after registration of the conversion to public limited company shall be done by means of volunteer of the Directors. If the number of Directors who volunteer to retire from office does not meet the required number mentioned in the first paragraph, then they shall be selected by drawing lots. In subsequent years, the Director who has held office the longest shall retire.

A retiring Director is eligible for re-election.

Delegation of Authority and Remuneration for Sub-committees

40. The Board of directors may authorize a Director, the Executive Committee, the Sub-Committee, a person, or a juristic person to act jointly or separately for the purpose of performing any act

in accordance with the Objectives and the Articles of Association of the Company, and entitle them to receive remuneration as determined by the Board. The Board of Directors shall have right to change or withdraw the power thus delegated, or dismiss any person so appointed and appoint in his place another person considered suitable.

The person or persons so appointed shall comply with rules, orders and policies imposed by the Board of Directors.

Directors' Remuneration and Bonus

42. The Directors shall be paid remuneration and bonus, the amount of which shall be fixed by the general meeting of shareholders in accordance with the resolution of the general meeting of shareholders supported by a vote of not less than two-thirds of the total number of votes of the shareholders present at the meeting.

The remuneration and the bonus shall be distributed amongst the Directors in such manner as they may themselves determine.

Dividend Payment

45. The Board of Directors is empowered to propose the profits in any year or the profits accumulated in the preceding years to be distributed as dividends in any year to shareholders, or to propose any other appropriation of profits.

The Board of Directors may pay interim dividends to the shareholders from time to time, if the Board believes that the profits of the Company justify such payment, and after the dividends have been paid, such dividend payment shall be reported to the shareholders at the following general meeting of shareholders.

Payment of dividends shall be made within one month from the date of the resolution of the general meeting of shareholders or the meeting of the Board of Directors, as the case may be. The shareholders shall be notified in writing of such payment of dividends, and the notice shall also be published in accordance with the law governing public limited companies and other relevant laws.

47. The Company shall allocate not less than five percent of its annual profit minus the accumulated losses brought forward (if any) to a reserve fund until this fund attains an amount not less than ten percent of the registered capital.

**Documents Required to Attend the Meeting, Appointment of Proxy,
Submission of Meeting Attendance Request Form (E-Request) and
Voting, Counting, and Announcement of the Vote for Meeting via Electronic Media
(E-Meeting)**

Shareholders or proxies wishing to attend the meeting via electronic media (E-Meeting) must submit the meeting attendance request form (E-Request) by following all the procedures specified in Attachment No. 6 and No. 7. In case the submitted documents are incomplete, incorrect or in compliance with the requirements stated herein, the Company reserves the right to reject the registration.

1. Documents required to Attend the Meeting via Electronic Media (E-Meeting)

Shareholders or proxies must prepare and submit all the required documents together with the Meeting Attendance Request Form (E-Request) as specified in this Attachment No. 6.

Natural Person

1. Self-attending via electronic media (E-Meeting)

Certified true copy of identification card or governmental identification card or driving license or passport (for foreign shareholders). In case of a change of name, supporting documents are required.

2. Proxy

- 2.1 Completed Proxy Form (select either the Proxy Form A or Form B), signed by the shareholder and the proxy.
- 2.2 Certified true copy of identification card or governmental identification card or driving license or passport (for foreign shareholders) of the shareholder. In case of a change of name, supporting documents are required.
- 2.3 Certified true copy of identification card or governmental identification card or driving license or passport (for foreign shareholders) of the proxy. In case of a change of name, supporting documents are required.

Juristic Person

1. Attendance by authorized person of a juristic person shareholder via electronic media (E-Meeting)

- 1.1 Certified true copy of the shareholder's affidavit (not older than one year) by the shareholder representative (authorized director) who attends the e-meeting with a statement affirming the authority to act on behalf of the juristic person shareholder.
- 1.2 Certified true copy of identification card or governmental identification card or driving license or passport (for foreign shareholders) of the authorized person of the juristic person shareholder. In case of a change of name, supporting documents are required.

2. Proxy

- 2.1 Completed Proxy Form (select either the Proxy Form A or Form B), signed by the authorized person of the juristic person shareholder and the proxy.

- 2.2 Certified true copy of identification card or governmental identification card or driving license or passport (for foreign shareholders) of the authorized person of the juristic person shareholder. In case of a change of name, supporting documents are required.
- 2.3 Certified true copy of the shareholder's affidavit (not older than one year) by an authorized person with a power of attorney (if any). The documents required must show a statement affirming that the person signing the Proxy Form has the authority to act on behalf of the juristic person shareholder.
- 2.4 Certified true copy of identification card or governmental identification card or driving license or passport (for foreign shareholders) of the proxy. In case of a change of name, supporting documents are required.

3. Custodian in Thailand authorized to act on behalf of foreign investors as a depositary and administrator of shares

- 3.1 Required documents are the same as specified for a juristic person under 1 or 2.
- 3.2 In case foreign investors authorize the Custodian to sign the Proxy Form on their behalf, additional documents are required as follows:
 - (1) Power of Attorney from foreign investors granting the Custodian authority to sign the Proxy Form on their behalf.
 - (2) Custodian Letter certifying that the person signing the Proxy Form on behalf of foreign investors is licensed to operate Custodian business.

In case the original documents are not in English, the English translation shall be prepared and certified true and correct by the shareholder or authorized person of such juristic person shareholder.

2. Authorization of Proxy

The Department of Business Development, Ministry of Commerce has specified 3 Proxy Forms pursuant to the Notification of the Department of Business Development regarding Prescription of Proxy Letter Forms (No. 5) B.E. 2550 as follows:

- Form A is a general proxy form which is simple and not complicated.
- Form B is a proxy which clearly specifies the items for which a proxy is granted.
- Form C is a form used only in case of a shareholder being a foreign person and has appointed a custodian in Thailand to act as a depositary and administrator of shares.

The Company provides Proxy Form B as specified by the Department of Business Development, Ministry of Commerce as attached herewith or the shareholders may download them from www.scg.com.

The Office of the Securities and Exchange Commission has stipulated the Notification of the Capital Market Supervisory Board Tor Jor. 79/2564, Criteria for the Proxy Solicitation to Attend the Meeting and Vote on the Shareholders' Behalf, dated December 29, 2021, effective from January 16, 2022. For more detailed information, please kindly download the notification from www.sec.or.th.

A shareholder who could not attend the E-Meeting by himself/herself may appoint a proxy according to the following procedures:

1. Complete **only one of** the Proxy Forms attached herewith. A shareholder who does not appoint the Custodian shall use either Proxy Form A or Form B.
2. Appoint a person or an independent director of the Company as a proxy by filling in the name and information required or marking the box in front of the name of an independent director as specified by the Company on the Proxy Form for only one person to act as a proxy to attend the meeting.
3. Allocation of shares to several proxies to vote in the meeting is not allowed. A shareholder shall authorize the proxy to cast the votes equal to the total number of shares held by the shareholder. Authorizing less than the total number of shares is not allowed except for the Custodian appointed by foreign investors in accordance with Proxy Form C.
4. Please affix Baht 20 stamp duty and specify the date of Proxy Form across such stamp duty. For the convenience of shareholders, the Company has prepared the stamp duty for the proxy.
5. Appointment of a proxy to attend the meeting
 - 5.1 Appointment of a proxy to attend the E-Meeting on behalf of the shareholder
The shareholder or proxy shall proceed with item 1-2 and submit the Meeting Attendance Request Form (E-Request) in advance to receive the username and password for the meeting registration according to the Procedures for Submitting Meeting Attendance Request Form (E-Request) and Using Electronic Meeting Systems (E-Meeting) shown in Attachment No. 7 and **send the original proxy form and supporting documents to the Company.**
 - 5.2 Appointment of an independent director as a proxy to attend the E-Meeting on behalf of the shareholder
The shareholder shall proceed with item 1-2 and **submit the original proxy form and supporting documents to the Company. No additional submission of the Meeting Attendance Request Form (E-Request) is required.**
6. **Return the original completed Proxy Form and certified true copies of supporting documents** to reach the Corporate Secretary Office, The Siam Cement Public Company Limited, 19th Floor, SCG 100th Year Building, 1 Cement Road, Bangsue, Bangkok 10800, by Tuesday, March 26, 2025, so that the Company can review the documents prior to the meeting.
7. In case a shareholder desires to revoke the proxy, the shareholder must notify the Company of the revocation in a written form prior to commencement of the meeting.

3. Submission of the Meeting Attendance Request Form (E-Request)

Shareholders or proxies who wish to attend the E-Meeting, please submit the Meeting Attendance Request Form (E-Request) in advance to receive username and password for the meeting registration. The Meeting Attendance Request Form and all required documents can be submitted via E-Request system **in advance from Wednesday, March 18, 2026, at 08:30 hours** until the meeting is adjourned. After the Company has verified and approved the submitted E-Request, the shareholder will receive an approval notification email providing the username and password and a link for meeting registration on the shareholders' meeting date. The E-Meeting system will be accessible for meeting registration on Wednesday, March 25, 2026, from 12:30 hours onwards.

Shareholders or proxies can access the E-Request at:
<https://sent.inventech.co.th/SCC102345R/#/homepage>



Or scan QR Code

For more detailed information, please see Procedures for Submitting Meeting Attendance Request Form (E-Request) and Using Electronic Meeting Systems (E-Meeting) provided herewith as Attachment No. 7.

4. Voting, Counting and Announcement of the Vote

Voting Criteria

General Agenda:

1. The shareholders' meeting will be conducted via electronic media (E-Meeting). Voting in each agenda item shall be made via the Inventech Connect system, where one share shall equal one vote. A shareholder or a proxy shall cast all the votes to only one of approve, disapprove or abstain. The votes on each agenda item cannot be divided (except voting of the Custodian).
2. In case of proxy
 - 2.1 In case the shareholder specifies the determination in the Proxy Form, the votes will be recorded. The proxy will not be required to vote during the meeting.
 - 2.2 In case the shareholder does not specify the determination, or the determination is unclear in any agenda item, or the Meeting considers or resolves any agenda other than that specified in the Proxy Form, or there is any change or increment of fact, the proxy shall be authorized to consider and vote on such matter as he deems appropriate.

Agenda on Election of Directors:

In accordance with Clause 30 of the Company's Articles of Association, a shareholder or proxy shall have one vote for each share and the procedures for the election of Directors shall be as follows:

- (1) At the election of Directors, the shareholder shall vote for each individual candidate nominated for Directors, but not exceeding the number of Directors required for that election. The vote shall not be distributed.
- (2) The persons receiving the highest votes in the respective order of the votes shall be elected as directors until all of director positions that are to be elected at such meeting are filled. Where the votes cast for candidates in descending order are tied, which would otherwise cause the number of Directors to be exceeded, the remaining appointment shall be made by the Chairman of the Meeting who shall have a casting vote.

Voting Procedures in each Agenda Item

- (1) The Chairman of the Meeting shall request the shareholders to consider and vote in each agenda item by asking the shareholders or proxies to vote via Inventech Connect system and providing one minute for voting in each agenda item. For the director election agenda item, one minute for voting of each director individually will be provided.
- (2) For the voting of each agenda item, the system will show three options: 1. Approve 2. Disapprove and 3. Abstain. A shareholder or proxy is required to choose only one option (except for the case of Custodian whereby the allotment of votes is allowed as specified in the Proxy Form).

Remark: If the “Cancel vote” option is selected or nothing is selected, the system will consider the votes as “Approve”.

The votes may be changed until the voting in such agenda item is closed.

Resolution of the Meeting

- (1) In general case, the resolution shall be passed by a simple majority vote of the shareholders present at the meeting and eligible to vote. In the event of a tie vote, the Chairman of the Meeting shall have a casting vote.
- (2) In other case which the law or the Company's Articles of Association stipulated otherwise, the resolution shall conform to the law or the Company's Articles of Association which the Chairman shall inform the Meeting before voting in each agenda item.
- (3) A shareholder who has any special interest in a resolution, except for voting on the election of Directors, cannot vote on such resolution. In this regard, the Chairman of the Meeting may request such shareholder or the proxy of such shareholder who has a special interest in the matter to temporarily leave the meeting room.

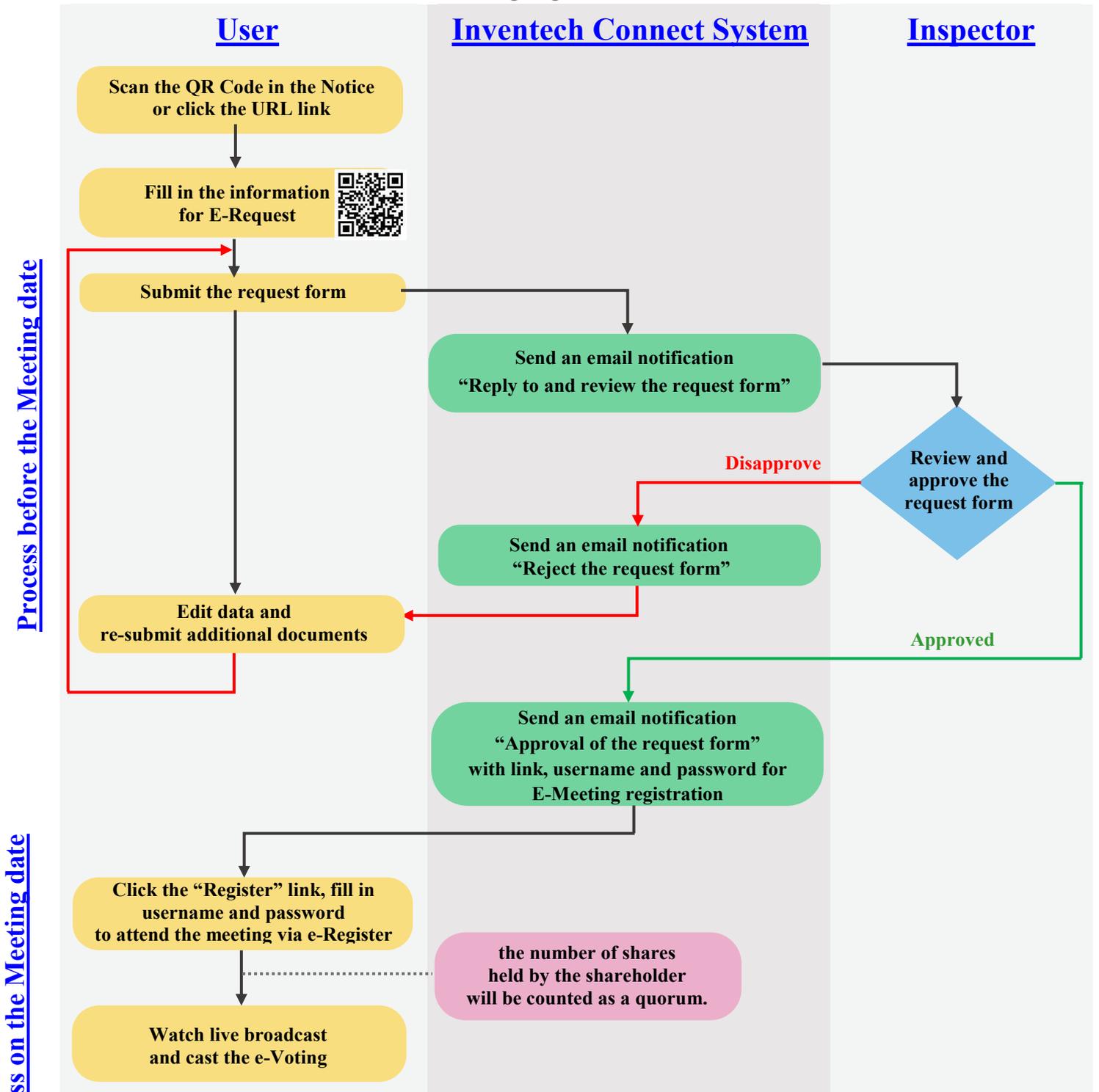
Vote Counting and Announcement of the Result

The Chairman of the Meeting or the person assigned by the Chairman of the Meeting shall explain to the Meeting about the vote counting procedures prior to the commencement of the agenda item. When the Chairman announced the voting closed, the system will count the votes of shareholders in each agenda item. The voting results of all agenda items shall be announced to the Meeting before the meeting is adjourned.

The Company holds the 2026 Annual General Meeting of Shareholders via electronic media (E-Meeting) whereby the votes are cast via Inventech Connect system instead of the physical ballots. Hence, there will not be cases regarded as invalid ballots.

Procedures for Submitting Meeting Attendance Request Form (E-Request) and Using Electronic Meeting Systems (E-Meeting)

Flowchart for E-Meeting Registration and Attendance



Process on the Meeting date

Process before the Meeting date

Usage Note

In case of merging / switching accounts

In case of submitting multiple request forms by filling in the same email and phone number, the system will merge all accounts. In case that the user has more than 1 account, please click "Change account" to switch between different accounts. In this case, the previous account will still be counted as a quorum.

In case of leaving the meeting

Attendees can click "Register for exit the quorum". The system will remove the votes of shareholders/proxies from the remaining agenda items that have not yet been voted at the Meeting.

Guidelines for Attending Electronic Meeting by Inventech Connect

For shareholders or proxies wishing to attend the electronic meeting, please proceed according to the procedures for submitting the E-Request form before attending the meeting via electronic media as follows:

Steps for Submitting the Meeting Attendance Request Form via Electronic Media before the Meeting

1. Submit the E-Request form via web browser by visiting

<https://sent.inventech.co.th/SCC102345R/#/homepage> or scan this QR Code to sign in,

and follow the steps below:



**In case of merging accounts,
please register with the same email
and phone number.**

1) Click the URL link or scan the QR Code in the Notice of the Annual General Meeting of Shareholders.

2) Select the options to process with 4 steps:

Step 1 **Fill in the information**

Step 2 Fill in the information for identity verification

Step 3 request OTP verification

Step 4 Upon completion, the system will display the information to verify the accuracy of information.

3) Please wait for an email informing you of the meeting details and Password.

2. For Shareholders who would like to attend the Meeting either by yourself or by authorizing a proxy who is not the Company's director, please note that the electronic registration system will be available for submitting the e-request form prior to the meeting date from **Wednesday, March 18, 2026, at 08:30 hours** until the meeting is adjourned.

3. On the meeting date, the electronic conference system will be accessible on **Wednesday, March 25, 2026, at 12:30 hours (2 hours before the meeting begins)**. Shareholders or proxies shall use the provided Username and Password and follow the user manual to access the system.

Appointing an Independent Director as a Proxy

Should the shareholder wish to appoint an independent director of the Company as a proxy, please follow the procedures specified in Documents Required to Attend the Meeting, Appointment of Proxy, Submission of Meeting Attendance Request Form (E-Request) and Voting, Counting, and Announcement of the Vote for Meeting via Electronic Media (**E-Meeting**) in attachment 6 and send the Proxy Form together with the supporting documents to reach the Company **by Tuesday, March 24, 2026**.

Should there be any problems, please contact Inventech Call Center

Call: 02-460-9222

Line@: @inventechconnect

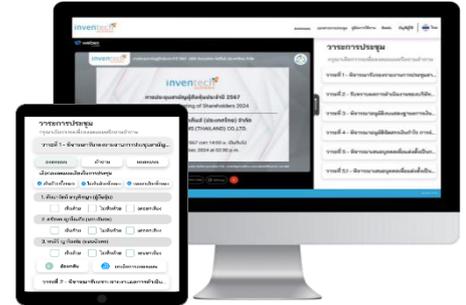
The service will be available on March 18-25, 2026, at 08.30 – 17.30 hours until the meeting is adjourned (**Excluding public holidays and holidays**)



Report a problem

Steps for Meeting Attendance Registration (e-Register) and Voting Procedures (e-Voting)

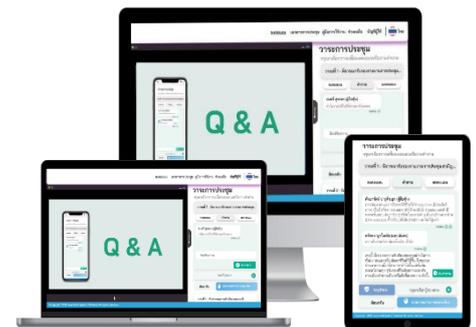
1. Click the registration URL link from the approval email and enter the **Username and Password** that you received from your email or request **OTP** to login
2. Click **“Register”**. The number of votes of this username will be counted as a quorum.
3. Click **“Join Attendance”**. Then, click **“Acknowledge”**
4. Select the agenda item that you wish to vote.
5. Click **“Vote”**
6. Click on the voting button of your determination.
7. The system will display the status of your latest vote determination.



To cancel your latest vote, please click the button **“Cancel latest vote”** (This means that if the **“Cancel latest vote”** option is selected or nothing is selected, the system will consider the votes as **“Approve”**.)
You can change your voting until the voting system is closed for that agenda item.

Step to ask questions via Inventech Connect System

1. Select the agenda item that you wish to ask a question
2. Click **“Question”** to ask a question via 2 channels:
 - 1) **Sending questions via messages**
 - Type the question and then click **“Send”**.
 - 2) **Asking questions via video and voice**
 - Click **“Conference”**.
 - Click **“OK”** to confirm the queue to ask a question.
 - Please wait for the signal from the staff to arrange the queue before you can turn on your microphone and camera. Follow the on-screen instructions and press the **“Join as Panelist”** button.



User Manual and Video for using Inventech Connect system

***Remark** Operation of the electronic conference system and Inventech Connect system relies on the supported internet system of the shareholders or proxies as well as devices and/or their programs. Please consider using the following devices and/or programs:

1. Internet speed
 - High-Definition Video: should have internet speed of 2.5 Mbps (Recommended internet speed).
 - High Quality Video: should have internet speed of 1.0 Mbps.
 - Standard Quality Video: should have internet speed of 0.5 Mbps.
2. Supported devices
 - Smartphone/Tablet with IOS or android OS.
 - PC/Laptop with Windows or Mac OS.
3. Web browser: Chrome (Recommended browser) / Safari / Microsoft Edge **** Internet Explorer is not supported by the system.**

PROXY FORM A: General Proxy Form (SIMPLE FORM)
According to Regulation of Department of Business Development
Re: Form of Proxy (No. 5) B.E. 2550

Written at

DateMonthYear.....

(1) I / We
with address at

Nationality

(2) being a shareholder of The Siam Cement Public Company Limited

holding the total amount of..... shares with the voting rights of..... votes as follows;

ordinary share..... shares with the voting rights of..... votes

preferred share..... shares with the voting rights of..... votes

(3) do hereby appoint either one of the following persons:

..... Mr. Chumpol NaLamlieng Age 78 Years
with address at 1 Road Siam Cement Sub-District Bangsue
District Bangsue Province Bangkok Postal Code 10800 or

..... Mr. Pasu Decharin Age 57 Years
with address at 1 Road Siam Cement Sub-District Bangsue
District Bangsue Province Bangkok Postal Code 10800 or

..... Mrs. Parnsiree Amatayakul Age 55 Years
with address at 1 Road Siam Cement Sub-District Bangsue
District Bangsue Province Bangkok Postal Code 10800 or

..... Mrs. Nuntawan Sakuntanaga Age 67 Years
with address at 1 Road Siam Cement Sub-District Bangsue
District Bangsue Province Bangkok Postal Code 10800 or

..... Mr. Suphachai Chearavanont Age 58 Years
with address at 1 Road Siam Cement Sub-District Bangsue
District Bangsue Province Bangkok Postal Code 10800 or

..... Ms. Jareeporn Jarukornsakul Age 58 Years
with address at 1 Road Siam Cement Sub-District Bangsue
District Bangsue Province Bangkok Postal Code 10800 or

..... Age Years
with address at Road Sub-District
District Province Postal Code

as only one of my / our proxy to attend and vote on my / our behalf at ~~the Share Subscription Meeting/ 2026 Annual/ the Extraordinary General Meeting of Shareholders (The 33rd Meeting)~~ to be held on ~~Wednesday, March 25, 2026, 14:30 hours via Electronic Media (E-Meeting), in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other related laws and regulations,~~ or at any adjournment thereof.

For any act performed by the Proxy at the meeting, it shall be deemed as such acts had been done by me / us in all respects.

Signed Shareholder

(.....)

Signed Proxy

(.....)

Signed Proxy

(.....)

Signed Proxy

(.....)

Remarks:

The Shareholder appointing the Proxy must authorize only one proxy to attend and vote at the meeting and shall not allocate the number of shares to several proxies to vote separately.

PROXY FORM B (SPECIFIC DETAILS FORM)

According to Regulation of Department of Business Development

Re: Form of Proxy (No. 5) B.E. 2550

Written at

DateMonth.....Year.....

(1) I / We Nationality

with address at Road Sub-District

District Province Postal Code

(2) being a shareholder of Siam Cement Public Company Limited

holding the total amount of shares with the voting rights of votes as follows:

ordinary share shares with the voting rights of votes

preferred share shares with the voting rights of votes

(3) do hereby appoint either one of the following persons:

..... Age Years

with address at Road Sub-District

District Province Postal Code or

..... Mr. Chumpol NaLamlieng Age 78 Years

with address at 1 Road Siam Cement Sub-District Bangsue

District Bangsue Province Bangkok Postal Code 10800 or

..... Mr. Pasu Decharin Age 57 Years

with address at 1 Road Siam Cement Sub-District Bangsue

District Bangsue Province Bangkok Postal Code 10800 or

..... Mrs. Parnsiree Amatayakul Age 55 Years

with address at 1 Road Siam Cement Sub-District Bangsue

District Bangsue Province Bangkok Postal Code 10800 or

..... Mrs. Nuntawan Sakuntanaga Age 67 Years

with address at 1 Road Siam Cement Sub-District Bangsue

District Bangsue Province Bangkok Postal Code 10800 or

..... Mr. Suphachai Chearavanont Age 58 Years

with address at 1 Road Siam Cement Sub-District Bangsue

District Bangsue Province Bangkok Postal Code 10800

..... Miss Jareeporn Jarukornsakul Age 58 Years

with address at 1 Road Siam Cement Sub-District Bangsue

District Bangsue Province Bangkok Postal Code 10800

as only one of my / our proxy to attend and vote on my / our behalf at ~~the Share Subscription Meeting/~~ 2026 Annual/~~the~~ Extraordinary General Meeting of Shareholders (The 33rd Meeting) to be held on March 25, 2026, at 14:30 hours via Electronic Media (E-Meeting), in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other related laws and regulations, or at any adjournment thereof.

(4) I / We authorize my / our Proxy to cast the votes according to my / our intentions as follows:

Agenda 1 : To acknowledge the Company's Annual Report for the year 2025

(a) The Proxy is entitled to cast the votes on my / our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my / our following instruction:

Approve

Disapprove

Abstain

Agenda 2 : To consider and approve the Financial Statements for the year ended December 31, 2025

(a) The Proxy is entitled to cast the votes on my / our behalf at its own discretion.

(b) The Proxy must cast the votes in accordance with my / our following instruction:

Approve

Disapprove

Abstain

- Agenda 3 : To consider and approve the allocation of profit for the year 2025**
 - (a) The Proxy is entitled to cast the votes on my / our behalf at its own discretion.
 - (b) The Proxy must cast the votes in accordance with my / our following instruction:
 - Approve Disapprove Abstain

- Agenda 4 : To consider and elect the Directors in replacement of those to be retired by rotation**
 - (a) The Proxy is entitled to cast the votes on my / our behalf at its own discretion.
 - (b) The Proxy must cast the votes in accordance with my / our following instruction:
 - To elect directors as a whole
 - Approve Disapprove Abstain
 - To elect each director individually
 - 4.1 Mr. Prasarn Trairatvorakul
 - Approve Disapprove Abstain
 - 4.2 Mr. Cholanat Yanaranop
 - Approve Disapprove Abstain
 - 4.3 Mr. Thapana Sirivadhanabhakdi
 - Approve Disapprove Abstain
 - 4.4 Mr. Roongrote Rangsiyopash
 - Approve Disapprove Abstain
 - 4.5 Mr. Thammasak Sethaudom
 - Approve Disapprove Abstain

- Agenda 5 : To consider and appoint the Auditors and fix the Audit Fees for the year 2026**
 - (a) The Proxy is entitled to cast the votes on my / our behalf at its own discretion.
 - (b) The Proxy must cast the votes in accordance with my / our following instruction:
 - Approve Disapprove Abstain

- Agenda 6 : To consider and approve the remuneration of the Company's Directors and Sub-committee Members for the year 2026**
 - (a) The Proxy is entitled to cast the votes on my / our behalf at its own discretion.
 - (b) The Proxy must cast the votes in accordance with my / our following instruction:
 - Approve Disapprove Abstain

(5) Vote of the Proxy in any Agenda which is not in accordance with this Form of Proxy shall be invalid and shall not be the vote of the Shareholder.

(6) In case I do not specify the authorization, or the authorization is unclear, or if the meeting considers or resolves any matter other than those stated above, or if there is any change or amendment to any fact, the Proxy shall be authorized to consider and vote the matter on my / our behalf as the Proxy deems appropriate.

For any act performed by the Proxy at the Meeting, it shall be deemed as such acts had been done by me / us in all respects except for vote of the Proxy which is not in accordance with this Proxy Form.

SignedShareholder
(.....)

SignedProxy
(.....)

Remarks:

1. The Shareholder appointing the Proxy must authorize only one proxy to attend and vote at the meeting and shall not allocate the number of shares to several proxies to vote separately.
2. In the agenda relating to the election of Directors, it is applicable to elect either nominated directors as a whole or elect each nominated director individually.
3. In case there are agenda other than the agenda specified above, the additional statement can be specified by the Shareholder in the Regular Continued Proxy Form B as enclosed.

Contact Information and Detail of the Meeting

Inquiries about E-Meeting System/Technical Support

Call Center

*available from March 18-25, 2026 during 08:30 -17:30 hours until the meeting is adjourned
(Business days only)*

Tel: 02-460-9222

Line@: @inventechconnect



The e-meeting attendance request form and other required documents can be submitted via E-Request **in advance from March 18, 2026 at 08:30 hours** until the meeting is adjourned.

Scan QR Code to access **E-Request**.



Meeting Details or Inquiries to the 2026 Annual General Meeting of Shareholders

Scan this QR Code to submit the Form for Submission of Questions in advance.



Scan this QR Code to submit the Requisition Form of Notice of the 2026 Annual General Meeting of Shareholders.



Scan this QR Code to download 2025 Annual Report.



Scan this QR Code to download 2025 Sustainability Report.



Please contact Corporate Secretary Office:

- Mr. Kanapos Phupakdee Tel. 66-2586-6456 or

- Ms. Peeriya Chutivisut Tel. 66-2586-3014

Email: corporatesecretary@scg.com

Fax: 02-586-3007

Post: The Siam Cement Public Company Limited, Corporate Secretary Office, SCG 100th Year Building, 19th Floor, 1 Siam Cement Road, Bangsue, Bangkok 10800



The Siam Cement Public Company Limited

Registration No. 0107537000114

1 Siam Cement Road, Bangsue, Bangkok 10800, Thailand

Tel: 66-2586-3333, 66-2586-4444 Fax: 66-2586-2974

www.scg.com

