

MINUTES OF THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS (THE 3rd MEETING) OF
SCG DECOR PUBLIC COMPANY LIMITED

The meeting was held on Monday, March 23, 2026, at 14:30 hours via electronic media (e-meeting) with the meeting control system located in Grand Hall on 10th Floor, Multipurpose Building, at The Siam Cement Public Company Limited, 1 Siam Cement Road, Bangsue, Bangkok.

Mrs. Pattarawan Tunsakul, Secretary to the Board, welcomed the shareholders of SCG Decor Public Company Limited (SCGD) to the 2026 Annual General Meeting of Shareholders (the 3rd Meeting) and informed the Meeting that the Board of Directors had resolved that the 2026 Annual General Meeting of Shareholders (the 3rd Meeting) be held via electronic media (e-meeting) for only one form. The Company had notified the shareholders of the said meeting via the SETLink on February 20, 2026, and sent the notice of the meeting to the shareholders via post on February 27, 2026. This meeting was conducted using e-meeting systems operated by Inventech Systems (Thailand) Company Limited, an independent service provider that provides electronic meeting systems which comply with the e-meeting standards of the Electronic Transactions Development Agency (ETDA). The systems include Zoom Meeting – a certified meeting control system, and Inventech Connect – a voting system that has undergone a self-assessment process.

Ms. Karnjane Tamsuk, Company Secretary, informed the Meeting that 11 shareholders joined the e-meeting in person, representing a total of 14,234,097 shares, along with 39 shareholders by proxy, representing 1,318,973,906 shares. In total, 50 shareholders and proxies attended the e-meeting, holding a total of 1,333,208,003 shares, equivalent to 80.8004% of the total 1,650,000,000 issued shares, which constituted a quorum pursuant to the Company's Articles of Association.

The Secretary to the Board then invited Mr. Cholanat Yanaranop, Independent Director and Chairman, to chair the meeting in compliance with Article 25 of the Company's Articles of Association.

Mr. Cholanat Yanaranop, Independent Director and Chairman, chaired the meeting.

The Chairman welcomed the shareholders to the 2026 Annual General Meeting of Shareholders (the 3rd Meeting) through electronic media and announced that a quorum pursuant to the Company's Articles of Association had been achieved. The Chairman then declared the meeting open and proposed that the Meeting considered matters as set forth in the agenda as well as assigned the Company Secretary to control the electronic shareholders' meeting system.

After the Chairman declared the meeting open, 6 additional shareholders joined the e-meeting in person, representing a total of 109,830 shares. In total, 56 shareholders and proxies attended the e-meeting, holding a total of 1,333,317,833 shares, equivalent to 80.8071% of the total 1,650,000,000 issued shares.

The Company Secretary then introduced to the Meeting the Directors, Secretary to the Board, Senior Executives, Internal Audit Office Director, legal counsel, auditor from KPMG Phoomchai Audit Ltd., and representatives of the auditor being a witness during the voting process as follows:

Directors attending the meeting: All 12 persons (equivalent to 100% of the total Board members) as follows:

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|-----|-----------------|----------------|---|
| 1. | Mr. Cholanat | Yanaranop | Independent Director and Chairman |
| 2. | Mr. Wiroat | Rattanachaisit | Vice Chairman
Chairman of the Nomination, Remuneration, and Corporate Governance Committee
Chairman of the Executive Committee
Member of the Sustainable Development Committee |
| 3. | Mr. Lucksananon | Punkrasamee | Independent Director
Chairman of the Audit and Risk Management Committee |
| 4. | Mr. Nithi | Patarachoke | Director
Chairman of the Sustainable Development Committee
Member of the Nomination, Remuneration, and Corporate Governance Committee |
| 5. | Mr. Chaovalit | Ekabut | Independent Director
Member of the Nomination, Remuneration, and Corporate Governance Committee |
| 6. | Mr. Pakorn | Matrakul | Independent Director
Member of the Audit and Risk Management Committee
Member of the Nomination, Remuneration, and Corporate Governance Committee |
| 7. | Mrs. Sirivipa | Supantanet | Independent Director
Member of the Audit and Risk Management Committee |
| 8. | Mr. Thammasak | Sethaudom | Director
Member of the Executive Committee |
| 9. | Mr. Giovanni | Grossi | Director |
| 10. | Mr. Teeranun | Srihong | Independent Director |
| 11. | Mrs. Malinee | Panichapong | Independent Director
Member of the Sustainable Development Committee |
| 12. | Mr. Numpol | Malichai | Chief Executive Officer and President
Member of the Sustainable Development Committee
Member of the Executive Committee |

Secretary to the Board: Mrs. Pattarawan Tunsakul

Senior Executives attending the meeting: 5 persons as follows:

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|----|----------------|---------------|--|
| 1. | Mr. Jakkrit | Suwansilp | Chief Marketing Officer |
| 2. | Mr. Kittiphong | Photaranon | Chief Operating and Technology Officer |
| 3. | Mr. Chaiyaporn | Supanya | Chief People Officer |
| 4. | Mr. Sitichai | Sukkitprasert | Chief Financial Officer |
| 5. | Mrs. Voranun | Sodanin | Accounting Office Director |

Internal Audit Officer Director: Mr. Wasan Sapa-iamjit

Legal Counsel: Mr. Termpong Prongdong SCG Legal Counsel Ltd.

Company Secretary: Ms. Karnjane Tamsuk

Auditor and Representatives of the Auditor from KPMG Phoomchai Audit Ltd. attending the meeting:

3 persons as follows:

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|----|-----------------|----------------|---|
| 1. | Mr. Songchai | Wongpiriyaporn | The Company's Auditor for 2025 |
| 2. | Ms. Anyamanee | Ingsirorat | Representative of the Auditor |
| 3. | Ms. Pattarasuda | Thawanna | Representative of the Auditor (being a witness during the voting process) |

Then, the Meeting was informed of the procedures for voting, counting votes, and announcing voting results, and procedures for submitting inquiries and voting via Inventech Connect system as detailed below.

Procedures for voting, counting votes, and announcing voting results

1. According to the Company's Articles of Association, each shareholder, or a proxy authorized by any shareholder to vote on his/her behalf, is entitled to a number of votes equal to the number of shares held, whereby one share shall be equal to one vote. Shareholders may not vote on an agenda item where they have a conflict of interest.
2. Shareholders and proxies shall cast their votes only to approve, disapprove, or abstain. The votes on each agenda item may not be split, except in the case of custodians.
3. For each agenda item, shareholders shall cast their votes through the e-meeting system and shall cast their votes only to approve or disapprove the agenda item, or to abstain. If a shareholder does not cast a vote via the e-meeting system, or if a shareholder presses "Cancel Vote" without recasting a vote before voting closes, the shareholder's votes shall be counted as approval votes, except in the case of proxy votes where the proxy grantor has specified a voting intention. Votes may be changed until voting on the agenda item closes.
4. For shareholders who have appointed directors or independent directors as their proxies, the Company shall cast votes to approve, disapprove, or abstain on each agenda item in accordance with the shareholders' instructions.
5. For each agenda item, the voting will be closed one minute after the Chairman announced the beginning of the voting. Attendees may cast and change their votes from the beginning of the meeting until voting on the agenda item closes.
6. In counting the votes for each agenda item, the e-meeting system combines the votes cast with the votes indicated by proxy grantors. The combined total constitutes the voting result for that agenda item.
7. The total number of shareholders or proxies present and the number of votes on each agenda item may vary, as shareholders or proxies may leave or join the e-meeting at different times.
8. Shareholders or proxies wishing to leave the meeting may express their intention to do so by clicking the "Register to leave the quorum" button and then the "Confirm" button. If they leave before the meeting ends, the e-meeting system will remove their votes for any agenda items on which voting has not yet taken place. Shareholders and proxies may re-enter the e-meeting and cast their votes on the remaining agenda items until the voting period ends.
9. For each agenda item, the votes of the shareholders and proxies shall be counted in accordance with the voting procedures, and the results of all the agenda items shall be announced by the end of the meeting.

Inquiry submission during the meeting

1. Prior to voting on a resolution for each agenda item, shareholders and proxies will be given an opportunity to make inquiries or comments relevant to the agenda item as appropriate.
2. Shareholders and proxies may enter their inquiries or comments into the system or make such inquiries or comments via the video conference system. Shareholders or proxies who choose to ask questions via video conference are required to turn on their camera and microphone and, when prompted by the staff, state their full name before proceeding with their question.
3. In the event that a large number of questions are submitted for an agenda item, the Company will select and address certain questions as time permits. Other questions or suggestions, either submitted in advance or during the meeting, will be summarized, addressed, and attached to the minutes of the Annual General Meeting of Shareholders, which will be disclosed on the SETLink and published on the Company's website within 14 days of the date of the Annual General Meeting of Shareholders.
4. English translators are provided for the convenience of foreign shareholders during the e-meeting. In the event that they wish to make inquiries, they are requested to type their questions and submit them to the channel for inquiries in the e-meeting system. The directors or executives will compile the questions and respond in Thai so that other shareholders at the meeting can also understand the responses.

Procedure for submitting inquiries

Once shareholders enter the system, the screen will display the meeting agenda set by the Company. Shareholders shall select the desired agenda item, click the "Questions" button, type their question, and click "Send" Alternatively, if shareholders wish to ask their questions via video conference, they can click the "Conference" button. The screen will then display instructions for shareholders to prepare to ask their question via video conference. Shareholders should click "OK" to confirm booking their place in the queue. The staff will organize the order for shareholders to ask questions. When signaled by the staff that it is their turn, the system will notify them with a popup to press the "Join as Panelist" button before starting to ask questions. The screen will notify shareholders to allow the application to use the camera and microphone on the web browser first. Then, press the "Allow" button to turn on the camera and press the "Allow" button to ask questions via video and audio.

Procedure for vote casting

Meeting attendees enter their email and password received via email or verify their identity via OTP, click "Register" to confirm their identity before accessing the system, and click "Join Attendance."

Once in the system, the screen will display the agenda items set by the Company. Meeting attendees can then select the agenda items they wish to vote on and click "Vote." Once the voting screen appears, they can choose to vote to approve, disapprove, or abstain as they wish. To cancel their vote, they should click "Cancel Vote."

After voting closes, meeting attendees can view the summary of votes by clicking "Results." To switch user accounts on their mobile device, they can select the collapsed menu on the left and click "User Account" and then "Change Account" to access a different account. The system will not remove the previous votes from the meeting. To leave the meeting, press the "Register to leave the quorum" button, and their vote will be removed from the meeting database for all remaining agenda items immediately.

The Company Secretary also informed the Meeting that any shareholders and proxies who experienced issues or had inquiries about the meeting system during the meeting could contact the call center at the phone number or the channels shown on the screen at any time throughout the meeting.

After the Meeting acknowledged and had no further inquiries regarding the voting procedures, vote counting, and announcing the voting results, and the e-meeting protocols as described above, the Chairman then proceeded to conduct the meeting in accordance with the agenda items listed below.

Agenda 1: To Acknowledge the Company's Annual Report 2025

The Chairman assigned the Chief Executive Officer and President to give the shareholders a summary of the Company's operating results and major changes in 2025 for their acknowledgment.

The Chief Executive Officer and President then reported the Company's operating results and key developments in 2025 to the Meeting, as detailed in the 2025 Annual Report (Form 56-1 One Report), which had been sent to shareholders in an electronic format via a QR Code, a system developed by The Stock Exchange of Thailand to facilitate the delivery of meeting documents and annual reports to shareholders for listed companies and enable shareholders to access the information more conveniently and quickly. A summary is given below.

Key Achievements and Highlights of 2025

Over the course of 2025, the Company delivered improved profitability, recording Core EBITDA of 3,351 million baht and Core Net Profit of 1,010 million baht. Core EBITDA on Sales rose to 14.8%, while the Core Net Profit Margin increased to 4.4%.

On the production expansion front, the Company successfully expanded glazed porcelain tile capacity in Vietnam by an additional 5 million square meters, bringing total glazed porcelain tile capacity in the country to 19 million square meters—equivalent to 25% of overall capacity. This expansion was undertaken to meet recovering domestic demand in Vietnam as well as sustained growth in export markets.

In addition, the Company pioneered the adoption of a Biomass Gasifier system in its manufacturing process—converting biomass into gas that is fed directly into ceramic tile kilns. This makes it the first factory in Asia's ceramic industry to deploy this form of energy. The system is in operation at the Company's plant in Vietnam. Over the past five years, cumulative cost savings from alternative energy investments have exceeded 330 million baht.

In terms of distribution channel expansion, the Company opened the 5th COTTO LIFE branch in Phuket—a tourist destination enjoying continued economic growth. The Company also received several awards in both Thailand and Vietnam, spanning design, branding, and environmental stewardship at the international level, as well as awards underscoring its commitment to stable and sustainable business fundamentals.

Financial Performance for 2025

The year 2025 was marked by significant economic volatility both domestically and internationally. In Thailand in particular, the market slowed appreciably, resulting in an 11% decline in sales revenue from the previous year to 22,676 million baht. A further factor weighing on sales was the appreciation of the Thai baht against regional currencies; which reduced reported revenue when translated into baht. Excluding foreign exchange effects, sales would have declined by only approximately 8%, driven mainly by the Thai market, while international markets continued to grow—with the exception of the Philippines.

Nevertheless, the Company continued to improve its profitability. Core EBITDA rose to 3,351 million baht; excluding the impact of the stronger baht, Core EBITDA would have increased by 7%—surpassing the 5% target. Core Profit came in at 1,010 million baht, up 15% year on year.

The Company's revenue structure comprised 66% from Thailand, 21% from Vietnam, and 13% from the Philippines and Indonesia combined. Domestic sales accounted for 87%, with exports making up 13%. Exports from Thailand decelerated owing to disputes with neighboring countries, while exports from the PRIME business in Vietnam grew to 4%, benefiting from a cost advantage—consistent with the Company's strategy of positioning PRIME Vietnam as the Group's primary manufacturing and export base.

The Company maintained a strong financial position, with total assets of 36,588 million baht and a net debt-to-EBITDA ratio of just 1.1 times. To safeguard shareholder returns amid economic uncertainty, the Company proposed appropriating profits for the 2025 financial year to pay a full-year dividend of 0.34 baht/share, representing 60% of net profit. This consists of an interim dividend of 0.15 baht/share and a final dividend of 0.19 baht/share.

Core Strategies

1) Driving PRIME Vietnam as a Pillar of Growth

In 2025, tile sales in Vietnam grew 3% year on year. Excluding the impact of the provincial consolidation in the first half of 2025, actual sales are believed to have been higher than reported. Notably, glazed porcelain tile sales surged 25% from the previous year. The Company also elevated product quality by adding features that directly address customer needs, while strengthening its brand—receiving the Influential Brand award and a Green Certificate from Singapore, which have enhanced opportunities to supply project-based sales.

During the year, the Company kept tile production costs at PRIME Vietnam at a level competitive with global manufacturers—a cost advantage that reinforces PRIME Vietnam's role as the Group's key manufacturing and export hub.

For the 2026 investment plan, the Company has approved additional glazed porcelain tile capacity of 6.6 million square meters, with a capital investment of 599 million baht, targeted for completion in Q4. This will bring total glazed porcelain tile capacity to 25.6 million square meters, or 32% of overall capacity. In the current year, the Company will benefit from the additional 5.5 million square meters of capacity brought on stream in the prior year.

2) Expanding into New Product Categories, High Value-Added (HVA) Products, and Quality-Standard Products at Accessible Prices

In Thailand, the Company is focused on expanding its New Growth product range through its well-established distribution channels. These products include SPC (Stone Plastic Composite) surface finishing materials and new decorative surface solutions such as Clay Decor and Stone Decor, as well as tile adhesives and grouts. Sales in this category grew 47% year on year.

The share of High Value-Added (HVA) products rose to 39% of sales revenue, up from 35% in the previous year, with the HVA revenue share increasing across every market in which the Company operates. At the same time, amid the market slowdown, the Company introduced Smart Value Products (SVP)—quality products at accessible price points—to cater to all customer segments. SVP accounted for 15% of total revenue.

3) Enhancing Competitiveness

The Company has been driving cost reductions across multiple areas on an ongoing basis, particularly in energy costs. Since listing on the Stock Exchange of Thailand in 2023, the Company has reduced tile production energy costs from 39 baht/square meter in 2023 to just 29 baht/square meter in 2025—a key factor enabling the Company to sustain and improve profitability even as sales declined.

In alternative energy adoption, the Company has set a target for 2026 to increase the proportion of solar energy to 14%, against a target of 15%, and to raise the proportion of thermal energy from biomass fuel to 34.5%, against a target of 46%. The Company is confident that it is the largest user of alternative energy in Thailand's ceramic tile manufacturing industry. Over the past five years, cumulative cost savings from alternative energy use have amounted to 330 million baht. The successful installation of a Biomass Gasifier in Vietnam last year will now be replicated in Thailand this year.

Beyond energy cost reductions, the Company has achieved additional savings through raw material cost negotiations, business restructuring, working capital optimization, and lower financing costs—yielding further savings of over 280 million baht per annum.

Sanitaryware Business

In 2025, the Company expanded its international sanitaryware dealer network to 201 dealers, up from 170 the previous year, generating international sanitaryware sales of 520 million baht. In foreign currency terms, sales continued to grow strongly in Vietnam and Indonesia, while sales in the Philippines declined due to intensifying domestic competition and a slowdown in project activity.

On the product innovation front, the Company placed emphasis on hygiene and user safety. The Be Kind Collection, for example, is designed for comfort and safety for both residents and pets. It includes toilets with a raised height of 45 centimeters to facilitate sitting and standing for the elderly, coated with Ultra Clean+ technology that eliminates up to 99% of bacteria within 24 hours, as well as grab bars that are easy to install without drilling into walls and can support up to 100 kilograms.

The Company also launched the Livv Collection of faucets, which, in addition to their stylish colors and design, feature a built-in chlorine filter cartridge to protect skin from irritation. The cartridge is easy to replace and ensures long-term, continuous use.

Surface Finishing Materials Business

Building on its strengths, the Company has broadened its offering of surface finishing products to better meet diverse customer needs. In 2025, sales volume of SPC (Stone Plastic Composite) surface finishing materials reached 1.2 million square meters—up 55% year on year—while production costs were reduced by a further 20% compared to the beginning of the year. The Company also expanded exports to new markets, including Singapore, the United States, Australia, and various European countries.

Among the standout new products in this category is COTTO's WETGUARD+ anti-slip tile, which features R10 surface-coating technology to provide enhanced grip when wet, reducing the risk of slips and falls—while offering a smooth, comfortable feel when dry—for safety across all areas of use. Another notable launch is COTTO Exterior Tile, an outdoor decorative tile engineered to withstand chemical exposure, outdoor weather conditions, and scratches, making it suitable for public spaces.

Expanding Sales of Complementary Products and Services

The Company pursues a strategy of extending its sales into complementary products and services, diversifying the range of offerings that can be distributed alongside its core products. These include cement adhesives and grouts, kitchen countertops, kitchen furniture, and doors and windows. In 2025, combined sales of these product categories in Thailand and overseas exceeded 420 million baht—an increase of 21% year on year.

Market Outlook for Q1/2026

Thailand

The market continues to decelerate, carrying over from Q4 of the previous year, amid elevated household debt levels and tighter bank lending standards, while housing supply remains high. The Company nonetheless expects demand for construction materials to improve following the formation of a new government.

Vietnam

The market is supported by home renovation demand ahead of the Lunar New Year festivities in February, increased demand for repairs and refurbishment following flooding in Q4, and continued progress on government projects.

Indonesia

Government policy measures are supporting steady economic expansion, although Q1 sales may be affected by the Idul Fitri festive period.

Philippines

The overall market remains flat, with some government projects potentially facing delays. The private sector, however, continues to be active.

In addition, in pursuit of sustainable growth, beyond adhering to good corporate governance principles, the Company remains firmly committed to its core values and policies—particularly its anti-corruption policy, which has been formally adopted and is subject to regular review to ensure clarity in implementation. The policy is communicated to employees at all levels for strict compliance.

The Company was certified as a Certified Company by the Private Sector Collective Action Against Corruption (CAC) on December 31, 2024. In addition, the Internal Audit Office has developed an anti-corruption audit manual and an anti-corruption compliance assessment form to serve as audit guidelines, enabling high-risk units to evaluate corruption risks and take preventive action—thereby providing assurance to the Management. The Company also fosters continuous awareness among employees through "Ethics e-Testing," now in its 11th consecutive year, with a 100% pass requirement for all participating employees. Furthermore, the Company extends its anti-corruption principles to business partners (suppliers) through its Suppliers Code of Conduct, encouraging them to uphold the same standards and act as responsible corporate citizens.

The Company then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference. The Chief Executive Officer and President, and Chief Financial Officer then responded to the shareholders' questions, which could be summarized as follows:

- (1) What are the main reasons behind the decline in the Company's revenue over the past year—whether arising from the economic slowdown, intensifying industry competition, or other relevant factors—and outline of the Company's strategies for growing revenue in its two key markets, Thailand and Vietnam, which together account for more than 87% of total revenue, given the ongoing conflicts in the Middle East?

Answer: Over the past two to three years, Vietnam has been undergoing economic restructuring, particularly in the real estate sector, where land legislation has been subject to continuous reform. This resulted in a significant slowdown in the construction sector over the past three to four years. Following the enactment of a new land law, the construction market began to show signs of recovery from 2024 onwards.

However, in 2025, the Vietnamese government implemented a provincial consolidation policy, which caused various permit and approval processes to stall for a period before clear positive signals began to emerge from Q3 onwards.

These factors contributed materially to the decline in sales in Vietnam during the period, compounded by the appreciation of the Thai baht—when revenue from Vietnam is converted back into baht, reported revenue in the financial statements is correspondingly reduced.

In addition, Thailand has been facing a crisis in the real estate market, with a high level of unsold housing and condominium inventory. At the same time, elevated household debt has led financial institutions to tighten their mortgage lending criteria. Together, these factors have caused a pronounced slowdown in the Thai market.

Nevertheless, the Company has strategies in place to grow revenue in both markets. In Vietnam, the Company plans to focus on expanding production capacity, with the aim of developing Vietnam into the Group's primary manufacturing and export base. In Thailand, the Company plans to broaden its product and complementary product offerings by leveraging its strengths in distribution networks and brand equity, as well as expanding its New Growth product range to drive sustained growth—while maintaining its leadership position in its core ceramic tile and sanitaryware businesses in the Thai market.

- (2) Does the Company still see opportunities to manage costs and expenses in order to improve performance in the same way as it did last year? In addition, how has the Company applied modern technologies such as artificial intelligence (AI), automation, robotics, and other technologies to enhance operational efficiency and drive sustainability for both the Company and its products?

Answer: The Company continues to have significant potential for ongoing cost reduction, building on its track record to date. The focus remains on increasing the proportion of alternative energy used in the manufacturing process, encompassing both biomass fuel and solar energy.

This year, the Company plans to expand the deployment of Biomass Gasifier technology to replace coal in the production process, which will meaningfully reduce both energy costs and carbon dioxide emissions. The Company has set a target to increase the share of biomass from 23.5% to 34.5% by 2026, while the share of solar energy will be raised from 13.6% to 14%. In addition, the Company is considering investment in battery storage systems to enable energy generated during the daytime to be used at night.

Overall, the Company has set a target to achieve additional cost savings across the Group of 80 million baht this year, alongside continued cost-control measures in other areas—including working capital management through business restructuring and the ongoing adoption of automation and digital technologies in factory production processes.

- (3) What is the update on the legal proceedings in Indonesia involving PT KERAMIKA INDONESIA ASSOSIASI Tbk (KIA) and PT KIA KERAMIK MAS (KKM), including the potential impact on the Company's financial position and business operations in Indonesia in both the short and long term—particularly in the event of an unfavorable court ruling?

Answer: In December of last year, KIA and KKM filed a Case Review petition with the Supreme Court, requesting a review of the lower court's judgment. Concurrently, discussions have been initiated with the Indonesian ministry responsible for overseeing economic affairs and investment, with a view to resolving the said matter.

In the event of an unfavorable ruling, should all available legal avenues be exhausted and a final and legally binding decision determine that KIA and its subsidiary are liable for the debts claimed by the Indonesian government agency, KIA and its subsidiary would be required to settle such obligations with the Indonesian government agency. Failure to settle these debts could result in the seizure and attachment of KIA's assets by the relevant authorities.

However, SCGD, in its capacity as a shareholder, shall not be liable for any debt that the Indonesian government agency may claim from KIA. The maximum impact on the Company would not exceed the value of the Company's investment in KIA.

- (4) How have the geopolitical conflicts in the Middle East affected the Group, particularly with regard to product exports and the import of goods from overseas for sale in Thailand? What are the impacts of exchange rate volatility, the Monetary Policy Committee's policy interest rate, and the Thai baht, as well as fuel costs for sanitaryware production—which could lead to sanitaryware price adjustments in line with production costs, potentially affecting consumers and customers, both retail and wholesale, including property developers that require sanitaryware for their housing and condominium projects?

Answer: The Company's exports to the Middle East currently represent a very small proportion—less than 1% of total sales. The direct impact of the conflicts in the region is therefore limited. The principal impact on the Company is indirect, arising from the upward trend in energy costs. The Company is monitoring the situation closely and assessing the impact at every stage of the supply chain, from raw materials through to product delivery to customers, while implementing offsetting measures to ensure uninterrupted supply.

At present, however, the impact has not been particularly pronounced. In Vietnam, the Company primarily uses domestically sourced coal, while in Thailand it uses natural gas, the price of which is benchmarked on a quarterly average basis—meaning that short-term effects have not yet fully filtered through.

The most notable cost increase at this time relates to logistics and delivery costs. The Company is committed to managing costs across all areas as efficiently as possible and to aligning product pricing with rising costs in a manner that minimizes the impact on customers to the greatest extent practicable.

- (5) To what extent does the Management expect the current conflict situation to affect the Company's revenue? Is there any impact on current order volumes, and how much additional cost burden does the Company anticipate?

Answer: The impact on the Company's revenue will depend on how long the situation persists. Should it be resolved within a short timeframe, the overall impact for the full year is expected to be modest. However, if the situation is prolonged, it could lead to a broader softening of purchasing power at both the national and regional levels—a factor that warrants close and ongoing monitoring.

As for cost burden, rising energy costs will have a direct impact on the Company's production costs. The Company will conduct a comprehensive assessment of the situation, covering both the cost structure and the implications for customers, and will adjust product pricing prudently, with due regard for the impact on the market.

- (6) What are the Company's risk management policies for dealing with the current crisis, and what proportion of the Company's total cost structure is accounted for by energy costs?

Answer: Energy costs in ceramic tile production account for approximately 35–40% of total costs, while energy costs in sanitaryware production are below 20%. These are material proportions that directly affect the Company's cost of goods when energy prices rise.

The Company monitors developments closely on a daily basis to ensure smooth business operations and to minimize the impact on the Company. Comprehensive risk management measures are implemented across the entire supply chain—from negotiations with raw material suppliers through to product delivery to customers—in order to maintain product costs at existing levels to the greatest extent possible and to delay the pass-through of cost increases to customers. On the energy front, the Company is accelerating the Biomass Gasifier project to reduce its dependence on energy sources subject to high price volatility, which will enable better long-term cost control. The Company is also building up safety stock levels for various raw materials to cushion against potential future disruptions.

This agenda is for acknowledgement. There is no voting required.

Resolution: The Meeting acknowledged the Company's Annual Report 2025.

Agenda 2: To Approve the Financial Statements for the Year Ended December 31, 2025

The Chairman assigned the Chief Executive Officer and President to report the financial statements for the year ended December 31, 2025 to the Meeting for consideration, which could be summarized as follows:

In compliance with the law, the Company is required to prepare its financial statements at the end of the fiscal year and have them audited and certified by the auditor before submitting them for shareholders' approval. The Board therefore proposed that the Annual General Meeting of Shareholders approve the financial statements for the year ended December 31, 2025, duly audited and signed by the auditor from KPMG Phoomchai Audit Ltd. and agreed upon by the Audit and Risk Management Committee. The details of the financial statements of the Company could be found in the 2025 Annual Report (Form 56-1 One Report), which was distributed to the shareholders prior to the meeting together with the Notice of the meeting, and could be summarized as follows:

Statements of Financial Position and Income Statements

Unit: million baht

Items	The Company and its Subsidiaries	The Company
Total Assets	36,588	23,930
Total Liabilities	17,131	11,900
Revenue from sales	22,676	-
Total revenue	23,130	1,976
Profit for the year	932*	359
Earnings per share (Baht/Share)	0.56*	0.22

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

The Company then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference.

As there were no inquiries from the shareholders, the Chairman proposed that the Meeting approve the financial statements for the year ended December 31, 2025. This agenda item required a resolution of a simple majority of total number of votes of the shareholders attending the meeting and entitled to vote.

Resolution: The Meeting, by a unanimous vote of the total number of votes of the shareholders attending the meeting and entitled to vote, approved the financial statements for the year ended December 31, 2025, as follows:

Approved	1,333,317,833	votes, equivalent to	100.0000%
Disapproved	0	votes, equivalent to	0.0000%
Abstained	0	votes, equivalent to	0.0000%

Agenda 3: To Approve the Profit Allocation for 2025

The Chairman assigned the Chief Executive Officer and President to give the details of the profit allocation for 2025 to the Meeting for consideration.

Prior to proceeding with the details of Agenda Item 3, the Chief Executive Officer and President informed the Meeting of a discrepancy of 1,751 baht in the legal reserve figure contained in the abridged version of the Notice of the Annual General Meeting of Shareholders (QR Code Sealer), which differed from the full version accessible via QR Code and on the Company's website—both of which contained the correct figure. The discrepancy was caused by a printing error in the abridged version. The Chief Executive Officer and President apologized to the shareholders for this error.

The Chief Executive Officer and President then presented the details of Agenda Item 3 to the Meeting for consideration, which may be summarized as follows:

The Company has a policy to distribute dividends of not less than 30 percent of net profit represented in the consolidated financial statements for each fiscal year less any reserves established in accordance with law and by the Company and corporate income tax. The dividend distribution shall be based on operating results and financial position, investment plan, market conditions as well as other future necessities and suitability. Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535 and Clause 51 of the Company's Articles of Association, the Company shall appropriate a portion of the annual net profit as reserve funds for the amount of not less than 5 percent of the annual net profit less the accumulated loss carried forward (if any) until such fund reaches the amount of not less than 10 percent of the registered capital.

For 2025, the Company and its subsidiaries reported a net profit for the year of 932 million baht in consolidated financial statements with unappropriated retained earnings of 11,602 million baht, applicable for allocation to the legal reserve and the distribution of dividend to the shareholders.

The Board requested the Annual General Meeting of Shareholders to acknowledge the profit allocation of 17,958,209 baht to the legal reserve, accounting for 5% of the profit for the year 2025 (the Company's current legal reserve of 379 million baht accounts for 2.3% of the registered capital) and to consider and approve the profit allocation for the year 2025 as the dividend payment for the year 2025 at the rate of 0.34 baht/share, totaling 561 million baht, accounting for 60% of the consolidated net profit for the year which is in accordance with the Company's dividend payment policy. This includes an interim dividend payment at the rate of 0.15 baht/share which was paid on August 27, 2025. The final dividend shall be payable at 0.19 baht/share, totaling 313.5 million baht, derived from the profit which was subject to corporate income tax of 20%. Therefore, a natural person shareholder shall be entitled to a tax credit according to Section 47 bis of the Revenue Code equal to the product of dividend times 20/80.

The following table shows the detail of dividend payments in 2025 and 2024:

Details of Dividend Payment	2025	2024
1. Profit for the year on the consolidated financial statements (million baht)	932	810
2. Retained earnings (million baht)	11,602	11,195
3. Shares (million shares)	1,650	1,650
4. Dividend for the year (baht/share)	0.34 Comprising: (1) Interim dividend 0.15 baht/share (2) Final dividend 0.19 baht/share	0.120 Comprising: (1) Interim dividend 0.10 baht/share (2) Final dividend 0.10 baht/share
5. Total amount of dividend payment (million baht)	561	330
6. Dividend payout ratio (in comparison to the profit for the year on the consolidated financial statements) (percent)	60	41
7. Profit allocation to the legal reserve (million baht)	18	77

The said dividend payment shall be payable to the shareholders entitled to receive the dividend in accordance with the Company's Articles of Association, of record as of Monday, March 30, 2026 (The Stock Exchange of Thailand shall post the "XD" sign or the date on which the buyer of securities shall have no rights to receive dividend on Friday, March 27, 2026). The dividend shall be payable on Monday, April 20, 2026, and the receipt of such dividend shall be within 10 years.

The Company then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference.

As there were no inquiries from the shareholders, the Chairman proposed that the Meeting approve the profit allocation for 2025 to distribute the dividends for 2025 to the shareholders at the rate of 0.34 baht/share. This agenda item required a resolution of a simple majority of the total number of votes of shareholders attending the meeting and entitled to vote.

Resolution: The Meeting, by a unanimous vote of the total number of votes of shareholders attending at the meeting and entitled to vote, approved the profit allocation for 2025 for the dividend distribution for 2025 to the shareholders as proposed by the Board, as follows:

Approved	1,333,317,833	votes, equivalent to	100.0000%
Disapproved	0	votes, equivalent to	0.0000%
Abstained	0	votes, equivalent to	0.0000%

The Meeting also acknowledged interim dividend payments for 2025 and allocation of profit to the legal reserve as presented.

Agenda 4: To Elect Directors in Replacement of Those Who Are Due to Retire by Rotation

As the Chairman of the Nomination, Remuneration and Corporate Governance Committee is one of the directors due to retire by rotation in 2026, the Chairman assigned the Company Secretary to present the details regarding the election of directors to replace those retiring by rotation, which may be summarized as follows:

Pursuant to the Public Limited Companies Act and Clause 41 of the Company's Articles of Association, at every annual general meeting of shareholders, one-third of the directors shall retire from office by rotation. At the 2026 Annual General Meeting of Shareholders, there are 4 directors who are due to retire by rotation, namely, as follows:

- | | |
|------------------------------|---|
| 1) Mr. Wiroat Rattanachaisit | Vice Chairman
Chairman of the Nomination, Remuneration, and Corporate Governance Committee
Chairman of the Executive Committee
Member of the Sustainable Development Committee |
| 2) Mr. Pakorn Matrakul | Independent Director
Member of the Audit and Risk Management Committee
Member of the Nomination, Remuneration, and Corporate Governance Committee |
| 3) Mr. Teeranun Srihong | Independent Director |
| 4) Mr. Giovanni Grossi | Director |

The Company provided an opportunity for the shareholders to submit proposals for the meeting and nominate qualified candidates for election of directors during August 1–November 30, 2025. This was announced on SETLink and the Company's website. However, neither shareholder proposal nor candidate was submitted during this period.

The Nomination, Remuneration and Corporate Governance Committee, excluding the directors due to retire by rotation at the 2026 Annual General Meeting of Shareholders (the 3rd Meeting), recommended that the Board of Directors Meeting consider the list of qualified individuals for the election of directors in replacement of those who are due to retire by rotation at the 2026 Annual General Meeting of Shareholders (the 3rd Meeting). The individuals presented in this round underwent a rigorous selection process outlined by the Company, ensuring that they met all relevant criteria and possessed the necessary qualities that align with the Company's business pursuits. The Committee considered the list of individuals proposed by the members of the Board as well as the Chartered Directors recognized by the Thai Institute of Directors (IOD) with utmost diligence in accordance with the director nomination guideline resolved by the Board, the Company's Corporate Governance Policy, Corporate Governance Code recommended by the Office of the Securities and Exchange Commission (SEC), the selection guideline on candidates for directorship recommended by IOD, and the Company's own guideline. Moreover, the qualifications of each individual were carefully considered and assessed, taking into account the board diversity and board skills matrix, to ensure the alignment with the Company's strategic business pursuits. Therefore, the Committee unanimously proposed that the Board of Directors consider nominating the 4 retiring directors, namely Mr. Wiroat Rattanachaisit, Mr. Pakorn Matrakul, Mr. Teeranun Srihong, and Mr. Giovanni Grossi, for re-election to serve as directors for another term. This recommendation was made in recognition of their unwavering dedication and commitment to fulfilling their duties during their tenures.

The Board of Directors, excluding the directors who were due to retire by rotation at the 2026 Annual General Meeting of Shareholders (the 3rd Meeting), had extensively discussed and considered the list of all nominated candidates as well as the qualifications of each candidate with all due circumspection as presented by the Nomination, Remuneration and Corporate Governance Committee and deemed that the nominated candidates are fully qualified in accordance with applicable laws and the Company's Articles of Association, have no record of dishonesty or offenses against property, possess knowledge, abilities, and expertise aligned with the Company's Board Skills Matrix, exhibit strong leadership qualities and exemplary vision, uphold integrity and ethics, have unblemished professional track records, and have experience in managing large organizations, economy, or investments that would benefit the Company's business operation. The Board also considered the past performance of the existing directors in accordance with the Company's director nomination policy under which the directors have demonstrated excellent performance during their respective tenures and reviewed the independence qualifications of the candidates and unanimously resolved to nominate the 4 retiring directors to be re-elected as directors for another term, namely, as follows:

- 1) Mr. Wiroat Rattanachaisit
- 2) Mr. Pakorn Matrakul Independent Director
- 3) Mr. Teeranun Srihong Independent Director
- 4) Mr. Giovanni Grossi

No. 1) has been serving as a director and fulfilling his duties excellently in providing valuable insights and suggestions to the Board of Directors. No. 2) and No. 3) are independent directors who have served for less than 9 years since their first appointment as independent directors and are fully qualified for independent directorship in accordance with related laws and the Company's qualifications of independent directors. Besides, in consideration of their past performance as directors, the Board deemed that they have been able to express their opinions independently. Lastly, No. 4) is a director who has suitably performed his duties with profound knowledge and expertise on the Company's core business and global market. The 4 aforementioned directors provided various suggestions to the Board and the Company which were useful to the formulation of business strategies and policies in accordance with good corporate governance and sustainable development.

In this regard, the above 4 candidates do not hold any directorship or executive position in other companies that may have conflicts of interest with the Company.

The nominated candidates' profiles and further relevant information including the qualifications of independent directors are shown on pages 13–26 of the Notice of the meeting.

The Company then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference. There were no inquiries from the shareholders.

The Meeting then acknowledged the details of the voting procedures for the election of directors, as detailed below.

Clause 34 of the Company's Articles of Association stipulates the voting procedure for election of directors as follows:

- (1) A shareholder shall have one vote per share.
- (2) In the election of directors, the shareholders shall vote on each individual candidate nominated for election. The shareholders shall elect candidates as directors up to the number of directors to be elected in such election. The vote shall not be distributed.

- (3) The candidates receiving the highest number of votes in descending order shall be elected as directors until all of the director positions in such election are filled. Where the votes cast for the candidates in descending order are tied, which would otherwise cause the number of directors to exceed the number of directors to be elected in such election, the chairman shall have the casting vote.

To vote in the election of directors, the Meeting will be requested to consider voting on the candidates on an individual basis in the order as outlined in the Notice of the meeting which shows the list of all nominated candidates.

To vote on each individual candidate, shareholders or proxies can select the agenda item they wish to vote on. Then out of the three displayed options, they can choose only to 1. approve, 2. disapprove, or 3. abstain, without splitting their votes (except for custodians where the proxy form specifies that vote allocation is possible). In the event that the attendees did not cast any vote in the e-meeting system or press “cancel vote,” their votes shall be counted as “approve,” except for proxy votes for proxy grantors who had specified their voting intention. The votes can be altered until the voting for the agenda item is closed.

The Chairman then proposed that the shareholders vote on the candidates on an individual basis, whereby this year there were four candidates nominated for election as directors to replace the directors who were due to retire by rotation, equivalent to the number of directors required to be elected at this meeting.

Resolutions: The Meeting re-elected Mr. Wiroat Rattanachaisit, Mr. Pakorn Matrakul, Mr. Teeranun Srihong, and Mr. Giovanni Grossi, the retiring directors, as the Company's directors for another term with the following votes:

1) **Mr. Wiroat Rattanachaisit** (Director)

Approved	1,333,317,833	votes,	equivalent to	100.0000%
Disapproved	0	votes,	equivalent to	0.0000%
Abstained	0	votes,	equivalent to	0.0000%

2) **Mr. Pakorn Matrakul** (Independent Director)

Approved	1,333,317,833	votes,	equivalent to	100.0000%
Disapproved	0	votes,	equivalent to	0.0000%
Abstained	0	votes,	equivalent to	0.0000%

3) **Mr. Teeranun Srihong** (Independent Director)

Approved	1,333,317,833	votes,	equivalent to	100.0000%
Disapproved	0	votes,	equivalent to	0.0000%
Abstained	0	votes,	equivalent to	0.0000%

4) **Mr. Giovanni Grossi** (Director)

Approved	1,333,317,833	votes,	equivalent to	100.0000%
Disapproved	0	votes,	equivalent to	0.0000%
Abstained	0	votes,	equivalent to	0.0000%

Agenda 5: To Appoint the Auditors and Fix the Audit Fee for 2026

The Chairman assigned the Chairman of the Audit and Risk Management Committee to give the details of the appointment of auditors and fixing of audit fee for 2026 to the Meeting for consideration, which could be summarized as follows:

The Board of Directors agreed with the Audit and Risk Management Committee to select KPMG Phoomchai Audit Ltd. as the audit firm of the Company and proposed that the 2026 Annual General Meeting of Shareholders (the 3rd Meeting) consider and approve the appointment of the auditors and audit fee for 2026 as detailed on pages 5–7 of the Notice of meeting as follows:

- 1) To appoint the following individuals from KPMG Phoomchai Audit Ltd. as the auditors for SCG Decor Public Company Limited for 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 are qualified with the guidelines of the Securities and Exchange Commission.

In this regard, KPMG and the nominated auditors had neither relationship nor conflict of interest with the Company, subsidiaries, executives, major shareholders, or related persons with the said persons/entities. Profiles of the nominated auditors and information on their independence were provided in Attachment No. 3 of the Notice of the meeting on page 27.

- 2) To approve the Company's audit fee for 2026 for a total of 2,817,000 baht (an increase from 2025 of 28,000 baht) as follows:

The Company's audit fee for 2026

Unit: baht

Audit Fee	2026	2025	Variance	Percentage Increase (Decrease)
1. Separate Financial Statements				
- Financial Statements for the Year	306,000	303,000	3,000	1
- Quarterly Reviews	1,214,000	1,202,000	12,000	1
Total Audit Fee for Separate Financial Statements	1,520,000	1,505,000	15,000	1
2. Consolidated Financial Statements				
- Financial Statements for the Year	991,000	981,000	10,000	1
- Quarterly Reviews	306,000	303,000	3,000	1
Total Audit Fee for Consolidated Financial Statements	1,297,000	1,284,000	13,000	1
Total Audit Fee	2,817,000	2,789,000	28,000	1

- 3) To acknowledge the subsidiaries' audit fee for 2026, audited by the same audit firm i.e. KPMG in Thailand and other countries. The fees of which are borne by each subsidiary as follows:

The Subsidiaries' audit fee for 2026

Unit: baht

Audit Fee	2026	2025	Variance	Percentage Increase (Decrease)
Financial Statements for the year				
- Subsidiaries in Thailand	3,461,000	3,425,000	36,000	1
- Subsidiaries in other countries	8,083,000	7,981,000	102,000	1
Total Subsidiaries' Audit Fee	11,544,000	11,406,000	138,000	1

(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 regard, the proposed audit fees above are solely for audit services.

Remark: The following table shows the amount of non-audit fees of the Company and its subsidiaries for 2026 and 2025:

Provision of Non-Audit Services

Unit: baht

Non-Audit Fee	2026	2025
The Company	Charged on actual basis ¹	-
Subsidiaries	Charged on actual basis ¹	270,000 ²

¹ The non-audit fee for 2026 (if any) will be charged based on the nature and actual quantity of services rendered by KPMG.

² The subsidiaries paid the non-audit fee in 2025 for reviewing compliance with the conditions of the Thai government's Board of Investment Promotion Certificate and other services.

The Company then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference.

As there were no inquiries from the shareholders, the Chairman proposed that the Meeting approve the appointment of auditors and the audit fee for 2026. This agenda item required a resolution of a simple majority of the total number of votes of shareholders attending the meeting and entitled to vote.

Resolution: The Meeting, by a unanimous vote of the total number of votes of the shareholders attending the meeting and entitled to vote, approved the appointment of 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) from KPMG Phoomchai Audit Ltd. as the Company's auditors for 2026 and the audit fee for 2026 of 2,817,000 baht, as follows:

Approved	1,333,317,833	votes, equivalent to	100.0000%
Disapproved	0	votes, equivalent to	0.0000%
Abstained	0	votes, equivalent to	0.0000%

The Meeting also acknowledged the subsidiaries' audit fee for 2026 of 11,544,000 baht; audited by the same audit firm i.e. KPMG in Thailand and other countries as proposed. The fees of which would be borne by each subsidiary.

Agenda 6: To Approve the Remuneration of Directors and Sub-committee Members for 2026

The Chairman assigned the Chairman of the Nomination, Remuneration and Corporate Governance Committee to give the details of the proposed remuneration of directors and sub-committee members for 2026 to the Meeting for consideration, which could be summarized as follows:

Clause 47 of the Company's Articles of Association stipulates that the directors shall receive remuneration and bonus as determined by a resolution of the shareholders' meeting which shall be passed by a vote of not less than two-thirds (2/3) of the total number of votes of the shareholders present at the meeting. Such remuneration may be specified as a fixed amount or as predetermined criteria, and shall remain effective from time to time or until the shareholders' meeting resolves otherwise. The remuneration and the bonus shall be distributed amongst the directors in such manner as they may themselves determine. The 2025 Annual General Meeting of Shareholders (the 2nd Meeting), held on March 24, 2025 resolved to approve the revision of the remuneration of directors and sub-committee members, effective until resolved otherwise by the resolution of the Shareholders' Meeting as detailed on pages 7–9 of the Notice of the meeting.

For 2026, the Board requested the 2026 Annual General Meeting of Shareholders (the 3rd Meeting) to approve the remuneration of directors and sub-committee members for 2026 as recommended by the Nomination, Remuneration and Corporate Governance Committee. The proposed remuneration has been thoroughly reviewed based on the scope of duties and responsibilities, the Company's performance, as well as compared with leading companies listed on the Stock Exchange of Thailand and in manufacturing and service sectors. The proposal includes revising the criteria for the payment of monthly remuneration for the directors by cancelling the payment of remuneration to the Lead Independent Director, in order to align with the current board structure, and maintaining the existing criteria for the payment of retainer fee and attendance fee to sub committees as previously approved by the shareholders, and proposing the determination of the amount of directors' bonus based on the operating results for the year 2025 as follows:

Board of Directors

Item	Proposed to the 2026 Annual General Meeting of Shareholders	Resolved at the 2025 Annual General Meeting of Shareholders	Change
<u>Monthly Remuneration</u>			
● Chairman	90,000 baht/person/month	90,000 baht/person/month	-
● Lead Independent Director	-	80,000 baht/person/month	Cancelled
● Director	70,000 baht/person/month	70,000 baht/person/month	-
<u>Bonus</u>	Bonus from 2025 operating results*	Bonus from 2024 operating results	
● Chairman	350,000 baht/person	300,000 baht/person	Increased by 50,000 baht/person
● Lead Independent Director	300,000 baht/person	250,000 baht/person	Increased by 50,000 baht/person
● Director	250,000 baht/person	200,000 baht/person	Increased by 50,000 baht/person
Other benefits	None	None	-

* Payment of the directors' bonus from the 2025 operating results shall be made in proportion to each individual's length of service in office during 2025.

Sub-committees

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 and Risk Management Committee			
● Chairman	140,000 baht/year	140,000 baht/year	-
● Member	120,000 baht/person/year	120,000 baht/person/year	-
Nomination, Remuneration and Corporate Governance Committee	-	-	-
Sustainable Development Committee	-	-	-
Independent Director	-	-	-
Executive Committee	-	-	-

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 and Risk Management Committee			
● Chairman	60,000 baht/meeting	60,000 baht/meeting	-
● Member	40,000 baht/person/meeting	40,000 baht/person/meeting	-

Sub-committee	Proposed to the 2026 Annual General Meeting of Shareholders	Resolved at the 2025 Annual General Meeting of Shareholders	Change
Nomination, Remuneration and Corporate Governance Committee			
● Chairman	45,000 baht/meeting	45,000 baht/meeting	-
● Member	30,000 baht/person/meeting	30,000 baht/person/meeting	-
Sustainable Development Committee			
● Chairman	45,000 baht/meeting	45,000 baht/meeting	-
● Member	30,000 baht/person/meeting	30,000 baht/person/meeting	-
Independent Director			
● Chairman	45,000 baht/meeting	45,000 baht/meeting	-
● Member	30,000 baht/person/meeting	30,000 baht/person/meeting	-
Executive Committee	-	-	-

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

The remuneration paid to the directors in 2025 totaled approximately 15.18 million baht which is in accordance with the resolution passed by the Shareholder's Meeting. Details of which are shown in the 2025 Annual Report (Form 56-1 One Report).

The Company then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference.

As there were no inquiries from the shareholders, it was then proposed that the Meeting approve the remuneration of directors and sub-committee members for 2026. This agenda item required a resolution of an affirmative vote of not less than two-thirds of the total number of votes of the shareholders present at the meeting.

Resolution: The Meeting, by an affirmative vote of not less than two-thirds of the total number of votes of the shareholders present at the meeting, approved the remuneration of directors and sub-committee members for 2026 with the following votes:

Approved	1,333,119,276	votes, equivalent to	99.9851%
Disapproved	0	votes, equivalent to	0.0000%
Abstained	200	votes, equivalent to	0.0000%
Not entitled to vote	198,357	votes, equivalent to	0.0148%

In addition, the Meeting acknowledged the amount of remuneration paid in 2025 as presented.

The Chairman then welcomed inquiries and comments from the shareholders through the Inventech Connect system or through the video conference. The Chief Executive Officer and President then responded to the shareholders' question, which could be summarized as follows:

- (1) What innovations has the Company adopted to enhance production and distribution efficiency in support of sustainable growth, and what new products does the Company plan to launch this year?

Answer: The Company has implemented the following key measures to enhance production and distribution efficiency:

Production

1) Alternative Fuel

The Company has been steadily increasing its use of biomass fuel and solar energy to reduce energy cost volatility and lower carbon dioxide emissions. Last year, the Company installed the first Biomass Gasifier in Vietnam, with plans to extend the program further in the period ahead.

2) Automation and Artificial Intelligence (AI)

The Company has deployed automation and AI systems to improve production efficiency, reduce waste, minimize machine downtime, and raise safety standards across all of its factories.

3) Digital Integration

The Company has integrated critical data across the entire supply chain—from production planning and inventory management through to supplier management—to enhance planning accuracy and accelerate business decision-making.

Distribution

Following the expansion of its product range to encompass a comprehensive selection—including ceramic tiles, SPC (Stone Plastic Composite) tiles, engineered stone, and other decorative materials—the Company has brought these products together under the "Design Solution" concept. This enables customers, particularly interior designers, to source the Company's products as a complete, end-to-end solution. The Company also plans to showcase its full product range at the ASA Architect Expo, which is to be held later this year.

With regard to new products, in the sanitaryware category the Company is focused on promoting its Smart Collection and Bathroom Solution ranges, catering to a new generation of consumers who value the integration of technology to enhance quality of life within the home.

In addition, the Company has launched new products in its well-being category, such as faucets with a built-in water filtration system, designed to deliver greater convenience and safety for consumers in their daily lives.

The Company Secretary informed the Meeting that the Company had recorded audio and video of the meeting in video media format in compliance with the law on e-meetings, which requires recording of all attendees' audio and video throughout an e-meeting. The Secretary also announced that after the conclusion of the 2026 Annual General Meeting of Shareholders, the minutes of the meeting, along with a summary of questions and answers, will be published on the Company's website and on the SET Portal within 14 days and that any inquiries or comments could be submitted to the Company Secretary within one month from the date of the meeting.

As there were no other matters for consideration and no further questions from shareholders, the Chairman, on behalf of the Board of Directors, the Management, and employees, thanked the shareholders for their continued support of the Company's operations, as well as for taking the time to attend the meeting and provide valuable input on that day. The Chairman then declared the meeting adjourned.

The meeting was adjourned at 16:15 hours.

- *Signed by* -

(Mr. Cholanat Yanaranop)

Chairman of the Meeting