



Ref. No. Thor Bor. 09/2569

1 April 2026

Subject Invitation to the 61st Annual General Meeting 2026
To Shareowners of I.C.C. International Public Company Limited

- Enclosures
1. The 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) comprising the reports of the Board of Directors and Financial Statements which can be downloaded by scanning the QR Code on the Notification of Meeting Form (Agenda 1, 2).
 2. Profiles of the four nominated persons to the Company's Board of Directors (Agenda 4).
 3. Information Memorandum on the Connected Transaction of I.C.C. International Public Company Limited (Agenda 7).
 4. Report of the Independent Financial Advisor's Opinion Regarding the Connected Transaction of Providing Financial Assistance to Thanulux Public Company Limited (Agenda 7).
 5. Definition of Independent Director.
 6. The profiles of Independent Directors and Audit Committee members proposed as a proxy for shareowners.
 7. The Company's Articles of Association concerning the Annual General Meeting.
 8. Documents or evidence showing share ownership or proxy to the meeting and the meeting regulations.
 9. Procedures for attending the 61st Annual General Meeting for the year 2026.
 10. Proxy form B.
 11. Using QR Code to download the Annual Registration Statement/Annual Report 2025 (Form 56-1 One Report), and documents for the 2026 Annual General Meeting.
 12. Form to get hard copy of the 2025 Annual Report (Form 56-1 One Report).
 13. Map of the meeting venue.
 14. The Notice of Meeting (Registration form with Barcode). **Please bring this form for registration on the meeting date.**

The Board of Directors resolved to set the date for the 61st Annual General Meeting 2026, Monday of April 27, 2026 at 2:15 p.m. at the Kingbridge Hall 4th floor, Kingbridge Tower No. 989 Rama 3 Road, Bangpongpan, Yannawa, Bangkok 10120

In the 61st Annual General Meeting 2026, the Company provides the opportunity for shareowners to propose any topic for inclusion in the meeting agenda, and/or, propose a candidate (s) to be considered for company director during December 1-31, 2025. At the end of such period, however, no shareowner proposed any topic to be included in the meeting agenda nor any candidate (s) to be considered for company director.

The agenda of the meeting will be as follows:

- Agenda 1. To acknowledge the Annual Reports of the Board of Directors and the 2025 business performance published in the 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report).

Facts and reasons: The above reports which were published in the 2025 Annual Registration statement/ Annual Report (Form 56-1 One Report) and also appears in the form of QR Code in the Notice of Meeting, have been made in accordance with rules and regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand and international practice being factually complete and accurate as provided to shareowners enclosed with the Notice of Meeting (Short version) and disseminated on the Company's website (<http://www.icc.co.th>) from 26 March 2026.

[The 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) is available for consideration as Enclosure 1].

The Board's opinion: The abovementioned Annual Registration Statement/Annual Report (Form 56-1 One Report) and business performance 2025 should be proposed to the meeting for acknowledgement.

Vote: No voting required since this agenda is intended for acknowledgement.

2. To consider for approval of the financial statements and reports of the auditor as of December 31, 2025.

Facts and reasons: The financial statements and reports of the auditor as of December 31, 2025 have been made in accordance with generally accepted accounting principles and had already been certified by the certified public accountant, as well as having been approved by the Audit Committee and the Board of Directors. Details of the financial statements are in the 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report), section 3 Financial Statements from page 192 to page 266, in QR Code form as appeared in the Notice of Meeting.

[The 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) is available for consideration as Enclosure 1].

The Board's opinion: The abovementioned financial statements and reports of the auditor as of December 31, 2025 should be proposed to the meeting for approval.

Vote : Majority vote of shareowners who attend the meeting and are eligible to vote shall be respected.

3. To consider for approval the appropriation of the Company's earnings.

3.1 Annual dividend for the year 2025

Facts and reasons : According to the Company's dividend payment policy, the Company has set a standard to pay dividend at 20% of par value per share. In considering the Company's operating results since January 1, 2025 - December 31, 2025, it was deemed appropriate to pay dividend at Baht 0.70 per share for the shareowners who have their names on the registration book upon the record date as of May 8, 2026 amounting to a total of 500,000,000 shares worth a total of Baht 350,000,000.- the dividend shall come from the accumulated profit with 30%

corporate tax paid off, rendering payout ratio at the rate of 0.41 times, equivalent to 70 % of par value per share, thereby being in line with the Company's dividend payment policy. The payment of dividend shall be made on May 26, 2026.

The Board's opinion: It is considered appropriate to propose to the general meeting of shareowners for approval of the annual dividend payment for 2025 at THB 0.70 per share, with dividend payment information as follows:

Description	Unit	2025	2024	%
		Payment date 26 May 2026 (Year proposed)	Payment date 27 May 2025 (Last year)	2025/2024
1. Net profit	Baht	855,142,675.00	1,008,566,450.00	84.79
2. Number of shares	Shares	500,000,000	365,000,000	136.99
3. Dividend per share	Baht	0.70	1.00	70.00
- Dividend : cash			0.63013698631	
- Dividend : dividend shares			0.36986301369	
4. Amount of dividend	Baht	350,000,000.00	365,000,000.00	95.89
5. Payout ratio	Times	0.41	0.36	113.89

Vote : Majority vote of shareowners who attend the meeting and are eligible to vote shall be respected.

3.2 Statutory reserve

Facts and reasons: As of December 31, 2025, the Company's registered capital was Baht 500,000,000.- and statutory reserves amounting to Baht 50,000,000. Therefore, it is deemed appropriate not to allocate any additional funds as statutory reserve, as the full amount has already been completely reserved in accordance with the Company's Articles of Association.

The Board's opinion: The matter should be proposed during the meeting for shareowners' approval not to arrange any additional statutory reserve, as the required full amount had already been completely reserved in accordance with the Company's Articles of Association.

Vote : Majority vote of shareowners who attend the meeting and are eligible to vote shall be respected.

3.3 General Reserve

Facts and reasons: To strengthen the Company's financial reserve and business operation as well as to increase shareowners' wealth, it is deemed appropriate for an allocation of 10 % of the 2025 net profit as general reserve at the amount totaling THB 85,514,267.50

The Board's opinion : It should be proposed to shareowners during the meeting for approval to allocate as general reserve 10% of the 2025 net profit, totaling THB 85,514,267.50

Vote : Majority vote of shareowners who attend the meeting and are eligible to vote shall be respected.

4. To consider election of new directors to replace the directors whose tenure is completed. And consider changing the authority of the company's board of directors.

Facts and reasons : According to the Company's Articles of Association, one-third (1/3) of the directors shall retire from office during the Annual General Meeting, and these directors may be re-elected.

At present, the Company has 12 directors, and the following 4 directors have to resign from office:

- | | |
|--------------------------------|---|
| 1. Anuchit Anuchitanukul Ph.D. | Chairman, Independent Director and Audit Committee member |
| 2. Mr. Pitak Pruittisarikorn. | Independent Director and Audit Committee member |
| 3. Mr. Somphol Chaisiroj | Director |
| 4. Mr. Petch Paniangvait | Director |

In the selection process, the Company provided the opportunity for shareowners to nominate persons with appropriate qualifications for election to the Board of Directors during the 61st Annual General Meeting 2026. However, no nominations have been made.

The Nomination committee, therefore, considered individual candidates according to the criteria for selecting directors and the process set by the Company, having qualifications in accordance with relevant regulations and deemed to be suitable for the Company's business operations, as well as possessing qualities which are in line with the Board Diversity policy, whether in terms of knowledge base and education, capabilities, professional skillset, gender, age and experience, including an unblemished professional record, having no traits prohibited by law or the Company's Articles of Association, possessing leadership and vision, ethics and high moral character, who has a positive attitude toward the organization and sufficient time to devote to corporate responsibilities for the benefit of the Company's business operation. A Board Skills Matrix was prepared which defined the desired characteristics in a candidate, with emphasis on needed skills, including specialized professionals and expertise which may currently be lacking, in order to ensure that the Board comprised individuals qualified with required knowledge and expertise to meet the needs of those positions soon to be vacated and in line with the Company's business strategies. Moreover, consideration was also given to persons listed in the Directory of Professional Directors of the Thai Institute of Directors Association (IOD) and to the independence of the Independent Director in terms of efficiency in carrying out duties and responsibilities, including the ability to express views with independence in accordance with relevant guidelines, applicable laws and regulations pertaining to independent directors as part of a transparent selection process which creates confidence among shareowners. It is deemed appropriate to propose to the general meeting of shareowners to consider reappointing the 4 directors who have resigned from their positions upon completion of their terms to the position of directors of the Company for another term. However, Mr. Pitak Pruittisarikorn had expressed the wish not to extend another year in office as director due to unavailability, the Nomination Committee agreed to propose Kulpatra Sirodom Ph.D, to take the place of Mr. Pitak Pruittisarikorn, who is a well-qualified person, fits the

requirement of the Stock Exchange Commission (SEC) and the Stock Exchange of Thailand and fully qualified in accordance with the criteria for the Company's independent director with relevant guidelines, applicable laws and regulations pertaining to independent directors.

The Board's opinion: The Board of Directors, excluding those who may have conflicts of interest, Consider and scrutinize the qualifications carefully. And according to the opinion of the committee's individual selection, it is seen that all 3 directors have all the qualifications according to the Public Limited Companies Act B.E. 2535 and the requirements of the SEC and the Stock Exchange of Thailand, and have been considered according to the process set by the company. and have qualifications in accordance with relevant regulations and suitable for the company's business operations. Be a qualified person, have knowledge, ability, experience and always doing benefits for the company and those nominated as independent directors can express their opinions freely. Have qualifications in accordance with the law regarding the requirements regarding independent directors. As for those who are members of the sub-committees, they have performed their duties as sub-committee members very well. It was deemed appropriate to propose to the general meeting of shareholders to appoint all 3 directors who had resigned from their positions upon completion of their tenure to return to the position of company directors in 2026 and manage the business for another term and to appoint Kulpatra Sirodom Ph.D as a Director and Independent Director of the Company to replace Mr. Pitak Pruittisarikorn, whose term has expired and who has declined to serve for another term.

Additionally, approval is sought to amend the authorized signatories of the Company to align with the changes in directorship. **(The profile of the nominated directors is included as Enclosure2.)**

In addition, the Company has defined independent directors in compliance with rules and regulations of the Capital Market Supervisory Board. **(Details of definition of the independent directors can be observed from Enclosure 5.)**

Vote : Majority vote of shareowners who attend the meeting and are eligible to vote shall be respected.

5. To consider the determination of directors' remuneration.

Facts and reasons : According to the Company's Articles of Association, the Company is not allowed to pay any money or assets to directors, except a remuneration pursuant to their right and such other compensation as usually paid to them as a director of the Company. With careful consideration, taking into account the Company's performance, factors which may possibly impact on the Company or overall economic conditions, assessment results of the directors' performance, as well as scrutiny of their suitability with the responsibilities and duties thereof, and benchmarking with the rate of other companies of similar size in the same industry, the Remuneration Committee deemed it appropriate to determine directors' remuneration for their hard work at the same amount as the previous year which is not exceeding Baht 20 million per year (the same rate as having been applied since 2002). Moreover, it is also proposed that remuneration be provided for duties on the various committees which excludes compensation or benefits that directors are entitled to as employees of the Company. Details of Directors' remuneration are as follows:

(Unit : Baht)

Remuneration Component	Remuneration Criteria	2025 (Years in office from Apr.24 - Apr.25)	2024 (Years in office from Apr.23 - Apr.24)
Gratuity	All directors	7,100,000	6,850,000
Conference Allowance (including subsidiary committee)	Directors who attended the meeting	3,030,000	3,064,000
Director's Fee	Chairman only	- None -	- None -
Other Benefits		- There are no other benefits -	- There are no other benefits. -
Total		10,130,000	9,914,000

The 2025 remuneration for each director can be observed from the 2025 Annual Registration Statement/ Annual Report (Form 56-1 One Report) of Remuneration Directors from page 173 - 174

The Board's opinion : It is deemed appropriate to propose to shareowners during the meeting for approval the directors' remuneration at the same amount as last year which is not exceeding Baht 20 million per year as recommended by the Remuneration Committee. The allocation should be under the Remuneration Committee's responsibility and shall be effective every year until any further change is made, as remuneration for the following duties:

1. To perform the duties of Company's director
 - Annual Remuneration (Gratuity) paid to every director
 - Meeting allowance paid to attending directors
 - Chairman 12,000 Baht / one meeting
 - Director 10,000 Baht / one meeting
2. To perform the duties of Director of Audit Committee, Director of the Remuneration Committee, Nomination Committee, Corporate Governance and Sustainable Development Committee and Risk Management Committee.
 - Meeting allowance paid to attending directors
 - Chairman 12,000 Baht / one meeting
 - Director 10,000 Baht / one meeting
 - Quarterly Meeting allowance paid to attending Audit Committee directors only
 - Chairman 40,000 Baht / one meeting
 - Director 20,000 Baht / one meeting

Note: Not less than two-thirds of the total votes of shareowners who attend the meeting and are eligible to vote shall be required.

6. To consider the appointment of auditor and approve the audit fee

Facts and reasons: According to the Company's Articles of Association, the auditors shall not be a director, staff, employee or hold any position in the Company. The auditors shall be elected at the Annual General Meeting every year and previous auditors may be re-elected to perform the duties. In the 60th Annual General Meeting 2025, a resolution was passed to elect Mr. Krit Thammatatto and/or Mr. Ekkasit Chuthamsatid and/or Mr. Bunyarit Thanormcharoen and/or Mr. Watchara Pattarapitak with registration No. 11915 and/or No. 4195 and/or No. 7900 and/or No. 6669 from the KPMG Phoomchai Audit Co., Ltd., to be the Company's certified public accountants for the year 2025.

For 2026, the Audit Committee considered the selection of auditors based on their experience, generally accepted auditing standards, performance efficiency, auditing expertise and independence, including the amount of work and the audit fee, compared to other listed companies at the same level, with qualifications according to the Company's Articles of Association and regulations of the Federation of Accounting Professions, the Securities and Exchange Commission and the Stock Exchange of Thailand. It was deemed appropriate to elect:

1. Mr. Krit Dhammathatto, Certified Public Accountant with registration No. 11915
(has signed in the Company's Financial Statements since 2022), and/or
2. Mr. Ekkasit Chuthamsatid, Certified Public Accountant with registration No. 4195
(has signed in the Company's Financial Statements 2017 - 2021), and/or
3. Mr. Bunyarit Thanormcharoen, Certified Public Accountant with registration No. 7900
(has signed in the Company's Financial Statements since 2012 - 2016), and/or
4. Mr. Watchara Pattarapitak, Certified Public Accountant with registration No. 6669
(has never signed in the Company's Financial Statements).

from the KPMG Phoomchai Audit Co., Ltd., to be the Company's certified public accountants for the year 2026 for the 5th term, with any one of the four certified public accountants being authorized to audit and sign the financial statements of the Company, with the following remuneration:

(Unit : Baht)

	2026 (Proposed year)	2025 (Last year)	% 2026/2025
Annual auditing fee	2,200,000	2,150,000	102.23
Reviewing fee per each quarter	450,000 (150,000*3)	450,000 (150,000*3)	100.00
Total	2,650,000	2,600,000	101.92
Additional service fees	-None-	-None-	-None-

And it was agreed that the Annual General Meeting should also acknowledge the fees for the audits of subsidiary companies in 2026.

Subsidiary company	2026 (Baht)	2025 (Baht)
1. TNLX Co., Ltd.	760,000	800,000
- Audit fees	700,000	700,000
- Additional service fees	60,000	100,000
	Mr. Krit Dhammathatto Mr. Ekkasit Chuthamsatid Mr. Watchara Pattarapitak Mr. Bunyarit Thanormcharoen KPMG Phoomchai Audit Co., Ltd	Mr. Krit Dhammathatto Mr. Ekkasit Chuthamsatid Mr. Watchara Pattarapitak Mr. Bunyarit Thanormcharoen KPMG Phoomchai Audit Co., Ltd
2. Thai Itokin Co., Ltd. Auditor/Audit Office	400,000	400,000
	Mr. Krit Dhammathatto Mr. Ekkasit Chuthamsatid Mr. Watchara Pattarapitak Mr. Bunyarit Thanormcharoen KPMG Phoomchai Audit Co., Ltd	Mr. Krit Dhammathatto Mr. Ekkasit Chuthamsatid Mr. Watchara Pattarapitak Mr. Bunyarit Thanormcharoen KPMG Phoomchai Audit Co., Ltd
3. Tiger Distribution and Logistics Co., Ltd. Auditor/Audit Office	460,000	450,000
	Mr. Krit Dhammathatto Mr. Ekkasit Chuthamsatid Mr. Watchara Pattarapitak Mr. Bunyarit Thanormcharoen KPMG Phoomchai Audit Co., Ltd	Mr. Krit Dhammathatto Mr. Ekkasit Chuthamsatid Mr. Watchara Pattarapitak Mr. Bunyarit Thanormcharoen KPMG Phoomchai Audit Co., Ltd
4. Canchana International Co., Ltd.	70,400 (≈2,200 USD)	119,916 (≈3,400 USD)
- Annual audit fee	Advance Grand Formula	Advance Grand Formula
- Audit fee ACAR		
Total	1,690,400	1,769,916

Sequence number 1-3 subsidiaries use the same auditing firm as the company. However, Canchana International Co., Ltd., did not use the same auditor as the company because it is an overseas company and was dissolved on January 31, 2026. Therefore, this is a review of the financial statements as of the date of dissolution.

Meanwhile, 13 other affiliates of the Company such as Thai Secom Security Company Limited which uses the same auditor as the Company. Nevertheless, despite the fact that a number of subsidiary companies and associated companies do not use the same auditor (s) as ICC's, the Company's Board of Directors is still able to provide management oversight to ensure that these companies prepare and complete their Financial Statements within the required time frame.

The Board's opinion: Agreed as recommended by the Audit Committee to propose to the Annual General Meeting the appointment of Mr. Krit Thammatatto and/or Mr. Ekkasit Chuthamsatid and/or Mr. Bunyarit Thanormcharoen and/or Mr. Watchara Pattarapitak with registration No. 11915 and/or No. 4195 and/or No. 7900 and/or No. 6669 from the KPMG Phoomchai Audit Co., Ltd., to be the Company's certified public accountants for the 5th term in 2026, including determination of the auditing remuneration as proposed.

It was also agreed to propose for acknowledgement at Annual General Meeting the auditing fee for subsidiary companies in 2026. It is noted that the proposed auditors have no relation nor conflict of interest with the Company, subsidiary companies, executives, major shareowners or their connected persons. Therefore, they are independent to audit and give their opinions to the company's Financial Statements.

Vote: Majority vote of shareowners who attend the meeting and are eligible to vote shall be respected.

7. To consider and approve the loan to Thanulux Public Company Limited, which is a connected person.

Facts and Reasons : In order to manage the Company's cash flow to be more efficient, and for the Company to receive a fixed annual return of 5.50% which is a higher rate of return than investing in deposits money with the financial institutions. The Board of Director excluding the director who has conflict of interest (1.Mr. Thamarat Chokwatana is the President and Executive Chairman of the Company as well as the Vice Chairman of TNL 2. Ms. Suthida Jongjenkit is a director of the Company and a director of TNL) deemed it appropriate to propose to the shareholders' meeting to consider and approve the loan to Thanulux Public Company Limited ("TNL") in an amount not exceeding THB 200,000,000 at an interest rate of 5.50% per annum. TNL is a connected person of the Company, as TNL's major shareholder is Saha Pathana Inter-Holding Public Company Limited ("SPI") which holds 42.09 percent of TNL's total issued and sold ordinary shares (Information as of March 11, 2026), which SPI is the major shareholder of the Company, holding 24.26% of the total issued and paid-up shares. The entering into a financial assistance transaction to TNL is considered as a transaction with a connected person of a listed company pursuant to the Notification of the Capital Market Supervisory Board No. TorJor. 21/2551 Re: Rules on Connected Transactions, dated August 31, 2008 (as amended) and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions B.E. 2546 (2003), dated January 19, 2003 (as amended) (the "Notifications on Connected Transactions"). In this regard, the connected transactions as detailed above are considered as a financial assistance to connected person or the company where the connected persons hold more shares than the listed company which requires the Company to consider the transaction size of less than THB 100 million or 3 percent of NTA, whichever lower. The transaction size of this financial assistance to TNL transaction is 0.68 percent of the net tangible assets (NTA) (net tangible assets (NTA) according to the Company's audited consolidated financial statements ending December 31, 2025 which equal to THB 29,392 million) and during the period between 6 months prior to the date of entering into this transaction, the Company has not entered into any other connected transactions with the same connected persons or related persons or close relatives of such persons. Since such transactions have a transaction size exceeding THB 100 million or 3 percent of the Company's net tangible assets, depending on which one is lower. As a result, the Company must acquire the approval from the Board of Directors as well as preparing

and disclosing information regarding the entering into of the Company's transactions to the Stock Exchange of Thailand ("SET") according to the Notification on Connected Transactions and propose an approval from the shareholders meeting which shall resolve to approve with the vote of not less than three-fourths of the total votes of shareholders who attend the meeting and having the right to vote, excluding the shareholder who has conflict interest, and the appointment of an independent financial advisor (IFA) which must be approved by the Securities and Exchange Commission ("SEC") to provide the opinion on this connected transaction to the Company's shareholders.

(Please consider the details of the financial assistance transaction which appears in Enclosure 3 and Enclosure 4.)

The Board's Opinion: The Board of Director excluding the director who has conflict of interest (1.Mr. Thamarat Chokwatana is the President and Executive Chairman of the Company as well as the Vice Chairman of TNL 2. Ms. Suthida Jongjenkit is the director of the Company and a director of TNL) has carefully considered the entering into this transaction and is of the opinion that such transaction is appropriate, reasonable, and in the best interests of the Company and its shareholders. The Company will receive an interest rate at a level deemed appropriate when compared with other investment alternatives currently available to the Company. For comparison, fixed deposits offer interest rates in the range of 0.75%–1.35% per annum, government bonds provide yields ranging from 1.29%–2.37% per annum, loans to related parties bear interest rates between 4.00%–6.00% per annum, and unrated debentures issued in 2025 offer interest rates in the range of 4.60%–7.50% per annum. This transaction is considered a cash flow management measure to maximize the Company's benefits, with an expected return at an interest rate of 5.50% per annum. Such rate is lower than the interest rate previously applied to loans extended to Thanulax Public Company Limited ("TNL"), due to a decline in prevailing lending interest rates in Thailand. In addition, the said rate is lower than the Company's expected return on equity of 5.76% per annum. as lending transactions carry lower risk compared to equity investments. This is because lenders are entitled to receive interest and principal repayments in accordance with contractual terms and have priority of claim over shareholders in the event of default. Nevertheless, the said interest rate remains higher than returns from deposits with financial institutions. Furthermore, TNL has a strong financial position and sufficient capability to repay the loan. Therefore, proposed the shareholders' meeting to consider approving the loan to Thanulux Public Company Limited ("TNL") in an amount not exceeding THB 200,000,000 at an interest rate of 5.50% per annum.

Opinions of the Audit Committee and/or the Company's Directors which are different from the opinions of the Board of Directors : -None-

Vote: This agenda shall be approved by the vote of not less than three-fourths of the total votes of shareholders who attend the meeting and have the right to vote, excluding the shareholder who has conflict interest. In this regard, the interested shareholders consisted of Saha Pathana Inter-Holding Public Company Limited as a major shareholder of the Company and TNL which was considered as an interested person in this transaction. The list of shareholders of the Company as of 11 March 2026, the record date for determining the names of shareholders who are entitled to

attend the meeting (Record Date), there are shareholders who are the interested persons who do not entitled to vote this agenda which are as follows:

The interested shareholders	Number of Shares Held (Shares)	Percentage of paid-up registered capital of the Company (%)
Saha Pathana Inter-Holding Public Company Limited	121,287,498	24.26

8. To consider other matters (if any).

Shareowners are cordially invited to attend the meeting on the date, time and place mentioned above, and cooperation is requested from shareowners who wish to attend the meeting, to please register at the meeting place from 12:15 to 14:15 hrs. in accordance with the regulations of the Stock Exchange of Thailand.

If you have any queries or questions related to the meeting agenda, please submit these in advance of the meeting date to the Board of Directors' Secretariat Office via E-Mail: iccset@icc.co.th specifying your name, address, telephone and E-Mail (if any) so that we can contact you. The Board of Directors' Secretariat Office shall collect and submit all questions to the President and Executive Chairman for consideration and the Company shall consider responding to such questions at the meeting.

In case you are unavailable to attend the meeting in person and would like to appoint a proxy, please use the proxy form attached herewith as **Enclosure 10** or the form stipulated by the Ministry of Commerce which can be downloaded from the Company's website : <http://www.icc.co.th>, with three options.

- If you are foreign investors who appoint a local custodian in Thailand as shares depository, any proxy form: Type A or B or C is usable.
- For other shareowners, only Type A or B can be used.
- Shareowners are advised to review the details of agenda items before appointing a proxy.

In case that you wish to appoint an independent director or member of the Audit Committee as a proxy to attend the meeting, please study and consider the profiles of independent directors and the Audit Committee proposed by the Company to be proxies of shareowners as **Enclosure 6**. Shareowners will not be able to attend the meeting and cast their votes, as they have already appointed an independent director and the Audit Committee as their proxy (except for shareowners who cancel the proxy form).

The aforesaid two Independent Directors and Audit Committee members have no conflict of interest/special conflict of interest with all agendas. (Anuchit Anuchitanukul Ph.D. and Mr. Pitak Pruittisarikorn is Independent Director and Audit Committee, has conflict of interest in agenda 4 since they are company directors who resigned in due course and have been proposed by the Nomination Committee to resume their position during the Annual General Meeting this year.) Mr. Pitak Pruittisarikorn, whose term has expired and who has declined to serve for another term.

For this 2026 Annual General Meeting, the Company has prepared the Annual Registration Statement/Annual Report 2025 (Form 56-1 One Report) comprising the annual reports of the Board of Directors and Financial Statements, as well as the Sustainability Report of 2025 in the form of QR Code as appeared in the Notice of Meeting (the Registration form with Barcode), sent with this Notice of Meeting (Short version). If any shareowner wishes to receive hard copies of the Annual Registration Statement/Annual Report 2025 (Form 56-1 One Report) and the Sustainability Report 2025, of which the content is the same as in the QR Code format, please make a request by filling out the form (Enclosure 12) and returning it to the Company through the specified channels. The Company will then send you the hard copy of the requested report.

The Company requests your cooperation in sending the proxy form to the Company at least 3 business day before the meeting date (ends on April 22, 2026) for convenience and speed in checking evidence in advance. The Company will proceed with registration using the Barcode system. If you wish to cancel your proxy, this can be done by written notification to the Company Secretary by 24 April 2026 at 12:00 noon.

As the registration shall be done by the barcode system, therefore shareowners and appointed proxies are kindly requested to bring with them the **Notice of Meeting with barcode registration form (Enclosure 14) to the meeting** in order to facilitate the registration.

All documents to be returned to the Company not less than three business day prior to the meeting (deadline is on April 22, 2026) shall be addressed to:

Mrs. Duangrudee Milintangul (Share Registration)

Company Secretary

I.C.C. International Public Company Limited

530 Soi Sathupradit 58,

Bangpongpan, Yannawa,

Bangkok 10120

By the order of the Board of Directors



(Mr. Thamarat Chokwatana)

President and Executive Chairman