Cairo, March 25, 2026

(Translated from Arabic)
Invitation to attend the Annual General Assembly
Industrial Engineering Co. for Construction and Development ("ICON") S.A.E
An Egyptian joint stock company with authorized capital of EGP 1.5 billion, and issued and paid-in capital of EGP 582 million, registered under no. 182224 at Commercial Registry of Cairo.
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The Chairman of the Board kindly invites its shareholders to attend the company's annual general assembly, which will be held at plot 39, the Industrial Zone, Wadi Houf, Helwan, Cairo, and through remote participation and e-voting at 2:45 pm CLT on Thursday April 16, 2026.

The shareholders who wish to attend and vote remotely to use the following link or scan QR code:

https://rebrand.ly/Iconegypt

Or via the following email:

i.r@iconegypt.com

In order to consider the following agenda:

1. Approve the Board of Directors report on the company's activities for the fiscal year ended 31/12/2025.
2. Approve the auditor's report on the financial statements for the fiscal year ended 31/12/2025.
3. Ratify the financial statements for the fiscal year ended 31/12/2025.
4. Approve the corporate governance report for the fiscal year ended 31/12/2025 and the auditor's report on it.
5. Approving the dividend distribution project for the fiscal year ended 31/12/2025.
6. Ratification of all decisions of the Board of Directors during the year 2025.
7. Discharge the Chairman and members of the Board from all liabilities with regard to the company's activities during the fiscal year 2025.
8. Elect the Board of Directors of the upcoming term, and approving the authorities for the Chairman and CEO.
9. Determine the Board of Directors' remunerations, attendance, and travel allowances for the fiscal year 2026.
10. Approval of dealing with associated companies.
11. Authorizing the Board of Directors to conclude and sign related parties contracts.
12. Authorizing the Board of Directors to donate and its limits during the fiscal year 2026.
13. Appointing the company's auditors for the fiscal year 2026 and determine their fees.

In this respect, please note the following:

First: Each shareholder has the right to attend the meeting in person or to delegate another shareholder (who is not a member of the Board of Directors) with a special written proxy.
Second: Shareholders welling to attend the meeting of the assembly must freeze their shares with the custodians at least three working days before the meeting and submit a statement of their shares deposited with the

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Industrial Engineering Co. for Construction & Development
Head Office
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67, Sultan Hussein St. , El Shallalat
Tel. : 4874496 03 2+
Fax : 4848947 03 2+
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Website : www.iconegypt.com

custodian, emphasizing in it that the balance of the deposited shares has been temporarily reserved for the purpose of attending the assembly, and the shares remain frozen until the end of the assembly.

Third: Elections for Board of Directors membership shall be conducted through a cumulative voting system, with due consideration given to female representation in the composition of the Board. Any individual wishing to nominate themselves for Board membership is required to submit a formal application to the Company's management using the form available at the Company's registered office, accompanied by the following documents: A curriculum vitae, A share freeze certificate valid through the date of the General Assembly meeting (applicable to shareholders), A copy of a valid personal identification document for natural persons, or a commercial registration certificate for legal entities (to be verified against the original), and A nomination letter from the legal entity, where applicable.

Please note that the final deadline for the submission of nomination applications is **Monday, 06 April 2026**. The final list of candidates will be made available for review by any shareholder at the Company's registered office no less than five business days prior to the date of the Ordinary General Assembly meeting.

Fourth: The shareholders who wish to attend and vote remotely in the company's general assembly meeting are kindly requested to submit the following data/documents: (i) copy of personal identification/passport (for natural persons), commercial registry and letter of nomination (for legal entities); (ii) mobile number; (iii) an email address; (iv) shares freezing certificates (issued at least three days prior to the meeting date and stating that the shares will be frozen until the end of the general assembly. After the shareholder completes all the above procedures, the company will send the electronic link for remote voting by e-mail and/or mobile SMS to the shareholder's mobile number before the meeting so that the shareholder can vote. Shareholders' participation through the electronic link for remote voting is considered an actual presence according to Article 240 bis of the Law No. 159 of 1981 with regard to remote voting.

Fifth: It is required to submit any questions related to the agenda items through the e-voting platform or by registered mail at least three days prior to the general assembly.

Sixth: All the data contained in Articles 218, 219, 220, and 221 of the executive regulations of Law 159/1981 are available to any shareholder for viewing at the company's headquarters.

Seventh: The meeting shall be considered valid upon the attendance or representation of at least 25% of the company's total outstanding. If the legal quorum for the first meeting is not met, the assembly will convene in a second meeting on Thursday, 23/04/2026 in the same place, at 2:30 pm CLT, and with the same e-voting platform, and will be valid irrespective of the percentage of shares represented thereat.

Looking forward for your participation in the upcoming annual general meeting.

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Arafat Sakr
Chairman of the Board

Investors Relations
ICON
علاقات المستثمرين

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ICON
CONSTRUCTION AND DEVELOPMENT
SINCE 1977

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In order to consider the following agenda:

1. Consideration and approval of the proposed amendment to Article 7 of the Company's Articles of Association.
2. Consideration of the delegation of authority to the Chairman of the Board of Directors to execute the amendment agreement pertaining to Article 7 of the Articles of Association, and to incorporate any modifications required by the relevant regulatory authorities.

<u>In this respect, please note the following:</u>

<u>First</u>: Each shareholder has the right to attend the meeting in person or to delegate another shareholder (who is not a member of the Board of Directors) with a special written proxy.

<u>Second</u>: Shareholders welling to attend the meeting of the assembly must freeze their shares with the custodians at least three working days before the meeting and submit a statement of their shares deposited with the custodian, emphasizing in it that the balance of the deposited shares has been temporarily reserved for the purpose of attending the assembly, and the shares remain frozen until the end of the assembly.

<u>Third</u>: The shareholders who wish to attend and vote remotely in the company's general assembly meeting are kindly requested to submit the following data/documents: (i) copy of personal identification/passport (for natural persons), commercial registry and letter of nomination (for legal entities); (ii) mobile number; (iii) an email address; (iv) shares freezing certificates (issued at least three days prior to the meeting date and stating that the shares will be frozen until the end of the general assembly. After the shareholder completes all the above procedures, the company will send the electronic link for remote voting by e-mail and/or mobile SMS to the shareholder's mobile number before the meeting so that the shareholder can vote. Shareholders' participation through the electronic link for remote voting is considered an actual presence according to Article 240 bis of the Law No. 159 of 1981 with regard to remote voting.

<u>Fourth</u>: It is required to submit any questions related to the agenda items through the e-voting platform or by registered mail at least three days prior to the general assembly.

<u>Fifth</u>: All the data contained in Article 228 of the executive regulations of Law 159/1981 are available to any shareholder for viewing at the company's headquarters.

<u>Sixth</u>: In the event that the required legal quorum is not achieved, the meeting shall be convened at an alternative date to be determined subsequently.

Arafat Sakr
Chairman of the Board

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