

MINUTES OF THE BOARD OF DIRECTORS – Baker and Lewis Co.. Meeting held December 12, 2025, and continued January 15, 2026. Directors present constituted a quorum.

1. Dividends. The Board ratified the cash dividend of 123,083.12 declared and paid December 2025.

2. Litigation. Counsel summarized the workplace injury claim; management has accrued 45,500.00 consistent with counsel's assessment. A commercial contract dispute asserted in December was noted; counsel considers an unfavorable outcome reasonably possible.

3. Vendor agreements. The Board approved the renewal of the services agreement with Hall Industrial Supply, a company controlled by an officer, on the terms presented (shortened payment terms).

4. Subsequent period. Through the January meeting date, no events were noted requiring adjustment to the December 31, 2025 financial statements other than matters above.

Certified: Corporate Secretary