RULES OF CONDUCT

July 10, 2026

2026 Adjourned Special Meeting of Stockholders

Welcome to the 2026 Adjourned Special Meeting of Stockholders of SPAR Group, Inc. (the "Corporation"). In fairness to all participants, and in the interest of an orderly and constructive meeting, the following rules of conduct will be enforced:

1. Only stockholders of record as of June 16, 2026, or their duly authorized proxies, are entitled to give voting instructions to the proxy agents or to attend the meeting, unless requested and approved in advance.

2. Since this is a virtual meeting, you must have given, and at the meeting must give, all of your voting instructions by proxy to the proxy agents. If the proxy agents receive your proxy without specific instructions, the proxy agents will vote your shares in accordance with the default instructions provided in your proxy (which follow the recommendations of SGRP's Board of Directors).

3. You do not need to give voting instructions at this meeting if you have already given them by proxy. If you wish to change your voting instructions, or if you have not given them, please do so online by clicking the link provided before the close of the polls.

4. If you are a registered shareholder (*i.e.,* you hold your shares through our transfer agent, Computershare), you do not need to register to attend the Adjourned Special Meeting of Stockholders virtually on the Internet. Please follow the instructions on the Proxy Card that you received.

5. If you hold your shares through an intermediary, such as a bank or broker, you must register in advance to attend the Adjourned Special Meeting virtually on the Internet. To register to attend the Adjourned Special Meeting online by webcast, you must submit proof of your proxy power (legal proxy) reflecting your SGRP holdings along with your name and email address to Computershare at legalproxy@computershare.com. Request for registration must be labeled as "Legal Proxy" and be received no later than 5:00 pm, Eastern Time, on July 7, 2026.

6. All questions and comments will be submitted in writing through the virtual meeting site or via email to the Company's investor contacts listed in the Company's website under Investors. Questions must be relevant to the business of the Corporation or the conduct of its operations.

7. All accepted questions will be answered after the Adjourned Special Meeting of Stockholders is adjourned.