

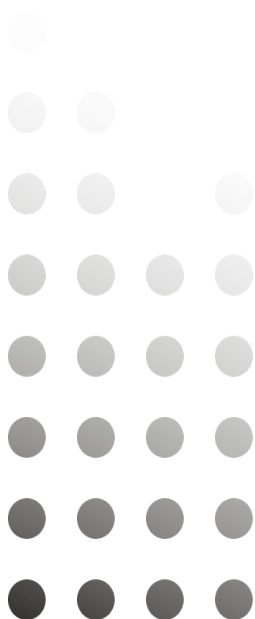
# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**SIAM CITY CEMENT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2023



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : SIAM CITY CEMENT PUBLIC COMPANY LIMITED

Symbol : SCCC

Address : 3/F, 10/F., and 12/F., Column Tower, No. 199 Ratchadapisek Road, Klongtoey

Province : Bangkok

Postcode : 10110

Business : The Company offers and customizes cement and mortar products under INSEE brands in nature powdered cement and clinker.

Registration Number : 0 1075 36001 34 6

Telephone : 0-2797-7000

Website : <http://www.siamcitycement.com>

Email : [companysecretary@siamcitycement.com](mailto:companysecretary@siamcitycement.com)

#### Total Shares Sold (shares)

Common Stock : 298,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	41,678,362.00	50,125,738.00	42,218,216.00
Cement (Thousand baht)	27,407,378.00	34,077,124.00	28,443,977.00
Concrete and Aggregates (Thousand baht)	5,388,192.00	6,399,953.00	7,235,241.00
Trading (Thousand baht)	5,388,670.00	5,633,811.00	2,223,138.00
Light Building Materials (Thousand baht)	2,382,309.00	2,859,546.00	3,204,481.00
Others (Thousand baht)	1,111,813.00	1,155,304.00	1,111,379.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Cement (%)	65.76	67.98	67.37
Concrete and Aggregates (%)	12.93	12.77	17.14
Trading (%)	12.93	11.24	5.27
Light Building Materials (%)	5.72	5.70	7.59
Others (%)	2.67	2.30	2.63

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	41,678,362.00	50,125,738.00	42,218,216.00
Domestic (Thousand baht)	21,011,000.00	25,353,000.00	27,412,648.00
International (Thousand baht)	20,667,362.00	24,772,738.00	14,805,568.00

Sri Lanka (Thousand baht)	7,263,501.00	8,403,451.00	4,543,000.00
Vietnam (Thousand baht)	5,943,000.00	8,442,000.00	4,949,000.00
Australia (Thousand baht)	1,919,000.00	2,596,000.00	1,857,637.00
Bangladesh (Thousand baht)	1,669,747.00	1,732,571.00	1,524,000.00
China (Thousand baht)	595,247.00	84,403.00	9,000.00
Cambodia (Thousand baht)	849,144.00	1,851,266.00	581,865.00
Other countries (Thousand baht)	2,427,723.00	1,663,047.00	1,341,066.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	50.41	50.58	64.93
International (%)	49.59	49.42	35.07
Sri Lanka (%)	35.14	33.92	30.68
Vietnam (%)	28.76	34.08	33.43
Australia (%)	9.29	10.48	12.55
Bangladesh (%)	8.08	6.99	10.29
China (%)	2.88	0.34	0.06
Cambodia (%)	4.11	7.47	3.93
Other countries (%)	11.75	6.71	9.06

#### Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	184,144.00	165,785.00	210,514.00
Other income from operations (Thousand baht)	184,144.00	165,785.00	210,514.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

#### Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	1,228,773.00	1,527,208.00	1,210,842.00

#### Information on Products and Services (1.2.2)

##### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	321,239.52	811,273.74	620,416.40

Remark : The figures for R&D investment provided here are inclusive of production rationalization, production expansion, product diversification, product quality improvement, production processes safety improvement, and social and environmental friendliness improvement.

# Risk Management



# Risk Management

## Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

### Softened demand and competitive intensity

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk

### Volatile commodity prices

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Climate change and disasters

### Risk from domestic policy rate

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Government policy

### **Exchange rate risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

### **Interest rate risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy
- Economic risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

### **Credit risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain

### **Liquidity risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Economic risk

## **Occupational health & safety (OH&S) management**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Pandemic risk

Operational Risk

- Safety, occupational health, and working environment

## **Energy and raw material supply risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain

## **Property Crisis in China and Regional Impact**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Economic risk

## **Technological advancements and cybersecurity threats**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

## Transition to low-carbon economy

**Risk Management Measures:** Yes

### Related Risk Topics

Strategic Risk

- Government policy
- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://investor.siamcitycement.com/storage/content/sustainable/sd-policy/20211129-sustainable-development-policy-th.pdf>

Remark : Details on the sustainable development report , please visit <https://siamcitycement.com/en/esg/esg-publications>

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://investor.siamcitycement.com/storage/content/sustainable/sd-policy/20211129-environmental-policy-th.pdf>

Remark : Details on the sustainable development report , please visit <https://siamcitycement.com/en/esg/esg-publications>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

## Results with Respect to the Environmental Aspect (3.3.2)

### Energy management

#### • Fuel consumption

	2021	2022	2023
Natural gas (Standard cubic feet)	214,070.00	258,143.00	185,915.00

#### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	1,429,867,586.00	1,506,225,026.00	1,344,777,911.00

## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	4,483.12	4,827.41	5,393.00

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	23,879,725.00	29,078,139.70	2,476,309.36
Hazardous waste (Kilograms)	1,615,127.50	1,792,550.40	90,759.22
<b>Total waste generated (Kilograms)</b>	<b>25,494,852.50</b>	<b>30,870,690.10</b>	<b>2,567,068.58</b>
Remark :	The information on 2023 does not include information on the Saraburi plant's waste, as the report by the plant is not yet available per the annual reporting round. The Company will adjust its reporting timeframe moving forward to ensure this information is available in the future.		

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	10,672,710.62	10,515,424.75	9,261,983.56
Remark :			
Scope 1 (Tons of carbon dioxide equivalents)	10,412,140.44	10,484,973.39	9,638,679.32
Scope 2 (Tons of carbon dioxide equivalents)	691,012.37	681,554.03	579,337.57
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>11,103,152.81</b>	<b>11,166,527.42</b>	<b>10,218,016.89</b>

### • Verification of greenhouse gas emissions over the past year

Third-party verification : No

Remark : The Company is currently reviewing the greenhouse gas emission in 2022 in collaboration with the Thailand Greenhouse Gas Management Organization (TGO).



## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://investor.siamcitycement.com/storage/content/corporate-governance/policies-and-documents/sccc-code-of-business-conduct-th.pdf>

Remark : For details on the policy, please visit <https://investor.siamcitycement.com/en/sustainable-development/sd-policy>

Details on the sustainable development report , please visit <https://siamcitycement.com/en/esg/esg-publications>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	2,297	2,343	3,420
Number of female employees (Persons)	667	688	887
<b>Total number of employees (Persons)</b>	<b>2,964</b>	<b>3,031</b>	<b>4,307</b>

Remark : The figures showing the total amount of employees for 2021 - 2022 only account for employees working for the Group's companies and subsidiaries in Thailand, while the figure for 2023 accounts for employees across all entities under the Group domestically and internationally.

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	4,014,745,227.00	4,588,209,943.00	5,181,138,935.00

Remark : Total employee remuneration for 2021-2023 is the remuneration of employees for employees across all entities under the Group domestically and internationally.

Information on provident funds covers numbers for the Company and subsidiaries in Thailand only.

##### • Employee development and training

	2021	2022	2023
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Average employee training hours (Hours / Person / Year)	15.18	22.66	26.44
Remark : The figures for 2021 - 2022 only account for employees working for the Group's companies and subsidiaries in Thailand, while the figure for 2023 accounts for employees across all entities under the Group domestically and internationally.			
Employee development and training expenses (baht)	23,714,041.72	58,414,304.62	46,622,048.11
Remark : Information on employee training for 2021-2023 accounts for all entities under the Group domestically and internationally.			

• **Health, safety and work environment**

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	1	2	1

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	6.58	8.41	8.75

Remark : The figures for 2021 - 2022 only account for employees working for the Group's companies and subsidiaries in Thailand, while the figure for 2023 accounts for employees across all entities under the Group domestically and internationally.

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.siamcitycement.com/storage/content/corporate-governance/policies-and-documents/20230227-sccc-corporate-governance-policy-th.pdf>

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	4	33.33

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
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1.	<p>Mr. PAUL HEINZ HUGENTOBLER</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Lic.oec.HSG</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Chairman of the board (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>13 Aug 1998</p>	<p>Engineering, Construction Materials, Economics, Corporate Management, Strategic Management, Mining, Energy &amp; Utilities, Project Management, Property Development, Law, Sustainability, Governance/ Compliance, Leadership, Change Management, Corporate Social Responsibility, Human Resource Management, Brand Management, Risk Management, Commerce, Budgeting, Negotiation, Finance, Accounting</p>
2.	<p>Mr. VANCHAI TOSOMBOON</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	<p>14 Jun 2004</p>	<p>Law, Construction Materials, Energy &amp; Utilities, Engineering, Mining, Construction Services, Human Resource Management, Governance/ Compliance, Leadership, Change Management, Commerce, Professional Services, Finance &amp; Securities, Risk Management, Corporate Management, Strategic Management, Fund Management, Project Management, Data Management</p>

3.	<p>Ms. NOPPORN TIRAWATTANAGOOL</p> <p>Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	23 Apr 2012	<p>Accounting, Finance, Banking, Insurance, Property Development, Finance &amp; Securities, Economics, Commerce, Property Fund &amp; REITs, Professional Services, Media &amp; Publishing, Health Care Services, Risk Management, Strategic Management, Fund Management, Project Management, Data Management, IT Management, Human Resource Management, Change Management, Budgeting, Sustainability, Corporate Social Responsibility, Procurement, Leadership, Statistics, Audit, Internal Control, Information &amp; Communication Technology, Corporate Management</p>
4.	<p>Mr. TINNAWAT MAHATHARADOL</p> <p>Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Master of Business Administration Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	24 Mar 2022	<p>Construction Materials, Property Development, Commerce, Property Fund &amp; REITs, Banking, Finance &amp; Securities, Accounting, Health Care Services, Tourism &amp; Leisure, Risk Management, Corporate Management, Strategic Management, Fund Management, Project Management, Data Management, Change Management, Audit, Internal Control, Marketing, Finance, Budgeting, Economics, Law, Governance/ Compliance, Leadership, Corporate Social Responsibility, Professional Services</p>



5.	Mr. STEPHEN PATRICK GORE Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: B.A. Hons in Politics, Philosophy and Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Re-elected as director	1 Apr 2019	Economics, Finance, Finance & Securities, Accounting, Risk Management, Industrial Materials & Machinery, Banking, Automotive, Corporate Management, Strategic Management, Fund Management, Project Management, Data Management, Change Management, Audit, Internal Control, Budgeting, Leadership, Statistics
6.	Dr. SUBHAK SIWARAKSA Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Mar 2021	Economics, Governance/ Compliance, Property Development, Finance & Securities, Banking, Commerce, Finance, Law, Corporate Management, Risk Management, Property Fund & REITs, Agribusiness, Professional Services, Insurance, Food & Beverage, Health Care Services, Strategic Management, Fund Management, Project Management, Data Management, Change Management, Audit, Leadership, Statistics
7.	Mr. SIVA MAHASANDANA Gender: Male Age: 61 years old Highest level of education: Master's degree Major: MBA, Finance and Investment (Beta Gamma Sigma) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	7 Apr 2016	Corporate Management, Strategic Management, Marketing, Risk Management, Mining, Brand Management, Fund Management, Project Management, Data Management, Change Management, Human Resource Management, Negotiation, Sustainability, Governance/ Compliance, Leadership, Construction Materials, Construction Services, Engineering, Audit, Internal Control, Budgeting, Finance

8.	Dr. SUNEE SORNCHAITANASUK Gender: Female Age: 61 years old Highest level of education: Doctoral degree Major: Management Communication Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	10 Jun 2015	Risk Management, Corporate Management, Audit, Finance, Internal Control, Accounting, Energy & Utilities, Property Development, Economics, Strategic Management, Fund Management, Data Management, Change Management, IT Management, Project Management, Budgeting, Data Analysis, Negotiation, Health Care Services, Transportation & Logistics, Corporate Social Responsibility, Banking, Governance/ Compliance, Professional Services, Leadership, Commerce, Statistics, Food & Beverage, Finance & Securities, Personal Products & Pharmaceuticals, Construction Materials, Digital Marketing, Construction Services, Information & Communication Technology
9.	Mr. CHARIN SATCHAYAN Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Executive Master of Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	7 Apr 2016	Property Development, Law, Property Fund & REITs, Professional Services, Finance & Securities, Risk Management, Strategic Management, Finance, Negotiation, Governance/ Compliance

10.	Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Economics, Finance and Cost Accounting Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director)  Director type: Re-elected as director	26 Mar 2020	Construction Materials, Construction Services, Commerce, Industrial Materials & Machinery, Accounting, Risk Management, Corporate Management, Strategic Management, Brand Management, Fund Management, Project Management, Data Management, Change Management, Audit, Internal Control, Marketing, Digital Marketing, Finance, Budgeting, Economics, Procurement, Leadership
11.	Mr. Onne van der Weijde Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director)  Director type: Original director	24 Mar 2022	Industrial Materials & Machinery, Construction Services, Mining, Commerce, Construction Materials, Finance & Securities, Accounting, Risk Management, Corporate Management, Strategic Management, Fund Management, Data Management, Change Management, IT Management, Audit, Internal Control, Finance, Budgeting, Economics, Law, Sustainability, Corporate Social Responsibility, Procurement, Governance/ Compliance, Leadership, Statistics, Project Management
12.	Mr. AIDAN JOHN LYNAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Executive Master of Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	26 Mar 2019	Risk Management, Corporate Management, Strategic Management, Project Management, Change Management, Human Resource Management, Budgeting, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Construction Services, Engineering

## Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of  
the Board of Directors' meetings : No

Remark : In each Board meeting, the Chairman will discuss with directors and take their comments to develop the agenda for the next meeting.

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Dr. SUNEE SORNCHAITANASUK [1] Gender: Female Age: 61 years old Highest level of education: Doctoral degree Major: Management Communication Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Re-elected as director	10 Jun 2015	Risk Management, Corporate Management, Audit, Finance, Internal Control, Accounting, Energy & Utilities, Property Development, Economics, Strategic Management, Fund Management, Data Management, Change Management, IT Management, Project Management, Budgeting, Data Analysis, Negotiation, Health Care Services, Transportation & Logistics, Corporate Social Responsibility, Banking, Governance/ Compliance, Professional Services, Leadership, Commerce, Statistics, Food & Beverage, Finance & Securities, Personal Products & Pharmaceuticals, Construction Materials, Digital Marketing, Construction Services, Information & Communication Technology

2.	<p>Mr. CHARIN SATCHAYAN</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Executive Master of Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	7 Apr 2016	<p>Property Development, Law, Property Fund &amp; REITs, Professional Services, Finance &amp; Securities, Risk Management, Strategic Management, Finance, Negotiation, Governance/ Compliance</p>
3.	<p>Mr. Onne van der Weijde [1]</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	24 Mar 2022	<p>Industrial Materials &amp; Machinery, Construction Services, Mining, Commerce, Construction Materials, Finance &amp; Securities, Accounting, Risk Management, Corporate Management, Strategic Management, Fund Management, Data Management, Change Management, IT Management, Audit, Internal Control, Finance, Budgeting, Economics, Law, Sustainability, Corporate Social Responsibility, Procurement, Governance/ Compliance, Leadership, Statistics, Project Management</p>

[1] A director with the accounting expertise needed to review financial statements

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Normonation and Compensation Committee	Mr. PAUL HEINZ HUGENTOBLER	Chairman
	Mr. VANCHAI TOSOMBOON	Member
	Mr. TINNAWAT MAHATHARADOL	Member
	Mr. STEPHEN PATRICK GORE	Member
	Mr. ROBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT	Member

Governance Committee	Mr. CHARIN SATCHAYAN	Chairman
	Dr. SUBHAK SIWARAKSA	Member
	Mrs. Phatchada Muenthong	Member
Investment and Finance Committee	Mr. Onne van der Weijde	Chairman
	Mr. TINNAWAT MAHATHARADOL	Member
	Mr. STEPHEN PATRICK GORE	Member
Audit Committee	Dr. SUNEE SORNCHAITANASUK	Chairman
	Mr. CHARIN SATCHAYAN	Member
	Mr. Onne van der Weijde	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : Audit Committee

Sub-committees responsible for nomination : Normonation and Compensation Committee

Sub-committees responsible for remuneration : Normonation and Compensation Committee

Sub-committees responsible for corporate governance : Governance Committee

Sub-committees responsible for corporate sustainability development : None

Remark : The company has a Sustainability Steering Committee which has executive directors (Group CEO) assigned by the Board to serve as the Chairman of the Sustainability Steering Committee and to report sustainability performance results directly to the Board of Directors at least 2 times a year.

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AIDAN JOHN LYNAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Executive Master of Business Administration	GROUP CEO	1 Mar 2019	Risk Management, Corporate Management, Strategic Management, Project Management, Change Management, Human Resource Management, Budgeting, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Construction Services, Engineering
2. Mr. Montri Nithikul Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Engineering	CEO Thailand Cement Business	1 Jan 2023	Construction Materials, Strategic Management, Change Management, Marketing



<p>3. Mr. Ranjan Sachdeva [1]  Gender: Male  Age: 55 years old  Highest level of education: Master's degree  Major: International and Corporate Finance</p>	<p>Group Chief Financial Officer</p>	<p>1 Apr 2023</p>	<p>Construction Materials, Construction Services, Engineering, Mining, Architecture, Energy &amp; Utilities, Property Development, Commerce, Transportation &amp; Logistics, Industrial Materials &amp; Machinery, Property Fund &amp; REITs, Banking, Food &amp; Beverage, Finance &amp; Securities, Information &amp; Communication Technology, Steel, Automotive, Accounting, Home &amp; Office Products, Risk Management, Corporate Management, Brand Management, Strategic Management, Fund Management, Project Management, Data Management, Change Management, Human Resource Management, IT Management, Audit, Internal Control, Marketing, Digital Marketing, Finance, Budgeting, Economics, Law, Data Analysis, Negotiation, Sustainability, Corporate Social Responsibility, Procurement, Governance/ Compliance, Leadership, Statistics</p>
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4.	Mr. Eamon John Ginley Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Chemistry	Chief Executive Officer of Siam City Cement (Vietnam) Limited	1 Oct 2021	Risk Management, Corporate Management, Brand Management, Strategic Management, Project Management, Change Management, Human Resource Management, Internal Control, Marketing, Budgeting, Data Analysis, Negotiation, Sustainability, Corporate Social Responsibility, Procurement, Governance/ Compliance, Leadership, Construction Materials, Construction Services, Engineering, Mining, Energy & Utilities, Commerce, Transportation & Logistics, Industrial Materials & Machinery, Professional Services, Information & Communication Technology
5.	Mr. Hemant Mudgal Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Business Administration	Group Chief Performance and Sustainability Officer	1 Feb 2023	Construction Materials, Engineering, Mining, Transportation & Logistics, Electronic Components, Professional Services, Petrochemicals & Chemicals, Information & Communication Technology, Steel, Corporate Management, Strategic Management, Project Management, Change Management, Marketing, Finance, Budgeting, Data Analysis, Sustainability, Leadership

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

### Remuneration policy for executives (7.4.2 – 7.4.3)

## Remuneration policy for executives

Remuneration policy for executives : Yes

Remark : Further details can be found in Attachment 5 Corporate Governance Policies and Practice (Full Version) of 56-1 One report

## Remuneration

	2021	2022	2023
Total executive remuneration (baht)	150,649,210.75	168,893,676.00	137,600,820.00

Remark : The information for 2021 was adjusted according to the corrected data.

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 3,420

Number of female employees (persons) : 887

**Total number of employees (persons) : 4,307**

Remark : The figures showing the total amount of employees for 2021 - 2022 only account for employees working for the Group's companies and subsidiaries in Thailand, while the figure for 2023 accounts for employees across all entities under the Group domestically and internationally.

## Employee Remuneration

Total employee remuneration : 5,181,138,935.00

Remark : Total employee remuneration for 2021-2023 is the remuneration of employees for employees across all entities under the Group domestically and internationally.

Information on provident funds covers numbers for the Company and subsidiaries in Thailand only.

## **Provident fund**

Total number of employees (persons)	: 4,307
Number of employees contributing to the PVD (persons)	: 2,261
Percentage of employees who are members (%)	: 80.01

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
<p>1. Mr. PAUL HEINZ HUGENTOBLER</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Lic.oec.HSG</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Chairman of the board (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 13 Aug 1998</p>	<p>Engineering, Construction Materials, Economics, Corporate Management, Strategic Management, Mining, Energy &amp; Utilities, Project Management, Property Development, Law, Sustainability, Governance/ Compliance, Leadership, Change Management, Corporate Social Responsibility, Human Resource Management, Brand Management, Risk Management, Commerce, Budgeting, Negotiation, Finance, Accounting</p>
<p>2. Mr. STEPHEN PATRICK GORE</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: B.A. Hons in Politics, Philosophy and Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 1 Apr 2019</p>	<p>Economics, Finance, Finance &amp; Securities, Accounting, Risk Management, Industrial Materials &amp; Machinery, Banking, Automotive, Corporate Management, Strategic Management, Fund Management, Project Management, Data Management, Change Management, Audit, Internal Control, Budgeting, Leadership, Statistics</p>

3.	Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Economics, Finance and Cost Accounting Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 26 Mar 2020	Construction Materials, Construction Services, Commerce, Industrial Materials & Machinery, Accounting, Risk Management, Corporate Management, Strategic Management, Brand Management, Fund Management, Project Management, Data Management, Change Management, Audit, Internal Control, Marketing, Digital Marketing, Finance, Budgeting, Economics, Procurement, Leadership
4.	Mr. AIDAN JOHN LYNAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Executive Master of Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 26 Mar 2019	Risk Management, Corporate Management, Strategic Management, Project Management, Change Management, Human Resource Management, Budgeting, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Construction Services, Engineering

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PAUL HEINZ HUGENTOBLER	Chairman of the board	Non-participating
Mr. VANCHAI TOSOMBOON	Director	Participating
Ms. NOPPORN TIRAWATTANAGOOL	Director	Participating
Mr. TINNAWAT MAHATHARADOL	Director	Non-participating
Mr. STEPHEN PATRICK GORE	Director	Non-participating
Dr. SUBHAK SIWARAKSA	Director	Participating
Mr. SIVA MAHASANDANA	Director	Participating

Dr. SUNEE SORNCHAITANASUK	Director	Participating
Mr. CHARIN SATCHAYAN	Director	Participating
Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT	Director	Non-participating
Mr. Onne van der Weijde	Director	Non-participating
Mr. AIDAN JOHN LYNAM	Director	Non-participating

### Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

### Meeting attendance and remuneration to each Board member (8.1.2)

#### Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 31 Mar 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PAUL HEINZ HUGENTOBLER (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2. Mr. VANCHAI TOSOMBOON (Director)	-	7/7	Participating	Did not hold the meeting
3. Ms. NOPPORN TIRAWATTANAGOOL (Director)	-	7/7	Participating	Did not hold the meeting
4. Mr. TINNAWAT MAHATHARADOL (Director)	-	7/7	Participating	Did not hold the meeting



5.	Mr. STEPHEN PATRICK GORE (Director)	-	4/7	Participating	Did not hold the meeting
6.	Dr. SUBHAK SIWARAKSA (Director)	-	7/7	Non-participating	Did not hold the meeting
7.	Mr. SIVA MAHASANDANA (Director)	-	7/7	Participating	Did not hold the meeting
8.	Dr. SUNEE SORNCHAITANASUK (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. CHARIN SATCHAYAN (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. Onne van der Weijde (Director)	-	7/7	Participating	Did not hold the meeting
12.	Mr. AIDAN JOHN LYNAM (Director)	-	7/7	Participating	Did not hold the meeting

Remark : 1) Seven meetings of the Board do not include the annual INSEE Day, for discussion on strategy and SD targets.

2) Mr. Stephen Patrick Gore was unable to attend the meetings from mid-year to the end of the year due to a medical condition following a severe accident but has participated in the discussion and decision-making in unofficial channels.

## Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PAUL HEINZ HUGENTOBLER (Chairman of the board)	-	4,320,000.00	680,000.00	No
2.	Mr. VANCHAI TOSOMBOON (Director)	-	2,340,000.00	372,500.00	No
3.	Ms. NOPPORN TIRAWATTANAGOOL (Director)	-	1,440,000.00	260,000.00	No
4.	Mr. TINNAWAT MAHATHARADOL (Director)	-	3,240,000.00	408,889.00	No
5.	Mr. STEPHEN PATRICK GORE (Director)	-	3,240,000.00	485,000.00	No
6.	Dr. SUBHAK SIWARAKSA (Director)	-	1,590,000.00	252,500.00	No
7.	Mr. SIVA MAHASANDANA (Director)	-	1,440,000.00	230,000.00	No
8.	Dr. SUNEE SORNCHAITANASUK (Director)	-	3,600,000.00	575,000.00	No

9.	Mr. CHARIN SATCHAYAN (Director)	-	3,120,000.00	493,333.00	No
10.	Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Director)	-	2,340,000.00	422,500.00	No
11.	Mr. Onne van der Weijde (Director)	-	4,320,000.00	543,889.00	No
12.	Mr. AIDAN JOHN LYNAM (Director)	-	1,440,000.00	230,000.00	No

Remark : The data for 2023 includes:

- 1) Meeting allowances for directors, including those for the Board of Directors' meetings and committees' meetings in the format of a monthly fee and meeting fee, as per details approved by the AGM
- 2) Other monetary remuneration including directors' bonuses as approved annually by the previous AGM, but payable in the following year after the yearly operation results have been concluded.

The data for 2022 includes:

- 1) Meeting allowances for meetings of the Board of Directors only, paid in the monthly format.
- 2) Other monetary remuneration including directors' bonuses as approved annually by the previous AGM, but payable in the following year after the yearly operation results have been concluded.

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 11

	List of directors	Termination date	Number of the audit committee meeting
1.	Dr. SUNEE SORNCHAITANASUK (Chairman of the audit committee)	-	11/11
2.	Mr. CHARIN SATCHAYAN (Audit committee)	-	11/11
3.	Mr. Onne van der Weijde (Audit committee)	-	11/11