



Annual Report 2023

**Adapting.
Strengthening.
Decarbonizing.**

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Annual Registration Statement/
Annual Report

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Sustainable Development

Environmental. Social. Governance.

Report of the Sustainability Steering Committee

Dear Shareholder,

In 2023, the Sustainability Steering Committee (SSC) led by Mr. Aidan John Lynam, Director and Group CEO, remained committed to overseeing and implementing initiatives aligned with SCCC Group's Sustainability Ambition 2030. Comprising one director, Mr. Aidan John Lynam, and four experienced management-level employees namely Mr. Francois Alain Jean Goulut, Ms. Suchintana Viraratt, Mr. Bruno Fux, and Mr. Netiwat Umrod, the SSC conducted seven fully attended working meetings throughout the year.

The SSC diligently adhered to its Committee Charter, focusing on Climate and Energy, Circular Economy, Biodiversity and Water, Community and Stakeholder Engagement, and Occupational Health and Safety (OH&S). Sustainability has been seamlessly integrated into our core business strategy and plans, with each CEO, Country Sustainability Coordinator, and Pillar Working Group member responsible for delivering targets outlined in the roadmaps of each country and the SCCC Group.

Key Activities of the SSC in 2023:

1. Robust 2030 Sustainability Targets:

While maintaining our core focuses, we are intensifying efforts to protect the Earth and enhance community resilience through ambitious targets to reduce greenhouse gas emissions significantly:

- Stretched the CO₂ emissions 2030 targets from <530 kg/ton CEM to <470 kg/ton CEM (approximately 25 percent reduction from 2020 baseline)
- Elevated 2030 target for alternative fuel use in cement kilns to over 1.4 million tons, with a Thermal Substitution Rate (TSR) goal set at 40 percent for the entire Group
- Set aggressive targets for By-Products (Fly ash, Slag, Gypsum) use at over 1.7 million tons, with a Clinker Factor (CF) target of 65 percent for the entire Group

2. Group Biodiversity Policy:

Approved by the Board of Directors, this policy guides the Group's Biodiversity Management approach, aiming for a Net Positive Impact (NPI) on biodiversity by 2030.

3. Key ESG Recognitions in 2023:

- Siam City Cement Public Company Limited received an SET ESG Rating of "AA", marking five consecutive years of recognition in Thailand Sustainability Investment (THSI) from the Stock Exchange of Thailand
- Siam City Cement Public Company Limited achieved a Corporate Governance Rating (CGR) of Thai Listed Companies 2023 at the "Excellent" level or "5-star" rating for eight consecutive years

The Sustainability Steering Committee consistently fulfills its responsibilities in overseeing the effectiveness of ESG activities and governance. With an unwavering commitment to the Group's pledge of "Caring about our future," the committee is dedicated to transparently translating this commitment into concrete actions. This underscores a genuine focus on implementation, aligning with our corporate vision and mission.

Aidan John Lynam

(Mr. Aidan John Lynam)

Chairman of the Sustainability Steering Committee

Sustainable Development

Road to Decarbonization: Our 2030 Stretched Targets

At SCCC, our dedication lies in achieving profitable growth while concurrently enhancing the sustainability of our operations. Considering that cement forms the essential building block of the contemporary world, and cement production contributes to greenhouse gas emissions, addressing climate change to limit it to 1.5 degrees Celsius and constructing a sustainable global environment necessitates profound reconsideration within our cement manufacturing processes.

In 2021, SCCC took a significant leap forward by introducing its **INSEE Sustainability Ambition 2030**, featuring well-defined and actionable targets addressing

- 1) Climate change
- 2) Biodiversity promotion
- 3) Economy principles
- 4) Workplace safety with zero-harm approach
- 5) Active community engagement

A materiality assessment was done using our own evaluation and benchmarking it with industry peers by ERM, confirming our focus areas as portrayed in INSEE Sustainability Ambition 2030. With an ingrained SCCC Commitment to "**Caring about our future**" embedded within every SCCC employee, we have recently reassessed our 2030 Ambition. Consequently, we have unveiled an **updated set of more ambitious 2030 targets** aimed at achieving a more substantial reduction in our impact on greenhouse gas emissions.

- By 2030, we aim to further reduce **CO₂ emissions** across the Group from <530 kg/ton CEM to **<470 kg/ton CEM**, representing a large 25 percent reduction from our 2020 baseline
- We have elevated our 2030 target for the use of **waste derived fuels** in our cement kilns to **over 1.4 million tons**, with a Group-wide Thermal Substitution Rate (TSR) goal set now at 40 percent
- An aggressive new target for the use of **By-Products** (Fly ash, Slag, Gypsum etc) has been set at **over 1.7 million tons** in our operations, with a revised Group-wide Clinker Factor (CF) target of 65 percent

These ambitious targets underscore our dedicated involvement in earnestly implementing decarbonization across our cement and clinker operations.

As we heighten our efforts in decarbonization, it is crucial to emphasize that our well-defined Environmental, Social, and Governance (ESG) agenda's other key pillars continue to serve as the foundation for our ethical business practices. Across the Group, we are committed to increasing our surface water utilization to **over 45 percent of our total water consumption** in our manufacturing processes, safeguarding precious groundwater and conserving clean water for future generations.

In addition to our focus on decarbonization and water conservation, our commitment extends to creating a **net-positive impact** on biodiversity, guided by our collaboration with the International Union for Conservation of Nature (IUCN).

Maintaining our "**Zero Harm**" commitment for Occupational Health and Safety by 2030 is paramount. This commitment extends beyond our employees to encompass our contractors, customers, and suppliers. Furthermore, we actively strive to have a positive impact on the quality of life for people in the communities where we operate.

Additionally, the Board of Directors we continuously monitor and evaluate our progress against those targets and evolving risks to stay on track to our long-term goals. We then annually review and disclose our sustainability performance by integrating key non-financial metrics, performance indicators, climate risk assessment into our Annual Report, in line with enhanced Stock Exchange of Thailand guidelines, Task Force on Climate-related Financial Disclosures (TCFD) standards, and KPIs of Global Cement and Concrete Association (GCCA).

These metrics specifically address crucial aspects such as climate change, workplace safety, and inclusivity within the workplace. To ensure comprehensive reporting, our Annual Report follows the "**GRI Standards**" established by the Global Reporting Initiative (GRI), with the GRI Index prominently featured in our disclosure. This reporting and disclosure commitment underscore our dedication to transparently communicating our sustainability efforts and achievements.

We follow ISO14001 standards in our environmental management, based on the latest ISO14001:2015 version, which includes all significant processes of our organization. This commitment aligns with our Sustainable Development Policy, establishing benchmarks for corporate governance and generating economic, environmental, and social value.

INSEE Sustainability Ambition 2030

Pillar 1: Climate & Energy

Reduce our CO₂ emissions to less than 470 kg net CO₂/ton cementitious

Reduce our specific electricity consumption by >10 percent

Ensure at least 20 percent of electricity consumption comes from alternative energy sources

Pillar 3: Biodiversity & Water

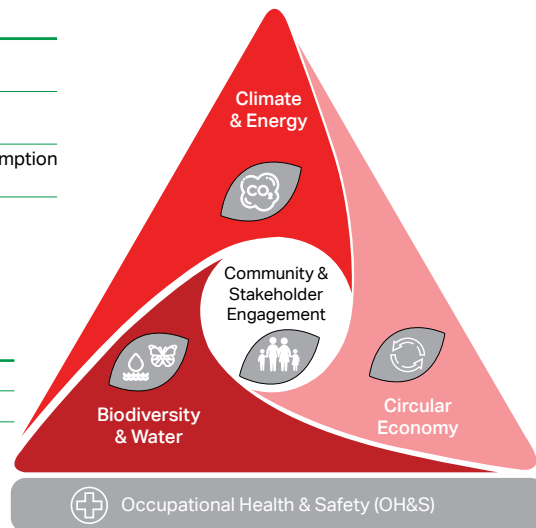
Have a net-positive impact on biodiversity

Preserve water in Company operations

Pillar 2: Circular Economy

Increase our usage of waste derived fuels and raw materials in clinker production from 0.5 million to > 1.4 million ton

Increase by-product absorption (fly ash, slag) to > 1.7 million ton



Theme 2:

Community & Stakeholder Engagement


Continue to proactively engage with our communities and stakeholders

Theme 1:

Occupational Health & Safety

Our ambition is Zero Harm by 2030

To stay true to our commitment to Sustainability Ambition 2030, we have set up a **Sustainability Steering Committee (SSC)** consisting of a member of the Board, and leaders in the organization. We have also assigned sustainability coordinators and groups for each country to plan and track progress toward our yearly goals. The Board of Directors has been updated on the work and progress of SSC at least twice a year.

 Details on the sustainable development and environment policies can be found on the Company's website at <https://investor.siamcitycement.com> > title sustainable development > SD Policy

Our 2023 SD Performance Highlights

Compare with the Sustainability Ambition 2030

	2030 Target	2023 Actual Performance
Environment		
CO ₂ Emission	< 470 CEM	603
% Clinker Factor	< 65%	71%
% Thermal Substitution Rate (TSR)	> 40%	21.1%
Usage of Waste Derived Fuels	> 1.4 mil ton	664,000 ton
Absorption of By-products	> 1.7 mil ton	978,000 ton
% Surface Water Utilization	> 45%	38.4%
Social		
Lost Time Injury Frequency Rate	Zero	0.11

The full version of SD Performance index can be found at Company's website at <https://www.siamcitycement.com> > title ESG > ESG Publications

Governance



SCCC received the **SET ESG Ratings Awards 2023** (previously known as Thailand Sustainability Investment List or THSI) from the Stock Exchange of Thailand (SET), which SCCC is being rated with an "AA" ESG rating, under the Property and Construction sector. This recognition has reflected the Company's continued and strong commitment to sustainability and its ambitious goals of fostering its Environmental, Social and Governance (ESG) practices and integrates them as an essential part of the Company's business strategies and performance.



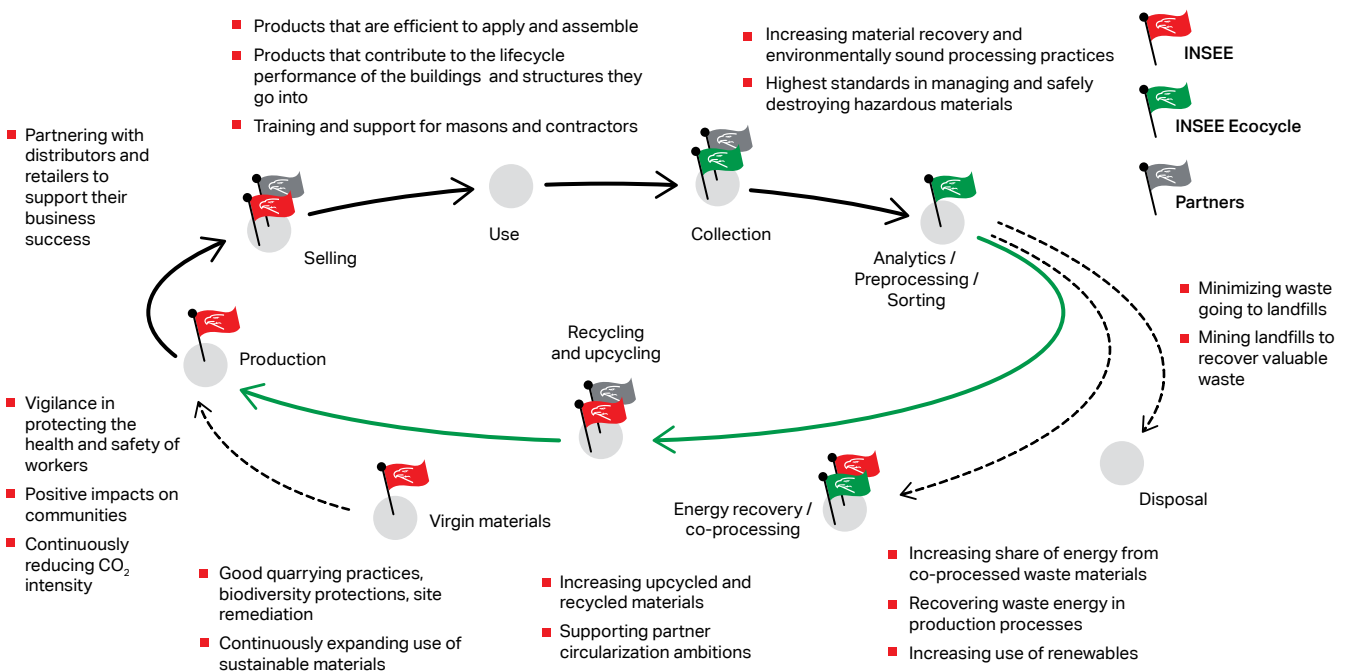
SCCC is ranked one of the top 405 Listed Companies with **Excellent Corporate Governance Scoring**, according to the Corporate Governance Report of Thai Listed Companies 2023. The report was developed by The Thai Institute of Directors Association (IOD), with support from the Stock Exchange of Thailand (SET). This indicates the Company's commitment and achievement in sustainability performance in respect of Environment, Social and Governance (ESG). The commitment results in its sustainable growth and favorable long-term returns and values for investors and all stakeholders.



In 2023, SCCC has continued to be certified as a member of Thai Private Sector Collective Action Against Corruption (CAC), embodying a strong commitment to conducting business with integrity, transparency, and a firm stance against corruption.

Sustainability Commitments Throughout Our Business Value Chains

We incorporate sustainability across our entire value chain, as illustrated below, to uphold the highest standards of good governance. Our aim is to minimize our environmental impact, follow international best practices, and optimize production. Within this value chain, we remain dedicated to promoting the health and well-being of our workers, reducing our CO₂ emissions, optimizing energy use, positively impacting biodiversity and water conservation, and actively engaging with communities and stakeholders.



Task Force on Climate-related Financial Disclosures (TCFD)

International standard setters, regulators and investors call for TCFD reporting, and more and more jurisdictions have TCFD-aligned reporting requirements (e.g., Hong Kong, Japan, New Zealand and Singapore in the APAC region). 2023 is the second year in which we disclose TCFD-aligned information focusing on governance, strategy, risk management as well as updated metrics and targets (see table).

Governance around climate-related risks and opportunities

Disclosures	Annual Report 2023
<ul style="list-style-type: none"> Board's oversight of climate-related risks and opportunities 	p. 86 - 87
<ul style="list-style-type: none"> Management's role in assessing and managing climate-related risks and opportunities 	p. 84 - 85

Strategy: Impacts of climate-related risks and opportunities

Disclosures	SD / GCCA Index
<ul style="list-style-type: none"> Climate-related risks and opportunities SCCC have identified over the short, medium, and long-term 	p. 94 - 96
<ul style="list-style-type: none"> Impact of climate-related risks and opportunities on SCCC's business strategy and financial planning (Climate strategy and scenario planning) 	p. 94 - 96

Risk Management: Identification, Assessment and Management of Climate-Related Risks

Disclosures	Annual Report 2023
■ SCCC's processes for identifying and assessing climate-related risks	p. 84 - 85, 94 - 96
■ SCCC's processes for managing climate-related risk	p. 84 - 85, 96, 133
■ Integration of climate-related risks into SCCC's overall risk management	p. 84 - 85, 96, 133

Metrics and Targets used to assess and manage relevant climate-related risks

Disclosures	Annual Report 2023 SD/ GCCA Index
■ Climate-related metrics	p. 89, 97 - 99
■ Disclosure of Scope 1 greenhouse gas emissions	p. 88, 97
■ Climate-related targets	p. 89, 97 - 99

Strategy: Impacts of Climate-related Risks and Opportunities

Global warming is one of the most urgent challenges the world is facing. If left unaddressed, it will impact both our climate system and the security of the population in general. Risks are related to deregulation of land and oceans temperatures; heat waves; drought; higher precipitation; and negative consequences across the food supply chain.

SCCC Group acknowledges the importance of this problem as well as the need to reduce carbon emissions and has developed a climate and energy ambition with Group and country-specific climate and energy roadmaps, targets and initiatives (details in page 97 - 99).

The most significant climate-related risks and impacts have been identified, reviewed and prioritized during a workshop in October 2022 (details in page 94 - 96). In line with the Business Risk Management the significance and likelihood were assessed based on the financial and reputational impacts considering different time horizons: short-term (until 2025), medium-term (until 2030) and long-term (after 2030). Focus of 2023 was to continue addressing risks and identifying opportunities.

Climate-related Risks and Opportunities Assessment Outcome

Risk type	Risks / Opportunity	Time horizon	Description	Impact (-) = negative impact (+) = positive impact
Physical risks	Chronic & Acute Changes in weather patterns as well as increased severity and frequency of extreme events	Medium	Countries where SCCC operates are experiencing heavier rainfall and flooding and sea level rise. An increase in severity and frequency of extreme events will affect business operations due to the proximity of some plants to shorelines and rivers as well as soil erosion risks	<ul style="list-style-type: none"> - The impact of changing weather patterns could affect our assets, production, and potentially the market in some countries, increasing operating costs and negatively impacting our revenue. There may be a need to relocate at-risk assets + Mitigation action such as flooding, and landslide protection could lead to an increased demand for cement and concrete and may open up opportunities for more resilient infrastructure projects

Risk type	Risks / Opportunity	Time horizon	Description	Impact (-) = negative impact (+) = positive impact
Transition risk				
Technology	Substitution of existing products and services with lower emission options	Medium/long-term	The cement and concrete industry must play its part in reducing the carbon intensity of cement and its associated semi-finished products, clinker content must be reduced continuously over time, without compromising excellent quality of our products in performance applications	<ul style="list-style-type: none"> - New technologies could disrupt the business of SCCC - The demand and price for secondary materials such as fly ash or alternative fuels and raw materials will increase due to international demand for greener cement + Opportunities arise from the improvement, substitution and diversification of the product portfolio to meet market demands and be a first mover / industry leader
Reputation	Changing public perception of the sector	Medium	In some countries of SCCC's operations there is a growing awareness and sensitivity to climate change while in other countries the focus on climate is not yet as relevant. Consequently, some of our higher-emission products could be viewed negatively in some markets	<ul style="list-style-type: none"> - Not responding to the demand for greener products combined with a curtailment of high-emission products could disrupt the business + Green ratings and labels have a positive impact in promoting green products and investing in R&D of new green products
Policy & Legal	Regulatory changes	Short	Regulatory changes are being observed in some countries such as the new Environmental Protection Law and Extended Producer Responsibility in Vietnam	<ul style="list-style-type: none"> - New product specification and regulatory requirements have to be met in order to secure funding from investors + Anticipating new product specification provide the opportunity to expand the product portfolio and innovate new products ahead of peers

Risk type	Risks / Opportunity	Time horizon	Description	Impact (-) = negative impact (+) = positive impact
Market	Pricing of GHG emissions	Medium	A tax on GHG emissions is to be expected after 2025 in some of the countries where SCCC operates	<ul style="list-style-type: none"> - Pricing of GHG emissions will raise the cost of production & services + New products and services with lower CO₂ emissions are seen as an opportunity to differentiate SCCC from other players

Risk Management: Identification, Management and Management of Climate-Related Risks

The Board of Directors of Siam City Cement Public Company Limited establishes a risk governance structure by assuring risk assessment and management at all levels of the business, as well as awareness of and action on both risks and opportunities as they arise.

In 2022, we assessed climate-related risks and opportunities with representatives from our different operations in Thailand, Bangladesh, Cambodia, Sri Lanka, and Vietnam. We conducted a workshop introducing TCFD and best practices in the sector and asked all CEOs to assess the likelihood and significance of physical and transitional risks at our different operations. The risks were chosen based on the WBCSD Construction and Building Materials TCFD Preparer Forum. The likelihood was thereby equated to time horizons, i.e., a risk is very likely if it occurs by 2025, potentially likely if it occurs between 2025-2030, less likely if it occurs after 2030. Significance was assessed in line with our Business Risk Management considering financial and reputational impacts. The results of the survey were then used for in-depth discussions in a workshop with senior leaders and representatives from Business Risk Management to identify climate-related risks that could adversely impact the Group as well as potential opportunities to direct our business to a more sustainable future. The outputs of the risk workshop were approved by the Sustainability Steering Committee and the Board of Directors and are included in our risk and opportunity disclosure on page 94 - 96.

Group Management oversees risk management through working committees such as Investment Committee, CAPEX Committee, Sustainability Steering Committee. In addition, the Board of Directors and the Audit Committee set the agenda for reviewing risk identification and management of risk mitigation on a quarterly basis.

This process covers changes in market, competitive, operational, financial, and talent conditions that potentially affect our performance and growth—positively or negatively—and review of actions to address changes. In 2023 the SD coordinators in each country reviewed the climate-related risks with the Business Risk Management Champions on a quarterly basis and the action plans defined for the most significant climate-related risks are reviewed at least on a yearly basis.

INSEE's Sustainability Focus Areas

1. Climate and Energy

Our SDG priorities



1.1 Ambition

Following the Global Cement and Concrete Association's roadmap, the decade between 2020 and 2030 is crucial for accelerating CO₂ emissions reduction through the following initiatives: increasing clinker substitution with SCM (Supplementary Cementing Materials); reducing fossil fuels consumptions and increasing the use of alternative fuels; reducing the CO₂ emissions at the concrete scale by reducing the cement in concrete with a better mix design and at the structural scale by optimizing the structures, less concrete by element.

In this context INSEE Group has reviewed its scope 1 roadmap ambition: **from 530 kg Net CO₂/ton cementitious materials originally defined to 470 kg Net CO₂/ton cementitious by year 2030**. This represents a reduction of 25 percent compared to 2020 reference year. This 2030 target is consistent with a pathway to 1.5 degrees by 2050 following the EIA (International Energy Agency) reports.

1.2 Strategy

To achieve this ambition there are necessary step changes SCCC Group needs to bring at different level as follows,

- Changes to low-carbon companies cement portfolio
- The deployment of alternative energy sources, thermal and electrical
- Efficiencies need to be improved to strengthen the baseline and to reduce wasted energy along the production processes
- New technologies are and will play an important role along the years to achieve this ambition

1.3 Performance and Outlook

Cement portfolio, clinker factor initiatives

Group Clinker Factor has been reduced by 5.08 percent compared to 2022 and 5.61 percent compared to 2020 baseline. Significant progress have been made in Thailand with the Limestone Separate Grinding project commissioned early 2023 together with a reduction of the OPC cement in the Thailand cement portfolio.

While in Vietnam the Clinker Factor reduction has dropped from 59.8 percent to 56.8 percent with the optimization of the cement portfolio, more addition of Mineral Component in bag and bulk cements and the usage of GGBFS which was facilitated by an investment from 2022 in the Thi Vai plant.

For Sri Lanka the Clinker Factor reduced from 71.8 percent to 66.5 percent with the addition of slag and fly ash in the cement.

Thermal Energy Initiatives

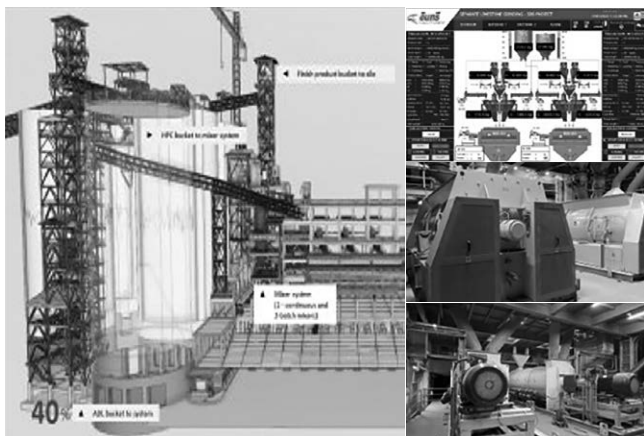
SCCC Group has significantly increase its Thermal Substitution Rate (TSR) from 16 percent in 2022 to 20 percent in 2023. Thailand TSR% increased from 11 percent to 17 percent mainly from the feeder capacity increase investments and an improved team collaboration from sourcing to co-processing. Vietnam coal substitution with alternative fuels reached 37 percent in 2023 vs 30 percent in 2022 due to equipment upgrade projects, and a stable kin operation along the year.

The new TSR ambition 2030 to achieve the new scope 1 target required 40 percent TSR across the SCCC Group. This challenge is taken by each plant with specific target and investment projects to deliver it.

1.4 Project Highlights in 2023

- **Separate Limestone Grinding Project - SCCC Thailand**

Separately grinding clinker and limestone can optimize the performance of ground clinker to reduce clinker consumption, delivering a 4-7 percent clinker factor reduction compared to a co-grinding process depending on the cement type. With investment of THB 350 million, this project has been in operational since January 2023, and so far 395,000 tons of CO₂ have been reduced for a 12-month period, equivalent to 8 percent of the plant yearly emissions.



- **Thermal Substitution Rate increase in Vietnam Hon Chong plant - SCCC Vietnam**

This project is associated with the TSR increase to reduce CO₂ emissions with a stable feeding alternative fuel and increasing the biomass, with main three initiatives under the project: 1) Kiln Inlet Modification 2) Upgrade the rice husk feeding system and unloading system, and 3) Installation of bag filter for kiln bypass system. These initiatives led to an increase of seven percent TSR and a reduction of 47,000 tons of CO₂ net/ton of clinker equivalent to four percent of plant yearly emissions.

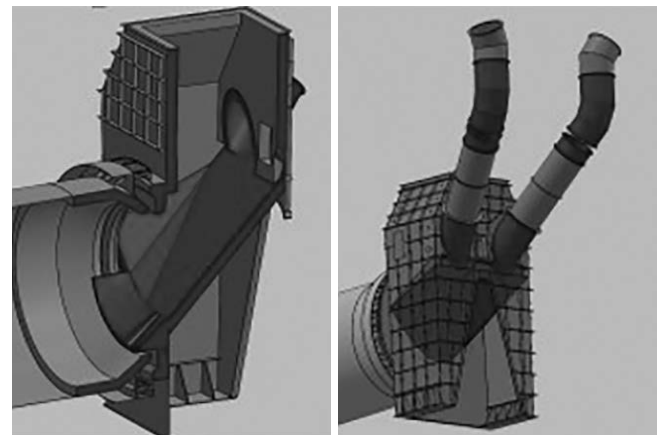



Image: Kiln inlet modification

 For more details on our Climate and Energy, see our **Sustainability Performance Index 2023** and on the **Company's website**.

2. Circular Economy

Our SDG priorities



2.1 Ambition

SCCC Group is enhancing circularity across our value chain, actively pursuing circular economy principles to achieve operational decarbonization goals. Simultaneously, we are supporting customers and partners by reducing construction waste and extending the lifespan of buildings and infrastructure. Our focus involves the rigorous development and production of innovative, environmentally, and socially responsible products that meet the quality standards throughout their entire life cycle, collectively referred to as our Green Portfolio such as our hydraulic cement with a reduced clinker content, designed to replace traditional Portland cement, in line with our commitment to sustainable alternatives in the construction industry.

Furthermore, our central contribution to circularity involves maximizing resource value and minimizing the demand for raw material extraction. Diverse by-products from various industries serve as valuable resources for SCCC, offering as sustainable alternatives to finite natural resources and fossil fuels in cement production. This not only supports resource conservation but also tackle

challenges associated with waste disposal. Through the implementation of co-process technology, we efficiently utilize waste as alternative fuels and raw materials via co-processing in cement kilns. Additionally, through our subsidiaries, notably INSEE Ecocycle, actively engaged in the waste management business in South and Southeast Asia which are in Thailand, Vietnam, Sri Lanka and Cambodia.

With over 22 years of experience in Thailand, INSEE Ecocycle provides sustainable waste management and industrial services across diverse sectors. We take pride in being a dedicated "Partner in Sustainability", assisting customers and partners in reaching their sustainability objectives and transitioning toward a circular economy. Recognizing the growing significance of resource efficiency and closed material cycles, INSEE Ecocycle views this as an opportunity to innovate new business models of sustainability partnerships.

By 2030, our more ambitious target on Circular Economy agenda is to significantly enhance the sustainability of our clinker production processes **by increasing our usage of waste derived fuels and raw materials in clinker production from 0.5 million to > 1.4 million tons. Additionally, we plan to increase the use of by-products, including fly ash and slag, by approximately 65 percent, reaching a milestone of over 1.7 million tons of by-product utilization annually for the manufacturing of our cementitious products.** This strategic initiative reflects our commitment to reducing environmental impact, promoting circular economy principles, and advancing the responsible use of resources in the production of

cement, contributing to a more sustainable and eco-friendly future.

2.2 Strategy

Our circularity strategy strives to reduce the use of primary raw materials and extend the lifespan of structures using our products. Targets include promoting circular products, increased utilization of alternative fuels in line with targeted thermal substitution and clinker factor. We actively work on closing the carbon loop to minimize our carbon footprint and collaborate with customers and industry associations to boost acceptance of hydraulic cements. Additionally, we engage in partnerships to evaluate the market readiness for managing construction and demolition waste in Southeast Asia.

In our Ecocycle business, we directly source waste materials from various industrial sectors and post-consumer. For handling post-consumer waste, our process involves producing Refuse-Derived Fuel (RDF) through the extraction and segregation of municipal waste at dumpsites. Utilizing RDF as an energy source serves a dual purpose: not only does it provide an alternative energy solution, but it also helps prevent leakage into waterways and mitigates environmental damage. Moreover, we collaborate with numerous partners to explore opportunities for expanding recycling activities to meet the circularity, aligning with our commitment to Sustainable Development Goals.

2.3 Performance and Outlook

In 2023, the utilization of waste-derived fuels stands at 664,000 tons, constituting 71 percent progress toward our 2030 target. Concurrently, the absorption of by-products across the Group amounts to 978,000 tons, reflecting 54 percent advancement from our 2030 target.

However, Thailand is actively embracing the Bio-, Circular-, and Green Economy (BCG) model for sustainable growth, recognizing the critical role of effective waste management in the Circular Economy. Given the escalating concern over plastic pollution caused by insufficient recycling and unsustainable practices, Thailand proposes implementing Extended Producer Responsibility (EPR) schemes. The EPR strategy aims to hold producers accountable for their products' environmental impact by initiating recycling programs, setting up collection points, and promoting eco-friendly designs. By adopting these measures, Thailand aims to foster responsible consumption patterns and contribute to the overarching goal of creating a circular economy.

In alignment with Thailand's BCG and EPR initiatives, Ecocycle operates on the fundamental principle of redefining "waste" as a valuable "resource." Our approach emphasizes efficient management from the source, maximizing the benefits of materials before disposal. This circular strategy complements Thailand's goals, particularly in the area of recycling, where INSEE Ecocycle aims to play a crucial role in reducing marine plastic debris. By viewing waste as a resource, Ecocycle strives to make a meaningful and positive contribution to Thailand's journey

towards sustainable resource management and environmental conservation.

2.4 Project Highlights in 2023

Project 1: Post-Consumer Flexibles and MLP Packaging Collection Pilot Project

INSEE Ecocycle has participated in a pilot project focused on collecting Post-Consumer Flexibles and Multilayer Packaging. This collaborative effort aims to advance the collection and recycling of post-consumer Plastic Flexibles and MLP packaging, contributing to a reduction in waste within these categories.

Within the circular economy value chain, INSEE Ecocycle, as a waste management specialist, plays a crucial role through active participation in Extended Producer Responsibility schemes. This involves the retrieval and proper disposal of flexibles and multilayered packaging, such as snack bags and coffee sachets, utilizing them as an alternative fuel in co-processing. Additionally, the project provides an invaluable opportunity to gain insights into consumer behaviors related to the collection of these specific waste streams.

Project 2: Circularity partnerships

INSEE Ecocycle collaborates with government agencies, universities, and private sector stakeholders to champion Zero Waste to Landfill solutions and support Thailand's circular economy goals. Key initiatives include establishing Refuse-Derived Fuel (RDF) drop-off points for items like single-use plastics, bras and lingerie, and innovative landfill mining projects. We continue

to assist sustainability partners in reaching environmental goals and achieving plastic neutrality targets. The ongoing MSW-RDF Project demonstrates our capability to extract plastics from dumpsites, process them into RDF for energy recovery, and prevent post-consumer plastics from leaking into oceans.

Additionally, for the past four years, INSEE Ecocycle Thailand has participated in the Infringing Goods destruction ceremony, ensuring the sustainable elimination of illicit goods without harming the environment.

In Sri Lanka, INSEE Ecocycle is expanding its waste management ecosystem by forming strategic partnerships in the dairy and e-commerce sectors, in addition to its existing collaborations with Fast-Moving Consumer Goods (FMCG) companies. Notably, INSEE Ecocycle has taken on the role of a "producer responsible organization" for the country's largest consumer dairy products company.



For more details on our Circular Economy, see our **Sustainability Performance Index 2023** and on the **Company's website**.

3. Biodiversity and Water

Our SDG priorities



3.1 Ambition

Water plays an integral role in all aspects of development. Despite being a vital and precious natural resource, water often faces scarcity, making it essential for sustainable progress. It is a key element in supporting biodiversity, including human life. Inadequate water availability contributes to heightened stress on various species, leading to biodiversity losses on both global and local scales. Biodiversity, in turn, plays a crucial role in water and nutrient cycles within soils, affecting plant life, including essential food crops. These interconnected processes help control land erosion and regulate both the quality and quantity of water. Recognizing the significance of water, the United Nations (UN) has outlined 17 sustainable development goals, with Goal six specifically focusing on ensuring water security (clean water and sanitation) for everyone, urging collective action.

In 2030, SCCC Group is committed to achieving our Water ambition of **reducing specific water consumption by more than 20 percent and using more than 45 percent surface water collection by 2030, a target that we increased from the originally 40 percent during the overall 2030 ambition review in 2023.**

As a Company active in mining, we know that our activities have an impact on biodiversity. Therefore, we strictly follow the mitigation hierarchy of avoiding, minimizing, rehabilitating and off-setting biodiversity impacts. In doing so, we aim for a Net Positive Impact (NPI) on biodiversity by 2030. In this context, we are evaluating and implementing nature-climate or nature-based solutions (e.g. artificial reefs for marine habitat or mangrove nurseries) which also contribute to the climate and energy ambition.

3.2 Strategy

To reach the biodiversity net positive impact ambition, we prioritize impact avoidance as the most preferred option, followed by impact mitigation and rehabilitation, and finally, once these options have been exhausted, biodiversity offsetting to cover any residual damage that cannot be otherwise addressed. During this journey, we are challenged, guided and supported by experts from IUCN as we have a regional MOU, which is detailed out in country-specific agreements ensuring that the roadmaps are implemented, and local specificities considered appropriately.

Each site has a water action plan. Among site specific actions, it consists of more general initiatives such as systematic measurement of our water consumption to ensure water conservation. To identify and track potential water loss as well as opportunities to optimize water consumption such as increasing equipment cooling efficiency, regular water balances are conducted by using the GCCA guideline and tools. Moreover, we keep collecting surface water by building more reservoirs (ponds and quarry dewatering) to make sure that we reach >45 percent surface water usage by 2030. We are using internal benchmarking and industry leaders' performance to continuously improve and potentially go beyond this target.

3.3 Performance and Outlook

In 2023, we continued to work with subject matter experts to verify the baseline of our biodiversity value, based on guidelines and tools issued by the **GCCA (Global Cement and Concrete Association)**. Based on this solid basis, the Biodiversity Management Plan (BMP) is developed and adjusted (if needed) to ensure being on track for our NPI target. The BMP helps to seek on-site solutions by considering the impact of the operation and designing subsequent restoration and reclamation efforts for the greatest possible biodiversity benefit while adopting compensatory measures such as biodiversity offset programs.

In 2023, we issued a Biodiversity Group Policy to ensure that the mitigation hierarchy principles are well understood throughout the organization and responsibilities are clear at Group level and in each country.

Stakeholders are involved at all stages as we are convinced that the long-term sustainability of all initiatives can only be achieved with appropriate partnerships. As such, in 2023 we executed the regional MOU with IUCN and country specific agreements have been followed-up locally. In the context of Cambodia, to reach Biodiversity Net Positive Impact by 2023, CMIC is working with local IUCN to develop potential offset with MCC (Marine Conservation Cambodia) Organization on fish stock rebuilding project that uses concrete reefs to protect breeding grounds and stop trawling bottom fishing. Within October 2023, CMIC had meetings with IUCN and visited the MCC in Kep province to inspect their project on restoration and prevention Marine biodiversity and ecosystem. The project is working by using concrete block structures deploying in the seabed to prevent illegal fishing and to enhance marine ecosystem and sea grass. This is to seek opportunity for Biodiversity Offset. Further review is needed with potential implementation in 2024.

Water continued to be a focus area and further optimization of water consumption based on minimization of the total water withdrawal and water loss indicators was initiated. Also, reused wastewater is treated to Waste Heat Recovery (WHR) for water cooling instead of discharging it outside. We keep increasing surface water usage by rainwater harvesting, maximizing water usage and building new water open pits. The quarterly Group meetings are as well used to share best practices and encourage peers to do more with regards to water preservation.

Q For more details on our Biodiversity and Water Performance, see our **Sustainability Performance Index 2023** and on the **Company's website**.

3.4 Project Highlights of 2023

1. Water net positive (Chip Mong INSEE Cement Corporation, Cambodia)

Achieving Water Net Positive also benefits biodiversity. Therefore, our target is to increase surface water storage for consumption and operation as much as we could by constructing a second pond with estimated volume of about 40,000 cubic meters (m³) per year. It will be further expanded to a total estimated volume capacity of the second pond of about 160,000m³ with draft plan in **Figure 1**. This is to preserve and sustain life and protect groundwater from future negative events, which may pose harm to the subsurface environment. Using such natural infrastructure is one of the suitable approaches to balance between biodiversity and water. As mentioned already, water is required to sustain biodiversity, and biodiversity supports the water cycle. Hence, increasing surface water storage should be termed as "Climate Proofing" to collect runoff water (rainwater) for many purposes, including Company operation and domestic use as climate change may pose serious impacts in the years ahead.

In 2023, the new second freshwater pond was already constructed with capacity of about 35,000m³. The second pond is filled with rainwater within the rainy season as can be seen in **Figure 2**. To discharge some amount of water to the existing first freshwater pond and thus increase surface water usage in 2024, a canal is built to connect the second and first water ponds. The canal is built with physical infrastructure by equipping it with at least two sluice gates to allow and regulate water flow into the first pond. Completion is expected in early 2024.

From 2024 onwards, the second stage of constructing the new freshwater pond will be continued with additional capacity of about 40,000m³.

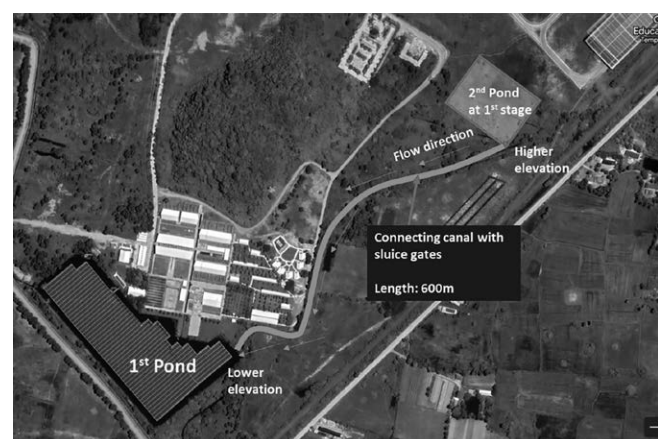


Figure 1: Water lighthouse project at CMIC (constructing second pond)



Figure 2: Second freshwater pond (at first stage with capacity of about 35,000m³)

4. Occupational Health and Safety

Our SDG priorities



4.1 Ambition

At Siam City Cement, our overriding safety objective has been and will always be Zero Harm to Anyone and Zero Fatality. We view this as a foundational element of our Sustainability Ambition 2030.

It is our priority that every employee and contractor in our business is treated as a valuable and equal partner whose health and wellbeing is prioritized, protected, and cared for.

The main objectives are protecting the health of all employees, contractors and the communities where SCCC Group operates. Subsequently, this involves reducing our targets for Lost Time Injury Rate by at least 10 percent every year until we get to zero harm, including zero fatalities and zero permanent disabilities across SCCC Group by 2030.

Through pro-active safety leadership, we strive to prevent all injuries and illnesses by providing a safe and healthy workplace, safe systems of work, all necessary safety equipment, training in safe operating procedures and enforcement of best practice safety regulations.

4.2 Strategy

Our Occupational Health and Safety (OH&S) governance assures cascaded accountability across the Company, with clear KPIs, for Executive Committee members in all countries, area owners, managers, supervisors and frontline staff focusing on:

- The implementation and compliance to the Group Safety Management System which focuses on our OH&S Directives and Standards
- Auditing world class OH&S procedures across all SCCC Group businesses

- Applying practices which go beyond what is legally required
- Holding all leaders and managers accountable on all aspects of OH&S
- Applying visible and effective leadership and supervision with all employees and contractors
- Providing regular health and wellbeing checks to ensure the fitness and welfare of all employees and contractors at all times and particularly during the Covid-19 outbreak

Along with tracking and benchmarking with external OH&S best practice, this strategy is complemented with capability building and training, with certification of qualified staff where applicable across all aspects of the business. Peer-to-Peer auditing across the companies within the Group supports cross challenging and learning to reinforce a consistent implementation quality of OH&S systems and processes.

4.3 Performance and Outlook


Our Group-wide OH&S workgroup, chaired by the Group CEO, continues to oversee the improvement of OH&S processes and systems, to keep up with global best practices and to assure OH&S capability building. Via a visible and felt leadership approach, positive reinforcement is practiced, and prompt consequence management is used to address conduct breaches.

SCCC Group's Lost Time Injury Frequency Rate is now at 0.11 percent against our zero target in 2030.

4.4 Project Highlights in 2023

Key initiatives in 2023 included Group wide audit process for all entities focusing on our OH&S Standards & Directives. The Standards detail how OH&S must be managed at Group, Country, and Plant level. The Directives detail the minimum requirements for a safe operation. In addition, we also conducted a thorough Design and Safety review on our existing Ecocycle operations in Thailand and Vietnam, and issued the INSEE Quarry Safety Handbook, which provides guidance for proven best practices related to quarry operations. Finally, we also conducted a Group wide communications campaign for all employees on "Last Step Behaviors", which focuses on the most common causes for incidents across our Group.



 For more details on our OH&S Performance, see our **Sustainability Performance Index 2023** and on the Company's website.

5. Community and Stakeholder Engagement

Our SDG priorities



5.1 Ambition

INSEE's ambition is to proactively engage with its communities and stakeholders.

SCCC Group has consistently engaged stakeholders, including employees, suppliers, and customers, in the pursuit of Sustainability Ambition 2030. This commitment is manifested through a comprehensive community and stakeholder engagement plan implemented across all sites, with a concurrent assessment of the impact of Sustainability Ambition and related engagement activities. The focal points of SCCC Group community engagement initiatives encompass critical areas such as quality education, including enterprise vocation education programs and masons training—an urgent regional need. Additionally, emphasis is placed on capacity

building in key areas like climate and energy, circular economy practices, biodiversity and water conservation, and occupational health and safety.

5.2 Strategy

Along the value chain, SCCC Group identifies the groups of stakeholders to ensure the effectiveness of our business operations by placing high value on information, suggestions and recommendations from key stakeholders. We analyze obtained information to formulate our engagement strategy to meet the requirements and expectations of stakeholders.

The following table gives an overview of the engagement strategy with our stakeholders:

Stakeholders	Objective	Engagement Strategy
Employees	Create safe work environments and promote employee's health & wellbeing. Ensure equal opportunities and offer learning and career development within the workplace	<ul style="list-style-type: none"> ■ Develop leadership capabilities in supervisors to be more attentive to subordinates ■ Promote engagement and two-way communications within the organization ■ Develop a safety culture in the workplace and build awareness about the environmental impact of our business ■ Conduct employee engagement survey to regularly listen to employees' opinions
Customers	Build and enhance long-term relationships with customers	<ul style="list-style-type: none"> ■ Arrange regular meetings and customer visits physically and virtually ■ Develop communication channels, online sales and support system to increase speed, convenience and effectiveness to the customer's needs ■ Provide customer training and knowledge sharing ■ Constantly conduct surveys to listen to customer's opinions for continuous improvement
Communities	Implement CSR-in-process to prevent or minimize operational impact on the communities, including creating projects to continuously support the communities' sustainable development the so-called CSR-after-process	<ul style="list-style-type: none"> ■ Regularly conduct surveys of communities' opinions ■ Develop communication channels, both official and unofficial ■ Arrange factory visits for community leaders and the public ■ Promote the community's engagement and joint management in some important projects ■ Create a fund for community development and environment, as well as community advisory panels

Stakeholders	Objective	Engagement Strategy
Goods & Service Suppliers	Promote good collaboration and mutual support to create business opportunities and mutual growth	<ul style="list-style-type: none"> ■ Announce and implement the Suppliers Code of Conduct ■ Announce and implement the Sustainable Procurement Policy and Guidelines ■ Arrange meetings with suppliers to promote good communications and training programs on various topics
Shareholders	Carry out business operations with good corporate governance while building sustainable progress for the organization	<ul style="list-style-type: none"> ■ Organize the Annual Shareholders Meeting ■ Regularly communicate and arrange field visits, and participations in CSR and environmental projects
Government Agencies & Independent Organizations	Strictly adhere to the laws and ensure good cooperation with the government sector. Seek opportunities for joint activities and projects which are beneficial to the society and the nations	<ul style="list-style-type: none"> ■ Study legal implications and control all aspects of the business to ensure legal compliance ■ Participate in meetings, seminars and forums with government agencies, as well as support official exhibitions and seminars ■ Support and participate in projects for society and the nation as organized by the government sectors
Media	Promote good understanding of the Company's operations, including policies and major projects so that the media is able to communicate them accurately to our stakeholders and the general public	<ul style="list-style-type: none"> ■ Regularly provide the media with information, operational facts and figures, and progress of major projects ■ Regularly arrange opportunities for the media to meet senior management, visit factory and participate in SD-related activities

5.3 Performance and Outlook

5.3.1 Communities

Each business unit within the SCCC Group formulates annual community engagement plans encompassing both CSR during and after processes. These plans aim to facilitate robust communication with local communities, encouraging their participation in planning and implementing community development activities. Leveraging the knowledge, expertise, and resources of the SCCC Group, these initiatives serve as valuable tools in fostering the sustainable development of communities and society at large.

In Thailand, as part of our commitment to engage the Thai community in its low-carbon cement journey, SCCC is dedicated to sharing its wealth of expertise and experiences with key stakeholders whose skills and decisions would affect lasting, sustainable change within communities. One noteworthy example is the collaboration with vocational students from across Thailand. Each year, they participate in the **"Vocational Education Commission" Competition (VEC)**, a national cement and concrete skills competition that has attracted over 432,000 students since its inception in 1995. SCCC proudly sponsors this event with its low-carbon cement, and works in partnership with the Ministry of Education, underlining the Company's dedication to education and skill development.



Moreover, SCCC recognizes the invaluable contribution of skilled masons in local communities. While they possess considerable expertise, SCCC believes that continuous learning and staying updated on industry advancements is essential. Under this endeavor, SCCC collaborates with the Ministry of Labor to enroll masons into its **"INSEE Construction 4.0"** program. This program not only enhances existing skills but also provides them with the latest knowledge in the ever-evolving

cement and concrete industry, ensuring they remain at the forefront of their profession.



In Vietnam, INSEE Vietnam arranged a stakeholder meeting in Kien Giang district, Kien Giang province, to gather feedback on the CSR activities implemented by the Company. The event brought together key individuals, including community leaders from Kien Luong. INSEE Vietnam's representatives aim to foster lasting connections with local communities, a fundamental aspect of the Company sustainable development efforts in Vietnam.



5.3.2 Customers

Customer Relationship Management

Building deeper emotional connections with our customers

Our comprehensive approach to building deeper emotional connections with customers is integral to SCCC Group's broader business strategy. The strategy to put our customers at the forefront of what we do extends throughout the entire value chain, touching every aspect from product development and marketing to sales and service. The goal is to maximize customer satisfaction to build Company's competitive advantage and foster sustainable growth. In line with its commitment to sustainable business practices, SCCC Group prioritizes win-win partnerships to attract and retain the most valuable customers. To actively gauge customer satisfaction and expectations, the Company conducts extensive customer relationship management surveys. These surveys

encompass key customer touchpoints for all business units in Thailand and extend across international borders to Vietnam, Sri Lanka, Bangladesh, and Cambodia. By engaging in these surveys and utilizing various communication channels, SCCC Group listens to customer opinions and implements improvement recommendations.

A customer satisfaction score of 94.5 percent, overachieving our target of 90 percent in 2023 in Thailand is a testimony to our efforts in building trusted and sustainable connections with our customers.

Holistic approach to building sustainable relationships

Beyond traditional methods of fostering brand loyalty through incentives and rewards, SCCC Group takes a holistic approach to strengthening emotional connections with its customer base. This strategy involves a multitude of engagement events and training programs held with key stakeholders in the construction industry, as well as with direct customers and partners. These efforts take place throughout the year in various countries. For instance, the INSEE Customers Convention 2023 in Vietnam serves as a platform for sharing the Company's value propositions, addressing direct questions, and unveiling a 360-degree virtual i2i (innovation-to-industry) lab experience that is designed to engage all customer segments. The i2i collaboration space further enhances knowledge sharing by hosting webinars featuring insights from a global team of industry professionals and academics, covering topics ranging from construction practices to material innovation and sustainable building design.

Commitment to Providing the Best Solutions

SCCC Group is committed and dedicated to delivering the best solutions to its customers. This commitment extends to being environmentally responsible. The Company is actively engaged in measuring and reducing the environmental impact of its products and services. In line with its transparency goals, the Company reports these impacts in a clear and open manner. One significant initiative is the pursuit of Environmental Product Declaration (EPD) Certification for all cement products. Currently, SCCC Group's cement offerings in Thailand, Sri Lanka and Vietnam have achieved full EPD certification. In addition to its focus on sustainability, the Company excels in service innovation and professionalism, designed to assist cherished customers in navigating the digital age. The Company's customer portal, INSEE Plus, has been significantly enhanced to provide customers with a single point of access to relevant Company information and self-service options, all with improved mobile responsiveness. This approach reflects the Company's commitment to delivering value and facilitating the mutual growth and development of its clients.

Customer training and knowledge sharing

SCCC Group provides high-quality training to its distribution partners, end users of its products, and to design and engineering professionals.

Training of masons and contractors is a priority across all our markets to maximise the success of customers who use the Company's products. Dozens of events are held regularly across the Group to deliver product education, product demonstrations, and to promote best practices in

construction. This includes product demonstration and health and safety training in a workplace. The Company's distribution and retail partners receive continuous education and coaching. This includes sales training and sales coaching for their representatives and business coaching for managers. To further support their business growth, our in-field teams conduct product demonstrations at our partners' premises to supplement the advice they provide their customers.

The Company's technical specialists provide training to engineers, architects and design professionals throughout Southeast Asia. This presents private and public companies, and government agencies, with the latest information on product design, project management, cost optimization, testing and performance. A key pillar of this professional education is the technical performance, regulation, and composition of new materials to minimize environmental impact, for example, by the use of low-carbon cement or Hydraulic cement.

On top of knowledge sharing for customers, and key influencers, Thailand Cement Business also work on the safety syllabus designed and executed with support from Ministry of Labour in Thailand to give fundamental safety lessons for local masons.

5.3.3 Employees

In 2023, the Employee Engagement Survey continues to be conducted to gather employee's voices and feedback across our Group companies. With target expected at 80 percent, SCCC Group's employee engagement score in 2023 is at 75

percent. Led by the business unit's top management, engagement improvement plans are annually defined and executed to enhance employee's overall engagement.

This engagement level led to SCCC Thailand to win "HR Asia Best Companies to Work for in Asia 2023" Awards, underscoring SCCC's commitment to high employee engagement and dedication to our workforce. It signifies SCCC's promise to continually strive to create the best possible work environment for our employees and future candidates, where everyone can work, learn, lead, and fully realize their potential.



Protection of Human Rights

At SCCC Group, we maintain a strict adherence of zero tolerance towards any form of discrimination or harassment. Our commitment entails respecting human rights and seeking to avoid involvement in human rights abuses, identifying, assessing, and minimizing potential adverse

impacts through due diligence and management of issues, and resolving grievances from affected stakeholders effectively. We are committed to employing people solely based on their ability to do the job, prohibiting any discrimination based on race, color, age, gender, sexual orientation, gender identity and expression, ethnicity, religion, disability, family status, social origin, and so on.

Guided by the United Nations Guiding Principles (UNGP) on Human Rights, the SCCC Group firmly believes that the success of our business is intricately linked to the respect, promotion, and safeguarding of human rights. We hold the expectation that all pertinent stakeholders are equally committed to upholding these fundamental principles.

1. Upholding Employee Rights

We are fully dedicated to safeguarding the rights and well-being of our employees, in strict accordance with both domestic and international labor standards applicable to SCCC's operational regions. Our organizational culture is deeply rooted in the fundamental principle of honoring the rights of every individual, regardless of their physical or mental condition, race, nationality, origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, tradition, or any other legally recognized status within each respective country.

1.1 Equitable Recruitment and Screening: SCCC extends equal opportunities to all applicants, irrespective of gender, sexual orientation, disability, education, race, age, or religion, fostering transparent and unbiased recruitment and screening procedures

1.2 Learning and Development: Throughout their tenure, all employees enjoy equal access to opportunities for self-improvement and are actively encouraged to engage in ongoing dialogues with their supervisors to shape their personal development journeys

1.3 Fair Compensation: We ensure competitive and fair compensation to attract top talents in the job market, upholding our commitment to equitable remuneration for our workforce

1.4 Performance Assessment: SCCC is unwavering in its dedication to nurturing a performance-driven culture, rigorously adhering to fair and transparent evaluation processes


1.5 Equitable Termination and Separation: Employee terminations or separations within SCCC are guided by principles of fairness and transparency, thoughtfully considering organizational requirements, a clearly defined process, and strict adherence to legal compliance, all in harmony with the principles of impartial treatment and procedural consistency

1.6 Embracing Diversity and Inclusion: SCCC consistently promotes an inclusive work environment characterized by transparency, professionalism, and equal opportunities across all our activities. We provide effective communication channels to convey the Management's directives and continuously gather valuable feedback from our employees

2. Compliance and Accountability

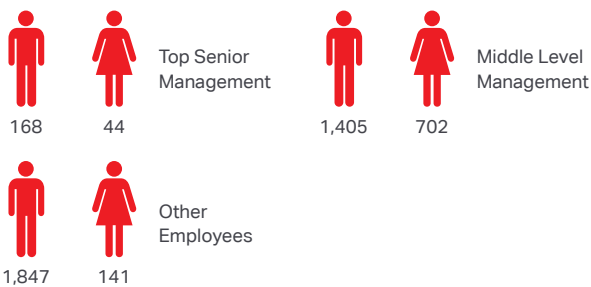
Every member of the Board of Directors, the Management team, employees, and any individuals or entities representing or acting on behalf of SCCC are bound by a rigorous commitment to adhere to these principles.

Anyone found in violation of human rights will be subject to disciplinary measures as defined by SCCC and may face legal consequences if their actions contravene the law.

 For more on Human Rights practices in SCCC Group, please see on our website in Business Code of Conduct, Group HR Policy, and Supplier Code of Conduct.

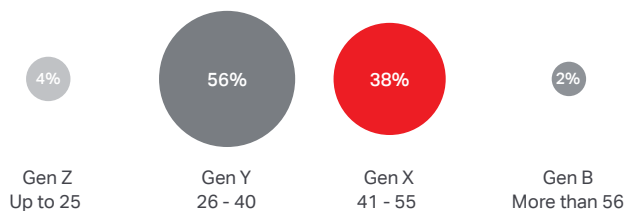
Gender

Proportion of employees by level (person)



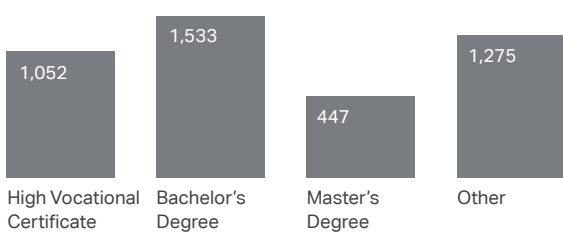
Age

Year old



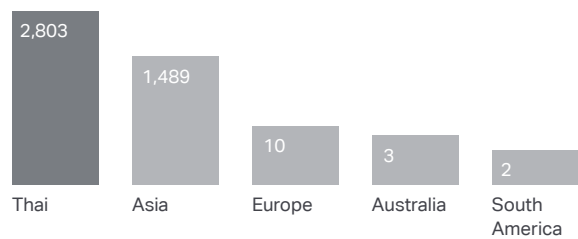
Education

Person



Nationality

Person



Remark: 2023 information included SCCC Group and its Subsidiary in Thailand and overseas.

5.4 Project Highlights in 2023

- **INSEE Ecocycle Thailand's partnership with Alliance to End Plastic Waste (AEPW)**

INSEE Ecocycle Thailand has partnered with Alliance to End Plastic Waste (AEPW), in collaboration with the Thailand Institute of Scientific and Technological Research (TISTR), Bangkok Metropolitan Administration (BMA), Eastern Economic Corridor (EEC), and the Public Private Partnership for Sustainable Plastics and Waste Management (PPP Plastics) to advance the sustainable management of used plastics, preventing their entry into the environment, and transform them into alternative feedstocks for the industry. INSEE Ecocycle will utilize its expertise in bringing non-recyclable plastic to be used as alternative fuel in cement kilns.

The Smart Recycling Hub Project is set to establish Material Recovery Facility (MRF) infrastructure and systems with the goal of recovering a minimum of 50,000 tons of high-quality plastic waste annually.

