

Technology and Digital Committee Charter

1. Purpose

The Technology and Digital Committee ("TDC") has been established by the Board of Directors (the "Board") of Siam City Cement Company Limited (the "Company") to oversee and guide the formulation of a strategic roadmap and execution aimed at transforming the Company's operations through appropriate and fit for purpose technologies and digital innovations.

The current ERP systems can serve as the backbone, providing the essential framework and infrastructure for our operations subject to further assessments and confirmation. In contrast, digital and AI technologies - such as generative AI, traditional AI, predictive AI, natural language processing, and automation - will act as an overlay, enhancing the Company's operational efficiencies and delivering substantial business value.

Our primary objectives for the next three years will be:

- a. Develop a comprehensive three-year integrated Technology and Digital (T&D) roadmap encompassing all relevant aspects, including organization, personnel, platforms and tools.
- b. Establish a future-ready technology backbone with the ERP system as the single source of truth, that is scalable and flexible, enabling seamless integration of off-the-shelf AI solutions tailored to the Company's business needs.
- c. Achieve a significant step-change in operating efficiencies and resource productivity.
- d. Establish the necessary capabilities to ensure continuous improvement and innovation.

2. Committee Members

a. Composition and Qualification

The TDC shall comprise at least 3 (three) directors of whom at least 1 (one) shall be an "Independent Director" as determined by the Board.

The members of the TDC must possess relevant knowledge and work

experience as well as a thorough understanding of the Group's businesses and operations.

b. Selection and Appointment Process

Candidates for the TDC membership shall be recommended by members of the Board and submitted to the Chairman of the Board for further consideration and appointment by the Board. The Board shall nominate and appoint the Chairman of the TDC.

c. Secretary

The Board shall appoint a person who is not the TDC member to be the Secretary of the TDC.

3. Term

a. Office Term

Members shall have a term of office concurrent with their directorship term of office.

In case of vacancy in the committee due to any reason other than completion of term, the Board of Directors shall appoint a fully qualified person to fill up the vacancy. Such person shall hold office concurrent with his/her directorship term. Upon completion of a term, the member may be re-appointed to the Committee.

b. Re-election

Upon the completion of an Office Term, any retiring TDC member shall be eligible for re-appointment disregarding the number of preceding re-appointments.

c. Resignation during Office Term

If any member of the TDC vacates the office prior to the expiry of his/her Office Term, that individual must provide at least one-month advance notice of his/her intention to resign. This notice must be made in writing, must state the reasons for resignation, and must be served to the Chairman of the Board.

4. Responsibilities and Duties

The TDC will provide guidance for the development of the Technology and Digital (T&D) roadmap and will oversee the execution of all associated initiatives to ensure alignment with the Company's objectives. Management is accountable for both the creation and implementation of the T&D roadmap.

a. Current Situation Assessment:

A broad evaluation of the current situation - potentially with external experts - is important for identifying potential gaps in current data systems and inconsistencies in infrastructure, business processes and applications. Existing solutions might limit the successful integration of new technologies and might require further adaptations.

- i. Conduct a thorough assessment of state-of-the-art technologies and digital solutions relevant to the Company available in the market.
- ii. Evaluate the organization's current technological capabilities and readiness, including existing infrastructure (especially, the data structure and availability), skill sets, and processes related to digital tools, such as Generative AI and traditional AI.
- iii. Identify gaps in technology infrastructure, operational processes, and human resources that may impede the successful adoption and integration of digital solutions.

b. End state and Target Setting:

- i. Define clear end states and conduct a cost-benefit analysis for each. A full digital transition may demand substantial technology and training investment, while process optimization may rely more on staff development with a smaller upgrade of the current technology - to be further assessed.
- ii. Establish clear and ambitious targets along with the key performance indicators (KPIs) for financial metrics (e.g., EBITDA) and operational metrics (e.g., energy consumption, yield, inventory levels) anticipated from technology and digital adoption over the next three years to demonstrate and track value contribution in monetary terms.
- iii. Highlight additional strategic benefits derived from implementing the technology and digital strategy, including enhanced competitive

positioning, higher customer satisfaction, and increased market share through superior service delivery and responsiveness.

c. Strategy Formulation:

Develop a robust and integrated T&D roadmap for the next three years, focusing on:

i. Business Impact:

1. Implement high-impact solutions across all businesses and functions.
2. Optimize for financial impact, while also ensuring quality and speed.
3. Estimate required budget for the full execution and to ensure that only an attractive business case gets approved for execution.

ii. Capability Building:

1. Foster awareness and understanding of digital transformations across the organization.
2. Introduce capability-building programs tailored to specific digital solutions.
3. Cultivate a culture of continuous learning and innovation.
4. Integrate new competencies into the Company's leadership framework.

iii. Tools and Platforms:

1. Optimize existing IT systems, manufacturing systems and digital applications with new platform requirements (e.g., data platforms, tools), ensuring minimal costs.
2. Ensure continuous updates and maintenance for all digital solutions.

iv. Partnerships:

1. Develop a comprehensive network with relevant institutions, including technology providers, educational entities, and research organizations.
2. Collaborate with leading partners to accelerate and sustain digital initiatives.

v. Risk Management:

1. Assess and mitigate potential risk factors, including cybersecurity, regulatory, and operational risks.

2. Ensure full alignment with the Company's risk management policies and frameworks.

d. Execution Governance on Company level:

- i. Establish a dedicated T&D team, led by a senior leader within the Company, to drive implementation efforts.
- ii. Implement robust execution monitoring tools to ensure accurate tracking of savings and performance outcomes.
- iii. Ensure a regular cadence of meetings to facilitate fast issue resolution and drive implementation.

e. Implementation Oversight and Reporting/Communication:

- i. Monitor and oversee the execution of initiatives to guarantee timely completion and alignment with the established T&D roadmap and organizational objective.
- ii. Ensure consistent and transparent communication to relevant stakeholders, including the Board, employees, shareholders, and the public.

5. Access to Information and External Advice

a. Access to Information

The TDC shall have appropriate access to the information of the Group with support from the Management in order to ensure the TDC obtains information and inputs sufficient and relevant for the TDC to fulfill its responsibilities and duties.

b. Appointment of External Expert(s)

The TDC may require the Company to engage any external expert(s) to support its activities and reviews in order to discharge its responsibilities and duties.

6. Meetings

- a. The TDC shall hold a meeting at least once every 3 (three) months. In the beginning of the transformation, there should be bi-monthly meetings to

ensure alignment and faster execution. The TDC will decide on when to change the frequency for the meeting. Any member of the TDC may call a special meeting as circumstances require. The method for calling and the procedures for conducting meetings shall be agreed upon by the members of the TDC.

- b. A quorum for a meeting of the TDC members shall be a majority of its members.
- c. The Secretary of the TDC shall keep minutes of the TDC meetings as directed by the Chairman of the TDC.

7. Reporting to the Board and Disclosures

- a. The Secretary of the TDC will prepare a quarterly report on the status of the T&D transformation together with the meeting notes for distribution to all Board members.
- b. The Chairman of TDC will report to the Board on matters covered at the TDC meeting and make recommendations at the regular Board Meetings.

8. Final Provisions

- a. This Charter shall be reviewed on an annual basis, updated as appropriate, and submitted for the approval of the Board.
- b. This Charter of the Technology and Digital Committee was approved by the Board of Directors Meeting No. 204 on 30 April 2025.

Dr. Tomas Koch
Chairman of the Technology and Digital Committee