

Charter of the Risk Management Steering Committee

Siam City Cement Public Company Limited

1. Purpose

The Board of Directors of Siam City Company Public Company Limited (SCCC or INSEE) authorized the Group CEO who is an Executive Director and the Management Leader to establish and chair the Risk Management Steering Committee (“RMSC”) to ensure that risk management culture has been established as the organization culture, at every Group Company level, aiming at achievement of the Group’s goals and objectives, as outlined in the Group’s Risk Management Policy, covering the following areas:

1. Aligning risk appetite and strategy
2. Enhancing risk response decisions
3. Reducing Operational surprises and losses
4. Identifying and managing multiple and cross enterprise risks
5. Seizing opportunities
6. Improving deployment of capital
7. Crisis management

2. Organization and Accountability of RMSC

The Group CEO established the organization of the RMSC on a project management scheme, each of the people within the RMSC organization was clearly assigned the following accountabilities.

Role	Accountabilities
Group CEO	Accountable for establishing and supporting the necessary organization culture, structure and competence across all levels of personnel and organization in SCCC and its Group Companies for effective implementation of risk management and crisis management.
Group Company CEO	Responsible for supporting risk management systems and processes to be operated actively and effectively according to the policy including business processes and crisis management which identify measures, monitor, reporting and manage risks by risk owners. The risk awareness shall be encouraged to each individual in the organization to create company culture.

Role	Accountabilities
Steering Committee	Accountable for initial setting and regular review of the Group Risk Assessment and Risk Mitigations. In addition, the Steering Committee shall ensure that any crisis which have potential impact to Group strategies or Group objectives must be periodically reported transparently to Board of Directors and the Audit Committee and shall monitor the alignment of Group's operation and the Risk Management Policy, which is a working guideline of the Steering Committee.

3. **Members and Term of Office**

The Group CEO shall designate at least two members in TML and/or SML Levels as members of the Steering Committee, with a representative of the Strategy team as a secretary. In case of vacancy in the Steering Committee due to any reason, the Group CEO shall appoint a fully qualified person to fill up the vacancy.

4. **Meetings**

The RMSC shall hold a quarterly meeting prior to the schedule of the Audit Committee and the Board of Directors' Meetings.

5. **Final Provisions**

This Charter shall be reviewed no less than every two years, updated as appropriate, and submitted to Group CEO for approval. This Charter was approved by the Group CEO on 14th February 2025.

- Signature -

Mr. Ranjan Sachdeva
Chairman of the Risk Management Steering Committee