

Charter of the Sustainability 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 the Sustainability Steering Committee ("SSC"), and to appoint the Chairman of SSC to ensure that the journey to the following INSEE Sustainability Ambition 2030 pillars and targets are well implemented among all Group Companies of INSEE.

| Pillar | Targets* |
|--|--|
| Climate & Energy (C&E) | <ul style="list-style-type: none"> ✓ Reduce CO2 emissions to < 470 kg net CO2/ton cementitious ✓ Reduce electricity consumption (by > -10%) with at least 20% coming from alternative electrical energy usage |
| Circular Economy (CE) | <ul style="list-style-type: none"> ✓ Double use of waste derived fuels to >1.4 mio tons per annum with TSR goal set at 40% across the Group. ✓ Increase the use of byproducts (fly ash, slag etc.) to >1.7 mio tons per annum, with Clinker Factor target at 65% for the entire Group. |
| Biodiversity and Water (B&W) | <ul style="list-style-type: none"> ✓ Assure net-positive impacts on biodiversity. ✓ Lower water consumption (by > -20%) with enhanced use of surface water (to > 45% of all water consumption) |
| Community and stakeholder engagement (CSE) | <ul style="list-style-type: none"> ✓ Continue solid engagement to build 'License to Operate.' |
| Occupational Health & Safety (OH&S) | <ul style="list-style-type: none"> ✓ Continue journey to ZERO HARM across all our business. |

*Note: Progresses are tracked against data disclosed in 2020

2. Organization and Accountability of SSC

The Chairman of Sustainability Steering Committee (SSC) established the organization of the SSC on a project management scheme, each of the people within the SSC organization was clearly assigned the following accountabilities.

| Role | Accountabilities |
|--|--|
| The Chairman of Sustainability Steering Committee | Accountable for overall achievement of Group Sustainability Ambition 2030 and respective yearly Group SD roadmap targets. |
| Group Company CEO | Accountable for driving the Country Sustainability Roadmap based on the Group Sustainability Ambition 2030 / Group Roadmap, and jointly accountable with Group CEO for overall achievement of Country Sustainability Ambition 2030 and respective yearly Country SD roadmap targets. |

| | |
|-------------------------------------|--|
| Steering Committee / Sponsor | Accountable for initial setting and regular review of the Group Sustainability Ambition 2030 based on SD roadmap achievements, enabling the achievement of the Sustainability Ambition 2030 and respective yearly roadmap targets, and guiding the organization in all Sustainability matters, ensuring leading standards in ambition setting and reporting. |
| Pillar working group member | Accountable for defining and delivering country specific pillar targets based on Group Sustainability Ambition, implementing Group standards in defining and reporting of SD targets and achievements, timely reporting of pillar specific roadmap achievements as input into the country SD roadmap achievements; owner of the pillar specific data, and defining and implementing pillar specific lighthouse projects. |
| Country SD Coordinator | Accountable for overall coordination and consolidation of working group outcome into a comprehensive country SD roadmap, alignment of country SD roadmap with Group roadmap and that potential up-/downsides are timely flagged up to CEO, ensuring the alignment and integration of the SD roadmap into country business/financial/budget planning process, and consolidated reporting (at least yearly) of the Country SD roadmap achievements to the Country CEO. |

3. Term of Office

The Chairman of Sustainability Steering Committee shall designate Sponsors, Country SD Coordinators and Country CEOs. Person holding each role shall have term of office concurrent with his/her function's responsibilities. In case of vacancy in the Committee due to any reason, the Chairman of Sustainability Steering Committee shall appoint a fully qualified person to fill up the vacancy.

4. Access to Information and External Advice

a. Access to Information

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

b. Appointment of External Expert(s)

The SSC may require the Company to engage any external expert(s) in order to support its activities, reviews and investigations in order to discharge its responsibilities and duties, as agreed upon by the Board of Directors.

5. Meetings

The SSC shall hold quarterly reporting meetings. Quarterly reporting meetings shall review country specific progress on KPIs and related initiatives on high level and identify potential gaps and make decision on actions or support to close the gaps. SSC shall also discuss or make decision or give a guidance on specific sustainability topics for the Group, such as, CO2 credits, reporting guidelines, etc. in this meeting should the matter arises.

6. Reporting to the Board of Directors and Disclosures

The SSC will report to the Board of Directors at least periodically and prepare a report to the shareholders in the Annual Report to explain the achievement and progress update on the targets of the INSEE Sustainability Ambition 2030.

7. 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.

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Mr. Hemant Mudgal
Chairman of the Sustainability Steering Committee