



# ESG Performance Report for Listed Companies in 2025

**SIAM CITY CEMENT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



# Table of Contents

	page
<b>Environment</b>	
Environmental management	1
Energy management	3
Water management	9
Waste management	13
Greenhouse gas management	18
<b>Social</b>	
Human rights	27
Fair labor practice	36
Responsibility to customers/ consumers	60
Responsibility to community/ society	65
<b>Corporate Governance and Economy</b>	
Corporate Governance Policy	76
Corporate Governance Structure	112
Performance Report on Corporate Governance	144
Corporate Sustainability Policy	182
Sustainability risk management	194
Sustainable supply chain management	204
Innovation development	206

# ESG Performance

Company Name : SIAM CITY CEMENT PUBLIC COMPANY LIMITED

Symbol : SCCC

Market : SET

Industry Group : Property & Construction

Sector : Construction Materials

## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines<sup>(1)</sup>

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management

As the reality of climate change becomes increasingly apparent, we are all conscious that humanity is currently consuming resources at a rate beyond the level our planet can sustain in the long term. Although cement and concrete are, to date, among the lowest carbon-intensive building materials per unit of strength and per unit of cost, the concrete industry must play its part in continuously reducing the carbon intensity of the built environment.

Maintaining the balance between productions and caring for the environment is an important element of our mission statement. To that end, Siam City Cement Public Company Limited has adopted the ISO14001: Environmental Management System as the organizations guideline in the management of the environment.

Inspired by the promise of a more sustainable and prosperous future for all, SCCC Group has devised the Sustainability Ambition 2030 which the Thailand Cement Business supports. However, we develop our ambitious targets based on business operations in Thailand, in alignment with all business units across the Group, to ensure that the Company can make a positive impact on the environment as one.

Reference link for environmental policy and guidelines : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-sustainability-policy-en.pdf>

*Remark: (1) The disclosed information includes the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited.*

### Information on review of environmental policies, guidelines, and/or objectives over the past years

#### Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : Yes

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

### Compliance with energy management principles and standards

Energy management principles and standards : Other : Energy Conservation Promotion Act

### Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, Other : Zero waste to landfill

### Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

### Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO),  
Others : ISO14001:2015

## Information on other environmental management

### Plans, performance, and outcomes related to other environmental management

## Information on incidents related to legal violations or negative environmental impacts

### Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years<sup>(2)</sup>

Boundary type	:	-
Total number of disclosure boundaries	:	18
Actual number of disclosure boundaries	:	5
Data disclosure coverage (%)	:	27.78

Remark: <sup>(2)</sup> The disclosed information includes the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited.

## Information on energy management

### Energy management plan

The company's energy management plan : Yes

SCCC, as a cement manufacturer, sees energy as a critical component of our production process. Thermal energy is required for clinker production, while electrical energy supports raw material preparation, grinding, and overall plant operations. Recognizing the energy-intensive nature of our industry, we are firmly committed to responsible energy utilization, continuous efficiency improvement, and long-term sustainability.

In response to the global climate crisis and the urgent need to limit global warming, we have aligned our 2030 ambition with the 1.5 degrees Celsius pathway of the International Energy Agency (IEA).

- Climate and Energy, together with Circular Economy, represent two of the three core pillars of our 2030 ambition and are intrinsically linked to effective energy management.
- We acknowledge our responsibility to contribute meaningfully to global decarbonization efforts and to operate in a manner consistent with internationally recognized climate goals.

Our energy management approach focuses on maximizing efficiency while accelerating the transition toward low carbon and renewable energy sources.

1. A key priority is increasing the Total Substitution Rate (TSR) through greater utilization of alternative and renewable fuels, thereby reducing reliance on fossil-based thermal energy and lowering direct CO<sub>2</sub> emissions.
2. In parallel, we are expanding the use of renewable electricity through on-site solar photovoltaic installations and waste heat recovery systems.

By increasing the share of solar power and recovered energy in our electricity mix, we reduce dependence on fossil-based grid power and lower indirect CO<sub>2</sub> emissions.

## Information on setting goals for managing energy

### Setting goals for managing electricity and/or oil and fuel<sup>(3)</sup>

Does the company set goals for electricity and/or : Yes  
fuel management

## Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2020 : electricity consumption from renewable sources 17.40 %	2030 : Increased by 20%
Increase of fuel consumption from renewable energy sources	2020 : fuel consumption from renewable sources 11.30 %	2030 : Increased by 50%

Remark: <sup>(3)</sup> In 2025, the Company disclosed its target to increase of fuel consumption from renewable energy sources.

## Information on performance and outcomes of energy management

### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Driven by our continuous commitment to enhancing energy efficiency and expanding the use of renewable energy sources, the Group successfully increased its renewable electricity consumption to 20.9 percent in 2025, representing a 3.5 percent increase from the baseline year. Concurrently, the utilization of alternative fuels rose to 28.9 percent, marking a 17.6 percent increase from the baseline year.

The Group also reduced Specific Thermal Energy Consumption (STEC) from 3,658 to 3,615 MJ per ton of clinker, while increasing the Total Substitution Rate (TSR) by 0.4 percent.

In 2025, Thailand achieved a 1.7 percent increase in TSR compared to 2024, driven by alternative fuel quality improvements implemented by INSEE Ecocycle. Enhanced fuel selection and processing resulting in lower moisture content and higher net calorific value (NCV) enabled smoother and more stable kiln feeding.

Despite the ramp-up in TSR, Thailand demonstrated strong performance in reducing STEC. Key initiatives included the implementation of Advanced Process Control (APC) at Kiln No. 6, installation of a newly designed splash box to improve heat exchange efficiency between gas and material, and Free CaO (FCaO) optimization. Through these integrated measures, Thailand achieved a reduction of 21 MJ per ton of clinker.

A major contributor to the Groups STEC reduction was the Vietnam plant, achieving a significant improvement of 137 MJ per ton of clinker. This performance was primarily driven by a CAPEX project involving clinker cooler inlet modification. The system was redesigned into two chambers with the installation of an additional fan, enhancing cooling efficiency and optimizing heat recovery.

Further improvements were realized through strict control of clinker bed height, ensuring stable and efficient cooler operation. In addition, main burner momentum optimization and effective preheater exit temperature control were implemented to further enhance overall thermal efficiency.

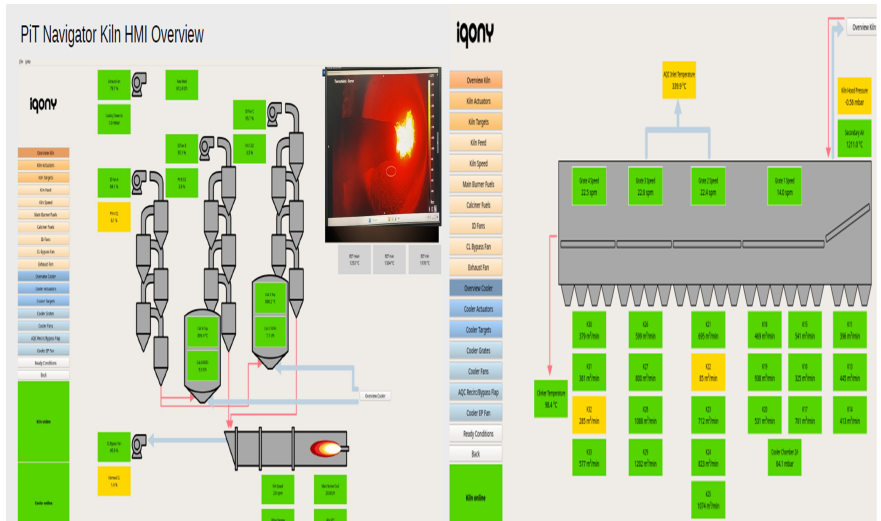
At INSEE Lanka (SCCLK), the installation of a high-precision coal feeder significantly minimized fluctuations in coal dosing. This initiative was complemented by the implementation of an online raw meal analyzer, effectively reducing raw meal variability. Collectively, these enhancements improved kiln stability, enabled higher production rates, and delivered a 57 MJ per ton of clinker reduction in STEC.

In addition, improvements in AF mixed-bed operations further strengthened process reliability, enabling the plant to sustainably maintain a TSR above 40 percent, representing a 1.2 percentage-point increase compared to 2024.

Diagram of performance and outcomes in energy management



New design of splash box implemented at kiln #3, SCCTH



Advanced Process Control at kiln #6, SCCCTH



Modify clinker cooler at fix inlet to be 2 chambers, SCCVN

Information on electricity management

Companys electricity consumption (\*)

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b> <sup>(4)</sup>	1,344,777,911.00	1,387,937,981.00	1,382,552,070.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	1,049,588,287.00	1,099,907,176.00	1,026,800,452.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	295,189,624.00	288,030,805.00	355,751,618.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	312,230.77	270,395.09	271,354.68

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

Remark: <sup>(4)</sup> In 2025, the Company revised the reporting boundary to cover only the cement manufacturing operations. Data for 2023-2024 were prepared based on the previous reporting boundary, which included the head office of Siam City Cement Public Company Limited.

#### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	88.80000000	86.28000000	85.31000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilogram of product)	N/A	N/A	N/A

#### Electricity Expense<sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	4,031,350,233.48	3,107,088,916.23	4,251,764,483.00
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	10.15	7.96	8.84
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	9.48	6.72	7.79

	2023	2024	2025
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	935,999.59	605,316.37	834,497.45

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on fuel management

### Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	N/A	N/A	15,041,873.00
Gasoline (Litres)	N/A	N/A	2,918.00
Fuel oil (Litres)	N/A	N/A	1,519,322.00
Natural gas (Standard Cubic Feet)	185,915.00	115,100,637.00	148,156,326.00
Coal (Metric tonnes)	N/A	N/A	1,070,261.00
Conventional fossil fuels (Kilograms)	1,278,220,140.00	1,192,913,083.42	N/A
Alternative fossil and mixed fuels (Kilograms)	386,883,505.00	501,645,572.00	N/A
Biomass fuels (Kilograms)	101,840,806.00	196,564,825.00	N/A

Additional explanation : Not include external fuel consumption

### Company's fuel expense <sup>(\*)</sup>(5)

	2023	2024	2025
Total fuel expense (Baht)	8,186,233,997.62	4,509,350,934.96	5,253,589,032.48
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	20.60	11.55	10.92
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	19.25	9.76	9.63

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(5)</sup> In 2026-2025, the Company revised the reporting boundary to cover only the cement manufacturing operations.

## Information on total energy management (electricity + fuel)

### Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	34,760,781.00	12,424,758.00	11,905,411,286.00

### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.81761162	0.26878332	218.17824519
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	2,424.00000000	841.00000000	740.00000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years<sup>(6)</sup>

Boundary type	:	-
Total number of disclosure boundaries	:	18
Actual number of disclosure boundaries	:	5
Data disclosure coverage (%)	:	27.78

Remark: <sup>(6)</sup> The disclosed information includes the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited.

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

Water is a fundamental resource for sustainable development, playing a critical role in supporting biodiversity and human life. However, increasing water scarcity poses serious challenges, contributing to biodiversity loss and disrupting nutrient cycles in soils, vegetation, and essential food crops. These interconnected issues also influence land degradation, erosion, and the regulation of water quality and availability.

The protection of water resources and biodiversity is therefore essential and cannot be overlooked. To address these challenges, best practices in water management must be widely adopted and strengthened. In line with the United Nations Sustainable Development Goal (SDG) 17, which calls for collective action to ensure clean water and sanitation for all, Siam City Cement remains firmly committed to advancing water stewardship.

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : Yes

#### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water consumption	2020	2030 : Reduced by 20% %
Increase of recycled water for consumption	2020	2030 : Increased by 45% %

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

By 2030, the Group aims to reduce specific water consumption by more than 20 percent and increase the use of surface water collection to over 45 percent. These actions reflect our commitment to improving water efficiency and strengthening responsible water resource management.

In 2025, the Company maintained a strong focus on responsible water stewardship across its operations. Total water withdrawal amounted to approximately 4,330 megaliters, sourced primarily from groundwater and surface water, with limited reliance on third-party supplies.

Through efficient water management practices, total water consumption was contained at around 3,854 megaliters, equivalent to about 240 liters per ton of cement produced, reflecting continued improvements in water-use efficiency. Wastewater management remained robust, with over 93 percent of wastewater treated prior to discharge, and nearly 97 megaliters of recycled water reused within operations. These measures demonstrate the Company's commitment to minimizing freshwater abstraction, improving recycling and treatment, and reducing water-related impacts while supporting stable production performance.

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<sup>(7)</sup> <b>Total water withdrawal (Cubic meters)</b>	5,393,881.00	4,299,562.00	4,330,107.00
Water withdrawal by third-party water (cubic meters)	401,881.00	251,844.00	261,093.00
Water withdrawal by surface water (cubic meters)	1,945,000.00	1,579,002.00	1,725,806.00
Water withdrawal by groundwater (cubic meters)	3,047,000.00	2,468,716.00	2,343,208.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	1,252.35	837.63	849.87

	2023	2024	2025
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.13	0.09	0.08

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(7)</sup> In 2025, the Company revised the reporting boundary to cover only the cement manufacturing operations. Data for 2023-2024 were prepared based on the previous reporting boundary, which included the head office of Siam City Cement Public Company Limited.

#### Water discharge by destinations

	2023	2024	2025
<sup>(8)</sup> Total wastewater discharge (cubic meters)	907,000.00	662,424.00	475,987.00
Wastewater discharged to surface water <sup>(9)</sup> (cubic meters)	N/A	N/A	475,987.00

Remark: <sup>(8)</sup> For accuracy, the data for 2022 and 2023 has been adjusted in terms of unit presentation.

<sup>(9)</sup> In 2025, the Company began disclosing water discharge data by discharge destination. Such information was not disclosed in 2023-2024.

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	4,486,881.00	3,637,138.00	3,854,120.00

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption <sup>(10)</sup> (Cubic meters)	N/A	N/A	96,956.00

Remark: <sup>(10)</sup> In 2025, the Company began disclosing water discharge data by discharge destination. Such information was not disclosed in 2023-2024.

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.10553635	0.07868178	0.07063050
Intensity of total water consumption (Cubic meters / Metric ton of product)	0.31284476	0.24625666	0.23955572

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	15,797,910.50	14,053,822.77	13,282,768.00
Total water withdrawal expense from third-party water (Baht)	5,462,205.99	5,344,403.56	4,988,059.00
Total water withdrawal expense from other sources (Baht)	10,335,704.51	8,709,419.21	8,294,709.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.04	0.04	0.03
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.04	0.03	0.02
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,667.96	2,737.94	2,607.02

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years<sup>(11)</sup>

Boundary type	:	-
Total number of disclosure boundaries	:	18
Actual number of disclosure boundaries	:	5
Data disclosure coverage (%)	:	27.78

Remark: <sup>(11)</sup> The disclosed information includes the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited.

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

At Siam City Cement, responsible waste management is integral to our commitment to sustainable development and operational excellence. We aim to increase the utilization of waste-derived fuels and raw materials in clinker production, while increasing by-products absorption.

Aligned with United Nations Sustainable Development Goal 12 (Responsible Consumption and Production), we strive to minimize waste generation and maximize resource efficiency across our value chain. Through continuous improvement, and collaboration with partners, we aim to reduce environmental impacts while supporting circular economy principles and creating long-term sustainable value.

### Information on setting goals for waste management

#### Setting goals for waste management<sup>(12)</sup>

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	2020 : non-hazardous waste and hazardous waste 11,352,730.00 Kilograms	2030 : Increased by 10%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> </ul>

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2020 : non-hazardous waste and hazardous waste 14,128,174.00 Kilograms	2030 : Reduced by 10%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> <li>• Incineration without energy recovery</li> </ul>

Remark: <sup>(12)</sup> In 2025, the Company revised the presentation format of its waste management targets to align with the e-One Report system template.

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

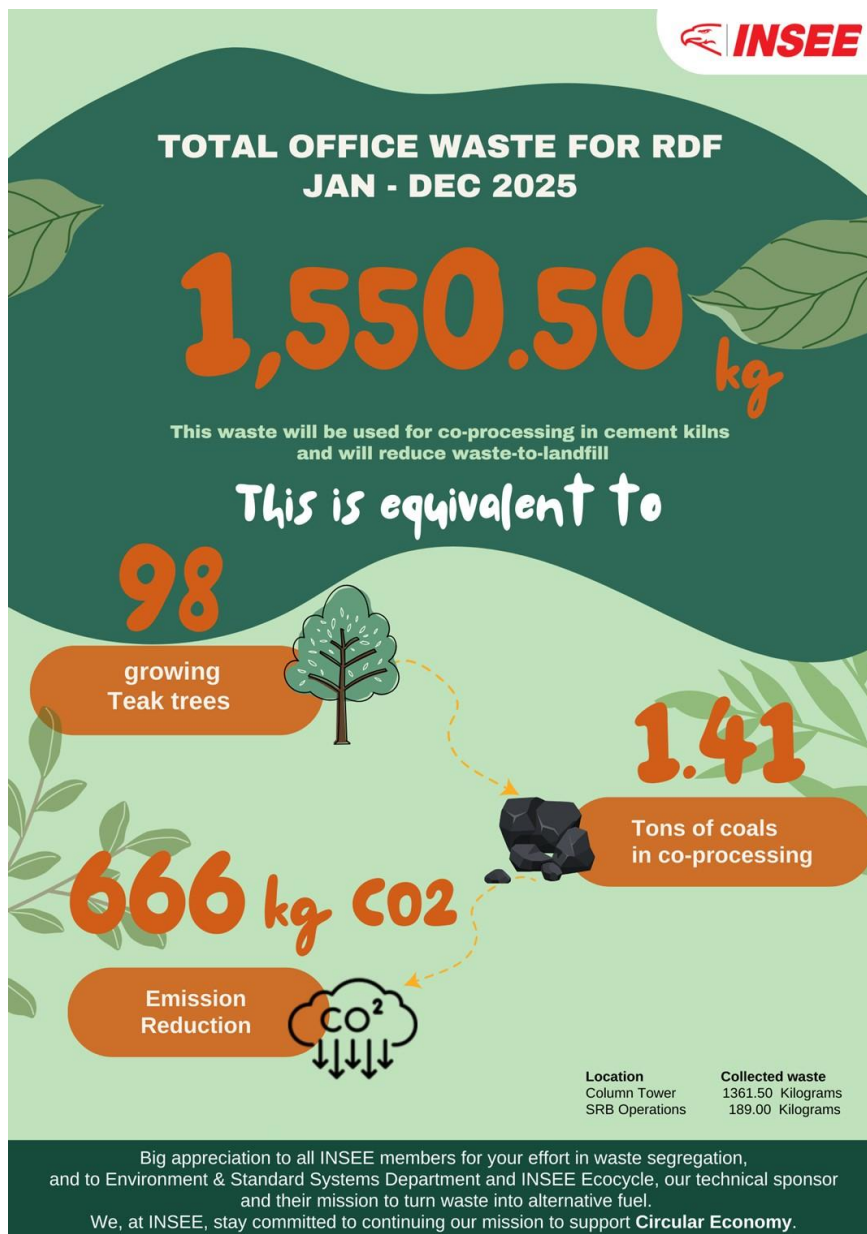
In 2025, the Group generated a total of 14.13 thousand tons of waste, comprising 12.35 thousand tons of non-hazardous waste and 1.78 thousand tons of hazardous waste.

Non-hazardous waste was primarily managed through recycling and resource recovery, with 10.83 thousand tons reused or recycled, while the remaining volumes were managed through controlled treatment routes such as incineration with energy, and other permitted pathways. Only a limited portion was sent to landfill (Inert Material). Particularly in Thailand, Vietnam, Bangladesh we achieved zero waste to landfill.

Hazardous waste was handled under strict regulatory controls, with 0.52 thousand tons reused or recycled, and the remainder treated predominantly via controlled incineration.

Overall, the Group achieved a strong waste recovery performance, with 11.35 thousand tons of total waste reused or recycled, reinforcing continued progress toward waste minimization, higher resource efficiency, and alignment with circular-economy principles.

Diagram of performance and outcomes of waste management



Information on waste management

Waste Generation<sup>(\*)</sup>

	2023	2024	2025
Total waste generated (Kilograms) <sup>(13)</sup>	9,938,193.00	12,301,715.00	14,286,060.00

	2023	2024	2025
<b>Total non-hazardous waste (kilograms)</b>	8,409,043.00	10,612,955.00	12,852,671.00
Non-hazardous waste - Landfilling (Kilograms)	700,350.00	1,151,020.00	1,244,110.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	1,037,174.00	1,241,499.00	731,349.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	62,070.00	69,860.00	39,400.00
Non-hazardous waste Others (kilograms)	6,609,449.00	8,150,576.00	10,837,812.00
<b>Total hazardous waste (kilograms)</b>	1,529,150.00	1,688,760.00	1,433,389.00
Hazardous waste - Incineration with energy recovery (Kilograms)	229,748.00	416,673.00	181,601.00
Hazardous waste - Incineration without energy recovery (Kilograms)	1,284,730.00	1,242,552.00	1,216,185.00
Hazardous waste Others (kilograms)	14,672.00	29,535.00	35,603.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.23	0.27	0.26
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.20	0.23	0.24
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.04	0.04	0.03

Additional explanation : <sup>(\*)</sup> Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(13)</sup> For accuracy, the data for 2022 and 2023 has been adjusted.

## Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	6,569,281.00	8,005,808.00	10,814,510.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	6,558,791.00	7,980,208.00	10,784,550.00
Reused non-hazardous waste (Kilograms)	1,371,730.00	248,060.00	52,100.00
Recycled non-hazardous waste (Kilograms)	5,187,061.00	7,732,148.00	10,732,450.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	10,490.00	25,600.00	29,960.00
Reused hazardous waste (Kilograms)	1,310.00	22,920.00	20,060.00
<b>Recycled hazardous waste (Kilograms)</b>	9,180.00	2,680.00	9,900.00
Percentage of total reused/recycled waste to total waste generated (%)	66.10	65.08	75.70
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	78.00	75.19	83.91
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.69	1.52	2.09

*Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost*

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years<sup>(14)</sup>

Boundary type	:	-
Total number of disclosure boundaries	:	18
Actual number of disclosure boundaries	:	5
Data disclosure coverage (%)	:	27.78

Remark: <sup>(14)</sup> The disclosed information includes the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited.

## Information on greenhouse gas management plan

### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

With respect to climate-related matters, the Company identifies, assesses, and monitors climate-related risks and opportunities as part of its overall risk management process. This includes both transition-related risks and operational risks that may affect the Company's performance and competitiveness. Appropriate risk mitigation measures are implemented and periodically reviewed through established governance mechanisms to support prudent risk management and informed decision-making. These practices are intended to enhance resilience and transparency, and do not imply assurance of specific climate-related outcomes.

The Board of Directors further supports the implementation of the sustainability strategy through the consideration and approval of capital expenditure (CAPEX) that aligns with the Company's strategic priorities and risk management framework. Such investments aim to improve operational efficiency and reduce environmental impacts, while taking into account expected returns and associated risks. Examples include investments in solar power generation to increase the use of renewable energy, enhancements to production processes and advanced control systems to improve energy efficiency and reduce emissions, and initiatives to improve resource efficiency and waste management in production operations.

### Management of Significant Climate and Environmental Issues

At present, the Company has established targets and implemented initiatives to reduce carbon dioxide emissions arising from both its direct operations (Scope 1) and electricity consumption (Scope 2). These efforts focus on improving production process efficiency and increasing the proportion of electricity sourced from renewable energy, while targets related to other greenhouse gas emission scopes remain under assessment.

### 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). The TCFD-aligned information focusing on governance, strategy, risk management as well as updated metrics and targets.

### 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 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.

The most significant climate-related risks and impacts have been identified, reviewed and prioritized 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 2027), medium-term (until 2032) and long-term (after 2032). Focus of 2024 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
<b>Physical risks</b>				
Chronic & acute	Changes in weather patterns as well as increased severity and frequency of extreme events	Short / Medium-term	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.	- 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.
<b>Transition risks</b>				

Technology	Substitution of existing products and services with lower emission options	Short / Medium-term	Increasing demand and pressure from stakeholders for lower carbon intensity in cement and its associated semi-finished products, clinker content must be reduced continuously over time.	<ul style="list-style-type: none"> <li>- Increasing demand of secondary materials associated with low carbon cement production such fly ash, alternative fuels and raw materials results material scarcity and increasing operational costs.</li> <li>+ Opportunities arise from the low-carbon product development, improvement, substitution and diversification of the product portfolio to meet market demands, without compromising excellent quality of our products in performance applications and be a competitive advantage.</li> </ul>
<b>Risk Type</b>	<b>Risks / Opportunity</b>	<b>Time horizon</b>	<b>Description</b>	<b>Impact</b> (-) = negative impact (+) = positive impact
Technology	Transition to lower emissions technology	Medium / Long-term	Require capitalizing in higher R&D cost, develop/bring new technology to enhance low-carbon product production.	<ul style="list-style-type: none"> <li>- Increasing upfront capital investment to deploy low-carbon emission technologies in operations and loss competitiveness if the technologies are operational less profitable and if customer continue to use high-carbon emission products.</li> <li>- Operation costs could rise periodically as companies adapt to working with new technology.</li> <li>+ Gain competitive advantage on low carbon process and product development, and benefit from new technology adoption barrier.</li> </ul>

Reputation	Changing public perception of the sector	Medium-term	Public sentiment around sustainability and climate change issues affects all value chain players.  In addition, ESG including decarbonization capability issue become an increasing important factor for investors when making decisions about where to allocate their capital.	<ul style="list-style-type: none"> <li>- Negative perceptions and result in reputational damage and influence customer decisions.</li> <li>- Not responding to the demand for low carbon products combined with a curtailment of high-emission products could disrupt the business.</li> <li>+ Positive perceptions/reputation create opportunities to attract customers, talent, and investors.</li> </ul>
<b>Risk Type</b>	<b>Risks / Opportunity</b>	<b>Time horizon</b>	<b>Description</b>	<b>Impact</b> (-) = negative impact (+) = positive impact
Policy & Legal	Regulatory changes	Short-term	Experience mandated changes toward lower carbon products and services that conform with specifications, limits on certain materials/fuel.	<ul style="list-style-type: none"> <li>- Introduction of new processes and regulations potentially leading to greater compliance costs and increased risks of fines and project implementation costs.</li> <li>- New product specification and regulatory compliance have to be met in order to secure funding from investors.</li> <li>+ Anticipating new product specification provide the opportunity to expand the product portfolio and innovate new products ahead of peers.</li> </ul>

Policy and Legal	Pricing of GHG emissions	Medium / Long-term	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"> <li>- Increased pricing of GHG emissions drives up relative operation and distribution costs, present significant cost burden and technical hurdles for implementation of carbon reduction facilities due to demands for company to reduce operational emission.</li> <li>+ New products and services with lower CO<sub>2</sub> emissions are seen as an opportunity to differentiate SCCC from other players.</li> <li>+ Opportunities to commercialize CO<sub>2</sub> utilization, carbon credit from the CO<sub>2</sub> reduction implementation and offset some operational costs.</li> </ul>
<b>Risk Type</b>	<b>Risks / Opportunity</b>	<b>Time horizon</b>	<b>Description</b>	<b>Impact</b> (-) = negative impact (+) = positive impact
Market	Increasing cost of raw materials, shift in consumer preferences	Short / Medium-term	Market exposure to raw material volatility risks due to climate change, influence consumers to seek alternative or substitution material/product options	<ul style="list-style-type: none"> <li>- Increased energy prices and new raw material costs affect operational cost.</li> <li>+ Changing demand could offer opportunities for demand generation in specialization and solutions, such as the expansion of low emissions products.</li> </ul>

### 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 2024, we assessed climate-related risks and opportunities with representatives from our different operations in Thailand, Bangladesh, Cambodia, Sri Lanka, and Vietnam. The risks were chosen based on the WBCSD Construction and Building Materials TCFD Preparer Forum and have been assessed the likelihood significance of physical and transitional risks at our different operations. The likelihood was thereby equated to time horizons, i.e., a risk is very likely if it occurs by 2027, potentially likely if it occurs between 2027-2032, less likely if it occurs after 2032. Significance was assessed in line with our Business Risk Management considering financial and reputational impacts. The outputs were approved by the Sustainability Steering Committee and the Board of Directors and are included in our risk and opportunity disclosure.

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 2024 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.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals<sup>(15)</sup>

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Remark: <sup>(15)</sup> INSEE Sustainability Ambition 2023 under climate and energy is reduce our CO2 emission to less than 470 kg per CO2/ton cementitious.

## Setting other greenhouse gas reduction targets

### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2020 : Greenhouse gas emissions 624.00 kg/t-cementitious	2030 : Reduced by 25% or 470.00 kg/t-cementitious in comparison to the base year	-

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

To enable the Group to achieve the aforementioned targets, the Company has established the following key strategies:

- **Increasing the proportion of low carbon cement products.**
- **Utilizing alternative energy sources** for both thermal and electrical energy needs.
- **Improving operational efficiencies** across various areas to strengthen the foundation and minimize energy loss throughout the production process.
- **Adopting new technologies and innovations** as key drivers in achieving these goals.

Through these initiatives, **the Group successfully reduced its carbon dioxide emissionsthe primary component of greenhouse gasesto 526 kg/ton of cementitious material in 2025.** This represents a reduction of over 15.7 percent compared to the baseline year.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)<sup>(16)</sup></b>	10,218,016.89	9,859,254.07	9,514,816.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	9,638,679.32	9,277,940.00	8,927,862.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	579,337.57	581,314.07	586,954.00

Remark: <sup>(16)</sup> 1. The disclosed information includes information from the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited. For international cement business operations, the disclosed information is limited to carbon dioxide emissions and is presented in terms of carbon dioxide equivalent (CO<sub>2</sub>e). 2. Greenhouse gas emission Scope 3 includes only emissions from the production plants operating in Saraburi Province.

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) <sup>(*)</sup>	0.240339	0.213284	0.174368

	2023	2024	2025
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	2,372.42	1,920.76	1,867.48
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of product)	0.71244435	0.69568889	0.59140193

Additional explanation : (\*) Total revenues and expenses from consolidated financial statement

## Greenhouse gas management

### Verification of the company's greenhouse gas emissions over the past year

The Company conducted greenhouse gas (GHG) emissions verification for the year 2025 for its cement business in Thailand. The scope of the verification covered GHG emissions from the cement manufacturing plant in Kaeng Khoi District, Saraburi Province, covering Scope 1, Scope 2, and Scope 3 emissions. The verification was performed by V Green KU Co., Ltd., an accredited verification body in accordance with the criteria set by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), to ensure that the Company's GHG disclosure and reporting are accurate, transparent, and in compliance with TGO requirements.

The greenhouse gas emissions are as follows:

- Scope 1 emissions : 6,994,292 tCO<sub>2</sub>e per year
- Scope 2 emissions : 343,825 tCO<sub>2</sub>e per year
- Scope 3 emissions : 403,049 tCO<sub>2</sub>e per year

### Information on verification of the company's greenhouse gas emissions over the past year

#### Verification of the company's greenhouse gas emissions over the past year<sup>(17)</sup>

Verification of the company's greenhouse gas : Yes  
emissions

List of greenhouse gas verifier entity : V Green KU Co., Ltd.

Remark: <sup>(17)</sup> The Company verification greenhouse gas emissions Scope 1, 2, and 3 are limited to the production plants operating in Saraburi province.

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

#### Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

---

**Remarks** - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

# ESG Performance

Company Name : SIAM CITY CEMENT PUBLIC COMPANY LIMITED      Symbol : SCCC  
Market : SET      Industry Group : Property & Construction      Sector : Construction Materials

## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

- Social and human rights policy and guidelines : Yes
- Social and human rights guidelines : Employee Rights, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

#### Human Rights Practices at Siam City Cement

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, SCCC Group believes that our business can thrive only when the human rights are respected, advanced and upheld, and that all relevant stakeholders uphold and comply to the same principles. Below are the Human Rights practice on employees of SCCC Group;

#### 1. Protection of Employee Rights

Our employee rights and their working conditions comply with labor standards of both domestic and international laws where SCCC operates. This includes embedding in our work culture the respect of rights inherent to all human beings, regardless of physical or mental status, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, tradition or any other status as specified by laws of each country.

1.1 Recruitment and Screening: SCCC provides the opportunities to all applicants regardless of gender, sexual orientation, disability, education, race, age or religion, with fair and transparent recruitment and screening processes.

1.2 Learning and Development: Throughout their employment, all employees are provided with equal learning opportunities for self-development and are encouraged to have on-going conversation with their supervisor about their development journey.

1.3 Fair Compensation: SCCC ensures the pay is attractive to key talents in the market and employees are paid fairly and competitively.

1.4 Performance Assessment: SCCC is committed to driving employees to engage in a performance-driven culture where fair and transparent evaluation process are followed strictly.

1.5 Termination and Separation: SCCC ensures fair and transparent employee termination/separation, with appropriate consideration of organizational needs, transparent process, and legal compliance, in line with the fair treatment and consistency of procedures.

1.6 Culture of Diversity and Inclusion: SCCC continuously promotes an inclusive work culture by including transparency, professional manner, and equal opportunities in every activity we do, as well as provides the suitable communication channels in order to cascade the Managements direction, and to continuously receive valuable feedback from 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.

Reference link for social and human rights policy and guidelines : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-sustainability-policy-en.pdf>

### Information on review of social and human rights policies, guidelines, and/or goals over the past year

#### Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : Yes

Changes in social and human rights policies, guidelines, and/or goals : Others : Review policies to align with current business operations.

### Information on compliance with human rights principles and standards

#### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

### Information on Human Rights Due Diligence : HRDD

#### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

### Information on other social management

#### Plans, performance, and outcomes related to other social management

#### Supplier Management and Green Procurement

The Company understands that supply chain management plays an important role in maintaining our operation,

from procurement of raw materials to production and distribution of products. The Company also understands that good supply chain management tremendously reduces the risks from business partners and helps improve the efficiency of product and service delivery to our partners. To ensure the demands are met and that the clients and stakeholders trust is preserved, the Company has established a Group-wide, sustainable (ESG) procurement framework, which is used by all companies under the Group.

The Companys procurement policy aims for sustainability, fairness, and the best value for money. The Company in particular looks for reasonable pricing in comparison to products or services received from vendors, and price auctioning and vendor selection are regularly done to find the most efficient, ethical vendors per the Supplier Code of Conduct who share our values about the environment, society, and good governance (ESG.) Priority is given to five topics including occupational hygiene and safety, business ethics, human rights, environmental management, and business sustainability. The procurement processes pay special attention to the efficiency and cost while being environmentally conscious and socially responsible. Alternative fuel sources are also used by the Company, as are alternative raw materials and power sources such as power from waste heat. Machines used in our operation are also those that consume less resource for their operation. Note that this commitment to ESG-driven development is not confined to the products and services supplied by our partners but extends to the Groups operations in their entirety. Reflecting this, the Companys Saraburi plant was given the green industry award by the Department of Industrial Works from the Ministry of Industry. Our determination is to influence our business partners in such a way that they shall grow alongside us in the most efficient, sustainable manner.

The Company pays great attention to the financial conditions and fair treatment of partners, with efficient financial management in place to solidify the trust in the Companies by all parties. In normal circumstance, the Company dictates payment to trade partners within 60 days of good/services being delivered. However, in specific cases this payment term can be negotiated, in the interest of fostering good relationship with trade partners. In 2024, the average payment term was 70 days, which is still in compliance with agreements made with respective trade partners. The Company also offers various support to partners such as the Supplier Financing Program which grants trade partners access to low-interest capital. The Company also has a tight financial management system, which ensures all payments are made in accordance with the respective agreements, mitigating liquidity risks and increasing confidence among partners, which in turn fosters sustainable business cooperation.

Selection of business partners that share their vision and business direction with the Company, and ones that subscribe to the Companys Supplier Code of Conduct, is also paramount. Potential and even already established business partners are regularly asked to undergo an evaluation process that now includes evaluation on their ESG performance and their cost-effectiveness, as well as potential risks the partners may bring with them.

### **Business Partner Selection Criteria**



The Group places great importance on selecting qualified suppliers who possess a clear vision and business practices aligned with the Groups values. The Supplier Code of Conduct serves as a fundamental principle for conducting business together, ensuring that both new and existing suppliers are prepared to operate responsibly.

To this end, the Group has established a Pre-Qualification process comprising three key components:

1. General Information

Includes basic supplier details, disclosure of conflicts of interest, and disclosure of related party transactions between the Group and its suppliers.

2. ESG Compliance

Covers adherence to business ethics (including business integrity, regulatory compliance, and anti-bribery and corruption), respect for human rights and labor rights, compliance with relevant laws and regulations, and the establishment of environmental policies and Occupational Health & Safety (OH&S) policies.

3. Evaluation

Involves assessment of environmental, social, and governance (ESG) factors, supplier expertise and experience, reasonableness of product/service pricing and quality, warranty provisions, and other factors related to operational risks and capabilities.

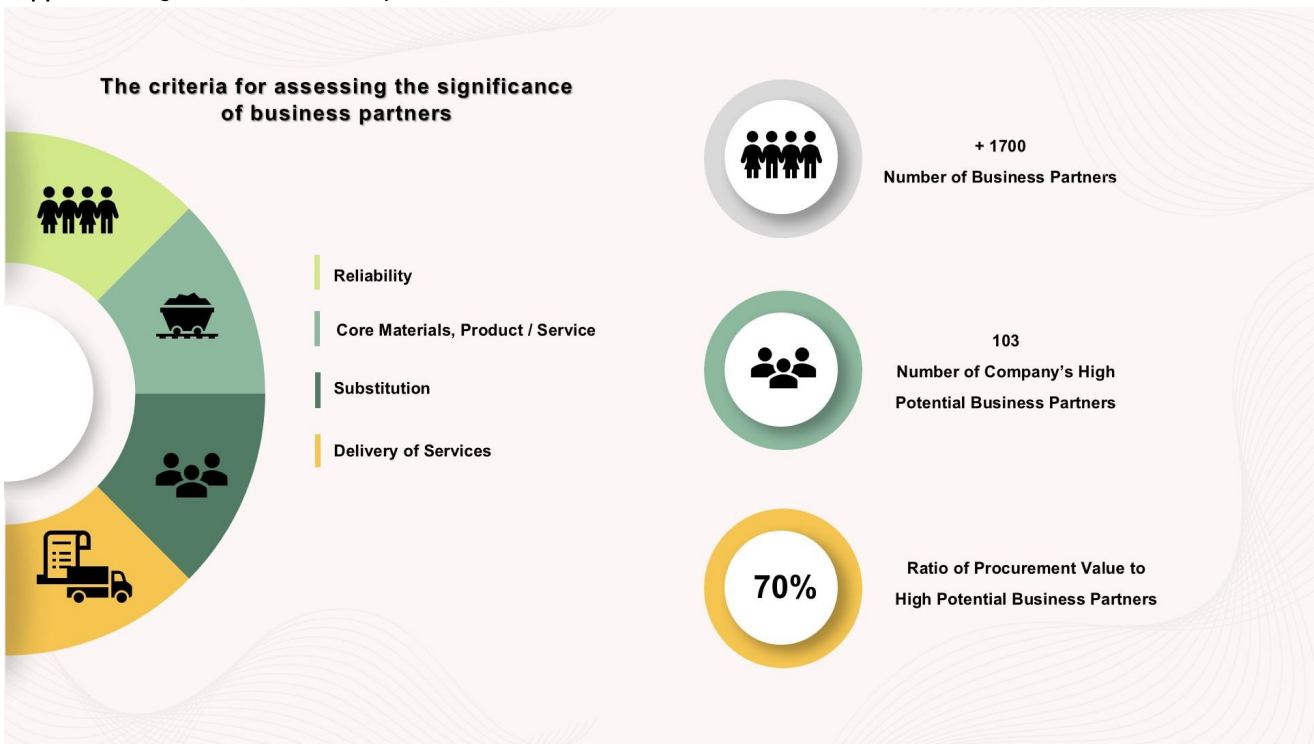
**Management of Procurement Risks**

The management of procurement risks of the Company involves many different processes, such as economic risk assessment for risks from business partners. In the past year, the Company has conducted risk assessment to determine risk factors from business partners and has established two dimensions of risks criteria which include the impact (financial, reputational) dimension and the likelihood dimension. The results are as follows:

Significant Procurement Risks	Risk Mitigation Measures
Material and fuel shortage and volatile material and fuel price	<ul style="list-style-type: none"> <li>● Using alternative fuel and raw material (AFR) to complement existing fuel sources and material.</li> <li>● Strict quality control for AFR.</li> <li>● Ensuring sufficient inventory of AFR.</li> <li>● Adjusting existing processes to better support AFR.</li> <li>● Entering into long-term contracts with business partners.</li> </ul>
Reliance on few business partners	<ul style="list-style-type: none"> <li>● Entering into contracts with primary and secondary partners.</li> <li>● Enhancing relationships with existing business partners to ensure alternatives are available.</li> </ul>
Substandard quality products or services	<ul style="list-style-type: none"> <li>● Performing random checks on received products.</li> <li>● Including clear specifications relating to product/service quality in contract.</li> </ul>

Another risk management strategy the Company has taken to is identification of Critical Suppliers.

#### Supplier Management and Criticality Assessment



The Group engages with over 1,700 business partners, both domestically and internationally. Among these, 103 are identified as critical suppliers, accounting for approximately 70 percent of the Groups total procurement value. To effectively manage supplier relationships and mitigate supply chain risks, the Group conducts a supplier criticality assessment based on the following key criteria:

1. Suppliers with high procurement value, representing the top 70 percent of total purchasing volume
2. Suppliers providing essential raw materials, products, or services that are integral to production or operations
3. Suppliers offering goods or services that are irreplaceable or available from a limited number of sources in the market

This assessment enables the Group to plan procurement activities more efficiently, strengthen supply chain resilience, and foster long-term, sustainable partnerships with suppliers.

### **Sustainability Risk Management in the Supply Chain**

The Group places strong emphasis on managing sustainability risks throughout the procurement process from supplier selection to ongoing performance monitoring. The objective is to ensure that suppliers operate in alignment with the principles of Environmental, Social, and Governance (ESG).

For suppliers identified as having potential negative ESG impacts, the Group requires participation in an additional **Sustainability Self-Assessment**. This assessment covers key areas including environmental management, social and community responsibility, respect for human rights, and good corporate governance.

In 2025, a total of 20 critical suppliers participated in the sustainability self-assessment. Of these, 17 suppliers met the Groups evaluation criteria. For suppliers who did not meet the required standards, the Group conducted ESG Supplier On-site Audits to enable close monitoring, verification, and collaborative improvement of operational practices.

These on-site audits focus on core ESG topics such as governance practices, environmental management, social responsibility, and workplace safety. The scope of the audit is tailored to the nature and type of raw materials or services provided by each supplier.

### **Monitoring and Corrective Actions for Supplier Assessments**

In cases where deficiencies or non-conformities are identified during on-site supplier assessments, the Group requires suppliers to prepare and submit a Corrective Action Plan within a specified timeframe. This demonstrates the suppliers commitment to improving operations in alignment with the standards set by the Company.

The Group implements ongoing follow-up measures to ensure that corrective actions are fully completed. In addition, appropriate support and guidance are provided to suppliers to help enhance their capabilities and improve overall performance.

This approach reflects the Groups dedication to building a responsible, transparent, and sustainable supply chain. In 2025, three suppliers underwent on-site ESG assessments, all of whom successfully completed their corrective action plans in accordance with the Groups requirements.

### **Sustainability Self-Assessment**

The Company places strong emphasis on sustainable business practices and has developed a comprehensive Sustainability Self-Assessment framework covering three core dimensions: Environmental, Social, and Governance (ESG). This initiative reflects the Companys commitment to responsible development and accountability to all stakeholders. The assessment includes:

## Sustainability Self-Assessment



### 1. Environmental Impact and Legal Compliance

The Company conducts thorough evaluations of its environmental footprint and natural resource usage. This includes verifying compliance with relevant environmental laws and regulations to ensure that production processes, waste management, and resource utilization are efficient and environmentally responsible.

### 2. Ethics, Human Rights, and Workplace Safety

The Company is committed to ethical management, respect for human rights, and the promotion of fair and safe working conditions for employees at all levels. Assessments are conducted to ensure alignment with labor laws and occupational safety regulations, while fostering a secure and equitable work environment that supports employee well-being.

### 3. Transparent and Fair Business Practices

The Company operates under strong corporate governance principles, emphasizing transparency, accountability, and auditability. Clear anti-corruption policies are in place, alongside initiatives to promote effective governance. These efforts aim to build stakeholder trust and ensure fair and sustainable value creation throughout the supply chain.

### Promotion and Enhancement of Partner Capability

The Group is committed to promoting and enhancing the capabilities of its suppliers to foster efficient and sustainable growth together. This is achieved through the implementation of the Sustainable Procurement Program, which forms part of the Groups broader sustainability objectives.

The Company prioritizes partnerships with suppliers who demonstrate environmental awareness and responsibility. It actively supports the use of environmentally friendly products and services, with a focus on sourcing materials and products certified with the Green Label by the Thai Environment Institute (TEI). In addition, the Group encourages the use of alternative fuels, such as biomass, industrial waste, and by-products from manufacturing processes, to reduce reliance on fossil fuels and minimize environmental impact.

Furthermore, the Group continuously promotes supplier participation in the Green Industry Program, particularly encouraging suppliers to maintain at least Level 2 Green Industry certification. The Company plays an active role in providing guidance and collaborating closely on development planning.

Since 2019, more than 37 suppliers, representing a total of 45 manufacturing facilities, have joined the Green Industry Program. This reflects the Groups strong commitment to elevating environmental standards and advancing long-term sustainability throughout the supply chain.

### **Contractor Safety Management System Audit (INSEE CSM Audit) by Internal Auditors**

In 2025, Siam City Cement Public Company Limited remains committed to continuously improving contractor safety and occupational health standards through internal audits of the INSEE CSM. These audits evaluate the adequacy of safety processes in high-risk activities and ensure that risks are appropriately identified, assessed, and controlled.

The audits cover key units and subsidiaries in Thailand from March to May 2025 through site visits and stakeholder interviews, reflecting the Companys responsibility toward society and stakeholders. Currently, contractors account for more than 54 percent of the total workforce in 2024/2025, highlighting their crucial role in driving the business. The audit results demonstrate progress in building a Zero Harm culture through systematic safety training and measures, along with improvements in data integration, unified governance, and standardized work practices across the organization. The Company has defined three main development directions: (1) Strengthening governance and accountability, (2) Utilizing digital systems for transparent management, and (3) Establishing unified safety standards across all units. Enhancing the CSM system to be more comprehensive and modern not only reduces accident risks but also builds confidence among partners and stakeholders, while supporting sustainable growth for both the organization and society.

### **Information on incidents related to legal or social and human rights violations**

**Number of cases and incidents of significant legal or social and human rights violations**

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations</b> (1) (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0

	2023	2024	2025
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Remark: <sup>(1)</sup> In the past year, there were no incidents related to human rights violations within the company. Nevertheless, the company recognizes the importance of respecting human rights across all operations. Proactive and systematic measures have been put in place, including multiple secure and accessible grievance channels, the establishment of a transparent complaint review committee, and defined procedures for investigation and remediation. These mechanisms ensure that the company is prepared to respond to any potential human rights concerns effectively and fairly.

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Total number of disclosure boundaries	:	18
Actual number of disclosure boundaries	:	18
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

#### Employee Compensation and Benefits

SCCC maintains a structured Compensation and Benefits framework to support a high-performing organization and ensure fair, competitive, and equitable rewards. Compensation is based on clearly defined job levels, salary ranges, and performance outcomes, with all employees rewarded without discrimination based on gender, age, background, or position. Regular market benchmarking and internal equity reviews are conducted to ensure competitiveness and compliance with applicable laws and international standards. Our benefits and welfare programs support employee well-being in areas such as health, financial security, and worklife balance, and are periodically reviewed for continued relevance. Through these practices, the Company upholds fairness, transparency, and good governance in managing its total rewards, supporting talent attraction, performance motivation, and long-term retention.

#### Employee Training and Development

##### Policy and Approach to People Development

SCCC firmly believes that the development and growth of its employees form the foundation of organizational success. To this end, the Company conducts a comprehensive Learning Needs Analysis to identify and address gaps in employees' skills, knowledge and capabilities that require further development. Training programs are carefully designed based on data from individual employee skill assessments, organizational challenges and business strategies. Each program emphasizes the enhancement of INSEE Competency, which includes Core Competency for employees at all levels and Leadership Competency for employees who have subordinates with managerial responsibilities. These efforts are essential for driving the organization toward sustainable success.

One of SCCC's priorities is the Company's people, as employees are a valuable resource and serve as the foundation on which any sustainable business can be built. SCCC believes that success and growth rely directly on having employees whose values and capabilities align with the Company's direction at all levels, as well as on the Company's support for employees' career development. As such, SCCC focuses on developing and expanding employees' leadership skills, operational and management abilities that meet international standards and are aligned with both current and future requirements. SCCC also strives to become a leading domestic and ASEAN regional construction materials manufacturer, taking every necessary step to prepare its employees for this goal.

Management encourages good teamwork and fosters responsible citizenship, ethics, and care for the communities to which employees belong, while also prioritizing safety and minimizing any impact their actions may have on society and the environment.

SCCC has established INSEE Academy as SCCC Groups center for short- and long-term strategic people development across each business segment, including Cement, Ready-mixed Concrete and Aggregates, Light Building Materials (LBM) and Waste Management and Industrial Services. INSEE Academy focuses on developing technical and leadership competencies through various development programs, aiming to ensure that these programs promote long-term capability growth.

SCCC believes that building knowledge and fostering employees capability to apply that knowledge effectively to their responsibilities are crucial for achieving the organizations goals. As a result, SCCC focuses on advanced learning systems with modern learning activities that align with business direction and are appropriate for employees, based on the 70-20-10 learning principle. For example, 70 percent of learning activities are experiential, contributing to increased organizational effectiveness and efficiency; 20 percent are based on learning from others, particularly through coaching and feedback; and 10 percent involve classroom and self-learning.

SCCC also promotes Individual Development Plan (IDP) and continuous learning through the Learning Management System, where employees can search for and select various learning opportunities, including classroom sessions, workshops, customized e-learning, on-the-job training, and virtual classrooms. Additional, SCCC offers a Group Knowledge Management platform that enables employees to exchange, share, and store critical knowledge within the organization for maximum utilization. This supports our aspiration to be a Learning Organization, with a focus on sustainability.

### Training Information

In 2025, INSEE Academy organized learning and training for employees in various training categories, such as:

1. Leadership Development Program and Transitional Development
2. Technical and Functional Development Program
3. Induction and On-boarding Program for new joiners
4. OH&S and Sustainable Development Program
5. Digital Learning Programs on company policies, compliance and conflict of interest
6. Environment laws related to the cement industry

	2025	2024	2023
Training Hour (per employee per annum)	29.24	28.99	26.44
Cost of Training and Development (per employee per annum)	8,410.44	8,197.74	10,446.35
Total cost of training and development, excluding lodging and travelling expenses (Million Baht)	35.76	34.86	46.62

Remark:

1. SCCC suggests a minimum of 20 hours of training per employee each year to ensure that Learning and Development are adequately addressed. This amount covers only Education-Based Learning. In addition, we encourage our employees to grow by integrating various development approaches that focus on Exposure and Experience-Based Learning. These approaches help sustain learning and capability development. Coaching with supervisors, on-the-job learning, and real project implementation are key components of these methods.
2. The above information does not include companies within the group of Lanna Resources Public Company Limited and Thai Agro Energy Company Limited.

In 2025, the Company introduced a sustainability knowledge development program for employees across

the organization under the course title ESG Learning. This mandatory program applies to employees from First Management Level to Top Management Level under cement segment. The program aims to enhance employees knowledge and understanding of the significance and impacts of ESG (Environmental, Social, and Governance) on the Company's business operations, while encouraging them to integrate sustainability concepts into the organization's strategy and operations.

In 2025, the Company introduced a sustainability knowledge development program for employees across the organization under the course title ESG Learning. This mandatory program was required for employees from First Management Level, Top Management Level to Top Management Level in the cement business, with a 100 percent participation rate. The program aimed to enhance employees knowledge and understanding of the significance and impacts of ESG (Environmental, Social, and Governance) on the Company's business operations, as well as to encourage their active participation in integrating sustainability concepts into the organization's strategy and operations.

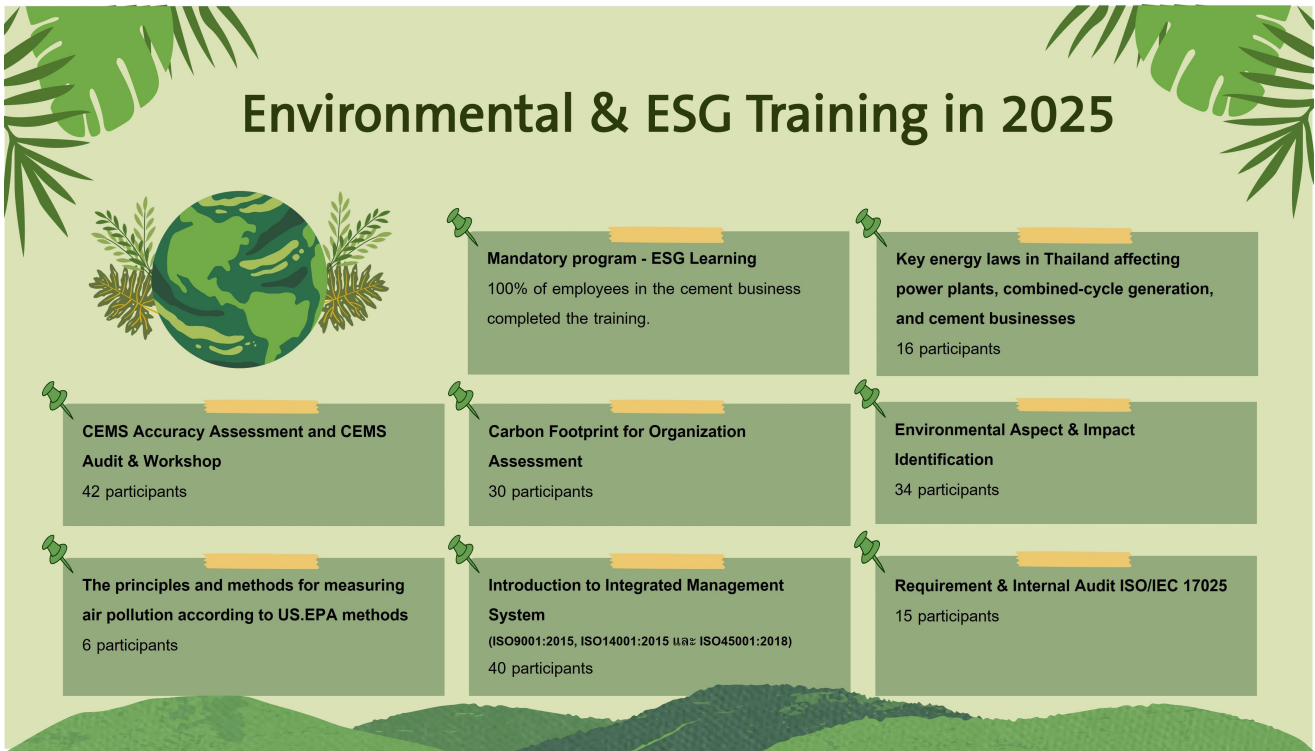
The ESG Learning program was designed in consideration of the global context in the VUCA era (Volatility, Uncertainty, Complexity, and Ambiguity), as well as the climate change crisis, which affects economic, social, and environmental systems. It also takes into account increasingly stringent government regulations and rapidly changing market expectations.

The program is intended to enable employees to apply the knowledge gained in a practical manner and to motivate them to participate in driving sustainable change for both the organization and society as a whole.

In addition, the Company organized various environmental training programs for general employees, with a total of 183 participants, in order to strengthen their knowledge, understanding, and skills related to environmental operations in compliance with relevant standards and laws. The training programs included the following:

- CEMS Accuracy Assessment and CEMS Audit & Workshop (42 participants)
- The principles and methods for measuring air pollution according to US.EPA methods (6 participants)
- Carbon Footprint for Organization Assessment (30 participants)
- Introduction to Integrated Management System (ISO9001:2015, ISO14001:2015, and ISO45001:2018) (40 participants)
- Environmental Aspect & Impact Identification (Online Training) (34 participants)
- Key energy laws in Thailand affecting power plants, combined-cycle generation, and cement businesses (16 participants)
- Requirement & Internal Audit ISO/IEC17025 (15 participants)

# Environmental & ESG Training in 2025



## Learning and Development Measurement

SCCC places great importance on fostering employee engagement through continuous development of skills and potential, with a focus on Learning and Development (L&D). This aims to enhance professional skills, leadership abilities and safety practices while supporting employees in applying the knowledge gained to their practical work.

One of the key areas assessed in employee engagement is Learning and Development. The Company has organized activities and programs to support employees in their personal development, with a target of achieving an employee engagement rate of at least 80 percent in this area. The assessment results for the Group in 2025 showed an engagement rate of 86 percent, reflecting high employee satisfaction with the programs and policies implemented by the Company.

The Company remains committed to further enhancing its learning processes and activities, making them more diverse and effective, to continually strengthen employee capabilities and ensure sustainable growth for both employees and the organization in the long term.

SCCC also focuses on the quality of learning and development, making sure employees can apply what they've learned in the workplace and retain those skills after the program is completed. To achieve this, SCCC has designed Learning Programs with specific interventions to ensure effectiveness and better outcomes. These interventions include:

### 1. Behavior Change Tracking (Pre-Post 180 and 360 Degree Assessment)

SCCC uses Pre and Post Assessments to measure and track changes in behavior, skills, or competencies before and after a development program. Feedback is gathered from the employee, their supervisors, peers, subordinates, and sometimes customers, providing a well-rounded view of the employee's performance. These assessments evaluate how well the employee has applied what they learned and measure their progress, ensuring the learning has a lasting, meaningful impact.

### 2. Project/Workplace assignment

SCCC provides participants with an opportunity to apply the skills and knowledge they've learned in a real-world context. The projects/workplace assignments need to tackle business challenges, which makes the learning more meaningful and relevant. Employees take on projects/workplace assignments related to our key business intent areas consisted of Safety, Business Improvement and Growth, Cyber Security and ESG (Environmental, Social and Governance).

### 3. Group Reflection, Group Coaching and Follow-up Session

SCCC enhances learning through shared experiences, collective insights, and continuous support. Participants come together to reflect on their experiences, challenges, and successes. This helps them gain different perspectives and deeper insights from the groups collective experiences.

SCCC's Learning and Development programs are focused on key goals, including enhancing employee engagement, growing the talent pipeline, and addressing critical business challenges. In 2025, our target participants completed 75 assignments aligned with the companys business objectives, strengthening overall organizational engagement.

One of the projects that the Company has continuously implemented is the Leadership Development Program for MML which is part of the Companys succession planning process. The key focuses for this program are to identify and develop future leaders to fill key positions. The program is designed to prepare and equip the Companys High Potential Talents to advance into senior management roles while strengthening the organizations succession pipeline. Our High Potential Talents include employees from all key business functions, such as Commercial, Manufacturing, Finance and Human Resources, as well as from various Business Units. These programs aim to build a strong, future-ready leadership pipeline that aligns with SCCCs strategic goals and people development vision. The program focuses on two critical development tracks; Business Acumen and Leadership Skills, which are essential for future leadership.

It incorporates a combination of education-based and virtual learning, group coaching, self-reflection and experiential learning, where participants apply their knowledge to real business initiatives.

Employees participating in the program will benefit from developing the skills and knowledge essential for senior leadership roles. They will be able to apply their learning to assigned business projects, enhancing their problem-solving abilities in real-world situations. This not only increases their career growth opportunities but also builds confidence in stepping into key roles within the organization.

In 2025, the company also initiate Leadership Development Program for SML targeting high-potential Senior Management Leaders. This program specifically addresses development needs identified in their Individual Development Plans (IDPs), focusing on strengthening their ability to engage and inspire teams. The program launched with strong leadership sponsorship and is structured with the combination of concept, practice-based assignments and real-business application.

Over the past year, the Company has provided opportunities for high-potential employees to advance to positions with greater responsibilities. Among all employees who were promoted, a significant proportion had participated in the Companys MML & SML Leadership Development Program, accounting for 70 percent of all promotions. This outcome reflects the success of the program in preparing employees to confidently and effectively step into higher-level roles. Furthermore, it has helped reduce the time and costs associated with recruiting external candidates, reinforcing the effectiveness of internal talent development in driving the long-term sustainability of the organization. The results of the program are also tangibly reflected through the employee engagement survey, particularly in the dimension of learning and development. Specifically, in the category of opportunities to learn and grow within the organization, the score in 2025 reached 87 percent, representing 2 percent increase from the previous year. Consequently, the Company firmly believes that this program demonstrates to employees the opportunities for skill development and a clear path for career advancement.

Emphasizing employee development through such well-defined initiatives not only enhances employee confidence and engagement but also generates a positive impact on the organizations long-term operations. Additionally, such program helps build a leadership team equipped to drive the organization toward sustainable growth in the future.

Additionally, there are various learning programs, such as INSEE Agility Mindset for High Potential Employees, People Managers and Leaders & Supervisors as Coaches focus on cultivating essential coaching behaviors and mindsets. These programs are designed to support employees in their current roles, foster future career growth and contribute to achieving the Companys broader goals.

## Succession Management and Leadership Development

The Board of Directors places strong emphasis on cultivating INSEE leaders from within, prioritizing internal talent as the foundation for sustainable growth. Succession plans are developed for roles critical to business continuity, with each Business Unit CEO accountable for driving implementation. These plans are reviewed and endorsed by the Group Executive Committee and the Nomination and Compensation Committee to ensure governance and transparency.

Our comprehensive succession management framework is anchored in the **Developing Leadership Quality (DLQ) Program**, which identifies and assesses potential successors for key leadership positions, including Business Unit CEOs, Executive Committee members, and other senior roles. This structured approach ensures a robust pipeline of capable leaders ready to assume critical responsibilities when needed.

High-potential employees follow Individual Development Plans (IDPs) and clear career pathways to strengthen leadership competencies and prepare for future challenges. This commitment supports leadership continuity and fosters long-term talent growth across the organization.

In 2025, the Group continued to advance succession planning by:

- Identifying emergency and short-term successors for critical roles.
- Accelerating development of high-potential employees in core business functions Manufacturing, Commercial, Finance, Human Resources and within specific Business Units.

Through these initiatives, SCCC reinforces its ESG commitment to human capital development, ensuring organizational resilience and leadership sustainability.

## Learning Opportunity and Capability Development

Throughout their employments, all employees are provided with equal learning opportunity for their development. The Group encourages open dialogue with supervisors about their career path. The open dialogue is a part of Dialogue System which includes both performance evaluation and personal development goal.

## Protection of Human Rights at SCCC Group

SCCC Group's commitment aligns with the United Nations Guiding Principles on Human Rights (UNGPR). We believe that our business can only succeed when human rights are respected, promoted, and upheld. Our core value, "Doing What Is Right", is consistently honored. To ensure these principles are truly reflected in practice, we urge all our business partners to uphold and comply with human rights principles consistently throughout the entire value chain.

## Promoting Employee Relations and Participation

### Group Employee Engagement

SCCC Group has been conducting INSEE Employee Engagement Survey continuously since 2021 to listen to direct feedback and comments from employees within the group. Additionally, impact plans have been developed, focusing on areas that need improvement to directly foster employee engagement in the organization, both at the Company and Functional levels. In 2025, the engagement survey questions were redesigned to better support our journey toward becoming a Great Place to Work and our Group Employee Engagement score stands at 83 percent, and the results of the overall engagement survey with the factors affecting the score will be analyzed and used to develop Engagement Impact Plans. The aim is to elevate employee engagement and demonstrate a collaborative effort to create an organization in which all employees are engaged and work together to truly drive the organization's success.

SCCC Group prioritizes employee well-being by ensuring a safe work environment and promoting health and wellness. To foster a positive workplace, the company organizes various activities aimed at enhancing employee happiness, including:

- **Physical Health:** Promoting physical well-being through the Healthy Body Activities program, which encourages regular exercise and provides employee benefits for access to fitness facilities and sports clubs. Initiatives such as the Power of Food and Focus and the introduction of the MORDEE telemedicine application further support employees health. Annual health check-ups are also provided.
- **Mental Health:** Supporting employees mental well-being by fostering positive workplace relationships, organizing team-building activities, and conducting Happy Mind Activities with psychological hotlines along with build emotional resilience and engaging employees in collaborative events.
- **Financial Health:** The Company is committed to supporting employee well-being through comprehensive financial empowerment programs. This includes providing a Company Co-Op Saving Scheme to help employees build financial stability, along with regular education sessions on financial planning, provident fund investment options, and personal investment programs. In addition, employees receive tailored guidance on creating a smart retirement path, enabling them to make informed financial decisions for long-term security and overall well-being.

These initiatives are designed to enhance employee well-being and create a supportive and positive workplace.

In 2025, the company also organized activities with the aim of promoting INSEE engaging workplace, building collaborative teamwork among employees and further fostering their commitment to the organization, such as

1. INSEE Were Strong: Well-Being Program
2. INSEE Run 2025
3. INSEE Games 2025
4. Activity from SCCVN - INSEE Star Awards (Monthly appreciation program)
5. Activity from SCCVN - INSEE Connection (Quarterly gatherings & outdoor engagement)
6. Activity from SCCVN - INSEE Development
7. Activity from SCCLK - INSEE Annual Family Trip

### **Occupational Health & Safety (OH&S)**

Workplace health and safety remains a critical priority for INSEE, directly influencing employee well-being, operational continuity, and shareholder confidence. Recognized as a material issue under the FTSE Health & Safety Theme, our approach aligns with global ESG standards and reinforces our reputation as a responsible and sustainable enterprise.

Our Group Health & Safety Policy applies to employees, contractors, suppliers, and external stakeholders. Compliance with established protocols, training requirements, and reporting mechanisms is mandatory, ensuring that every individual engaged in our operations is protected by robust safety measures and continuous monitoring.

### **Core Programs Driving Safety & Reliability**

#### **Last Step Behaviors**

- Embedding a culture of pause and assess before completing tasks.
- Reduces incidents caused by rushed or complacent actions.
- Reinforces accountability at the individual level.

#### **Road Safety Initiatives**

- Defensive driving training and awareness campaigns for employees and contractors.
- Fleet monitoring systems to track speed, fatigue, and compliance.

#### **Training & Capability Development**

- Mandatory occupational health and safety training for all employees and contractors.
- Specialized technical training for high-risk operations.
- Leadership coaching to strengthen accountability and embed safety culture.

#### **Shutdown Planning & Risk Management**

- Structured shutdown schedules to minimize operational risks.

- Detailed risk assessments and contingency planning before every shutdown.
- Cross-functional coordination to ensure safe, efficient, and timely execution.

**Safety Promotion & Occupational Health Activities**

- Quarterly fire escape and emergency evacuation drills.
- Work environment training covering chemical handling, machinery safety, and last step behaviors.
- Regular workplace inspections and risk assessments.
- Employee wellness programs and health screenings.

**Statistics & Preventative Measures**

- Accident Statistics: LTIFR, TIFR, critical incidents, and near-miss reports.
- Preventative Measures: Hazard reporting systems, safety audits, corrective action plans, and continuous monitoring of high-risk areas.

**Alignment with FTSE Health & Safety Theme**

- Governance: Clear accountability through the Group Safety Committee reporting to GEXCO and the Board.
- Transparency: Disclosure of safety statistics and outcomes in annual sustainability reports.
- Stakeholder Engagement: Contractors and suppliers included in safety audits and training.
- Continuous Improvement: Benchmarking against FTSE Health & Safety standards and global best practices.

**Shareholder Value Impact**

- Risk Reduction: Lower incident rates protect people and assets.
- Operational Reliability: Planned shutdowns and trained staff reduce downtime.
- Reputation: Demonstrates corporate responsibility and strengthens stakeholder trust.
- Sustainability: Embeds long-term safety culture aligned with ESG principles.

**Information on setting employee and labor management goals**

**Setting employee and labor management goals**

Does the company set employee : Yes  
and labor management goals?

**Details of setting goals for employee and labor management**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
-----------	--------------	--------------	----------------

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Fair employee compensation</li> <li>• Employee training and development</li> <li>• Promoting employee relations and participation</li> <li>• Migrant/foreign labor</li> <li>• Child labor</li> <li>• Safety and occupational health at work</li> <li>• Non-discrimination</li> </ul>	<ol style="list-style-type: none"> <li>1. Employees are compensated at least the minimum wage as mandated by law.</li> <li>2. The company has implemented activities and programs that support employee self-development, with a target set for employee engagement scores in the dimension of learning and development.</li> <li>3. Employee Engagement Score.</li> <li>4. The use of migrant labor and foreign labor is zero, as well as human rights violations.</li> <li>5. The use of child labor is zero, as well as human rights violations.</li> <li>6. Lost time injury frequency rate (employees and contractors per million man-hours).</li> <li>7. Human rights violations.</li> </ol>	2024: -	<ol style="list-style-type: none"> <li>2025: 1. Employees are compensated at least the minimum wage as mandated by law.</li> <li>2. Score of the employee engagement scores in the dimension of learning and development is not less than 80 percent.</li> <li>3. Employee Engagement Score at 80 percent.</li> <li>4. The use of migrant labor and foreign labor is zero, as well as human rights violations.</li> <li>5. The use of child labor is zero, as well as human rights violations.</li> <li>6. Zero Harm (in 2030 target).</li> <li>7. Zero case of human rights violations.</li> </ol>

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

At SCCC Group, we maintain a strict adherence of zero tolerance towards any form of discrimination or harassment. Human Rights Practices at SCCC Group cover the Protection of Employee Rights, Recruitment and Screening, Learning and Development, Fair Compensation, Performance Assessment, Termination and Separation, and Culture of Diversity and Inclusion.

The SCCC Groups approach to hiring is equal-opportunity and non-discriminatory. The Group also sees the importance of facilitating the disabled or their guardians capacity for partaking in professional activities. The Group has also provided support to a vocational group for the disabled, the Group in the form of monetary aid per Article 35 of the Empowerment of People with Disabilities Act B.E. 2550, in full compliance with the legally prescribed timeframe and requirements. The Group understands the significance of providing support to people with disabilities in a way that

such people may obtain/maintain necessary skills that will allow them to perform professional tasks and earn sustainable incomes based on their knowledge and expertise. The Group has undertaken this since 2017, reflecting its commitment to the betterment of society.

SCCC Group has been conducting INSEE Employee Engagement Survey continuously since 2021 to listen to direct feedback and comments from employees within the group. Additionally, impact plans have been developed, focusing on areas that need improvement to directly foster employee engagement in the organization, both at the Company and Functional levels. In 2025, our Group Employee Engagement score stands at 83 percent (against target of 80 percent), and the results of the overall engagement survey with the factors affecting the score will be analyzed and used to develop Engagement Impact Plans. The aim is to elevate employee engagement and demonstrate a collaborative effort to create an organization in which all employees are engaged and work together to truly drive the organization's success.

SCCC Group prioritizes employee well-being by ensuring a safe work environment and promoting health and wellness. To foster a positive workplace, the Company organizes various activities aimed at enhancing employee happiness, including:

**Physical Health:** Support employees physical well-being by promoting participation in exercise activities through various sports clubs, along with providing benefits that allow employees to access different exercise facilities and equipment. The company also arranges annual health check-ups to help monitor and safeguard employees health.

**Mental Health:** Supporting mental well-being by fostering positive relationships within the organization, organizing promoting meditation practices and engaging employees in collaborative events.

**Financial Health:** Enhancing financial wellbeing by offering education on financial planning and investment through provident funds and self-investment programs. Additionally, employees receive guidance on debt management through the Debt Clinic initiative.

These initiatives are designed to enhance employee well-being and create a supportive and positive workplace. In 2025, the Company also organized activities with the aim of promoting INSEE engaging workplace, building collaborative teamwork among employees and further fostering their commitment to the organization, such as the INSEE Games 2025. The Company believes that employees are the driving force behind the organization. We are committed to supporting, developing, and caring for our people in all aspects to foster a positive work environment where everyone can thrive, grow, and succeed together sustainably.

## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	4,761	5,580	5,580

	2023	2024	2025
Percentage of employees to total employment (%)	90.46	91.99	91.31
Percentage of non-employee workers to total employment (%)	9.54	8.01	8.69
<b>Total employees (persons)</b> <sup>(2)</sup>	4307	5133	5095
Male employees (persons)	3420	4111	4050
Percentage of male employees (%)	79.41	80.09	79.49
Female employees (persons)	887	1022	1045
Percentage of female employees (%)	20.59	19.91	20.51
<b>Total of workers who are not employees (Person)</b>	454	447	485
Male workers who are not employees (Person)	303	302	317
Percentage of male non-employee workers (%)	66.74	67.56	65.36
Female workers who are not employees (Person)	151	145	168
Percentage of female non-employee workers (%)	33.26	32.44	34.64

Remark: <sup>(2)</sup> The total number of employees of 2024-2025, including those of the subsidiaries of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, following the business restructuring at the end of 2024.

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	547	659	630
Percentage of employees under 30 years old (%)	12.70	12.84	12.37

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	2,874	3,341	3,235
Percentage of employees 30-50 years old (%)	66.73	65.09	63.49
Total number of employees over 50 years old (Persons)	886	1,133	1,230
Percentage of employees over 50 years old (%)	20.57	22.07	24.14

**Number of male employees categorized by age**

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	365	454	438
Percentage of male employees under 30 years old (%)	10.67	11.04	10.81
Total number of male employees 30-50 years old (Persons)	2,271	2,673	2,542
Percentage of male employees 30-50 years old (%)	66.40	65.02	62.77
Total number of male employees over 50 years old (Persons)	784	984	1,070
Percentage of male employees over 50 years old (%)	22.92	23.94	26.42

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	182	205	192
Percentage of female employees under 30 years old (%)	20.52	20.06	18.37

	2023	2024	2025
Total number of female employees 30-50 years old (Persons)	603	668	693
Percentage of female employees 30-50 years old (%)	67.98	65.36	66.32
Total number of female employees over 50 years old (Persons)	102	149	160
Percentage of female employees over 50 years old (%)	11.50	14.58	15.31

#### Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	1,988	2,743	2,667
Percentage of employees in operational level (%)	46.16	53.44	52.35
Total number of employees in management level (Persons)	2,107	2,174	2,215
Percentage of employees in management level (%)	48.92	42.35	43.47
Total number of employees in executive level (Persons)	212	216	213
Percentage of employees in executive level (%)	4.92	4.21	4.18

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,847	2,480	2,406
Percentage of male employees in operational level (%)	54.01	60.33	59.41

	2023	2024	2025
Total number of male employees in management level (Persons)	1,405	1,461	1,476
Percentage of male employees in management level (%)	41.08	35.54	36.44
Total number of male employees in executive level (Persons)	168	170	168
Percentage of male employees in executive level (%)	4.91	4.14	4.15

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	141	263	261
Percentage of female employees in operational level (%)	15.90	25.73	24.98
Total number of female employees in management level (Persons)	702	713	739
Percentage of female employees in management level (%)	79.14	69.77	70.72
Total number of female employees in executive level (Persons)	44	46	45
Percentage of female employees in executive level (%)	4.96	4.50	4.31

#### Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Cement, Ready-mixed Concrete and Aggregates	3,447

Department / Line of work / Unit / Business group	Number of employees (persons)
Waste Management and Industrial Services	222
Light Building Materials (LBM)	585
Energy	799
Others	42
Total number of employees	5,095

### Significant changes in the number of employees

Significant changes in number of employees over the : No  
past 3 Years

### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	2,125	2,330	2,243
Bangkok Metropolitan (Person)	663	646	659
Northern (Person)	25	25	26
Central (Person)	1,277	1,464	1,355
Northeastern (Person)	25	30	24
Southern (Person)	25	34	36
Eastern (Person)	110	131	143

### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	650	751	768
Bangkok Metropolitan (Person)	377	403	411
Northern (Person)	7	7	8
Central (Person)	223	291	293
Northeastern (Person)	4	4	4
Southern (Person)	7	9	12
Eastern (Person)	32	37	40

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities (3) persons)</b>	30	28	28
Percentage of disabled workers to total employment (%)	0.63	0.50	0.50
<b>Total number of employees with disabilities (Persons)</b>	4	4	6
Total male employees with disabilities (persons)	3	3	4
Total female employees with disabilities (persons)	1	1	2
Percentage of disabled employees to total employees (%)	0.09	0.08	0.12
<b>Total number of workers who are not employees with disabilities (persons)</b>	26	24	22
Percentage of disabled non-employee workers to total non-employee workers (%)	5.73	5.37	4.54

	2023	2024	2025
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	Yes	Yes

Remark: <sup>(3)</sup> The employment of persons with disabilities in 2025 includes data from Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited.

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<sup>(4)</sup> <b>Total employee remuneration (baht)</b>	5,181,138,935.00	4,508,692,828.15	4,821,141,362.16
Total male employee remuneration (baht)	4,114,342,428.28	3,629,846,896.54	3,809,180,953.78
Percentage of remuneration for male employees (%)	79.41	80.51	79.01
Total female employee remuneration (baht)	1,066,796,506.72	878,845,931.61	1,011,960,408.38
Percentage of remuneration for female employees (%)	20.59	19.49	20.99
Average of remuneration of employees (Baht/persons)	1,202,957.73	878,373.82	946,249.53
Average of remuneration for male employees (Baht/persons)	1,203,024.10	882,959.60	940,538.51
Average of remuneration for female employees (Baht/persons)	1,202,701.81	859,927.53	968,383.17
Rate of average of remuneration between female employees and male employees	1.00	0.97	1.03

Remark: <sup>(4)</sup> Total employee compensation in 2024 and 2025 includes employee compensation of the subsidiaries of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, following the business restructuring at the end of 2024.

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has a policy to support the Provident Fund Committee in complying with the Investment Governance Code for Institutional Investors (I Code) and in selecting fund managers who manage investments responsibly, taking into consideration Environmental, Social, and Governance (ESG) factors. The investment governance principles are also applied as a guideline for investment to achieve the best long-term benefits for fund members, who are the Company's employees, as the provident fund serves as a retirement savings fund for employees.

During the year, the Company enhanced the investment policy of the Provident Fund by introducing overseas investment options to expand investment opportunities for employees and strengthen portfolio diversification. This initiative supports the long-term growth of employees retirement savings. In addition, the Company discontinued the Saving Fund (SF) and consolidated employee investments under the Provident Fund (PF), ensuring that investment management is conducted through a formally regulated fund structure and overseen by professional fund managers. This transition enhances transparency, governance standards, and the effectiveness of long-term investment management.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

#### Participation in provident fund membership

##### Details of provident fund participation

##### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	3513	3832	3778
Number of employees joining in PVD (persons) <sup>(5)</sup>	2261	3189	3334
Number of PVD members / Total employees (%)	52.50	62.13	65.44
Number of PVD members / Total eligible employees (%)	64.36	83.22	88.25

Remark: <sup>(5)</sup> The number of employees participating in the provident fund in 2024 and 2025, including employees of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, following the business restructuring at the end of 2024.

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by (6) employer (baht)	117,852,248.52	153,844,915.76	162,742,405.20

Remark: <sup>(6)</sup> The total amount contributed by the Company to the provident fund for the employees of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited during the fourth quarter of 2024 and 2025, following the business restructuring at the end of 2024.

#### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SIAM CITY CEMENT PUBLIC COMPANY LIMITED	Yes	5,095	3,778	3,334	65.44	88.25

#### Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Facilitating automatic PVD enrollment for new employees, Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies

#### Facilitating automatic PVD enrollment for new employees

The Company has a policy to support the Provident Fund Committee in complying with the Investment Governance Code for Institutional Investors (I Code) and in selecting fund managers who manage investments responsibly, taking into consideration Environmental, Social, and Governance (ESG) factors. The investment governance principles are also applied as a guideline for investment to achieve the best long-term benefits for fund members, who are the Company's employees, as the provident fund serves as a retirement savings fund for employees.

During the year, the Company enhanced the investment policy of the Provident Fund by introducing overseas investment options to expand investment opportunities for employees and strengthen portfolio diversification. This initiative supports the long-term growth of employees retirement savings. In addition, the Company discontinued the Saving Fund (SF) and consolidated employee investments under the Provident Fund (PF), ensuring that investment management is conducted through a formally regulated fund structure and overseen by professional fund managers. This transition enhances transparency, governance standards, and the effectiveness of long-term investment management.

#### Initiatives to encourage employees to achieve sufficient retirement savings

The Company has a policy to support the Provident Fund Committee in complying with the Investment Governance Code for Institutional Investors (I Code) and in selecting fund managers who manage investments responsibly, taking

into consideration Environmental, Social, and Governance (ESG) factors. The investment governance principles are also applied as a guideline for investment to achieve the best long-term benefits for fund members, who are the Company's employees, as the provident fund serves as a retirement savings fund for employees.

During the year, the Company enhanced the investment policy of the Provident Fund by introducing overseas investment options to expand investment opportunities for employees and strengthen portfolio diversification. This initiative supports the long-term growth of employees' retirement savings. In addition, the Company discontinued the Saving Fund (SF) and consolidated employee investments under the Provident Fund (PF), ensuring that investment management is conducted through a formally regulated fund structure and overseen by professional fund managers. This transition enhances transparency, governance standards, and the effectiveness of long-term investment management.

### Providing education or information on selecting appropriate investment policies

The Company has a policy to support the Provident Fund Committee in complying with the Investment Governance Code for Institutional Investors (I Code) and in selecting fund managers who manage investments responsibly, taking into consideration Environmental, Social, and Governance (ESG) factors. The investment governance principles are also applied as a guideline for investment to achieve the best long-term benefits for fund members, who are the Company's employees, as the provident fund serves as a retirement savings fund for employees.

During the year, the Company enhanced the investment policy of the Provident Fund by introducing overseas investment options to expand investment opportunities for employees and strengthen portfolio diversification. This initiative supports the long-term growth of employees' retirement savings. In addition, the Company discontinued the Saving Fund (SF) and consolidated employee investments under the Provident Fund (PF), ensuring that investment management is conducted through a formally regulated fund structure and overseen by professional fund managers. This transition enhances transparency, governance standards, and the effectiveness of long-term investment management.

## Information on employee development

### Employee training and development

	2023	2024	2025
Employee development plans as part of (7) annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	26.44	28.99	28.45
Total amount spent on employee training and (8) development (Baht)	46,622,048.11	34,864,960.42	211,440,481.19

	2023	2024	2025
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.001173	0.000893	0.004395
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.001097	0.000754	0.003875

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(7)</sup> The above information does not include data from the subsidiaries of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited. For details on Employee training and development of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, please refer to the publicly available 56-1 One Report of the respective companies.

<sup>(8)</sup> The information on the average training hours per employee per year and the employee training and development expenses for 2025 including data of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited.

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours) <sup>(9)</sup>	24,820,944.00	24,544,942.00	32,818,110.00
Total number of hours worked by employees (Hours)	10,223,259.00	9,866,841.00	11,967,045.00
Total number of hours work by non-employee (Hours)	14,597,685.00	14,678,101.00	20,851,065.00

Remark: <sup>(9)</sup> The above information does not include data from the subsidiaries of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited. For details of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, please refer to the publicly available 56-1 One Report of the respective companies.

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases) <sup>(10)</sup>	1	2	5

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	1	2	5
Percentage of employees that lost time injuries for 1 day or more (%)	0.02	0.04	0.10
Total number of employees that fatalities as a result of work-related injury (Persons)	1	1	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.02	0.02	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.10	0.20	0.42
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.02	0.04	0.08

Additional explanation : (\*) The company with the total number of employees over 100 or more

(\*\*) The company with the total number of employees less than or equal to 100

Remark: (10) The above information does not include data from the subsidiaries of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited. For details of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, please refer to the publicly available 56-1 One Report of the respective companies.

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving (11) the company voluntarily (persons)</b>	377	364	255
Total number of male employee turnover leaving the company voluntarily (persons)	258	245	183
Total number of female employee turnover leaving the company voluntarily (persons)	119	119	72

	2023	2024	2025
(12) Proportion of voluntary resignations (%)	8.75	7.09	5.00
Percentage of male employee turnover leaving the Company voluntarily (%)	68.44	67.31	71.76
Percentage of female employee turnover leaving the Company voluntarily (%)	31.56	32.69	28.24

Remark: (11) The total number of voluntary employee resignations in 2025 includes data from Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited.

(12) The above information does not include data from the subsidiaries of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited. For details of Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited, please refer to the publicly available 56-1 One Report of the respective companies.

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

#### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Labor relations committee, Employee committee, Labor union

#### Employee internal groups

#### Respect for Labor Rights and Employee Participation

Siam City Cement Public Company Limited is committed to respecting and supporting employees rights to freedom of association and collective bargaining, in strict accordance with labor relations laws and relevant local regulations. The company considers respect for employees expression and participation as a fundamental principle of good governance and sustainable business operations.

The company recognizes the right of employees to form associations or labor unions. Currently, there are two established groups: the Employee Funeral Welfare Association and the Siam City Cement Labor Union.

The company constructively supports the operations of both groups. When demands for changes in employment conditions are submitted, the company appoints negotiation representatives and engages in open and constructive dialogue with union representatives. These efforts have led to successful bilateral agreements, reflecting the company's commitment to promoting transparent and inclusive collective bargaining. Additionally, the company holds quarterly meetings with the Employee Committee to collaboratively address issues and improve the working environment.

#### Promotion of Employee Welfare and Well-being

The company has established a Workplace Welfare Committee, comprising representatives from both management and employees. This committee is responsible for discussing, recommending, and developing welfare initiatives that enhance employees quality of life, such as health benefits, work-life balance, and fair working conditions.

In terms of safety, the company encourages employee participation through the Safety, Occupational Health, and Working Environment Committee (OHSEC). Joint meetings between management, employee representatives, and the labor union are held to exchange ideas and develop safety measures tailored to each departments operational needs.

The company also promotes health and wellness activities, such as the Zero Accident campaign and mental and physical health programs, to foster a culture of safety and mutual care within the organization.

These initiatives reflect the companys ongoing commitment to creating a workplace that respects labor rights, encourages participation, and continuously improves employee well-beinglaying a strong foundation for long-term organizational sustainability.

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://siamcitycement.com/thailand/en/policy>

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

#### Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old

### Information on customer management plan

#### Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to

customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Siam City Cement Group conducts its business with a steadfast commitment to creating sustainable shared value with customers. The Group places emphasis on responsible, transparent, and equitable production and service delivery, ensuring the provision of high-quality products and services that comprehensively meet customer needs across all dimensions. The Group has established a systematic customer management plan encompassing all stages of the service delivery process. Furthermore, the Group endeavors to integrate sustainability principles into its operational processes to foster customer satisfaction, trust, and long-term relationships through ethical business conduct and genuine consumer responsibility.

### **Responsible Production and Service Delivery for Customers**

The Company places the utmost importance on responsible production and service delivery, adhering to quality control principles throughout all stages of the cement manufacturing process to comply with both domestic and international industry standards. Additionally, the Company efficiently manages resources to continuously minimize environmental impact and health effects on product users.

Furthermore, the Company focuses on developing environmentally friendly production technologies and promoting the use of alternative raw materials, as well as designing products and services that sustainably meet customer needs. This ensures that the Company's products and services are not only of high quality, safe, and reliable, but also contribute to creating long-term shared value for society and the environment.

### **Communication of Product and Service Impacts to Customers/Consumers**

The Company communicates product information regarding features, usage guidelines, and user impacts in an accurate and transparent manner, ensuring customers have comprehensive information for decision-making and can use products safely and effectively. Additionally, the Company has established a systematic consumer complaint and feedback mechanism to enable prompt, fair, and verifiable investigation and resolution of issues. Multiple communication channels have been provided, including:

- Customer Service Center Tel. 1732
- Email: [wecare@siamcitycement.com](mailto:wecare@siamcitycement.com)
- Line Official Account: @INSEEGroup
- Facebook Page: INSEE Group

### **Development of Customer Satisfaction and Relationship**

The Company continuously develops plans to enhance customer satisfaction and strengthen customer relationships in order to build brand awareness, foster engagement and positive relationships with customers, and promote customer participation, which leads to long-term loyalty and sustainable business growth.

These plans play a crucial role in creating positive and memorable customer experiences, which help build trust, retain existing customers, and generate positive word-of-mouth. Additionally, the Company prioritizes listening to customer opinions and suggestions through various channels, including conducting annual relationship management surveys to collect feedback and recommendations for analysis and utilization in improving work processes, elevating customer experience, and continuously developing the overall brand image.

### **Consumer Data Privacy and Protection**

The Company strictly complies with the Personal Data Protection Act by implementing comprehensive Data Privacy Management guidelines and security measures for customer data, covering the responsible collection, use, and

disclosure of personal information. All uses of personal data require explicit consent from data subjects. The Company has established access control measures and conducts ongoing training for relevant personnel to enhance awareness of personal data protection practices, thereby fostering long-term customer confidence and trust. During the past year, the Company received no complaints concerning customers personal data. The Company nevertheless remains committed to continuously reviewing and enhancing its personal data protection measures.

Reference link for company's customer management plan : <https://www.siamcitycement.com/thailand/en/services/customer-service-center>

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	The customer satisfaction score	2024: The customer satisfaction score was set at 90 percent	2025: The customer satisfaction score was set at 90 percent

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The INSEE Group consistently organizes diverse activities on an annual basis to strengthen sustainable business relationships with partners. These strategic interactions not only focus on elevating current satisfaction levels but also establish a solid foundation for building sustainable long-term strategic collaboration in the future.

During 2025, the Company did not identify any complaints related to customer personal data privacy.

The Company has established clear quantitative customer satisfaction targets and conducts periodic monitoring to evaluate operational effectiveness through annual customer relationship management surveys. Should assessment results in certain areas fall below established targets, the Company will develop improvement plans to rectify and elevate service standards, while continuously incorporating customer feedback to enhance work processes.

Regarding customer satisfaction assessment, our Thailand operations achieved **95.70 percent** against the target of **90 percent**, reflecting our continued commitment to enhancing service quality and delivering exceptional customer experiences. This outcome validates the effectiveness of our customer relationship management approach and our operational capability to tangibly meet customer expectations.

This year, Siam City Cement Public Company Limited organized its Annual Business Development Seminar and Partner Appreciation Event under the theme "**INSEE Business Forum 2025**" from September 4-6, 2025, at the Nikko Hotel Amata

City, Chonburi. The event was honored by the participation of over 133 business partners. The forum featured seminars covering topics relevant to the construction industry's direction, AI innovation for business development, carbon footprint management, and perspectives on future environmental regulations. This initiative reflects the Company's commitment to strengthening partnerships, promoting knowledge exchange, and collectively driving the sustainable growth of Thailand's construction industry.

INSEE Vietnam hosted the **INSEE Customers Convention 2025** from February 26-27, 2025, at the InterContinental Grand Ho Tram in Vung Tau, Vietnam. This prestigious annual event was designed to strengthen relationships, exchange perspectives, and celebrate valued partnerships with over 300 customers across all business segments. Under the theme **"Transforming to Dominate the Game"** the convention reflected customers' transformation into a new era while reinforcing INSEE's commitment to being a trusted business partner, operating under the "Build for Life" mission. Customer engagement was central to the event, with the Company meticulously designing activities and customer touchpoints to cultivate deeper understanding of evolving customer needs. These strategic interactions not only enhance current satisfaction levels but also establish a solid foundation for future long-term collaboration.

Meanwhile, INSEE Sri Lanka organized the **INSEE Cements prestigious Business Partner Awards 2025** to recognize business partners with outstanding performance who have significantly contributed to the Company's growth and market leadership at Cinnamon Life, City of Dreams Residency. Under the theme **"Rising Beyond Limits; Inspiring New Horizons,"** the event emphasized the Company's vision of "building strong partnerships to jointly drive growth and innovation." The "Beyond Boundaries" concept underscored the critical importance of business partners to the Company's success, playing a vital role in maintaining INSEE's market leadership in Sri Lanka's cement industry. The partnership focuses on building trust, fostering growth, and shaping the future of Sri Lanka's construction industry.

#### **Channels through which the company receives complaints from customers/consumers**

Tel: 1732 or 02-797-7777

Fax: -

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

Facebook: INSEE Group

Line: @INSEEGroup

Company's Website: <https://siamcitycement.com/th/home>

INSEE SPEAK UP: <https://secure.ethicspoint.eu/domain/media/enuk/gui/107032/index.html>

Address: Siam City Cement Public Company Limited (Head office)

Column Tower, 3rd, 10th, 12th Fl., 199 Ratchadapisek Rd., Klongtoey, Bangkok 10110

#### **Diagram of performance and outcomes of customer management**



INSEE Business Forum 2025

### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes  
customers/consumers

Telephone : 1732 หรือ 02-797-7777

Fax : -

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

Company's website : <https://siamcitycement.com/th/home>

Address : Siam City Cement Public Company Limited  
Head Office

Column Tower, 3rd, 10th, 12th Fl., 199 Ratchadapisek Rd.,  
Klongtoey, Bangkok 10110

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	<a href="https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-sustainability-policy-en.pdf">https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-sustainability-policy-en.pdf</a>

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management

#### Community and Social Management Plan

##### 1. Employment and Skills Development

The Company prioritizes the recruitment of local residents for employment as permanent staff and contractors. In addition, it supports vocational skills development for community members by allocating budgets through village development funds. These funds are utilized as capital and for enhancing occupational skills among housewives groups and vulnerable groups within the community.

##### 2. Education

The Company provides educational support to schools within the communities in Saraburi province as follows:

- Financial support totaling THB 400,000 for 13 schools, covering kindergarten to lower secondary levels.
- Scholarships for 20 vocational diploma (High Vocational Certificate) students, totaling THB 200,000.
- Scholarships for communities surrounding the Red Clay Mine in Khok Salung subdistrict and Klang Dong subdistrict, totaling THB 70,000.

##### 3. Religion and Culture

The Company supports religious activities by contributing to Kathin (annual robe-offering ceremony) events at temples in Thap Kwang subdistrict, Tha Khlo subdistrict, Ban Pa subdistrict (Kaeng Khoi district, Saraburi province), Khok Salung subdistrict (Lopburi province), Muak Lek subdistrict and Mittraphap subdistrict (Muak Lek district, Saraburi province), as well as Klang Dong subdistrict and Nong Nam Daeng subdistrict (Pak Chong district, Nakhon Ratchasima province).

In terms of cultural preservation, the Company supports local traditional events, including the Fire Raft Festival in Tha Khlo subdistrict, the Kaeng Khoi World War Remembrance Festival in Kaeng Khoi district, Saraburi province, the Tak Bat Devo (Buddhist merit-making ceremony) in Klang Dong subdistrict, and Songkran Festival and community merit-making ceremonies in all communities within Thap Kwang subdistrict, Kaeng Khoi district, Saraburi province.

##### 4. Forestry and Natural Resources

The Company conducts tree-planting initiatives to increase green spaces within communities in Saraburi province, including:

- Tree planting along Soi Tessaban 5 in observance of World Environment Day.
- Tree planting around Thap Kwang Municipal Sports Stadium.
- Tree planting at Khao Noi.
- Landscape improvement tree planting in collaboration with Tha Khlo Subdistrict Administrative Organization.
- Reforestation activities in mining areas of Siam City Cement Public Company Limited.

## **5. Occupational Health, Safety, Health and Quality of Life**

The Company has organized five mobile medical unit activities providing healthcare services to residents in Thap Kwang subdistrict, covering all villages and communities in Saraburi province. It also conducted chest X-ray and health screening activities twice in areas surrounding the Red Clay Mine in Klang Dong subdistrict and once in Khok Salung subdistrict.

Additionally, the Company provides budgetary support for hiring public health personnel for local community health promotion hospitals. Other initiatives include elderly health promotion activities, support for adult diapers for the elderly, and sponsorship of Elderly Day events and community sports activities in Thap Kwang, Tha Khlo, and Simamongkhon subdistricts.

## **6. Underprivileged and Vulnerable Groups**

The Company supports adult diapers for elderly persons and persons with disabilities in Thap Kwang subdistrict. It also promotes livelihood groups that produce community products to generate income for the elderly, housewives, and persons with disabilities in Thap Kwang subdistrict. Furthermore, the Company has constructed houses for underprivileged families in Cham Phak Phaeo subdistrict and Takut subdistrict in Kaeng Khoi district and Mueang Saraburi district, Saraburi province.

## **7. Water Management and Sanitation**

The Company provides drinking and utility water to communities during the dry season. It also organizes volunteer activities to repair and improve drinking water and utility water systems at Wat Khok Salung School and Nikhom Thap Kwang Songkhro 2 School, Saraburi province.

## **Community and Social Development Participation Policy**

### **1. Key Policy Principles**

#### 1.1 Responsible Business Operations

The Company is committed to preventing and mitigating potential impacts on surrounding communities arising from its production processes, transportation activities, and related operations, including dust, noise, traffic, and safety concerns. Relevant information is disclosed transparently to ensure accountability and stakeholder trust.

#### 1.2 Stakeholder Engagement

The Company establishes structured public consultation platforms and grievance mechanisms to systematically gather community feedback and ensure that concerns are addressed promptly, fairly, and transparently.

#### 1.3 Strengthening Community Capacity and Self-Reliance

The Company promotes local career development, workforce skills enhancement, and the growth of local entrepreneurs by integrating them into the Company's supply chain, thereby increasing long-term income generation and economic resilience within communities.

#### 1.4 Measurable and Sustainable Development

Clear key performance indicators (KPIs) are established to assess both quantitative outcomes and qualitative impacts in order to evaluate the effectiveness of community development initiatives.

### **2. Scope of Policy Implementation**

This policy covers areas surrounding the Saraburi Plant, raw material quarries, and major transportation routes,

including relevant contractors and business partners (both local and external).

Priority issues include:

- Environmental impact management affecting community quality of life.
- Local employment creation and workforce support.
- Development of local entrepreneurs into qualified suppliers.
- Educational and skills development aligned with industry needs.

### **3. Governance Structure**

- The Board of Directors oversees sustainability policies.
- The Community Relations Working Committee is responsible for implementation at the operational level.
- Performance outcomes are regularly reported to senior management.

### **4. Strategic Commitment**

The Company is committed to building strong relationships and trust between the organization and surrounding communities under the principle of Growing Together. This is achieved by minimizing negative impacts while maximizing positive contributions from business operations, ensuring sustainable development for both the organization and society.

### **Strategies and Action Plans for Long-Term Community Self-Reliance**

The Company integrates community development into its core business processes, emphasizing long-term capacity building rather than short-term support.

#### **Strategic Framework**

##### **Strategy 1: Strengthening the Local Economy**

Key Actions:

- Promote procurement and hiring from local businesses and contractors.
- Enhance local entrepreneurs capabilities to meet supply chain standards, including training on new technologies adopted by the Company.
- Support community enterprises through structured partnerships with district development agencies, including training programs and financial support.

Expected Outcomes:

- Increased economic circulation within communities.
- Reduced dependence on external income sources.
- Sustainable local employment generation.

##### **Strategy 2: Skills Development for Community Members and Students**

Key Actions:

- Provide vocational training aligned with cement and construction industry demands (e.g., masonry, plastering).
- Collaborate with local educational institutions to provide hands-on technical training.
- Offer internships and paid training opportunities for local youth.

Expected Outcomes:

- Increased local employment opportunities.
- Reduced migration for employment.
- Development of a skilled workforce aligned with operational needs.

##### **Strategy 3: Impact Management and Trust Building**

Key Actions:

- Conduct Environmental and Social Impact Assessments (EIA) for major projects or plant expansions.
- Install air and noise monitoring systems with public disclosure of data.
- Establish accessible grievance mechanisms (e.g., suggestion boxes, hotline channels, community communication platforms).

Expected Outcomes:

- Reduced number of community complaints.
- Increased stakeholder satisfaction and trust.
- Lower operational risk exposure.

#### **Strategy 4: Expanding Impact to Broader Society**

Beyond immediate operational areas, the Company leverages its expertise in construction materials and engineering to:

- Support the development of safe and durable infrastructure.
- Promote environmentally friendly construction standards.
- Share sustainable construction knowledge and best practices.

These initiatives contribute to broader social development and reinforce the Company's reputation as a responsible industry leader.

#### **Implementation Timeline**

##### **Short Term (1 Year)**

- Conduct community needs assessments and prioritize collaborative projects.
- Provide targeted vocational training linked directly to Company procurement (e.g., production of operational supplies for Company use).

##### **Medium Term (2-3 Years)**

- Develop local entrepreneurs to meet Company quality standards.
- Strengthen partnerships with government agencies and educational institutions.
- Achieve a significant reduction in community complaints.

##### **Long Term (35 Years and Beyond)**

- Establish a stable local economic ecosystem integrated into the supply chain.
- Improve average household income and quality of life.
- Build long-term trust and stable community relationships.

#### **Monitoring and Evaluation**

The Company establishes clear KPIs, including:

- Percentage of local procurement and hiring.
- Number of local employment opportunities created.
- Annual community satisfaction survey results.
- Number of complaints and resolution rate.
- Average income growth of participating occupational groups.
- Performance results are regularly reported to senior management and disclosed in the Company's annual Sustainability Report.

#### **Strategic Summary**

Siam City Cement Public Company Limited integrates community development into its core business operations by combining impact mitigation with economic opportunity creation and human capital development. This approach enables communities surrounding operational sites, as well as broader society, to achieve long-term resilience and self-reliance while fostering sustainable growth for both the Company and society as a whole.

### **Information on setting of community and social management goals**

#### **Setting of community and social management goals**

Does the company set community and social management goals : Yes

## Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Employment and professional skill development</li> </ul>	<ul style="list-style-type: none"> <li>- Number of employees and contractors of the company who are domiciled in the area where the factory is located and are employed by the company.</li> <li>- Number of occupational groups established in the area where the factory is located.</li> </ul>	<p>2026: - The number of employees and contractors who reside in communities surrounding the Plant and are employed by the company shall be no less than 5 percent of the total number of job seekers.</p> <p>- There shall be at least three local vocational groups in the communities surrounding the Plant.</p>	<p>2027: - At least 10 percent of job seekers in the communities surrounding the Plant are employed by the company as staff members or contractors.</p> <p>- There are at least six occupational groups in the communities surrounding the Plant.</p>
<ul style="list-style-type: none"> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>- Number of students receiving educational support.</li> <li>- Number of activities conducted in collaboration with educational institutions</li> </ul>	<p>2026: - There are no fewer than 200 students receiving educational subsidies.</p> <p>- There are at least 5 activities organized in collaboration with educational institutions.</p>	<p>2027: - There are at least 300 students receiving educational support.</p> <p>- At least 7 activities related to educational institutions are organized.</p>
<ul style="list-style-type: none"> <li>• Religion and culture</li> </ul>	<ul style="list-style-type: none"> <li>- There are activities conducted in collaboration with the community related to religion.</li> <li>- There are activities conducted in collaboration with the community related to culture and traditions.</li> </ul>	<p>2026: - Conduct at least 20 community engagement activities related to religion.</p> <p>- Conduct at least 3 community engagement activities related to culture and traditions.</p>	<p>2027: - At least 30 community engagement activities related to religion were conducted.</p> <p>- At least 6 community engagement activities related to culture and traditions were conducted.</p>

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Forests and natural resources	<ul style="list-style-type: none"> <li>- There are activities organized related to forestry or environmental issues involving trees.</li> <li>- There are educational or conservation activities organized for the protection of natural resources.</li> </ul>	2026: - At least three activities related to forestry or environmental initiatives involving trees are conducted. - At least three activities focused on education or conservation of natural resources are organized.	2027: - Conducted at least 5 activities related to forestry or environmental initiatives involving trees. - Organized at least 5 educational or natural resource conservation activities.
• Occupational health, safety, health, and quality of life	<ul style="list-style-type: none"> <li>- There are activities organized or supported related to occupational health, safety, and health promotion.</li> <li>- There are activities organized or supported related to quality of life development.</li> </ul>	2026: - At least three activities related to occupational health, safety, and well-being are organized or supported. - At least three activities related to quality of life development are organized or supported.	2027: - Organize or support activities related to occupational health, safety, and well-being at least 6 times. - Organize or support activities related to quality of life development at least 6 times.
• Disadvantaged and vulnerable groups	There are activities organized or supported that are related to underprivileged and vulnerable groups in Saraburi province.	2026: At least three activities related to supporting disadvantaged and vulnerable groups in Saraburi province are organized or supported.	2027: At least 6 activities are organized or supported in Saraburi province for underprivileged and vulnerable groups.
• Water and sanitation management	<ul style="list-style-type: none"> <li>- There are activities organized or support provided related to water resource management.</li> <li>- There are activities organized or support provided for initiatives related to sanitation.</li> </ul>	2026: - At least three activities related to water management are organized or supported. - At least three activities related to sanitation are organized or supported.	2027: - At least 5 activities related to water management are organized or supported. - At least 5 activities related to sanitation are organized or supported.

## Information on outcomes and results of community and social management

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

### Community and Social Management Plan Implemented During the Year

## 1. Employment and Skills Development

Throughout its cement manufacturing operations, the Company has placed strong emphasis on employment creation, prioritizing the hiring of local residents as its first priority. This approach aims to ensure that people living in communities surrounding the plant have access to stable employment opportunities, enabling them to sustain their livelihoods and achieve economic self-reliance. Ultimately, this contributes to building strong and sustainable communities.

The Company prioritizes employment opportunities for local contractors, transportation service providers, residents living in nearby communities, as well as local vendors and small businesses operating within the surrounding areas. As a result of this local employment policy, the positive impacts have become clearly evident. Community members have experienced improved living standards, while families and communities have become stronger and more stable. This is reflected in the development of healthcare systems, public utilities, and residential infrastructure such as housing projects in areas surrounding the plant. In addition, local markets have emerged within the communities, contributing to increased economic circulation and more diverse livelihood opportunities.

In terms of **skills development**, the Company has implemented policies aimed at reducing inequality and improving the well-being of residents living around the plant. These initiatives also extend to vulnerable groups, including persons with disabilities and disadvantaged individuals who may not be employed in the industrial sector.

To support this goal, the Company established a community development fund to promote income-generating activities for local households through both theoretical and practical training programs. Examples include training in tie-dye fabric production, artificial funeral flower making, plastic basket weaving, wreath making, and food-related products such as chili paste, curry paste, fried chili, traditional Thai desserts, and herbal snack production.

In addition, the Company promotes vocational skills development among students and youth. Examples include tile installation training provided to Grade 9 students at Anuban Thap Kwang School, and collaboration with Muak Lek Technical College, where construction students receive both theoretical knowledge and hands-on training in construction work using cement products. Practical activities include building concrete roads for Chet KhotPong Konsao National Park and Ming Mongkol Garden, as well as installing Conwood flooring at Wat Phra That Charoen Tham and the Thap Kwang Homeless Center. These programs are conducted with close supervision from instructors from Muak Lek Technical College and professional trainers from the Saraburi provincial Skill Development Office.

## 2. Education

The Company recognizes the importance of supporting education for children and youth living in surrounding communities to ensure equal access to quality education comparable to schools in urban areas.

Support includes landscape improvements to create conducive learning environments, renovation of school buildings and facilities, and the provision of modern teaching materials and equipment for schools located around the Company's plant. The Company also continuously provides scholarships to local students to enable them to pursue their education and reduce financial burdens on their families.

### 2.1 Scholarship Programs

The Company allocates an annual budget of THB 600,000 from the Mining Community Development Fund to support 13 schools under the Phasedet Educational Network located near the plant. The scholarships are divided into:

- THB 400,000 for students from kindergarten to lower secondary level
- THB 200,000 for vocational diploma students (Higher Vocational Certificate Year 12)

Students who complete their higher vocational studies with these scholarships are given internship opportunities with the Company and may later be recruited as employees.

### 2.2 Educational Capacity Building

The Company provides financial support through the Mining Community Development Fund for schools to implement projects aimed at strengthening the capabilities of students and teachers. Examples include hiring additional teachers in shortage areas such as science, mathematics, and English, as well as improving utilities and renovating school facilities.

### 2.3 School Activity Support

The Company supports various school activities that contribute to the development of teachers and students. These include National Childrens Day activities, sports competitions for students and teachers, school fundraising events such as merit-making ceremonies, anniversary celebrations of educational institutions, and retirement ceremonies for teachers.

In addition, through the INSEE Volunteer Program, the Company mobilizes employees and contractors to participate in community service activities at schools. These activities include repairing water and electrical systems, installing fans and lighting, and improving school landscapes. Other initiatives include painting classrooms and creating Brain-Based Learning (BBL) learning environments.

## 3. Religion and Culture

The Company recognizes the importance of religion, culture, and local traditions and actively participates in related activities within communities surrounding the plant on a continuous basis.

### 3.1 Religious Activities

The Company supports and participates in community religious activities such as Tak Bat Devo ceremonies, novice ordination programs, Kathin ceremonies, and Buddhist religious days including Makha Bucha Day, Visakha Bucha Day, Asalha Bucha Day, and Buddhist Lent Day.

### 3.2 Cultural and Traditional Activities

The Company provides financial and manpower support for local cultural traditions and community festivals, including the Kaeng Khoi World War Remembrance Festival, the Thai Yo Floating Fire Raft Festival, the Community Merit-Making Ceremony, and the Songkran water-pouring ceremony for elders. The Company also supports national cultural events organized by communities or government agencies such as Songkran Festival, New Year celebrations, National Childrens Day, Teachers Day, Fathers Day, Mothers Day, Chulalongkorn Day, and Loy Krathong Festival.

## 4. Forest and Natural Resources

The Company has implemented policies to protect natural resources and the environment across multiple dimensions, including resource management, technology, waste and pollution management, and human engagement. Key initiatives include reforestation activities at Chet KhotPong Kongsao National Park, tree planting in communities and mining areas on World Environment Day, and community greening projects conducted in collaboration with local communities, government agencies, and local administrative organizations.

The Company also promotes community and youth participation in learning about native plant species and producing seedlings. Through the establishment of plant nurseries, communities and schools grow seedlings that are later purchased by the Company for use in mine rehabilitation and ecological restoration projects.

## 5. Sports and Recreation

The Company recognizes the importance of physical and mental well-being by supporting sports and recreational activities organized within surrounding communities.

Examples include youth football tournaments such as the Khao Khwang Youth Cup, Thap Kwang subdistrict Youth Football Tournament, community sports competitions in Tha Khlo subdistrict, sports events for teachers within

the Phasedet Educational Network, marathon events organized by Simamongkol Municipality, and anti-drug sports competitions.

The Company also supports study visits for community health volunteers (Village Health Volunteers - VHVs), elderly groups, and community leaders organized by Thap Kwang Municipality, enabling them to learn from best practices and apply new knowledge to community development.

## **6. Occupational Health, Safety, and Quality of Life**

The Company prioritizes public health, safety, and quality of life for residents living near the plant through several initiatives.

### **6.1 Mobile Medical Unit Program - Healthy Living with INSEE**

This program provides basic health screening and medication services to residents living near the plant and clay mine areas. Professional physicians and healthcare personnel from public hospitals conduct health check-ups to detect potential diseases and health risks at an early stage. Additional services include free haircuts and the distribution of reading glasses for elderly residents. The program covers 10 villages and 36 communities, benefiting approximately 2,000 participants.

### **6.2 Annual Lung X-ray Program**

As required under the Environmental Impact Assessment (EIA), mobile lung X-ray units from hospitals are deployed to conduct respiratory health screenings for community residents. Individuals with abnormal results are referred for further medical treatment. The program covers communities in Thap Kwang, Ban Pa, Tha Khlo, Klang Dong, and Khok Salung subdistricts.

The Company also supports local health promotion hospitals by providing medical equipment, blood pressure monitors, and funding for elderly healthcare programs.

Additionally, the Company supports community safety by funding CCTV installations in Thap Kwang, Ban Pa, and Tha Khlo subdistricts and provides food and beverages for government agencies operating road safety checkpoints during the Songkran and New Year holidays.

## **7. Support for Vulnerable and Disadvantaged Groups**

The Company places importance on improving the quality of life for vulnerable groups in surrounding communities. Through the Mining Community Development Fund, the Company collaborates with local government agencies such as district offices, municipalities, and subdistrict administrative organizations to support disadvantaged individuals, persons with disabilities, and low-income households.

Support includes vocational training, knowledge development, and the provision of construction materials such as Cement and CONWOOD products for housing repairs. To date, more than 100 houses have been repaired or rebuilt for disadvantaged families.

The Company also promotes income-generating activities such as food production and souvenir manufacturing. These products are often purchased by the Company to support community livelihoods. In addition, relief packages are regularly distributed to elderly individuals, persons with disabilities, and disadvantaged households to help reduce their cost of living.

### **Benefits Gained from Social Development Projects**

#### **Monetary Benefits**

The company measures the monetary benefits derived from the implementation of social development projects: **Yes**

Implemented Project (Evaluation: SROI Social Return on Investment)	2023	2024	2025
The BBL Painting Project to Foster Creativity among Students of Ban Sub Bon School for Holistic Development.	-	-	An investment of one unit in the project is expected to generate a social return of 0.69 units per unit invested.
BBL Painting Project to Foster Creativity and Promote Strong Health Among Students at Wat Khok Salung School.	-	-	An investment of one unit in the project is expected to generate a social return of 0.03 units per unit invested.
Factory 2 Project: Collaborative Initiative to Improve the Water Supply System at Nikhom Thap Kwang Songkhro 2 School.	-	-	An investment of one unit in the project is expected to generate a social return of 0.01 units per unit invested.
Kindergarten Building Painting Project at Nikhom Thap Kwang Songkhro 2 to Foster Bright Development and Improve the Learning Environment.	-	-	An investment of one unit in the project is expected to generate a social return of 0.92 units per unit invested.

### Non-monetary Benefits

The company measures the monetary benefits derived from the implementation of social development projects: **Yes**

	2023	2024	2025
Number of trees in community forest areas. (trees)	4,500 Trees	2,000 Trees	3,080 Trees
Educational institutions receiving access/opportunity. (places)	13 Schools	16 Schools	16 Schools
Vocational skill development. (times)	2 Times	2 Times	3 Times
Communities benefiting from the companys community development projects. (places)	34 Villages	38 Villages	40 Villages

### Expenditures Incurred from Social and Environmental Initiatives

	2023	2024	2025
Expenditures incurred from social and environmental initiatives. (million baht)	25	27	30

### Benefit from implementing social development project

#### Financial benefits<sup>(13)</sup>

Does the company measure the financial benefits : No  
from social development?

Remark: <sup>(13)</sup> The Company is currently collecting data.

#### Non-financial benefits<sup>(14)</sup>

Does the company measure the non-financial : Yes  
benefits from social development?

	2023	2024	2025
Community forest (Tree)	4,500.00	2,000.00	3,080.00
Educational beneficiaries (Places)	3.00	16.00	16.00
Developing vocational skills (Number)	2.00	2.00	3.00
Beneficiaries of the company's community development projects (Places)	34.00	340.00	40.00

Remark: <sup>(14)</sup> The information above represents only a portion of the projects undertaken by the Group. Additional disclosures will be made in due course as more comprehensive data becomes available.

---

**Remarks** - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

# ESG Performance

Company Name : SIAM CITY CEMENT PUBLIC COMPANY LIMITED

Symbol : SCCC

Market : SET

Industry Group : Property & Construction

Sector : Construction Materials

## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

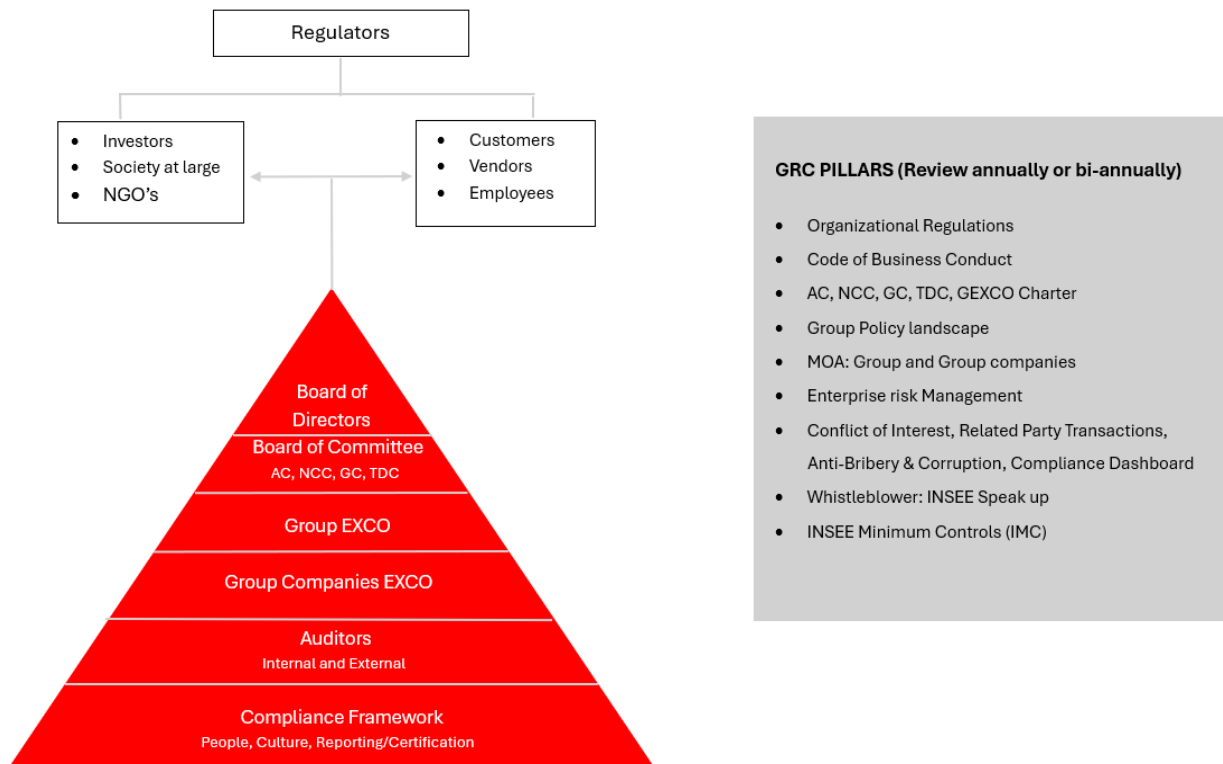
The Board of Directors of Siam City Cement Public Company Limited (SCCC) recognizes the importance of good governance and remains strongly committed to implementing and practicing Corporate Governance (CG) in all its operations. This commitment is aimed at achieving long-term sustainable growth and creating value for all stakeholders. We operate in adherence to the Corporate Governance Code 2560 (CG Code 2560) which includes 8 guidelines for the Board of Directors operation. These are: (1) Responsibility as a leader in creating sustainable value for the organization; (2) Responsibility to set the objectives and targets of the organization such that they are conducive of sustainability; (3) Responsibility in promoting effective operation; (4) Responsibility in recruiting and developing top level executives, and ensuring that human resource management is effective; (5) Promoting innovations and responsible business operation; (6) Ensuring sufficient risk management and internal control mechanisms; (7) Maintaining financial and disclosure credibility, and; (8) Communicating with shareholders and promoting shareholders participation

The Board of Directors has established the Group Policy Landscape to clearly define the authority framework for approving and reviewing changes to the Groups policies. Under this structure, certain policies fall under the approval and review authority of the Board of Directors, such as the Corporate Governance Policy and the Code of Business Conduct. These policies are reviewed in accordance with the authority framework stipulated in the charter of the Corporate Governance Committee. The Board also ensures that such policies are communicated to directors, executives, and employees throughout the organization so that they serve as guiding principles and good practices for corporate governance across the Group.

For other policies, the Board of Directors has delegated the authority for approval and review to the Group Chief Executive Officer or the Chief Executive Officers of subsidiaries in accordance with the relevant authority framework. In addition, the Company reviews the Group Policy Landscape at least once a year to ensure that the overall policy structure remains appropriate and aligned with applicable laws, best practices, as well as the evolving economic and social environment.

#### Governance, Risk, and Compliance (GRC) Framework

As an additional note, the Company also concurrently maintains and implements the GRC framework (Governance, Risk, and Compliance) for governance of operations in alignment with the Board of Directors' policies and guidelines. All operating units within the Company and subsidiaries are part of the systematic reporting hierarchy that ensures all critical matters are communicated effectively to the Board of Directors, via the subsidiaries' boards, framed as a standing agenda item of every Board of Directors' meeting.



The Board of Directors also delegates to the Governance Committee the duty to review the Groups governance performance on an annual basis and assess regulatory changes that concern governance performance in preparation for governance-related assessments and certifications such as the Thai Institute of Directors Corporate Governance Report or the ASEAN Corporate Governance Scorecard (ACGS), and to report findings to the Board of Directors, to ensure the Company is always operating at the level that meets international standards.

The Board of Directors adheres to the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) and has established a Corporate Governance Policy to serve as a guideline for operations across the Group. The policy is based on the corporate governance practices of the Stock Exchange of Thailand and the principles of the Organisation for Economic Co-operation and Development (OECD). It applies to employees, executives, directors, and any persons acting on behalf of or representing the Group. Subsidiaries listed on the Stock Exchange of Thailand that already have corporate governance policies aligned with this policy may continue to apply their own policies.

In addition, the Company has designated responsible units to communicate Group-level policies across the organization to ensure that directors, executives, and employees understand and comply with such policies. Communication is carried out through internal channels together with regular learning programs in both classroom and online channels.

## Overview of the Groups Policy Structure

## Board-level Policies: Board Approval

Organization Regulation	Code of Business Conduct	Charters (AC, NCC, GC, TDC, GEXCO etc.)	MoA	Corporate Governance	Risk Management	Anti-Bribery & Corruption	Treasury	Tax
Accounting & Reporting	Related Party Transactions	CAPEX	Insider Trading	Human Resources	IT Management	CERT	Sustainability	

## Operational Policies: Group CEO Approval

<b>Finance</b>	Procurement							
<b>HR</b>	Travel							
<b>IT</b>	Anti-Phishing	AI Guideline						
<b>OH&amp;S &amp; Compliance</b>	OH&S	Document Control	Document Retention	Data Protection	Conflict of Interest	Whistleblowing	E-signature Guideline	
	Website Governance Guideline							
<b>Manufacturing</b>	Inventory	Raw Material Securitization	Seaborne Bulk Materials	INSEE Operational Performance (IOP)				

Reference link for the full version of corporate governance policy and guidelines : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-corporate-governance-policy-en.pdf>

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

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

### Nomination of directors

The Nomination and Compensation Committee, as delegated by the Board of Directors, is responsible for reviewing and making recommendations on potential adjustments to the structure of the Board of Directors and the Company's sub-committees. This includes consideration of diversity among non-executive Board or committee members, ensuring a balanced mix of knowledge, expertise, and experience that best serves the Group's business interests. The selection process is conducted without discrimination based on gender, race, or nationality.

In the nomination of directors, the Nomination and Compensation Committee applies the Board Skill Matrix as a guideline in determining the qualifications of candidates to ensure alignment with the Company's strategy. In doing so, the Committee also takes into account Board Diversity, including professional skills, specific expertise, experience across various industries, gender, age, as well as race and nationality, to ensure that the Board comprises members with appropriate qualifications, expertise, and experience to effectively perform their duties and support the Company's

strategic direction. The Nomination and Compensation Committee may also engage professional search firms to identify and recruit qualified candidates, both domestically and internationally, in accordance with the specified criteria. The Committee is responsible for reviewing, selecting, and nominating suitable individuals for consideration by the Board of Directors, and subsequently proposing their appointment for approval at the shareholders meeting.

### **Qualifications of Directors**

The Board of Directors currently consists of Directors who meet all qualifications and requirements, and none possess any prohibited traits per the Public Limited Company Act, BE 2535 (with amendments), and the Securities and Exchange Act B.E. 2535 (with amendments), and the relevant criteria maintained by the Stock Exchange of Thailand, the Securities and Exchange Commission, and other related organizations, as well as the Company's own regulations. Considerations are also given to the diversity of vocational skills and specific expertise, with a strong emphasis on non-discrimination based on gender, age, nationality, ethnicity, religion, or any other characteristics. This ensures that the Company can meet its objectives and business goals, generate long-term returns and value for shareholders, and build trusts with all stakeholders, ultimately supporting the Company's sustainable growth.

### **Process of Director Appointment**

The shareholders' meeting appoints Directors in accordance with the method set forth in Article 12 of the Articles of Association. In summary, each share gets one vote. The shareholders vote on the Director nominations one by one.

Each Director must be approved by more than half of the shareholders in attendance and casting their votes. The Board of Directors offers rights to minority shareholders to nominate a person to be elected as a Director at the annual general meeting of shareholders at least 3 months.

The Board of Directors can appoint Directors in accordance with the procedures outlined in Article 14 of the Company's Articles of Association. In summary, this can be done only when a Director's position becomes vacant for reasons other than retirement by rotation, unless the remaining term of the Director is less than two months, and it must be approved by the Board of Directors by at least three-fourths of the remaining Directors. The Director elected as the replacement may serve only for the remainder of the term of the Director they replace.

### **Determination of director remuneration**

#### **Criteria of Director Remuneration**

The Board of Directors has tasked the Nomination and Compensation Committee with considering the criteria for determining the remuneration of the Board of Directors and Board committees in a transparent process, taking into account the suitability and responsibilities of the position, as well as other factors such as the Company's business and operating results, norms in the same market and industry, economic conditions, and other facts, which are compared to industry standards. After careful consideration, the Nomination and Compensation Committee submits its opinion to the Board of Directors for consideration and screening, followed by a proposal to the shareholders for approval.

All forms of Directors remuneration must be approved by at least two-thirds of shareholders present at the meeting. The shareholders approved the principles for the payment of remuneration for the Company's Directors at the Annual General Meeting of Shareholders No. 32, held on April 30, 2025, and delegated to the Board of Directors the authority to rearrange the composition of subcommittees and readjust the directors fee as appropriate under the limit as approved by the shareholders.

### **Independence of the board of directors from the management**

The Board of Directors clearly understands its role and responsibilities, which are concretely separate from those of Management. Likewise, the roles and responsibilities of the Chairman of the Board of Directors and the Group Chief Executive Officer are concretely distinct, and each of these two positions are always assumed by two different

individuals, in the interest of maintaining transparency and balance. The Organizational Regulations also clearly state the specific responsibilities of the Board of Directors, the Chairman of the Board, and the Group Chief Executive Officer.

The Board of Directors has the duty to comply with the law and the Company's regulations, operate in adherence to the principle of good corporate governance, direct the businesses of the Company, manage the administrative structure of the Company, and drive the Company towards achieving the 2030 Sustainability Ambitions, which includes managing business risks and opportunities relating to the climate, and ensure that the Company operates with complete transparency and satisfactory efficiency.

The Chairman of the Board of Directors has the duty to comply with the relevant laws and regulations, support the operation of the Board of Directors, provide leadership to the Board of Directors such that the Board of Directors, Group Companies Boards of Directors, and strategic subcommittees are in complete alignment, represent the Board of Directors in any governance matter, and provide counsel to the Group Chief Executive Officer on the matter of Group strategy.

The Group Chief Executive Officer has the duty to manage the businesses in accordance with the policies and strategy as approved by the Board of Directors and report the performance to the Board consistently.

The Company also provides a mechanism for independent governance effort, with the presence of Independent Directors providing oversight and counsel in a systemic manner, with no less than half of the Board of Directors being Independent Directors. Consistent Board of Directors meetings also provide space for effective exchange of ideas and dialogues. The Group Chief Executive Officer is also consistently reviewed performance-wise. The Company is dedicated to maintaining good governance standards through proper balance of authority and effective oversight mechanisms, to ensure that the Company continues to be an organization that shareholders, investors, and all stakeholders can put trust in, and that long-term sustainability is achieved.

The roles and responsibilities of the Board of Directors and Chairman of the Board of Directors in detail can be found on the Company's website.

### **Director development**

The Board of Directors encourages Directors, and helps facilitate them, to continuously expand their knowledge. Capacity development of the Board is shaped such that knowledge and thorough understanding in directorship and the nature of the businesses of the Company, as well as good governance practices, are the priorities. Such courses include those by the Thai Institute of Directors (IOD), overseas organizations, relevant authorities, and internal training courses. Company site visits are also available, as are client site visits, depending on the needs of each Director relative to the businesses of the Company.

For new Directors, the Company Secretary is responsible for the preparation of the documents and critical information pertaining to the role and capacity of a Director, with a Directors Manual available for reference as they carry out the responsibilities pertaining to their directorship. The manual contains information on:

- Part one: Regulations – Organizational Regulations, Committee Charters, Manuals of Authority, certificates, regulations, Code of Business Conduct, etc.
- Part two: Governance requirements by relevant authorities
- Part three: Relevant forms and information, including training courses relevant to directorship
- Part four: Company's minutes of meetings from the past year

The Company Secretary is responsible for ensuring that any information provided by such manual can be readily processed and utilized by new Directors. In tandem, Management is responsible for the Director Orientation Program, which is aimed at familiarizing new Directors with the Companys businesses and their objectives and the structure of Group and critical functions, as well as the operation of the Group Companies, with site visits available.

### **Board performance evaluation**

The Board of Directors requires that the performance of the Board of Directors, Group Companies Boards, and subcommittees, as well as that of individual Directors, are reviewed consistently at least once each year. Performance evaluation uses the same approach as recommended by the Stock Exchange of Thailand, covering the roles, duties, and responsibilities as described by the Board and committees charters, with the evaluation being done on an annual basis. Cross-evaluation is also used in this process to reflect multiple viewpoints. The results of such evaluation are analyzed and discussed by the Board of Director as part of the ongoing dialogue to improve the efficiency of the Board of Directors operation.

### **Corporate governance of subsidiaries and associated companies**

The Board of Directors recognizes its responsibilities in supervising all companies within the Group, leading establishment of governance policies for subsidiaries and associated companies that are fully aligned, transparent, and adherent to the principle of good corporate governance. The Groups governance structure provides the means for checks and balances between the subsidiaries/associated companies and the Group Management. For example, the CFO of a subsidiary reports to the subsidiarys CEO and the subsidiary CEO reports to the Group CEO. In addition, there are other corporate functions such as Strategy, Manufacturing, and Group Internal Audit and Compliance which provide independent oversight and feedback to the Audit Committee and the Board of Directors.

Additionally, the Company uses the same standard for all reports and disclosure across all subsidiaries to facilitate easy monitoring, risk assessment, and business review. The Company also clearly defines its recruitment and appointment process for Directors and company representatives in a subsidiary or associated company, taking into account the experience and expertise of the Director or representative in question with no discrimination for age and gender. Candidates are proposed to the Board of Director of a subsidiary or associated company for joint approval before proposing that the subsidiary or associated company proceed with nominating and registering the candidate as laws and regulations require.

### **Directorship in a Listed Company**

The Companys Governance Policy dictates that each Director may hold directorship in no more than 5 listed companies under the Stock Exchange of Thailand. This is to ensure each Director can devote sufficient time and effort to directing the Company. We are pleased to report that all Directors remain fully compliant to this policy.

The Companys policies disallow a member of the Group Executive Committee holding directorship in any other company, exceptions being companies that are part of the Group. Such directorship is subject to the Nomination and Compensation Committees consideration and the Board of Directors approval.

The Board of Directors has the responsibility to closely monitor this matter by including it as part of the Conflict of Interest Report which covers the Companys securities holdings, disclosure of related persons, and other interests, as well as the holding of positions in other juristic persons. The Company Secretary is responsible for reporting on these matters quarterly to the Board of Directors.

### **Policy and guidelines related to shareholders and stakeholders**

Policy and guidelines related to shareholders and stakeholders : Yes

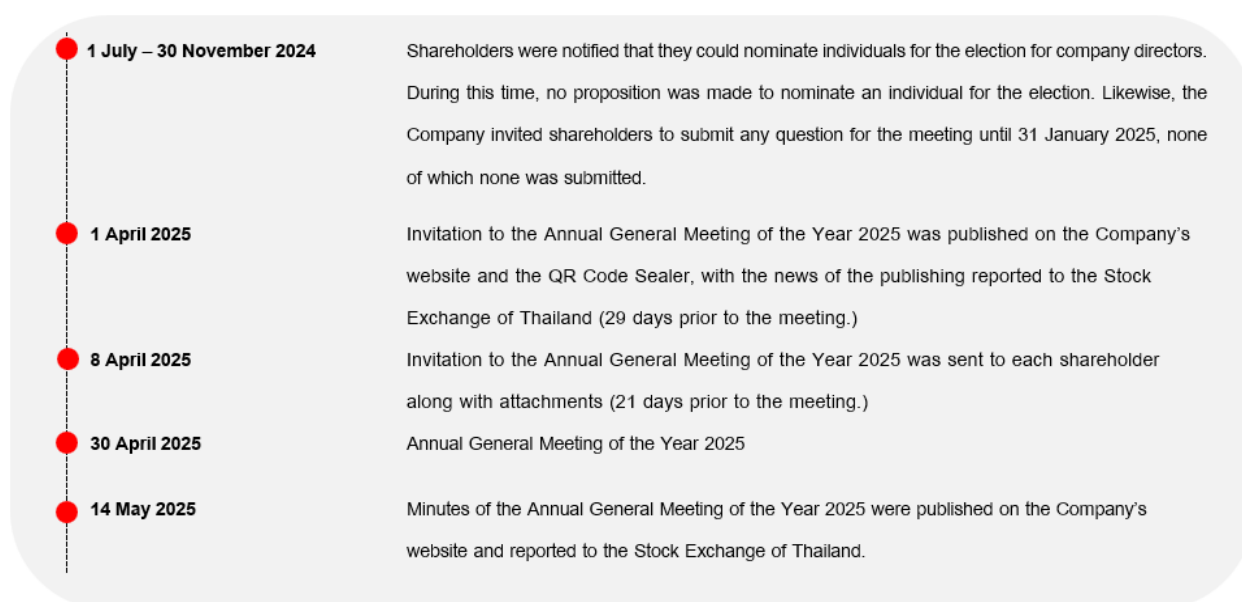
Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

## Shareholder

The Company is firmly committed to protecting the rights and interests of our shareholders, and to ensuring that shareholders are able to participate in decision making on matters of significance to the Company, as well as respecting the rights of major and minor shareholders and all stakeholders, with no tolerance for any action that can potentially violate the rights of shareholders, as dictated by the Company's Corporate Governance Policy.

## Annual General Meeting 2025

The Company's Annual General Meeting of 2025 was held on 30 April 2025, exclusively through electronic media (e-AGM) to facilitate shareholders and proxyholders joining the meeting from anywhere conveniently. The Annual General Meeting 2025 was prepared and conducted per the following timeline.



The Board of Directors has ensured that shareholders are able to exercise their rights with ease by:

- Supporting and encouraging participation by shareholders, by inviting minor shareholders to propose agenda items and individuals to be considered for directorship. Shareholders eligible for such propositions must hold, individually or collectively in the case of a group of shareholders, a total of 14,900,000 shares (5% of the total voting shares). Shareholders were also encouraged to submit any question prior to the meeting, with the Board of Directors providing clear guidelines on proposing agenda items and individuals for director election, as well as a form for question submission, all of which have been made available on the Company's website.
- Ensuring that the invitation letter to the meeting was correct, complete, and sufficiently informative for the purpose of exercising shareholders rights, with details on the date, time, location, and agenda items of the meeting

clearly stated. Each agenda item was clearly indicated whether they were for acknowledgement or approval, with attachment to the agenda providing additional details, objectives, rationale, and the opinion of the Board of Directors in relation to the agenda items subject matter. Both the Thai and English versions of invitation letter and attachments were made available through the Companys website no less than 28 days prior to the meeting, with the invitation letter being delivered to shareholders no less than 21 days prior to the meeting, allowing ample time for shareholders to examine the documents before the meeting proceeded.

- Allowing shareholders to delegate their attendance to Independent Directors or other individuals, with Proxy Form Khor available to all shareholders (prepared to the Ministry of Commerces requirements) on the Company website. Information on the Independent Directors the Company recommended for such delegation was also made available on the website, with more than one Independent Directors recommended for shareholders benefits. Shareholders delegating their attendance to proxyholders this way were not required to submit identification documents beyond what was required by the relevant authorities.
- Supporting shareholders who are institutional investors or custodians; the Company facilitated the preparation of required documents for attending the meeting to ensure shareholders were able to attend the meeting with ease.
- Assisting shareholders including institutional investors and custodians who wish to give proxy in the delegation process to delegate one of the Independent Directors as a proxyholder through TSDs e-Proxy Voting system. Users manual for the system was provided to shareholders as part of the attachments to the invitation letter, published through the Companys website
- Promoting adoption of technologies appropriate for the meeting. The Company perused the electronic meeting arrangement service of a provider qualified for the Electronic Transactions Development Agencys standard and the standard outlined by the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and the Notification of the Ministry of Digital Economy and Society on the Security of Meetings via Electronic Means. This helped in facilitating shareholders ease of participation in the meeting whether in the registration process, the e-Voting process, and the question-and-answer sessions proceeding. The perusal of such system was detailed in the attachments to the invitation letter.
- Ensuring that the meeting was compliant to all legal and regulatory requirements and consistent with the Companys Organizational Regulations, and that agenda items were allocated the appropriate amount of time.
- Ensuring that the meeting was conducted with complete transparency, with the amount of votes held by the participating shareholders whether by themselves or through proxyholders clearly stated in the meeting, and clearly outlining the criteria for eligibility to join the meeting, how to connect to the meeting session, how to cast vote, how votes were counted, and how questions were handled during the session. Participants were invited to ask questions and voice their opinions, with Directors or relevant Executives providing answers or clarifications prior to the voting stage of each agenda item.
- In the case of an agenda item containing multiple matters that require voting, the Chairman of the meeting arranged for the matters to be separately voted (e.g. appointment of multiple Directors.) The voting process was fully compliant with the law, with shareholders able to vote for or against, or even abstain from voting, any matter. The process considered simple majority for any matter to be approved or unapproved, with the amount of voting shares (where one share equals one vote) considered for this purpose. In the case of a tie, the Chairman of the meeting would cast the deciding vote.
- Ensuring that no agenda items not included in the invitation letter were added to the meeting by the Board of Directors, allowing shareholders to examine the agenda items in advance.
- Ensuring that an independent person acted as an inspector of the voting process during the meeting.
- Ensuring that the resolutions of the Shareholders Meeting were published in a complete and correct manner, with the voting result of an agenda item clearly reported and the number of votes, both for and against the agenda and including the votes that were abstained, clearly provided. This was published on the Companys website in tandem with the newsletter to the Stock Exchange of Thailand on the same date, after the meeting was conducted.

- Ensuring that the minutes of the meeting were published with the voting system and vote counting scheme correctly recorded, and that the minutes also contained questions and answers sessions with shareholders questions (and their responses) also recorded. Each agenda item was reported with the number of votes cast for its resolution, with votes for, against, or abstained clearly defined. The minutes also contained the name of Directors that attended the meeting, and Directors that were absent. The Board of Directors also ensured that the minutes of the meeting were published and disclosed to the Stock Exchange of Thailand no more than 14 days after the meeting.
- For the Annual General Meeting of 2026, the Company has invited shareholders to submit agenda items for the meeting and propose individuals for directorship nomination during 1 August to 30 November 2025. No agenda items or propositions for director candidates were submitted during this time. Likewise, no questions were submitted at this time for the meeting.

You can find additional information regarding shareholder rights, the invitation letter to the meeting, and documents related to the 2025 Annual General Meeting of Shareholders at <https://investor.siamcitycement.com/en/downloads/shareholders-meeting>

## Employee

### Respecting human rights and fairness in employment

Our employees are critical to our long-term success, and as such the Board of Directors has established the human resource framework that is focused on fairness, equality, and the dignity of all employees. We adhere to the Labor Laws of Thailand, national and international human rights standards, and the Groups governance principles with no lapse.

The Groups Business Code of Conduct dictates that employment of illegal labor, child labor, and workers that are pregnant are not acceptable, and strives to create a work environment that is safe and up to national and international standards, supplemented by appropriate employee benefits, with the priority being our employees quality of life.

The Groups policy dictates that the hiring process must be fair and equal opportunity, open to all individuals who have the skills and expertise for the position they apply to, with no discrimination. The Company promotes a work environment that respects our employees dignity and diversity, and which treats all employees with fairness and transparency in all its processes, from recruitment and selection to hiring and career development that fits with an employees capability. Employees are entitled to work that is appropriate for their strength, valued, and dignified, as well as reflective of the Companys commitment to sustainability and the ideal of an inclusive workplace.

Details on the number of persons with disabilities employed are disclosed in Section 3.4.2 Social operating results

### Employee care

The Company manages compensation and employee benefits fairly and with great care and transparency, a process which we believe is a critical component in a good human resource governance framework. The Companys policy provides a clear guideline on managing compensation and benefits such that they are appropriate, legally sound, and conducive to providing a satisfactory level of quality of life in the long term for our employees.

For compensation, the Company is dedicated to remaining competitive relative to the job market in the same or similar industries. We aim to attract, retain, and develop people of great capabilities, and design the compensation package based on a positions responsibilities, the standard compensation level of such position offered in the market, and the Companys own ability to pay, as well as data from surveys of the job market by reliable sources. The compensation scheme is also designed such that employees receive sufficient and satisfactory compensation relative to living expenses, ensuring that good quality of life for all our employees.

We determine our employees compensation increase based on their performance assessed through the annual evaluation process, reflective of the Companys focus on results and accountability. The Company also offers an annual bonus based on our business performance, as thanks to our employees. In addition, the Company also focuses on providing benefits that cover aspects including health, livelihood, and sustainability. We provide our employees with annual checkups, vaccination programs for various diseases, health insurance, life insurance, personal accident insurance, living expenses aid package, and emergency support such as support packages for employees affected by floods by flooding in the northern and southern regions, support packages for employees affected by the earthquake in 2025, and family support packages which include education allowance for employees children, or an aid package for employees in case of a death in the family. The Company consistently reviews and revises these support packages to adapt to the current context and ensure that our employees lead a life that is safe and secure.

The Company also promotes employees savings and financial security through a provident fund and other financial discipline programs, complemented by financial management training. These initiatives support employees in planning for a stable future and ensuring appropriate financial protection throughout their working life and after retirement.

On safety, the Companys Operational Health & Safety Policy dictates that all safety protocols and standards must be adhered to strictly, to ensure that the workspace remains safe for everyone, and that workplace environment remains open, friendly, efficient, free of incidents, and conducive to productivity.

On the people development, the Company promotes development of our employees capacity through the platform INSEE Academy, which acts as the center of learning and capacity building both in the short and long-term. Leadership skills, expertise relevant to a specific business of the Company, and skills relevant to future technologies and innovations are all addressed by INSEE Academys

## **Customer**

The Company prioritizes delivering products and services that are safe and reliable, and strive to operate with complete transparency and fairness, and with complete adherence to all relevant legal and regulatory requirements. The Board of Directors has established as well that safety and responsibility towards customers are matters governed by the Companys internal control systems, which requires that safety performance is supervised, monitored, and reported directly to the Group Executives and/or subsidiaries Boards of Directors and/or the Board of Director.

The Company always prioritizes our clients health and safety with a focus on fair treatment and protection of the clients data throughout our value chain from production to distribution and after-sales services. We also track clients satisfaction and work to improve our products and services using such feedback. Lastly, the Company also focuses on advertising and promoting products responsibility, with an emphasis on providing product information that is complete, correct, and not conducive to non-factual assumption which may be exploited for the Companys gain.

The Companys commitment to health and safety is reflected in our objective to ensure employees, contractors, and clients fully understand and comply to all requirements and protocols for their own safety and that of others. All activities must comply with our health and safety management system, as safety is our culture on an organizational level.

On cybersecurity, the Company understands the importance of customers data protection. We have developed an IT system that is secure and resilient against cyberattacks, and have established proactive measures where threats are constantly monitored, prevented, and responded to, with complete alignment with the relevant laws, regulations, and guidelines.

The Board of Directors works to ensure that there is constant communication on matters such as workplace rules and instructions, operational risk assessment, silo repair safety, etc., and consistently promotes safe driving in our franchisees to ensure products and services are delivered safely and up to international standards. Transport providers working with us are required to be equipped with personal protective equipment and their vehicles equipped with safety signages, for efficient and effective safety management in the franchisees areas of operation.

In addition, the Company also discloses product specifications complete with all critical information such as volume, usage guidelines, warnings, and certification signages, to ensure customers are supplied with information that is easy to access and conducive to making informed purchase decisions. This is another tool through which we communicate with and support our clients in the matter of consumer safety.

### **Business competitor**

The Company understands the importance of fair competition and complies to all relevant laws that concern business competition with great commitment. Our objective is to help safeguard the free economy and promoting healthy market competition.

The Company encourages employees to collect, share, and use publicly available data of our competitors as permitted by law and as would be ethically sound, without accessing and utilizing competitors' non-public information. This aligns with our Code of Business Conduct, which focuses on responsibility, transparency, and good corporate governance. In 2025, the Company had no disputes with its competitors.

### **Business partner**

#### **Supplier Management and the Promotion of Sustainable Business Practices**

The Company places importance on managing suppliers throughout the supply chain in a transparent, fair, and non-discriminatory manner. It has established a procurement policy and clear procurement practices to ensure that the supplier selection process is appropriate, auditable, and aligned with good corporate governance principles. In addition, the Company adopts the Supplier Code of Business Conduct and Supplier Privacy Policy as frameworks for working together. In this regard, the Company considers suppliers that demonstrate the capability to conduct business sustainably, provide products and services of standard quality, deliver on time, and operate in compliance with applicable laws, including labor laws, human rights principles, and personal data protection requirements.

In addition to supplier selection, the Company is committed to continuously promoting suppliers capabilities and potential in order to grow together sustainably. This is carried out through communication of relevant policies and requirements, knowledge sharing, training sessions or joint discussions, as well as collaboration in developing products, services, work processes, and innovations that benefit both the Company and its suppliers. These efforts help enhance operational efficiency, quality standards, and long-term business relationships.

In 2025, the Company continuously carried out activities with suppliers to improve operational standards and strengthen mutual understanding of sustainable business practices. These efforts helped enhance suppliers readiness to operate in line with the Companys expected standards, while jointly creating business value and sustainability together.

Further details on supplier management and green procurement are provided in Section 3.4.2 Social Performance.

Reference link for Business partner : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-supplier-code-of-conduct-privacy-policy-en.pdf>

### **Creditor**

The Board of Directors understands the significance of the Company's commitment to its creditors and strive to conduct business in a manner that is conducive to building trust among our stakeholders and fair to our creditors, with practices relating to our creditors as follows :

1. To strictly and fully comply with the commitments and conditions on debt payments as agreed upon both on the aspect of the back payments of the loans and relevant interests within the prescribed period of time; looking after the collaterals and encumbered charges and liabilities which may occur.
2. To manage capital for suitable structure in order to build confidence in our creditors on our financial status and solvency; and
3. Should there be a case in which we cannot comply with any Clause of the conditions or as agreed upon, SCCC would notify the creditors accordingly in advance without concealing any facts in order that a joint consideration to find a solution in solving the problem can be made.

### **Financial Problem and Solutions**

In approving any transactions or presenting any comments to a shareholders meeting, the Board must be confident that such transactions will not affect the continuity of the business operations, liquidity, or solvency.

The Board must monitor controls to ensure that the company has an implementation plan or other mechanism to address financial problems and keep such plan or mechanism closely monitored and overseen to ensure that the corporate businesses are maintained with due care and in compliance with the requirements in relation to the information disclosure by taking into account the impartiality towards the stakeholders including creditors as well as monitoring the follow-ups to solve the problems which, in this respect, the Management shall be the party to regularly report the relevant situation. The Board must be confident that any decision making in addressing corporate financial problems irrespective of any method must be in a reasonable manner.

### **Financial Liquidity and Solvency**

The Board of Directors reviews the capital structure of the Company on a quarterly basis, with any sign of liquidity concerns or issues relating to solvency being brought to Managements attention to be promptly addressed, to keep any potential risks at an acceptable level in accordance with the Company's strategic targets and risk tolerance level. As of this report, the capital structure and solvency of the Company remain in an appropriate state relative to the business environment and the Company's commitment to sustainability.

### **Government agencies**

The Board of Directors prioritizes doing business in a manner that is compliant to all relevant laws and regulation and supports the Company closely collaborating with government agencies and public organizations with transparency. The Company frequently communicates with government agencies through official, public channels, and consistently joins government agencies in relevant forums or seminars to discuss and exchange ideas as well as to provide support for activities that are for the public good, that are anti-corruption in nature, and that are conducive to sustainable social development.

### **Community and society**

The Board of Directors has the aim to develop community development activities that create value for the communities in a tangible way. To this end, the Board has established a strategic framework that conjoins business expertise with community development work by way of adapting available knowledge and technology to address community needs effectively. Communities and stakeholders, as well as government agencies and other private sector companies are encouraged to voice their opinion and participate in community development through a channel specifically created for this purpose, to ensure that community needs are truly met, and that the communities can maintain their sustainable growth.

The Company's emphasis is on creating shared value and maintaining good relationships with the communities surrounding the Kaeng Khoi and Muak Lek plants in Saraburi province. Our focus is on the following three dimensions:

1. Education: Providing community youths education opportunities
2. Sustainable community development: Reinforcing communities and promoting self-sustainability
3. Infrastructure development: Providing basic infrastructure for communities

These activities align with the Company's policy which is consistently communicated to all stakeholders.

The Company aims to continue with our community development work in a manner that is transparent and open to participation and collaboration, with the focus firmly on sustainability. Our emphasis is on good relationships with the communities and long-term quality of life of the community members, in alignment with our 2030 Sustainability Ambition.

- For more details on our community development work, please refer to the section Business Development for Sustainability Sustainability Management on the Social Dimension
- For more details on our major community development activities, please refer to the section Sustainable Development.
- You can also follow our community and stakeholder relations work on our Facebook pages INSEE Care and INSEE Community Team.

## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

The Board of Directors has established the Code of Business Conduct as a guideline for conducting business ethically and responsibly. This Code serves as a standard for all Directors, Executives, and Employees of the Group to uphold integrity, transparency, and honesty in their work. This commitment aligns with the Group's core value of Doing What is Right. Strict adherence to ethical principles is a fundamental foundation for sustainable growth and long-term success. The Company has communicated the Code of Business Conduct through internal communication channels and published it on the Company's website to ensure accessibility for all stakeholders.

The Group's Code of Business Conduct was developed to create a secure and sustainable future for employees and shareholders, with the following objectives. First, to ensure that all employees are aware of and comply with applicable laws and regulations, referencing the Group's policies and practices aligned with legal requirements in each country where the Group operates. Second, to emphasize personal responsibility in adhering to the Code and highlight the importance of honesty and integrity in the workplace, in business dealings, and toward society as a whole.

The Code of Business Conduct is an essential tool that helps employees comply with laws and regulations correctly while reflecting the Group's commitment to doing what is right, a key to success and building a secure and sustainable future.

The Group has consistently adhered to the principles of good corporate governance, enabling the Company to remain competitive, deliver strong performance, adapt to change, create value for society, and continuously reduce negative environmental impacts in line with its goals.

Reference link for the full version of business code of conduct : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-code-of-business-conduct-en.pdf>

## Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### Prevention of Conflicts of Interest

#### Conflict of Interest Policy

The Board of Directors has established a Conflict of Interest Policy to promote integrity, transparency, and adherence to good corporate governance principles, while preventing inappropriate related-party transactions. The policy sets clear standards, practices, and approval procedures for transactions that may involve conflicts of interest, ensuring compliance with applicable laws and safeguarding the best interest of the Company and its shareholders.

For transactions of significant size or material impact on the Company's operations, Management must seek prior approval from the Board of Directors before execution. Additionally, all related-party transactions under Managements authority are reported to the Audit Committee for review and subsequently disclosed to the Board of Directors on a quarterly basis. Recognizing the importance of preventing conflicts of interest, the Board has implemented clear guidelines and procedures to ensure that all related transactions follow proper processes and legal disclosure requirements. Stakeholders with a vested interest in such transactions are prohibited from participating in decision-making to maintain independence and transparency.

#### Communication and Awareness

The Company communicates its policies and practices for preventing conflicts of interest to Directors, Executives, and Employees at all levels through various channels, including the intranet, e-learning training programs, and Board meetings. These efforts aim to strengthen understanding of corporate governance principles and reinforce the importance of transparency and avoiding behavior that may lead to conflicts of interest.

The Groups Code of Business Conduct also addresses conflicts of interest, defining it as a situation that creates personal benefits, whether financial or otherwise, which affect or conflicts with the Companys best interests. Employees should avoid any actions that may cause such conflicts and must report them to their supervisors for appropriate and transparent resolution.

#### Implementation Measures

The Company enforces strict measures to prevent conflicts of interest. Personnel involved in approvals or procurement must disclose any transactions conducted by themselves or their relatives with the Company and/or its subsidiaries within the past 12 months via an electronic disclosure system. This ongoing measure enhances employee awareness of transparency and the need to avoid activities that may conflict with the Companys interests.

The Board of Directors has established guidelines requiring Directors and Executives to disclose any conflicts of interest prior to the consideration of agenda items at Board meetings. Such disclosures must be recorded in the minutes of every meeting. Furthermore, the Board ensures that any Director with a significant conflict of interest, which may impair independent judgement, refrains from participating in discussions of voting on the relevant agenda item. In addition, Directors and Executives are required to report any changes in their own or related parties interests and submit these reports to the Company Secretary, who will prepare a summary for the Boards acknowledgment at each meeting.

Reference link for Prevention of Conflicts of Interest : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-conflicts-of-interest-policy-en.pdf>

## **Anti-corruption**

### **Anti-Bribery and Corruption Policy**

One of the Company top priorities is combating corruption. The Board of Directors approved the Anti-Bribery and Corruption Policy in 2012 to provide clear guidance for directors, executives and employees at all levels to understand and act appropriately. The policy is regularly reviewed for relevance and effectiveness. Key provisions include a strict prohibition on all forms of bribery and a restriction on hiring government officials in positions that may create conflicts of interest unless they have been out of their previous role for at least two years. These measures aim to prevent conflicts of interest and strengthen corporate governance.

### **Implementation of the Policy**

The Company has consistently implemented its Anti-Bribery and Corruption Policy, joining the Thai Private Sector Collective Action Against Corruption (CAC) initiative in 2015 and becoming a certified member on August 18, 2017 with ongoing renewal assessments to maintain certification.

### **Building a Transparent Corporate Culture**

The Company is committed to fostering a culture of transparency and zero tolerance for bribery or corruption. The policy includes clear practices such as leadership setting a strong example, prohibition of offering or accepting bribes, transparent operations and audits, regular training and communication internally and externally.

Additionally, the Company conducts risk assessments for high-risk units, identifying potential corruption indicators and implementing risk mitigation and control measures. Internal control include adherence to the Code of Business Conduct, prevention of conflicts of interest, whistleblowing mechanisms, strict approval processes, and whistleblower protection all designed to build a transparent and sustainable corporate culture.

### **Monitoring and Oversight**

The Audit Committee is responsible for continuously monitoring and reviewing the implementation of the Anti-Bribery and Corruption Policy, assessing the adequacy of anti-corruption measure, and examining complaints or whistleblower reports. It also proposes corrective actions and preventive measures to address potential issues. The results of these reviews are reported to the Board of Directors on a quarterly basis to ensure effective, oversight and improvement of the measures. During the past year, there were no complaints related to fraud or corruption.

### **Communication and Whistleblowing Channels**

The Company promotes awareness of Anti-Bribery and Corruption Policy and practices among Directors, Executives, and Employees through ongoing training and communication. The policy is regularly reviewed and updated to align with changing circumstances and applicable laws.

To encourage participation in preventing corruption, the Company provides secure channels for reporting policy violations or suspected corrupt practices, along with measures to protect whistleblowers from retaliation. The reporting process is designed to be transparent, verifiable, and effective in resolving issues.

Reference link for Anti-corruption : <https://investor.siamcitycement.com/storage/downloads/policy-and-report/sccc-anti-bribery-corruption-policy-en.pdf>

### **Whistleblowing and Protection of Whistleblowers**

The Company has established clear mechanisms and processes for handling complaints and whistleblowing reports, covering all steps from recording and tracking progress to resolving issues and reporting outcomes to the Audit

Committee, which operates independently from management. This ensures transparency and accountability throughout the process.

To encourage reporting, the Company provides protective measures for whistleblowers acting in good faith and offers convenient, accessible, and multiple reporting channels. These channels are publicly disclosed on the Companys website and in the Form 56-1 One Report, reinforcing stakeholder confidence and participation.

The Board of Directors has adopted a Whistleblowing Policy, which is regularly reviewed for appropriateness. This policy reflects the Companys commitment to good corporate governance and provides employees and stakeholders with the opportunity to report illegal acts, regulatory violations, or unethical conduct, such as corruption, financial statement fraud, bribery, theft, misuse of Company assets or information, and breaches of the Conflicts of Interest Policy.

The Company operates INSEE Speak Up, an external, professionally managed platform for receiving complaints and whistleblowing reports. The Screening Committee, which operates independently from management, is responsible for verifying facts and conducting investigations in accordance with established procedures. The results of the investigations are reported to the Audit Committee and the Board of Directors on a quarterly basis.

To ensure fairness, the Company has implemented measures to protect and mitigate harm to whistleblowers, including maintaining confidentiality, especially in cases where reports are based on suspicion and made in good faith, even if subsequent disclosure leads to harassment or inappropriate actions.

The INSEE Speak Up consists of 2 channels as follows:

1.	Toll-Free Numbers:	Thailand	180 001 4577
		Vietnam	180 040 0549
		Sri Lanka	202 9137
		Indonesia	080 0150 3215
2.	Website:	inseespeakup.ethicspoint.com	

For operations in Bangladesh, the Company requires that reporters and whistleblowers submit reports exclusively through the website, as there is no toll-free infrastructure in the country. Reports must be submitted via the INSEE Speak Up channel, a system that allows all stakeholders to raise complaints, report rights violations, or incidents that may cause harm to the Company. All information received is sent to the Companys Board of Directors through a platform operated by an independent, professional third party to ensure neutrality and accountability in the process.

The Company has established a structured complaint-handling process, including clear procedures for fact-finding and investigation in each case. Policies and guidelines are in place to protect employees and whistleblowers, ensuring that reporting does not result in negative consequences for the individual.

Additionally, all stakeholders can submit complaints to the Board of Directors through designated channels, which are clearly disclosed on the Companys website or via email [companysecretary@siamcitycement.com](mailto:companysecretary@siamcitycement.com)

Reference link for Whistleblowing and Protection of Whistleblowers : <https://investor.siamcitycement.com/storage/downloads/policy-and-report/sccc-whistleblowing-policy-en.pdf>

## Prevention of Misuse of Inside Information

In relation to the prevention of misuse of inside information, the Board of Directors has implemented an Insider Trading Policy and established a Blackout Period practice, during which Directors, Executives, employees, and individuals privy to inside information are prohibited from trading the Companys shares. This period spans 30 days prior to the dissemination of financial statements and significant financial information and continues for no less than 24 hours after the information is made public. This policy ensures that there is no exploitation of undisclosed information for personal gain.

The Corporate Governance Policy dictates that Directors and Executives must produce and submit a report to the Chairman of the Board of Directors or the Company Secretary on any exchange activity they undertake of the Companys shares at least one day before the action, and Directors and Executives must produce and submit a report on the holding of assets in accordance with the requirements of the Office of the Security and Exchange Commission (SEC) under Section 59 of the Security and Exchange Act, B.E. 2535 within three working days after the transaction date, or once one of the following conditions is met, whichever occurs first: (a) The cumulative value of all unreported transactions reaches THB three million (b) six months have elapsed from the date the first unreported transaction.

The Board ensures that lists of insiders with access to non-public, important information are reviewed regularly in accordance with the current situation. All relevant parties, including Directors, Management, staff and employees, shall be notified of this policy and its practical guidelines to ensure compliance and awareness of the associated penalties for violation or noncompliance. Additionally, compliance with these measures will be regularly monitored.

The Code of Business Conduct mandates that Use of insider information or non-public information in supporting the investors decision whether to buy, sell or hold stocks or securities is considered unethical and illegal, and will result in disciplinary and criminal charges.

Questions regarding the insider trading can be directed to the Company Secretary. The Company regularly reviews the list of insiders persons to ensure its relevance to the current situation, establishes guidelines for safeguarding inside information, communicates these guidelines and policies to all members of the organization, and consistently monitors compliance.

Reference link for Prevention of Misuse of Inside Information : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-insider-trading-policy-en.pdf>

#### **Gift giving or receiving, entertainment, or business hospitality**

The Board of Directors ensures that the Companys business operations comply with all applicable laws and standards, while promoting awareness and adherence to the Anti-Bribery and Corruption Policy among subsidiaries and business partners. To reinforce this commitment, the Company has implemented a No Gift Policy, requiring employees and executives to decline gifts, souvenirs, or any form of benefit. This measure helps mitigate corruption risks and fosters a transparent corporate culture.

In addition, the Company conducts regular training programs to ensure that employees at all levels understand the Anti-Bribery and Corruption Policy and related practices, reaffirming its commitment to ethical business conduct and good corporate governance.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://investor.siamcitycement.com/storage/downloads/policy-and-report/sccc-anti-bribery-corruption-policy-en.pdf>

#### **Compliance with laws, regulations, and rules**

The Board of Directors understands the importance of adhering to the Fiduciary Duty to the best of its ability and its obligation to the Duty of Care. The Board operates with strict adherence to the Duty of Loyalty, free of any conflict of interest, and with full compliance to the relevant laws, regulations, and the Company's resolutions as part of its obligation to the Duty of Obedience. This is described with utmost clarity in the Company's Organizational Regulations

The Board of Directors has established policies and guidelines that act as mechanisms of governance and transparency which applies both to the Board of Directors and Executives. These include the Insider Trading Policy, the Conflict of Interest Policy, the Related Party Transaction Policy, and the Conflict of Interest Declaration form. In addition, the Board of Directors also established tracking mechanisms for the holding of securities of Group Companies held by Directors and Executives, directorship and status as an executive in other companies, and related person status, and maintains a practice where a Director who may be a stakeholder in a particular agenda item during a Board meeting is to withdraw participation and abstain from voting in the voting process.

The Company also focuses on protecting all of our stakeholders' data, be they shareholders, employees, clients, or trade partners. We comply with all requirements by the Personal Data Protection Act (PDPA), with our own policy clearly structuring the roles and responsibilities of employees in safeguarding data and ensuring that the Company has sufficient capability to protect the data of all stakeholders. Details of the Privacy Policy can be found on the Company's website. The INSEE Speak Up platform is also available to all stakeholders for voicing complaints and providing information on wrongdoings, with complaints and grievances and allegations being investigated by the Whistleblowing Policy. To this end, we are pleased to report that no complaints have been submitted relating to violation of data privacy of any stakeholder. Even still, we remain committed to improving our data protection measures and shall strive to maintain our reliability and credibility in this matter.

The Board of Directors also maintains and regularly reviews the Manual of Authority, which acts as a reference point for all Group Companies to ensure they are aligned in the matter of governance, and that their operations are systemic, transparent, and with clear accountability. The Board has also established INSEE Minimum Controls, which act as an internal control system for Group Companies, ensuring complete compliance to the relevant regulations and policies of the Group at all times.

The Board of Directors also delegated key matters its subcommittees for review and recommendation to the Board. These matters include, among others, the review of financial statements, related party transactions, risk management, the effectiveness of internal control and governance systems, and compliance with applicable regulations and principles of good corporate governance. The roles and responsibilities of each subcommittee are set out in their respective committee charters.

In addition, the Board of Directors is aided by Group Internal Audit and Compliance, and the Company Secretary which acts as the gatekeeper to ensure the Board of Director is sufficiently advised in matters relating to its legal duties, and duties as described by the Organizational Regulations, and to ensure that requirements by relevant authorities are consistently satisfied, such that the Board of Directors operation remains transparent, credible, and accountable to all stakeholders.

### **Information and assets usage and protection**

The Board of Directors promotes efficient use of all available resources, including financial resources, raw materials, intellectual properties, human resources, and social and business relationships. To this end, policies are established to outline the appropriate approach to managing resources, which applies to all relevant parties of the company.

Additionally, the Board of Directors encourages environmental consciousness in regard to use of resources, preferring conservative use of resources with optimal efficiency, safeguarding of irreplaceable resources, and reuse of secondary materials to lessen potential environmental impacts.

## **Responsible Resource Usage and Business Impact**

The Board of Directors works to ensure that the Company's business is conducted in a responsible manner, conscious of potential impacts the use of certain resources may leave, as well as potential impacts these resources may have within the value chain of the Company. The Company is aware that different business models leave different impacts, and so have chosen the business models that the Company deems of appropriate value and efficiency relative to the use of resources, and that are ethical, responsible, and conducive to maintaining a sustainable business environment. The Board of Directors has monitored to ensure that in attaining the business objectives, Management has reviewed, developed, and supervised the matter on the efficient and effective use of the resources by always considering the internal and external factor changes.

## **Intellectual Property Management**

The Board of Directors sees the importance of appropriate intellectual property management. Business and confidential information as well as private data are handled to the standards and requirements of relevant laws and regulations and international requirements to prevent access by unauthorized parties. The Company also emphasizes awareness of data protection among employees, and consequently, adherence to IT Management Policy.

On intellectual properties, the Company systematically manages its patents, licenses, trademarks, trade secrets, and other intellectual properties to prevent any breach of contract and retain the Company's competitive edge. Concurrently, the company acknowledges the significance of respecting the intellectual property rights of others. It has established a policy requiring directors, executives, and employees to uphold business ethics, avoid any infringement on the rights of others, and ensure the proper protection of the company's intellectual property.

Reference link for Information and assets usage and protection : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-code-of-business-conduct-en.pdf>

## **Anti-unfair competitiveness**

The Board of Directors oversees the Company's operations to ensure they are conducted openly, transparently, and without creating unfair competitive advantages. The Company is committed to maintaining fair and free trade practices and refrains from actions that violate competition laws or harm the reputation of competitors.

These practices form an integral part of the Company's Business Code of Conduct, which emphasizes responsible operations, transparency, and adherence to good governance principles building trust among all stakeholders.

Reference link for Anti-unfair competitiveness : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-code-of-business-conduct-en.pdf>

## **Information and IT system security**

### **Management of information technology across the Group**

The Board of Director has established the IT Management Policy which acts as a framework for IT management that is closely aligned with the businesses specific needs in a manner that is legally and regulatorily compliant. The policy also acts as a guideline for efficient IT resource management to ensure that available resources are utilized effectively and in the best interest of business continuity. The policy also outlines the priority levels of technological projects, with higher priority given to projects that are aligned with the Group's strategy, sufficiently impact the Group's businesses, are urgently required, or majorly relevant on the human resource or budget fronts.

The Company delegates the responsibility of designing and managing the Group's IT system to INSEE Digital Co, Ltd., a subsidiary specialized in technology. The priority is on controlling the IT processes such that efficiency in handling information and its security are assured.

Alongside the above, the Company also has in place the Anti-Phishing Policy and continuously works to promote cybersecurity awareness through various mandatory training programs on cybersecurity on a monthly basis for employees and Executives, as a measure to help safeguard against external threats such as cyberattacks, data theft, and various malwares.

### **Management of IT risks**

The Company works continuously to bolster our resilience against IT risks. Notable measures include the Business Continuity Management framework, incident management, asset management, and cybersecurity insurance framework development.

The Company's IT security is a major responsibility of INSEE Digital Co., Ltd., which is ISO/IEC27001:2013 certified (specifically concerned with confidentiality, correctness and completeness of data, and readiness of data, as well as preventive measures against unauthorized access or inappropriate use of confidential information, all of which ensures the Company's IT system remains secure and conducive of the Company's businesses performing effectively.)

### **Environmental management**

The Company is committed to sustainable business practices. We are fully aware of the impacts of our business on the environment, and as such we are dedicated to effective environmental management in a manner that benefits all stakeholders while reducing the environmental impacts of our operations.

The Company has established the Sustainability Policy, as well as long-term and short-term sustainability goals, which shall serve to drive the sustainable growth of the Group. Our Sustainability Ambition 2030 encompasses climate change-related operations, including a CO2 reduction target, electricity consumption reductions, alternative electricity sources, and use of the circular economy, with an eye on increasing use of renewable energy, biodiversity and water related activities aiming for net positive impact, water processes streamlining, etc.

In the previous year, the Sustainability Committee conducted a series of self-assessments on risks and opportunities from climate changes to the standards of the Task Force on Climate related Financial Disclosures (TCFD).

In addition, 2025 saw the Company heavily promoting awareness of environmental issues and sustainable business operation, with a particular focus on employee participation which was facilitated through various activities including:

Waste sorting activity for refuse derived fuel (RDF) processing for fuel substitution in cement production, which results in reduced coal use, reduced landfill waste, and increased compatibility with the circular economy principle, which is an important aspect of the Company's sustainability targets. Throughout 2025, the Company saw 1,550.50 kg of waste being sorted and entered into RDF process, which equates to 98 trees planted. Energy produced by such fuel is the equivalent of 1.41 tons of coal used in co-processing, with 666 kg of CO2 being emitted.

Construction of a 15-meter-long check dam, and seed bombing for reforestation, both of which are activities under the project INSEE Green Heart Plus Club, which was aimed at growing green areas surrounding the quarry in Suphanburi, in collaboration with the Jarakae Sampan community and the CSR-DRM Network based in the Wat Khao Tam Suea forest area, Uthong district, which surrounds the INSEE Aggregates quarry. The activities were aimed at promoting mutual learning (under the concept of Show & Share) between the mining entrepreneur network and the local communities and promoting the Group's Sustainability Ambition 2030.





## Call for volunteers

### to a greening activity around INSEE AGG Quarry, Suphanburi

**INSEE Green Heart Plus Club**  
invites you to join a greening activity with the Tambon  
Chorakhe Sam Phan communities and the CSR-DPIM Network

**Thursday, 13 November 2025, Time: 9:00 AM - 12:00 PM**  
**at Wat Khao Tam Sue, Amphoe U Thong, Suphan Buri province**

Located near the INSEE Aggregate quarry.  
The event aims to promote knowledge sharing and experience exchange (Show & Share) with the CSR-DPIM Network, with strengthening stakeholder engagement in support of the INSEE Sustainability Ambition 2030.

**Activities:**

- Construction of a 15-meter-long check dams for community
- Seed bombing activity for forest restoration

**Urgent!! Registration open — limited to 10 participants (First come, first served)**

For more information, please contact:  
orawan.samital@siamcitycement.com Ext.7069

Corporate Communications



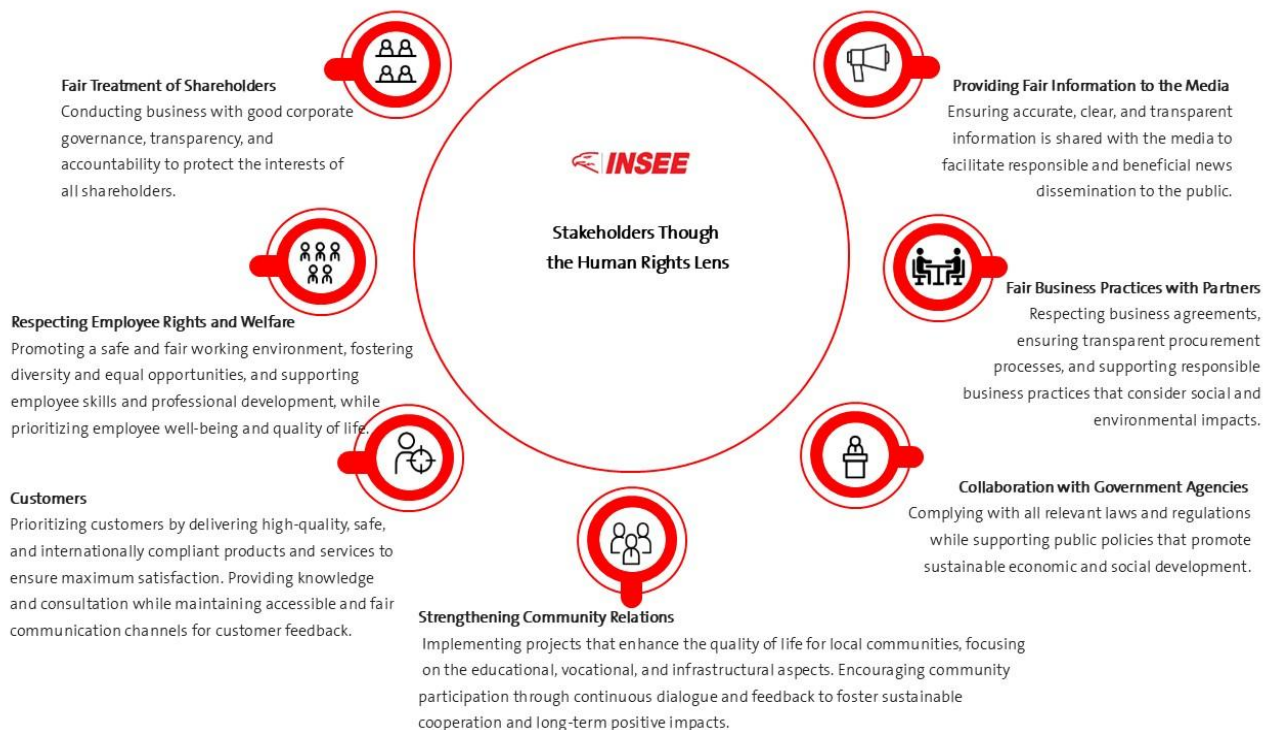
In addition, the Company is in the process of verifying the greenhouse gas (GHG) emissions for 2025 for the Saraburi plant in Thailand, covering Scope 1, Scope 2, and Scope 3 emissions. The verification is conducted by V Green KU Co., Ltd., an organization accredited by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO, to ensure that the disclosure and reporting of information are accurate, transparent, and in compliance with the requirements of TGO.

You can find more details about environmental management operations and the assessment of business risks and opportunities arising from climate change, according to the standards of climate-related financial disclosure, in the section on Driving Business for Sustainability, under Environmental Sustainability Management.

### Human rights

The Board of Directors understands the significance of creating values for all stakeholders and has worked to ensure that fair treatment of all stakeholders, consistent with their rights as prescribed by relevant laws and any agreements in place between said stakeholders and the Company, are always upheld. We also strive to continuously uphold stakeholders trust and foster a healthy relationship with the stakeholders, be they Company employees, local communities in proximity of our business operations, the society at large, shareholders, investors, customers, suppliers, creditors, government agencies or business competitors. The Company has also established a framework for systematically compensating stakeholders whose rights have been violated. This includes multiple secure reporting channels, establishment of a committee with the duty to manage complaints and grievances fairly and transparently, and setting up a prompt, timely compensation system in case of violation to ensure that any human rights concerns are addressed efficiently and fairly.

The Company has a resolute commitment to human rights and has made human rights adherence an integral part of the Company's business procedures, focusing on doing business fairly and transparently, whether with employees, customers, business partners, or any other party. The Company likewise expects all parties it deals with to adhere to the principle of human rights with equal devotion, in the interest of fostering a long-term, sustainable partnership with all stakeholders with the following:



You can find more information about incidents related to violations of laws or regulations concerning social and human rights in the section on Driving Business for Sustainability, under Social Sustainability Management.

Reference link for Human rights : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-code-of-business-conduct-en.pdf>

### Safety and occupational health at work

The Company sees great importance in occupational health, safety, and the work environment, and has established an Occupational Health and Safety Policy which acts as a fundamental framework for a safe and healthy workplace. The policy aims to create a safe workspace, reduce the risk of accidents and occupational diseases, and ensure the overall well-being of employees. The Company is committed to achieving the "Zero Harm & Zero Fatality" goal by complying with relevant laws and best safety practices while fostering a strong safety culture within the organization. This includes implementing risk prevention and control measures, monitoring employee health, providing continuous safety training, and continuously improving preventive measures against accidents to ensure they remain appropriate relatively to the constantly changing work environment.

Additionally, the Company sees the importance of a healthy work environment. This is expressed through consistent workspace cleanliness with appropriate airflow, and a work environment that is safe and friendly. We also encourage employee participation throughout work health and safety processes, as part of the Culture of Safety that enables our employees to work efficiently, and with confidence in their safety.

Reference link for Safety and occupational health at work : [https://siamcitycement.com/ckeditor/upload/files/id38/file/Occupational\\_Health\\_and\\_Safety\\_P.pdf](https://siamcitycement.com/ckeditor/upload/files/id38/file/Occupational_Health_and_Safety_P.pdf)

### Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

### Promotion of the culture of ethical business conduct

The Company places great importance on communicating and instilling a culture of business ethics among Directors, Executives, and Employees at all levels to ensure continuous awareness and adherence to good corporate governance principles.

#### For Directors

The Company conducts orientation programs for new directors, managed by the Company Secretary, to provide information on the Code of Business Conduct and corporate governance practices. Regular communication and awareness sessions are held annually, with the same content provided to existing Directors through an annual refresher program. In 2025, all Directors (100%) received comprehensive communication and reinforcement on these topics.

#### For Employees and Executives

The Company emphasizes the principle of Doing What is Right and integrity from the start by including Code of Business Conduct content in new employee orientation programs, with periodic refresher for all positions. A refresher training on the Code of Business Conduct is provided every two years through the Companys Learning Management System (LMS). In 2025, all employees and Executives (100%) completed training, and acknowledgment of compliance with the Code of Business Conduct.

Additionally, the Company provided annual training on related topics, including conflict of interest prevention, anti-bribery and corruption policy, and insider trading policy. All courses are aligned with the Code of Business Conduct framework and include post-training assessments to measure understanding and reinforce ethical practices as part of the corporate culture.

### Monitoring and Auditing of Business Conduct Compliance

The Company has established measures to monitor compliance with the Code of Business Conduct through internal audit mechanisms and whistleblowing systems, ensuring strict confidentiality of whistleblowers. These measures aim to promote proper practices and continuous monitoring, including post-training assessments to reinforce knowledge and confirm understanding. All employees are required to acknowledge and commit to the Code of Business Conduct annually. Meanwhile, the Board of Directors and Management regularly review and oversee these practices.

In cases of violations, disciplinary measures are applied based on severity to uphold ethical standards, transparency, and organizational discipline which is the essential foundations for good governance and long-term sustainability.

### Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status : CAC certificate 2023-2026.pdf

### Diagram of participation in anti-corruption networks



**Information on material changes and developments in policy and corporate governance system over the past year**

**Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter**

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

The Company is committed to consistent compliance to the corporate governance principles, and in doing so supporting transparency, sustainability, and good governance in business operation. In the past year, the Board of Directors has reviewed all Group policies and has approved the following significant changes:

- The Corporate Governance Policy Changes made to improve alignment with the current business environment, with the listed subsidiaries may continue to apply their own internal policies, provided that such policies are consistent with and aligned to the parent companys policies, in order to ensure coherent and consistent governance across the Group.
- The Anti-Bribery and Corruption Policy Changes made to improve alignment with the current context and existence of current authorities, and for improved alignment with the Thai Private Sector Collective Action Against Corruptions (CAC) standard and membership requirements.
- The Insider Trading Policy Changes made to improve alignment with the current context and to ensure the policy encompass trade of securities of insider persons, with insider persons now forbidden from trading securities of the Company and listed subsidiaries. This is to elevate our transparency standard and prevent potential unlawful use of insider information. The listed subsidiaries may continue to apply their own internal policies, provided that such policies are consistent with and aligned to the parent companys policies.
- CAPEX Policy Improvements made to the principles and authorization processes to ensure alignment with the Groups management structure and elevate the level of clarity and agility in all our operations.

The Board of Directors has also reviewed the committees charters, which were initially reviewed by the committees themselves before submission to the Board for final approval, including those of the Audit Committee, the Nomination and Compensation Committee, the Governance Committee, and the Technology and Digitization Committee.

The Company's constant review of policies and charters reflects our commitment to elevate our governance standard and keep it attuned with the fast-changing business environment, stakeholders expectations, and the principles of good governance. The review processes were thoroughly audited by all relevant committees, such that it is assured our governance framework remains strong, transparent, and conducive of sustainable growth.

### **Implementation of the CG Code for listed companies**

Implementation of the CG Code as prescribed by the : Mostly used in practice  
SEC

### **Alignment with the Principles of the Corporate Governance Code for Listed Companies 2017 (CG Code 2017)**

The Board of Directors recognizes its ultimate responsibility for setting the Company's direction and exercising effective oversight over its operations in alignment with the Principles of Good Corporate Governance for Listed Companies B.E. 2560 (2017). Accordingly, the Board has assigned the Governance Committee to annually review the alignment of the Company's policies, practices, and corporate governance systems with the CG Code and to report the results to the Board for consideration. In 2025, the Governance Committee concluded that the Company's practices were, overall, aligned with the CG Code, with only minor deviations that did not affect the effectiveness of the Company's overall corporate governance. The Board has established a clear governance structure by formally separating the roles and responsibilities of the Chairman of the Board and the Group Chief Executive Officer, which are held by different individuals, and by clearly defining the duties and accountabilities of each position and of the Group Management in writing. Significant matters submitted to the Board are subject to an appropriate review and screening process by relevant Board committees or the Group Management, as applicable, prior to being tabled for consideration.

Meeting agendas and approval processes are reviewed and monitored by the Company Secretary to ensure compliance with applicable laws, delegated authorities, and the INSEE Minimum Control (IMC) framework. At each Board meeting, the Chairman invites all Directors to propose additional agenda items as appropriate, and the Directors exercise independent and prudent judgment, acting in the best interests of the Company and without undue influence from management. This reflects the Board's continued accountability and commitment to good corporate governance.

In addition, the Board recognizes the importance of selecting a suitable individual as Chairman of the Board and of maintaining an appropriate Board composition that supports independent judgment. While the Company has not formally adopted a policy limiting the consecutive tenure of Independent Directors to nine years, the Independent Directors who currently serve as members of the Audit Committee have held their positions for more than nine consecutive years. Nevertheless, both directors were appointed through an independent nomination process involving an external search firm, with recommendations reviewed by the Nomination and Remuneration Committee prior to approval by the Board of Directors and the shareholders meeting. The Board has carefully and prudently considered the re-appointment of these directors and is of the view that they continue to perform their duties independently and contribute relevant knowledge, expertise, and experience for the benefit of the Company and its shareholders as a whole.

### **Other corporate governance performance and outcomes**

The Board of Directors plays an important part in corporate governance. The Board itself, Executives, and all employees all performed their functions with adherence to the duty of care and the duty of loyalty, to ensure that all business operations are compliant to all relevant laws and regulations, and consistent with the resolutions of the

shareholders and the principles of the Securities and Exchange Commissions (SEC) CG Code 2560, as well as requirements by any other relevant authorities, and in the past year we have operated without straying from such aspiration.

In 2025, the Company holds the following recognition for its corporate governance performance:

- CGR at excellent level for 10<sup>th</sup> consecutive year by Thai Institute of Directors Association (IOD).
- Full score 100 of the quality of the 2025 Annual General Meeting of Shareholders (AGM Checklist) as assessed by the Thai Investors Association.
- Certification as a member of the Private Sector Collective Action Coalition Against Corruption (CAC) since 2017.
- ESG Ratings of AA highlighting our position as a responsible investment option aligned with Stock Exchange of Thailand (SET)
- 2024 ASEAN Corporate Governance Scorecard Award for ASEAN Asset Class PLCs (result disclosed later in 2025).

The Company operates in a way that is consistent with all 8 principles of SECs CG Code 2560 and has implemented Group-wide policies adherent to these principles that encompass the Board of Directors, shareholders, and stakeholders. Details can be found in the section for Corporate Governance Policy, Governance Structure, and Report on Significant Corporate Governance Performance.

### **Principle 1 Recognizing the role and responsibility of the Board of Directors as organizational leaders in creating sustainable value for the business**

#### **Board of Directors with Leadership Role**

The Board of Directors is fully aware of and understands its duties and responsibilities as a driving force behind the business. These duties and responsibilities are clearly defined in the Company's Organizational Regulations. To this end, the Board of Directors and the Group Executive Committee have fulfilled their responsibilities in accordance with their fiduciary duties. This includes acting with care and integrity (Duty of Care), remaining free from conflicts of interest (Duty of Loyalty), and complying with the law, the Company's objectives and Articles of Association, and resolutions of the Board of Directors and Shareholders' Meeting (Duty of Obedience). Additionally, the Board of Directors ensures that shareholders receive accurate, complete, transparent, verifiable, and timely information (Duty of Disclosure).

The Organizational Regulations clearly reflect these principles.

The Organizational Regulations (OR) were established to define the roles and responsibilities of the Board of Directors, Chairman and Vice-Chairman, Subcommittees (i.e. Audit Committee (AC), Nomination and Compensation Committee (NCC), Governance Committee (GC) and Technology and Digitalization Committee (TDC), as well as the roles and responsibilities of the Group Executive Committee (GEXCO), Group Chief Executive Officer (GCEO) and Group Chief Financial Officer (GCFO). These roles are clearly defined to maintain a proper division of duties between the management and the directors. The Organizational Regulations, along with the Charters of Board of Directors, Charter of Board Committees and GEXCO, are reviewed annually to ensure they reflect the current situation.

The Board of Directors recognizes the importance of providing business direction and strategy. To this end, the Board incorporated both risks and opportunities and ESG contexts into the setting of short-term and long-term strategy and ESG goals for the Group. The Board also focused on resource allocation to effectively drive the Group's success. The Board of Directors also closely monitors the Group's operations on a quarterly basis to ensure that Management implements the strategy set by the Board in a systematic and effective manner, significantly contributing to the Group's strength and growth.

The Board of Directors also recognizes the importance of sustainability through good corporate governance. To this end, it has assigned the Sustainability Steering Committee with duty to implement the Environment, Social, and Governance (ESG) policies and directives approved by the Board, while also coordinating with all overseas subsidiaries

on such matters. The Committee is further tasked with aligning the Groups operations with its 2030 Sustainability Ambition and enhancing the Groups financial disclosures to ensure compliance with the Task Force on Climate-related Financial Disclosures. The Sustainability Committee reports directly to the Board of Directors on a regular basis and provides performance reports to shareholders as well.

The Company has also established the Risk Management Steering Committee, which is responsible for overseeing business risks management mechanisms, assessing risks and opportunities, and closely monitoring specific risk factors. The Committee reports any changes in risks to the Audit Committee for review. Furthermore, reports are provided to the Board of Directors on a quarterly basis, and the operations are regulatory reported to the shareholders.

#### Governance Agenda of the Board of Directors and the Board Committees

Key Topic	Board of Directors	Audit Committee	Nomination and Compensation Committee	Governance Committee	Technology and Digitization Committee	Sustainability Steering Committee	Risk Management Steering Committee
Corporate Strategy and Business Direction	•						
ESG	•	•	•	•	•	•	
Climate risks and opportunities performance	•					•	
Risk Management	•	•					•
Business Ethic	•	•		•		•	
Data Privacy and Security	•	•					•
IT Security	•				•		
Technology and digital strategy	•				•		
Investment in digital and Artificial Intelligence (AI) technology	•				•		
Human Resource Management	•		•				
Board and Executive Succession	•		•				
Finance and Treasury	•	•					
Tax	•	•					
Investment and Mergers and Acquisitions	•	•					

The Board of Directors has established policies and guidelines that act as the catalysts for secure and transparent business operation. These policies and guidelines encompass the Board of Directors and Executive, and ensure that all operations are legally compliant, performed with care, free of conflict of interest, and consistent with the Company's Code of Business Conduct.

Further details regarding the business ethics practices can be found in Section 6.2.1 Business Ethics Policy and Practices, and Section 8.1.4 Monitoring Compliance with Corporate Governance Policies and Practices.

## **Principle 2 Define Objectives that Promote Sustainable Value Creation**

**Vision, mission, and corporate values that consider stakeholders and are consistent with goals and corporate strategy**

The Company has established clear long term business and sustainability objectives, and along with these the vision, obligations, and corporate culture that support achieving such objective. These are reviewed annually. The objectives shall remain consistent with sustainable value creation for business, the clients, the stakeholders, and society at large. Employees are consistently communicated with on this matter to ensure alignment.

The Company has also established several long term targets such as the climate and energy change management target, reduction target for greenhouse gases emission, and community relations and stakeholder relations targets, which are, again, consistent with the Companys long term business goals.

On governance and strategy, the Board of Directors has reviewed the medium term and long term workplans business strategies (3 5 years) to ensure alignment with the 2030 Sustainability Ambition. Critical subjects such as low carbon products, improve energy efficiency, effective management of resources, environmental standard elevation, and digital and innovation development to support business sustainability.

The Board of Directors closely monitors implementation of established strategies, with Management assigned the responsibility to report on a quarterly basis to the Board of Directors meetings progresses of strategically critical projects. This is to ensure the Board of Directors can accurately assess, govern, and support Managements operations effectively.

In this regard, the Company has adopted information technologies that support the decision making processes of the Board of Directors through data analysis and preparation methods that are modern secure, and accurate, as well as those for online conferences and online submission of meeting documents such that Directors are able to monitor the progresses of strategic implementations and performance of work relating to our sustainability goals in all aspects.

Details on our visions, obligations, and corporate culture can be found in the section Policy and Business Overview.

## **Principle 3 Enhancing the Effectiveness of the Board of Directors**

The Board of Directors plays an important role in directing the Groups business such that it is driven in a manner that is efficient, transparent, and consistent with the corporate governance principles. The structure and components of the Board of Directors are designed such that it is varied and that the Directors are qualified and possess the skills and knowledge necessary for their functions, supported by our Board Skill Matrix that shows in detail the skills and expertises of our Directors.

The Board of Directors has also established the policy relating to the recruitment and nomination of the Chairman of the Board of Directors, Independent Directors, and Directors of the subsidiaries boards of directors, as well as the performance assessment of the Board of Directors, subsidiary boards of directors and committees, and individual Directors. This is to ensure an optimal balance of power. The policy also supports effective capacity development of Directors, compensation determination, Board of Directors performance assessment, performance of subsidiaries boards of directors and committees, and individual Directors, and also to ensure good governance practice in the Board of Directors operations, with support such as meeting facilitation, access to critical information, Management performance report, and effective management of subsidiaries.

The Board of Directors is also responsible for helping to create and maintain, as well as review, mechanisms that prevent conflicts of interest, creating a clear boundary of authority of the Chairman of the Board of Directors and Executives, and fostering an ethical corporate culture, to ensure alignment with the long term objectives and that shareholders and stakeholders are provided sustainable value.

Details on these subjects can be found in 6.1.1 Policy and Guidelines Relating to the Board of Directors, and 8.1.1 Report on Board of Director Recruitment / Director Capacity Development / Directors Performance Assessment.

#### **Principle 4 : Nomination and Development of Executives and People Development**

##### **Nomination, Training and Development and Succession Plan for the Executives**

###### **The nomination of the Group Chief Executive Officer and senior executives**

The Board of Directors sees the importance of the Groups executives capabilities, and so mandated that the recruitment processes of all Executives are meticulous and transparent, to ensure Executive candidates are of utmost professionalism. The duties of nomination and structural review of critical Group Executive positions are delegated to the Nomination and Compensation Committee (NCC) per the NCC Charter, with counseling services from third parties of international standards in addition to the existing criteria set by the Company. For the Group CEO position, which is the highest executive position within the Group, the NCC is responsible for considering the qualifications of the candidates, conducting interviews, and presenting suitable candidates to the Board of Directors for approval. It should be noted that the nomination processes for high level executive positions must consider a wide range of criteria, including the knowledge, experience, the ability to manage the Company in alignment with the established strategy, past notable achievements, and the integrity of a candidate. The Company hence proceeds with such nomination with great care and transparency, ensuring that the eventual Executives resultant of these processes are of sufficient capability to lead the Company to long term, sustainable prosperity.

###### **Succession Plan for Executives**

In developing succession plans, the NCC is delegated by the Board of Directors with creating a transparent environment, establishing the scopes for Executive assessment, overseeing succession candidates, ensuring that the succession pipelines are prepared with high capacity younger generation of candidates at the ready, reviewing existing succession plans in conjunction with the Group CEO, reviewing capacity building programs for subsidiaries Directors and Companys representatives acting as Directors of companies wherein the Company hold shares. All of this is to ensure the matter of succession is handled efficiently, with the NCC being responsible for reporting operations relating to these topics to the Board of Directors for further approval.

The Group has established a systematic succession scheme via Developing Leadership Quality (DLQ) which was designed to identify and access potential successors suitable for critical executive roles, using INSEE Competency, which covers all core competencies and leadership competencies, as the benchmarking tool, focusing particularly on shape transformation strategies and INSEE Agility Mindset, which emphasizes work agility and adaptability. This shall ensure future Executives of the Company are capable of driving the Company towards sustainability in the most effective manner.

###### **Training and Development of Executives**

The Board of Directors has approved the Group's Human Resources Policy, which was reviewed and recommended by the Nomination and Compensation Committee in order to establish a framework and basic criteria for human resource management that is consistent throughout the organization.

The NCC is charged by the Board of Directors with building the leadership capacity of Executives and Senior Management, with the goal being to build expert leaders of their respective fields. Assessment of the leadership capacity of these personnel is provided by independent experts. The Board of Directors promotes and supports Senior Executives to undertake trainings relevant to their roles and responsibilities. The following are corporate governance programs Executives of the Company have attended, up to the end of 2025:

No.	Executives	Training Courses until end of 2025
1	1. Mr. Ranjan Sachdeva	<ul style="list-style-type: none"> <li>● DAP class 173/2020</li> <li>● DCP class 313/2021</li> <li>● Leadership from the Chair by INSEAD</li> <li>● E-Learning CFO Refresher by SET*</li> </ul>
2	1. Mr. Montri Nithikul	<ul style="list-style-type: none"> <li>● Corporate Governance for Executives SCCC/2015</li> <li>● Ethical Leadership Program class 5</li> <li>● Directors Certification Program class 240</li> <li>● Financial Statement for Directors 47/2022</li> <li>● Team Collaboration MBTI Workshop</li> </ul>
3	1. Mr. Eamon John Ginley	-
4	1. Mr. Hemant Mudgal	<ul style="list-style-type: none"> <li>● DAP 216/2024</li> </ul>

Note: \*Training in 2025

#### **Principle 5: Nurture Innovation and Responsible Business**

##### **Nurturing Innovation at Siam City Cement**

The Board of Directors sees the importance of promoting the use of innovation in response to the changing global context and the technological expectations of our customers, partners, and key stakeholders for changes that are beneficial or create shared values for the business, customers, business partners, society, and the environment. The transformation, however, must be based on sound business practices. The Board of Directors has directed Management to include innovation promotion in strategy reviews and to plan for consistent operational growth. In particular, the Company's focus is to continuously strengthen the Company's competitiveness and at the same time reduce our carbon footprint and the carbon intensity in our products, and we are now actively adopting an open innovation network approach by joining technology and industry leaders for joint development projects. Such partnerships are supporting our needs to access leading technologies faster and, thus, reducing time to incubate and commercialize. The scope of these partnerships covers all critical functions from product and application development to manufacturing technologies including the deployment of artificial intelligence applications in many business segments we are operating in.

The Board of Directors and the Group Executive Officer support activities and promote innovations in the organization that are critical to its long-term viability, as follows:

##### **Employees Participation in an Innovative Culture and New Products or Businesses**

Siam City Cement Group understands the importance of innovation as a result of technological developments and the changing market environment and promotes the company as an innovative organization. Employees are encouraged to participate in innovation as part of the company's culture. Throughout the year, seminars and workshops are held on a regular basis and provide ideas to improve and boost efficiency in business operations (core innovation), as well as encourage initiatives among young thinkers to create new business models to generate income and a mechanism to help fulfil market demands in a changing environment.

### **Support for Sustainable Innovation Organization**

The Company is well aware of the importance of creating and supporting sustainable innovations within the organization. In this regard, the Group CEO assumes the duty to be directly responsible in mapping out the policy, management and operations of all innovative promotional activities which includes providing support and facilitations of employees initiatives in carrying out operations on various innovation projects, in an expeditious and efficient manner, as well as providing support and resources for education or research to acquire additional information that is beneficial to the developments of creative projects that give rise to new business models.

The Company understands the significance of innovation and its mutual corporate value for the benefit of the business, customers, business partners and stakeholders as well as the society and environment. In this respect, emphasis on the creation of corporate culture, and support to various activities as well as working in collaboration with related external organizations in order to promote for the acquisition of new innovation is an evergreen goal of the Company.

### **Responsible business conduct towards society and the environment**

Our commitment is to doing business in a manner that is responsible to the society and the environment, mindful of any impact to all stakeholders. The Company has also established policies, strategies, and measures for environmental management, community development, and sustainable quality of life elevation. These are all interlinked with our sustainability targets, and facilitate our business growing sustainably and responsibly.

For more details, please see 6.1.2 Policy, Guidelines, and Measures on Shareholder and Stakeholder Treatment.

### **Principle 6 : Effective Risk Management and Internal Control**

#### **Risk Governance and Management for Group Companies**

The Board of Directors emphasizes that Management must ensure Group-wide alignment in all business undertakings of the Group companies, and has delegated the responsibility to INSEE Digital Company Limited, a subsidiary with expertise in digital technology, to act as the Groups IT improvement centre, and to increase Group efficiency in all work processes, including data management and control to prevent data loss.

The Company and all subsidiaries have a risk management system that encompasses all work processes to ensure that they align with the Companys objectives and are prepared against potential risks. This system encompasses financial risk management which includes liquidity monitoring, IT risk management including cyber security and measures against data leak, and operation risk management, to ensure that all operations align with the Companys established standard.

#### **Governance by the Board of Directors**

The Board of Directors regularly visits the Company and its subsidiaries both domestic and overseas to have a better understanding of the business environment and nature of the Group's business. The Directors work extensively with Management and have full support from the Group CEO, the Group CFO, the Group Head of Internal Audit and Compliance, the Company Secretary, and the Secretaries of all board committees. In addition, the Board of Directors has access to the meeting documents via an application system designed to facilitate more efficient meeting arrangements and provide a realistic view to Management as well as a channel for feedback to Management for beneficial and practical suggestions.

#### **Risk Management and Internal Control**

The Board of Directors oversees the information security system, which includes establishing confidentiality policies and practices, maintaining information integrity and availability, and managing sensitive information. Furthermore, the Board of Directors ensures that the information security policy is adhered to by the Directors, senior executives, employees, and relevant external parties such as legal and financial advisors.

The Company recognizes the importance of risk management as a key component of effective management and good corporate governance. The Board of Directors has established a risk management policy that aligns with the Company's objectives, key goals, strategies, and acceptable risk levels. This policy also serves as the foundation for the Company's risk and opportunity assessment framework, ensuring a unified approach to risk management across the organization.

The Board of Directors oversees the establishment and maintenance of an effective and sufficient internal control system, adhering strictly to international standards set by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the guidelines provided by the SEC. This ensures that the Company's operations align with its objectives and goals, as well as with applicable laws, rules, regulations, and business requirements. The system is designed to minimize operational risks and implement reasonable fraud prevention measures. Additionally, the Group Internal Audit and Compliance (GIAC) unit, which reports directly to the Audit Committee, has been established to oversee internal control, auditing, and risk assessments across the Company's operations.

### **Risk Management Projects and Processes**

The Company has established a risk management structure that encompasses all levels of operation. Key responsible entities include the Board of Directors, which sets and directs risk management policies; the Audit Committee, which reviews the Group's risk management system; and the Risk Management Steering Committee, which assesses risks and opportunities and manages them collaboratively.

The Group sees the significance of the risk assessment, analysis, and prioritization processes as well as risk mitigation based on internal and external factors that may have impacts on the business, reviewing such matters quarterly. Risks are separated into categories as follows: (1) Business risks, (2) financial risks, (3) operational risks, (4) regulatory risks, (5) environmental and social risks, (6) investment risks, (7) overseas investment risks, and (8) emerging risks.

The assessed risks will be presented to the Board of Directors, with group-aligned future risk management measures potentially based on these assessments. Risks and opportunities are ranked based on their significance and probabilities, which are reviewed by the CEO of each Group Company. The Risk Management Steering Committee then assesses these risks and opportunities through a Group-level perspective and presents them to the Board of Directors on a quarterly basis, for Group-wide alignment and effective implementation of risk management of each subsidiary.

### **Strengthening Risk Management Culture**

In today's volatile, uncertain, complex, and ambiguous (VUCA) world, SCCC transforms the risk management culture from reactive measures to a proactive and integrated approach which focuses on people—namely, employees, stakeholders, and their collective capabilities. We have been continuing to cultivate a risk management culture focusing on employee and stakeholder engagement, coupled with targeted capability development. Organizations can cultivate a robust risk management culture that not only mitigates potential threats but also capitalizes on emerging opportunities in the complex and dynamic VUCA world. This people-centric approach is essential for long-term success and sustainability.

- **Employee engagement:** Empower employees at all levels to identify and report potential risks. Provide them with the tools and resources they need to effectively manage risks within their areas of responsibility. Establish clear feedback mechanisms and communications between risk champions and top management to capture employee insights and concerns regarding risks. Act on this feedback to continuously improve risk management processes.

- Stakeholder engagement: Foster collaboration across business units and departments to share knowledge and perspectives on risks. Break down silos to ensure a holistic view of potential threats and opportunities. Collaborate with key stakeholders on developing and implementing risk mitigation strategies. This strengthens the organization's resilience.
- Leadership and people capability development: Invest in developing core risk management skills, such as risk identification, assessment, analysis, and mitigation. Focus on developing competencies that are crucial for navigating the VUCA world as part of individual development plan, such as adaptability, resilience, critical thinking, and problem-solving. The company has trained employees and executives (top and senior management level) on policies and processes regarding Enterprise Risk Management (ERM). Additionally, equip leaders with the skills and knowledge to champion a strong risk management culture. Leaders must model the desired behaviors and promote a risk-aware mindset. Furthermore, the risk management structure has been communicated to the Board to ensure consistency across all levels.
- Alignment with Future Strategy & VUCA World: Implement agile risk management processes that can adapt quickly to changing circumstances. Embrace flexibility and iterative approaches. Encourage innovation and experimentation in risk management. Explore new approaches and technologies to enhance risk management effectiveness. Focus on building organizational resilience to withstand disruptions. Develop strategies to recover quickly from adverse events.

### **The establishment of the Audit Committee and its role in risk governance.**

The Board of Directors has established the Audit Committee whose responsibilities include governing internal control performance, manage risks, ensuring effective and independent financial report operation. All members of the Audit Committee are Independent Directors who are qualified per the standards of the Stock Exchange of Thailand and the Securities and Exchange Commission, and two members have expertise in accounting.

The duties and roles of the Audit Committee are as described in the Committees charter, and encompass overseeing risk management operation and international control system implementation in accordance with the Corporate Governance Code 2560. The Audit Committee is also responsible for reviewing the sufficiency of the risk management processes, internal control processes, and compliance with relevant laws and regulations.

To facilitate the Committees effectively performing its tasks, the Board has ensured that mechanisms are in place that allow the Audit Committee to access necessary information to perform its duties, such as:

- Executives being invited to directly clarify risks and internal control matters
- Discussion with the Auditor to review the accuracy of the financial statements and the sufficiency of the internal control system
- Independent opinions from external advisors or experts for high risk or high complexity matters

The Company also maintains a department whose function is to independently evaluate the efficiency of the risk management and internal control systems, the reports of such evaluation being regularly submitted to the Audit Committee. Results of said review are disclosed on the 56-1 One Report in the section Internal Control and Audit Committee Performance Result.

### **Principle 7 :      Ensure Disclosure and Financial Integrity**

#### **Financial Report Preparation and Significant Information Disclosure**

SCCC is committed to the transparent, truthful, accurate, and timely disclosure of information, including financial data, performance reports, and other non-financial information. It is paramount that investors and stakeholders have access

to accurate information, sufficient for making informed decisions. The information we disclose is available both in Thai and English and can be found both on the SET IT systems as well as the Companys website, ensuring accessibility for all.

The Board of Directors has ensured that personnel involved in the preparation and disclosure of information possess the appropriate knowledge, skills, experience, and have a sufficient team size to fulfil their responsibilities.

The Board has established a robust process for preparing financial reports and ensures the information presented is accurate, in accordance with the generally acceptable accounting standards, and audited by independent auditors certified by the SEC. The Board also takes responsibility for the financial report, which includes the independent auditor report in the annual report by giving approval on such financial information disclosure. The Board has already taken considerations on the factors, the matter of the adequacy evaluation of the internal control system including the observations of the auditors through other communication channels, comments of the Audit Committee and alignment with the objectives, main goals, strategies and Companys policies.

The Board has monitored controls over the information disclosures which include financial statements, 56-1 One Report that adequately reflect the Companys financial status and operational result including the encouragement of the Company to conduct the management discussion and analysis or MD&A to support the financial statement disclosure every quarter, so as to enable the investors to know the information and understand the changes that are occurring to the Companys financial statements and operational result. Other than solely the numeric figure information in the financial statements and in the case of any information disclosure which is related to any Director, Directors in particular must ensure that the disclosure on their part is completely and accurately undertaken.

Under the principle of maintaining financial and disclosure credibility, the Company has managed all tax matters transparently and responsibly, with a clear tax policy established to ensure all tax burdens are attended to as legally required, with full respect to the principle of good governance, reflecting our commitment to being a responsible tax payer and supporting sustainable business practices. Details on the policy are per below.

### **Tax Policy**

Siam City Cement Public Company Limited and its subsidiaries (the Group) are aware of their roles and responsibilities as a good taxpayer. Therefore, it has implemented a Tax Policy which applies to all levels of Management and working staff and covers all aspects of taxation operations and payments with strict adherence to tax laws to ensure compliance and contributions to all stakeholders. The policy covers the following tax aspects.

1. Tax compliance: Manage documentation, operation and transactions including tax payment in accordance with the relevant regulation and tax laws that are currently in effect, remaining readily adaptable to potential revisions to such laws and regulations, for the maximal benefits of our stakeholders. The Group also focuses on avoiding transactions that may constitute tax evasion at all costs.
2. Transfer pricing: Related party transactions are required to apply the principle of comparison between the transfer price and market price (Arms length price) in order to ensure that the taxation is accurate and proper according to the Arms Length Principle.
3. Tax risk management: The tax risk management structure including its roles and responsibilities are clearly defined. The Audit Committee and Corporate Governance Committee reviews the tax risk management to ensure it is appropriate.
4. Tax coordination: Make available dedicated people who have sufficient knowledge and skills to collaborate with government tax agents to provide accurate facts of business operations. Further, provide knowledge and advice to internal parties to build up awareness and ensure all operations are in compliance with tax laws.

5. Tax incentives: Proper utilization of the incentives by following the rules and regulations under tax laws including any special taxation measures as provided to stimulate the country and economy.

### **Sustainability Report**

The Board of Directors has considered the appropriate disclosure of information in compliance with the laws, the ethical code, anti-corruption policy, treatments of employees and stakeholders which include fair treatments and respect to human rights, social and environmental responsibilities. The Board of Directors also takes into account the report framework acceptable at domestic or international level which has been defined as the policy, to fully reflect the Company's commitment to building value for our organization in a sustainable manner.

The Company reports its operations and sustainability development based on the Global Reporting Initiative (GRI) standards and discloses key performance results according to the Global Cement and Concrete Association (GCCA) standards. The focus is on presenting key sustainability indicators to provide stakeholders with transparent information, enabling them to assess the Company's performance effectively.

The Board of Directors has established the Sustainability Policy which promotes works relating to the promotion of sustainability in economic, social, and environmental aspects. The Sustainability Steering Committee is charged with overseeing and reviewing the implementation of this policy, with regular monitoring and assessment, to ensure that the Company's commitment to sustainability is fully served.

The Sustainable Development Report has been reviewed and approved by the Sustainability Steering Committee for its accurate reflection of Company's operation in relation to and in alignment with the established Sustainability Development Policy. In addition, the Board of Directors pays special attention to reviewing the Company's operation and its potential for long-term, sustainable value building for all stakeholders.

Details on sustainability performance and development can be found under the topic Sustainability Development and the Company's website

### **Disclosure and the Capital Market Communication**

The Board of Directors sees the importance of the duties of the Company's Spokesperson who must be suitable to perform such duties, understands the corporate business including the objectives, main goals, values and well communicate with the capital market. Because the person appointed to perform such duties has to perform his/her duties with due care, the CEO is therefore designated to be responsible as the spokesperson for giving information to third parties.

Siam City Cement Public Company Limited understands the importance of accurate, clear public disclosure, sufficient for investors to make informed decisions, with such disclosure accessible to all parties equally, in a timely and appropriate manner. The Company also understands the importance of safeguarding confidential information and information that affects securities prices, with the organization in alignment with the SET disclosure rule.

The Company also sees the importance of equitable and transparent treatment of all shareholders with which they will be provided with important, complete, and updated information, as well as a channel on which the Company's information may be found that is conveniently accessible to all stakeholders. Notably, at the shareholders meeting, no new or modified agenda items or changes to any significant information without notice to the shareholders in advance shall be presented.

In addition to the disclosure made to the Stock Exchange of Thailand including the 56-1 One Report from the Board of Directors also arranges for disclosure, both in Thai and English, of such report on the Companys website at [www.siamcitycement.com](http://www.siamcitycement.com). Information disclosed is always improved and kept up to date, in accordance with the good corporate governance principle for listed companies.

### **Investor Relations**

The Board of Directors also sets out the SET disclosure rule, and the Communication Policy. Respectively, the tasks related to Investor Relations (IR) are assigned to a specific person in order to communicate it with third parties, including investors, institutional investors, general investors, analysts, and associated state agencies with equality and fairness. The Company provides the opportunity to such parties to visit our Executives as appropriate.

In 2025, the Company continuously carried out investor relations activities with the objective of providing transparent and consistent disclosure of key information, covering the Companys operating performance, current situation, strategies, and future outlook. The Executives, together with the Investor Relations team communicated with shareholders, investors, and other stakeholders on various occasions. Quarterly meetings with analysts were arranged as a channel to communicate the Companys information and to receive feedback and suggestions, which are beneficial for shaping the Companys future strategies. Quarterly newsletters were also published on the Companys website.

### **Principle 8: Ensure Engagement and Communication with Shareholders**

The Company understands the importance of preserving the rights of the shareholders and promoting transparent and fair participation. We have established communication channels that are easily accessible for shareholders to ensure that information disclosed to shareholders is correct, complete, and timely, whether it be information on performance, strategy, business direction, or other investment related information. We also promote participants in governance work by the shareholders through attending shareholders meetings, casting votes, and proposing agenda items or Director candidates prior to meetings as well as by providing constructive feedback and opinions that will lead to improvement of transparency, reliability, and shared value amongst all involved.

Further details of the policies, guidelines, and measures relating to shareholders can be found in Section 6.1.2: Policies, Guidelines, and Measures Concerning Shareholders and Stakeholders.

## Corporate Governance Structure

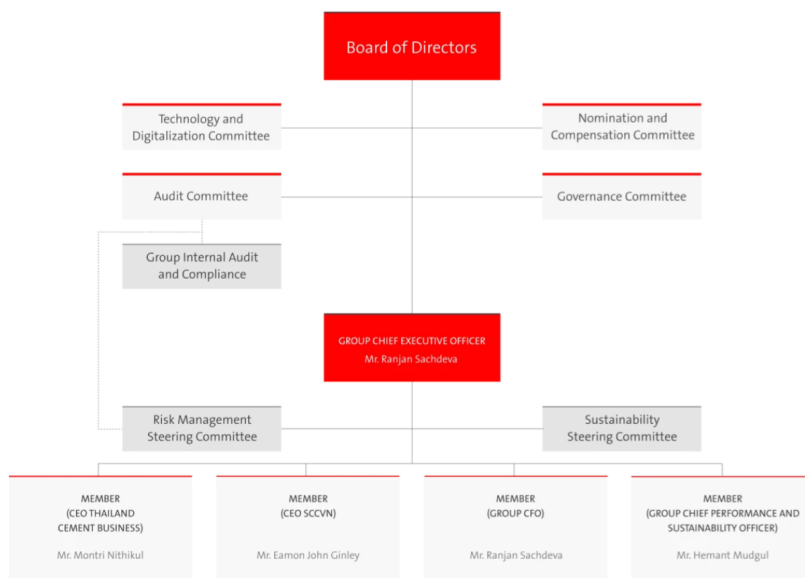
### Information on corporate governance structure

### Corporate governance structure

### Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

### Corporate governance structure diagram



### Information on the board of directors

### Information on the board of directors

### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	12		11		12	
	10	2	9	2	10	2
Executive directors	1		2		2	
	1	0	2	0	2	0
Non-executive directors	11		9		10	
	9	2	7	2	8	2
Independent directors	4		5		6	
	3	1	4	1	5	1
Non-executive directors who have no position in independent directors	7		4		4	
	6	1	3	1	3	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	83.33	16.67	81.82	18.18	83.33	16.67
Executive directors	8.33		18.18		16.67	
	8.33	0.00	18.18	0.00	16.67	0.00
Non-executive directors	91.67		81.82		83.33	
	75.00	16.67	63.64	18.18	66.67	16.67
Independent directors	33.33		45.45		50.00	
	25.00	8.33	36.36	9.09	41.67	8.33
Non-executive directors who have no position in independent directors	58.33		36.36		33.33	
	50.00	8.33	27.27	9.09	25.00	8.33

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	64		63		64	
	63	65	62	66	63	67

The information on each director and controlling person

List of the board of directors<sup>(1)</sup>

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PAUL HEINZ HUGENTOBLER</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	13 Aug 1998	<p>Engineering, Construction Materials, Strategic Management, Leadership, Finance</p>
<p>2. Ms. NOPPORN TIRAWATTANAGOOL</p> <p>Gender: Female</p> <p>Age : 71 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	23 Apr 2012	<p>Accounting, Banking, Property Development, Finance &amp; Securities, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. TINNAWAT MAHATHARADOL</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Master of Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	24 Mar 2022	Property Development, Commerce, Banking, Finance & Securities, Finance
<p>4. Dr. SUNEE SORNCHAITANASUK</p> <p>Gender: Female</p> <p>Age : 63 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Communication Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	10 Jun 2015	Risk Management, Audit, Accounting, Energy & Utilities, Statistics

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHARIN SATCHAYAN</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	7 Apr 2016	Law, Property Fund & REITs, Professional Services, Negotiation, Governance/ Compliance
<p>6. Mr. ONNE VAN DER WEIJDE</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	24 Mar 2022	Construction Materials, Finance, Sustainability, Leadership, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Economics (Finance and Cost Accounting) Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)  Authorized directors as per the companys certificate of registration : No  Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	26 Mar 2020	Economics, Change Management, Leadership, Strategic Management, Marketing
<p>8. Dr. SUBHAK SIWARAKSA Gender: Male Age : 68 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)  Authorized directors as per the companys certificate of registration : No  Type of director : Existing director</p>	29 Nov 2024	Economics, Banking, Corporate Management, Risk Management, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Dr. TOMAS KOCH</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	30 Apr 2025	<p>Energy &amp; Utilities, Strategic Management, Project Management, Professional Services, Petrochemicals &amp; Chemicals</p>
<p>10. Mr. SIVA MAHASANDANA</p> <p>Gender: Male</p> <p>Age : 63 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA, Finance and Investment (Beta Gamma Sigma)</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	7 Apr 2016	<p>Strategic Management, Marketing, Risk Management, Leadership, Construction Materials</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. RANJAN SACHDEVA  Gender: Male  Age : 57 years  Highest level of education : Master's degree  Study field of the highest level of education : International and Corporate Finance  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p>	<p>Director  (Executive directors)   Authorized directors as per the companys certificate of registration : Yes   Type of director : Existing director</p>	10 Feb 2024	Construction Materials, Engineering, Finance & Securities, Strategic Management, Finance
<p>12. Mr. MONTRI NITHIKUL  Gender: Male  Age : 53 years  Highest level of education : Master's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p>	<p>Director  (Executive directors)   Authorized directors as per the companys certificate of registration : Yes   Type of director : Existing director</p>	29 Mar 2024	Construction Materials, Strategic Management, Marketing, Construction Services, Engineering

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Remark: <sup>(1)</sup> Re-elected directors are those who retired by rotation and were reappointed at the 2024 Annual General Meeting of Shareholders

## List of board of directors who resigned / vacated their position during the year

### List of the board of directors by position <sup>(2)</sup>

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PAUL HEINZ HUGENTOBLER	Chairman of the board of directors		✓		✓	✓
2. Ms. NOPPORN TIRAWATTANAGOOL	Director		✓		✓	✓
3. Mr. TINNAWAT MAHATHARADOL	Director		✓		✓	
4. Dr. SUNEESORNCHAITANASUK	Director		✓	✓		
5. Mr. CHARIN SATCHAYAN	Director		✓	✓		
6. Mr. ONNE VAN DER WEIJDE	Director		✓	✓		
7. Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT	Director		✓	✓		
8. Dr. SUBHAK SIWARAKSA	Director		✓	✓		
<b>Total (persons)</b>		<b>2</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>4</b>

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
9. Dr. TOMAS KOCH	Director		✓	✓		
10. Mr. SIVA MAHASANDANA	Director		✓		✓	
11. Mr. RANJAN SACHDEVA	Director	✓				✓
12. Mr. MONTRI NITHIKUL	Director	✓				✓
<b>Total (persons)</b>		<b>2</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>4</b>

Remark: <sup>(2)</sup> As of 31 December 31 2024

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	16.67
2. Banking	3	25.00
3. Finance & Securities	3	25.00
4. Petrochemicals & Chemicals	1	8.33
5. Construction Materials	5	41.67
6. Construction Services	1	8.33
7. Property Fund & REITs	1	8.33
8. Property Development	2	16.67

Skills and expertise	Number (persons)	Percent (%)
9. Energy & Utilities	2	16.67
10. Commerce	1	8.33
11. Professional Services	2	16.67
12. Law	1	8.33
13. Marketing	3	25.00
14. Accounting	2	16.67
15. Finance	5	41.67
16. Sustainability	1	8.33
17. Statistics	1	8.33
18. Negotiation	1	8.33
19. Project Management	1	8.33
20. Corporate Management	1	8.33
21. Engineering	3	25.00
22. Change Management	1	8.33
23. Leadership	4	33.33
24. Strategic Management	6	50.00
25. Risk Management	3	25.00
26. Audit	2	16.67
27. Governance/ Compliance	2	16.67

**Information about the other directors** <sup>(\*)(\*\*)</sup>

	2023	2024	2025

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	No

*Additional explanation :*

*(\*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards*

*(\*\*) If a remark is specified, the remark from the most recent year will be displayed*

## **The measures for balancing the power between the board of directors and the Management**

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Others : Independent directors comprise one-half of the total Board members. In addition, the Company has established the Organizational Regulations (OR) as a framework for corporate management and governance, together with Board Charters that clearly define the roles, duties, and responsibilities of the Board of Directors and management.

Independent directors comprise one-half of the total members of the Board of Directors. In addition, the Company has established the Organizational Regulations (OR) as a framework for organizational management. The OR clearly define the roles and responsibilities of the Board of Directors, the Chairman and Vice Chairman, directors, as well as the Board Committees, namely the Audit Committee, the Nomination and Remuneration Committee, the Governance Committee, and the Technology and Digitalization Committee. The regulations also define the roles and responsibilities of the Group Executive Committee, the Group Chief Executive Officer, and the Chief Financial Officer.

This framework ensures a clear segregation of duties and responsibilities between the Board of Directors and management. The Board of Directors also requires that the Organizational Regulations, the charters of the Board Committees, and the charter of the Group Executive Committee be reviewed annually to ensure alignment with current circumstances.

## Information on the roles and duties of the board of directors

Board charter : Have

### Responsibilities of the Board of Directors

The Board of Directors has, in accordance with the provisions of the applicable law and the Articles of Association of the Company, ultimate responsibility for the direction of the business and the supervision and control of the persons entrusted with the management of the Group, which duties the Board cannot delegate. The Board of Directors passes resolutions on all matters which the law, the Articles of Association or the present Regulations do not reserve for or delegate to the General Meeting or another corporate body of the Company. The Board of Directors shall comply with the provisions of law, the Articles of Association and shall observe principles of good corporate governance.

Specifically, the Board of Directors has the following duties:

- a. to exercise ultimate responsibility for the direction of the business of the Company and the Group and to issue the necessary directives;
- b. to approve the corporate concept and corporate strategy of the Company and the Group;
- c. to define the organization of the Company and the Group, in particular, to issue and amend the present Regulations and any charters based thereon;
- d. to define the accounting procedures of the Company and the Group and to establish the principles of financial controlling and financial planning to be applied by any Group Company;
- e. to approve the business plans and budgets of the Company and the Group;
- f. to appoint or replace the Chairman, the Vice Chairman and the members of the Board Committees;
- g. to appoint or replace the Group CEO upon recommendation by the Nomination and Compensation Committee (NCC);
- h. to appoint or replace the other members of the Group EXCO upon proposal by the Group CEO and recommendation by the NCC;
- i. to define and grant authority to sign on behalf of the Company;
- j. to review the performance of the persons entrusted with the management of the Group in respect to compliance with the applicable laws, the applicable Articles of Association, these Regulations and charters based on these Regulations, and any directives of any of the Boards of Directors;
- k. to review the annual report, the annual financial statements and the consolidated financial statements of the Company and to receive the reports of the Auditors and to approve them for presentation to the General Meeting of the Shareholders;
- l. to direct the preparation of the General Meetings of the Company and implement resolutions passed by the latter;
- m. to examine the professional qualifications of the Auditors in accordance with the requirements of the law;
- n. to perform the duties imposed by the law on the Board of Directors in the event of a capital increase;
- o. to approve the proposal for nomination, or replace the Executive Directors, subject to applicable law, and/or Authorized Directors and to define, grant and/or delegate specific duties, powers and responsibilities of the Executive Directors and/or Authorized Directors;

- p. to approve, subject to applicable law, the composition of the board of directors of the Subsidiaries and the nomination of the directors thereon, as well as the nominations of the Company's representatives to the board of directors of the Associated Companies upon proposal by the Group CEO and recommendation by the NCC;
- q. to appoint, subject to applicable law, or replace the chief executive officers of the Group Company (other than the Group CEO) and the Subsidiaries upon proposal by the Group CEO and recommendation by the NCC;
- r. to approve the compensation framework of the Company and the Group;
- s. to approve the proposal for the compensation of the Board and Board Committees upon recommendation by the NCC, subject to the approval by the General Meeting.

Reference link for the board charter : <https://investor.siamcitycement.com/storage/documents/charter-board-and-subcommittee/sccc-responsibilities-of-the-board-of-directors-en.pdf>

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls
- Risk management

#### Scope of authorities, role, and duties

The AC has the following responsibilities and duties:

a) To review the Company and the entities of the Groups financial reporting processes to ensure their accuracy and adequacy and coordinating with the external auditors and members of the Group Executive Committee responsible for preparing the quarterly and yearly financial reports. The AC may suggest issues to be reviewed or audited by the external auditors during their audit of the Company and the entities of the Group.

b) To ensure an internal control system is in place, updated as needed, and that the operating effectiveness of the internal control system is tested by the internal audit team during audit projects or as part of specific operating effectiveness tests as per the annual audit plan.

c) To ensure the formal existence of a business risk management (BRM) system and that risks and mitigation plans from this system are periodically reported to the Board.

d) To decide on the organization and the qualification of the individuals of the Group Internal Audit and Compliance (GIAC) of the Company and to determine the GIACs degree of independence from the Management, as

well as to approve the appointment, transfer and dismissal of the individuals of the GIAC or of any other unit in charge of internal audit activities.

e) To review compliance with the Securities and Exchange Act, including the rules, notifications, and regulations thereof and the rules and regulations of the SET, the SEC and any other relevant laws as related to the Groups business.

f) To consider and recommend the selection, nomination, remuneration as well as change of the Companys external auditors. To ensure the independence of the external auditor, the AC shall consider factors such as non-audit services that may conflict with the auditors independence, efficiency and professionalism. To freely discuss significant issues, the AC shall meet privately with the external auditor at least once a year, without management representatives being present.

g) To review the related party transactions or transactions that may lead to conflicts of interest, including the accuracy and completeness of the Companys disclosure of such information, to ensure that they are in compliance with the laws and the SET regulations, and are reasonable and for the highest benefit for the Company.

h) To prepare a report on the activities of the AC for the Companys annual report. The Chairman of the AC shall sign this report, which shall consist of at least the following information:

- an opinion on the accuracy, completeness, and credibility of Companys financial report and the disclosure of its financial information.

- an opinion on the adequacy of the Companys internal control and risk management systems.

- an opinion on the suitability of the Companys external auditor and its re-appointment.

- an opinion on compliance with the law on Securities and Exchange, the Exchanges regulations, or the laws relating to the Groups business.

- an opinion on the transactions that may lead to conflicts of interests.

- the number of the AC meetings, and the attendance of such meetings by each committee member.

- an opinion or overview comment received by the AC from its performance of duties in accordance with the charter.

- other transactions which, according to the ACs opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Companys board of directors.

i) Review the Companys compliance with private sectors anti-corruption and certification programs, including the Collective Action Coalition Against Corruption s Self-Evaluation Tool, including corruption risk monitoring.

j) Conduct the ACs performance assessment as a whole and as self-assessment on an annual basis.

k) To perform any other acts as assigned by the Companys board of directors, with the approval of the AC.

#### **Reference link for the charter**

<https://investor.siamcitycement.com/storage/documents/charter-board-and-subcommittee/sccc-charter-of-the-audit-committee-en.pdf>

#### **Nomination and Compensation Committee**

## Role

- Director and executive nomination
- Remuneration

## Scope of authorities, role, and duties

The NCC has the following responsibilities and duties:

### a. Nomination, Composition & Structure

i) To annually review the composition of the Board including the structures of all subsidiaries and/or associates Boards and Board Committees applicable throughout the Group and submit for the Boards consideration.

ii) To consider, appraise/evaluate and recommend selection for the Board membership, candidates for nomination and/or re-appointment as forwarded by shareholder(s), Board member(s) and/or executives for the Boards review and recommendation before passing on to the final shareholders selection at the AGM or at least 30 (thirty) days prior to the upcoming Boards meeting in case of the interim vacancy for the replacement by the Boards decision.

iii) To identify, assess and recommend potential candidates for key positions to the Board of Directors for approval;

- Group Chief Executive Officer
- Directors of Subsidiary Companies
- Company Representatives on the Board of Associated Companies

iv) To review the Group Chief Executive Officers (Group CEO) proposals of potential candidates for the Group Executive Committee of the Company (Group EXCO), the Chief Executive Officer and TMLs/EXCO members of each Group Company, and to independently assess these candidates with regard to their respective expertise, skills, experience, performance as well as personal and professional qualifications. Suitable candidates shall be recommended by the Committee to the Board for approval.

v) To carry out such other duties as may be delegated to it by the Board.

### b. Management Development and Succession Planning

i) To ensure that transparent and comprehensive Performance Appraisal Frameworks and Processes are in place for all Top Management Level (TML) job holders and candidates for such positions.

ii) To oversee the talent pipeline, the development process and the individual developmental plans for all TML job holders and candidates for such positions.

iii) To ensure that pools of young talents are in place for each function with structured career paths into respective succession pools originating from group-wide workforce planning.

iv) To half-yearly review with the Group CEO the succession plans for all TML positions as well as the functional talent pools.

v) To annually review the succession plans for the Board and its committee members.

vi) To annually review the succession plans for Board members of Subsidiaries Companies and the Companies representatives on Boards of associated companies.

vii) To carry out such other duties as may be delegated to it by the Board.

### c. Remuneration

i) To provide that the compensation policies and programs throughout the Group are designed to enable the Group and its individual companies to recruit, retain and align all employees to its overall aspiration and commitments of the Group, and at the same time creating a pay-for- performance linkage.

ii) To approve and propose to the Board the compensation of each member of the Board, its Committees and Chairman thereof.

iii) To approve the performance and compensation of the Group CEO, the Group EXCO members and CEOs of each Group Company, as well as bonus and merit increase for SCCC and subsidiaries in Thailand.

v) To review the annual compensation and salary increase budget as well as annual bonus scheme for subsidiaries outside Thailand as submitted by the Secretary of the NCC.

vi) To carry out such other duties as may be delegated to it by the Board

#### **Reference link for the charter**

<https://investor.siamcitycement.com/storage/documents/charter-board-and-subcommittee/sccc-charter-nomination-en.pdf>

### **Governance Committee**

#### **Role**

- Corporate governance

#### **Scope of authorities, role, and duties**

The GC has the following responsibilities and duties:

(1) Review the following documents in relation to the corporate governance practices for the Group for the approval by the Board of Directors:

- Organizational Regulations
- Code of Business Conduct
- CG Policy

(2) Review the implementation of the corporate governance practices of the Group, in relation to the compliance with the CG Principles of the SEC, CGR and AGM Checklist;

(3) Review the change of related rules and regulations for listed companies in the Stock Exchange of Thailand, in relation to listing rules;

(4) To carry out such other duties as may be delegated to it by the Board of Directors

#### **Reference link for the charter**

<https://investor.siamcitycement.com/storage/documents/charter-board-and-subcommittee/sccc-charter-of-the-governance-committee-en.pdf>

### **Technology and Digitalization Committee**

#### **Role**

- Others
- The TDC will provide guidance for the development of the Technology and Digitalization (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.

#### **Scope of authorities, role, and duties**

The TDC will provide guidance for the development of the Technology and Digitalization (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 organizations 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 digitalization 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 cross 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 digitalization transformation 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 Companys 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 digitalization initiatives.

v. Risk Management:

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

2. Ensure full alignment with the Companys 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.
- f. Investment Opportunities in Digital/AI Relevant to SCCC:
  - i. Be open to smaller startups providing relevant services for SCCC or the cement industry to consider besides contracting services also the opportunity to invest (what has impact in SCCC may also be a good investment.)
  - ii. In case of a unique opportunity, TDC should make a short proposal to the Board to consider the potential next steps for investment.

**Reference link for the charter**

<https://investor.siamcitycement.com/storage/documents/charter-board-and-subcommittee/sccc-charter-technology-and-digitization-en.pdf>

**Investment and Finance Committee (Desloved)**

**Role**

- Others
- Investment and Finance

**Scope of authorities, role, and duties**

Test

**Reference link for the charter**

-

**Information on each subcommittee**

**List of audit committee**

List of directors	Position	Appointment date of audit committee member	Skills and expertise
-------------------	----------	--	----------------------

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Dr. SUNEE SORNCHAITANASUK<sup>(*)</sup></p> <p>Gender: Female</p> <p>Age : 63 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Communication Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	10 Jun 2015	Risk Management, Audit, Accounting, Energy & Utilities, Statistics
<p>2. Mr. CHARIN SATCHAYAN</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	7 Apr 2016	Law, Property Fund & REITs, Professional Services, Negotiation, Governance/ Compliance
<p>3. Mr. ONNE VAN DER WEIJDE<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	24 Mar 2022	Construction Materials, Finance, Sustainability, Leadership, Governance/ Compliance

Additional explanation :

(\*) Directors with expertise in accounting information review

**List of audit committee members who resigned / vacated their position during the year**

**List of executive committee members**

**List of executive committee members who resigned / vacated their position during the year**

**Other Subcommittees<sup>(3)</sup>**

Subcommittee name	Name list	Position
Nomination and Compensation Committee	Mr. PAUL HEINZ HUGENTOBLER	The chairman of the subcommittee
	Mr. TINNAWAT MAHATHARADOL	Member of the subcommittee
	Dr. SUBHAK SIWARAKSA	Member of the subcommittee (Independent director)
	Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT	Member of the subcommittee (Independent director)
Governance Committee	Mr. CHARIN SATCHAYAN	The chairman of the subcommittee (Independent director)
	Dr. SUBHAK SIWARAKSA	Member of the subcommittee (Independent director)
	Mrs. Phatchada Muenthong	Member of the subcommittee
Technology and Digitalization Committee	Dr. TOMAS KOCH	The chairman of the subcommittee (Independent director)
	Mr. ONNE VAN DER WEIJDE	Member of the subcommittee (Independent director)
	Dr. SUBHAK SIWARAKSA	Member of the subcommittee (Independent director)
Investment and Finance Committee (Desloved)	Mr. ONNE VAN DER WEIJDE	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. TINNAWAT MAHATHARADOL	Member of the subcommittee

Remark: <sup>(3)</sup> At the Board of Directors Meeting No. 204 held on 30 April 2025, the Board resolved to dissolve the Investment and Finance Committee and appoint the Technology and Digitalization Committee, with effect from 30 April 2025 onward.

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives<sup>(4)</sup>

List of executives	Position	First appointment date	Skills and expertise
1. Mr. RANJAN SACHDEVA <sup>(*)</sup> Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : International and Corporate Finance Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Group CEO and Group CFO (The highest-ranking executive)	1 May 2024	Construction Materials, Engineering, Finance & Securities, Strategic Management, Finance

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. MONTRI NITHIKUL  Gender: Male  Age : 53 years  Highest level of education : Master's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>CEO of Thailand Cement Business</p>	<p>1 Jan 2023</p>	<p>Construction Materials, Strategic Management, Marketing, Construction Services, Engineering</p>
<p>3. Mr. Eamon John Ginley  Gender: Male  Age : 60 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : chemistry  Thai nationality : No  Residing in Thailand : No  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>CEO of Siam City Cement (Vietnam) Limited</p>	<p>1 Oct 2021</p>	<p>Human Resource Management, Corporate Management, Change Management, Leadership, Risk Management</p>
<p>4. Mr. Hemant Mudgal  Gender: Male  Age : 40 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : No  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Group Chief Performance and Sustainability Officer</p>	<p>1 Feb 2023</p>	<p>Business Administration, Industrial Materials &amp; Machinery, Professional Services, Strategic Management, Leadership</p>

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

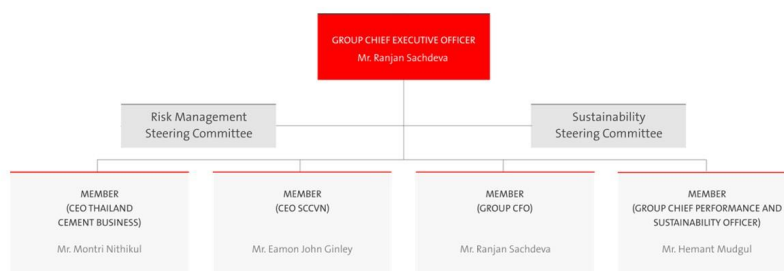
(\*\*\*) Appointed after the fiscal year end of the reporting year

Remark: <sup>(4)</sup> Group Chief Financial Officer is under replacement plan.

## Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

## Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



## Remuneration policy for executive directors and executives

### Executive and Management Remuneration Policy and Structure

The Group is committed to a structured, transparent, and well governed executive remuneration framework that aligns management incentives with long term value creation and the interests of shareholders and other key stakeholders. The objective of the remuneration policy is to attract, retain, and motivate high caliber executives while supporting the Groups sustainable growth strategy. Executive directors and senior executives remuneration is approved by the Board of Directors, based on the review and recommendations of the Nomination and Compensation Committee.

In determining remuneration outcomes, the Group adopts a balanced performance assessment approach, taking into account not only financial performance but also environmental, social, and governance (ESG) performance and stakeholderrelated outcomes. This approach is intended to ensure that executive remuneration reflects sustainable value creation and responsible business conduct over the long term.

The remuneration structure is designed to align incentives with both short term and long term performance and comprises short term incentives, long term incentives, and remuneration governance mechanisms, as outlined below.

- Short Term Incentive (STI) Short term remuneration consists of fixed salary and annual bonus, determined based on clearly defined and measurable performance indicators. These indicators include business performance, ESG related performance metrics, operational efficiency and safety performance, as well as leadership capability and behaviors aligned with the Groups values and good corporate governance principles.
- Long Term Incentive (LTI) Long term incentives are designed to align executive remuneration with the Groups long term value creation for shareholders. Performance assessment for LTI purposes is based on long term value creation indicators that reflect the Groups ability to deliver sustainable shareholder returns, maintain financial strength, and exercise discipline in capital structure management. The LTI framework is intended to promote sustained performance, prudent risk management, and long term strategic execution.

## Malus Provision

To reinforce executive accountability and strengthen governance over remuneration outcomes, the Group has implemented a malus provision as an integral part of its remuneration policy. The malus provision applies to the Chief Executive Officer (CEO) and members of the executive management of each subsidiary within the Group, particularly in circumstances involving significant events with material impacts on key stakeholders, such as serious safety related incidents.

The Nomination and Compensation Committee is empowered to exercise discretion to reduce, withhold, or suspend bonus or incentive based remuneration where appropriate, ensuring that remuneration outcomes properly reflect management accountability, risk outcomes, and adherence to the Groups governance standards.

## Performance Evaluation of Senior Executives

The Group has established a formal and multi dimensional performance evaluation framework for senior executives, incorporating clearly defined and measurable performance indicators. The evaluation covers the following key dimensions:

1. Overall business performance of the Group
2. Environmental, Social, and Governance (ESG) performance, aligned with the Groups strategic ESG objectives, including indicators such as clinker factor reduction, increased use of alternative fuels (% Thermal Substitution Rate: %TSR), and safety performance. These ESG indicators are explicitly embedded as part of the performance evaluation criteria for senior executives.
3. Individual performance, based on pre agreed objectives and criteria, including key performance indicators (KPIs), critical responsibilities, and leadership competency.

In 2025, assessment of the performance of the Group CEO and members of the GEXCO points to an outstanding performance across the board, in alignment with the positive developments the Company is experiencing. In turn, the NCC is poised to incorporate the result of this assessment into future compensation scheme as an additional factor for consideration for determining Executive compensation.

ESG performance is assessed in conjunction with financial and individual performance to determine the overall performance evaluation of senior executives. The results of this evaluation are directly linked to remuneration outcomes, including short term incentives (STI), long term incentives (LTI), and the application of the malus provision. This linkage ensures that executive remuneration reflects performance results, accountability to stakeholders, and the delivery of sustainable long term value.

Does the board of directors or the remuneration committee have : Have  
an opinion on the remuneration policy for executive directors and  
executives

The Nomination and Compensation Committee has been entrusted with determining the executive compensation structure based on principles of fairness and appropriateness in relation to roles and responsibilities. The structure is aligned with the Groups objectives, key performance targets, operating results, and long-term interests. In addition, the Committee considers benchmarking against compensation levels of companies in the same or comparable industries. The Nomination and Compensation Committee is of the opinion that the current compensation structure is competitive and appropriate, taking into account the size and complexity of the business, as well as the responsibilities associated with each position.

Remark: <sup>(5)</sup> This remuneration does not include the remuneration from companies under Lanna Resources Public Company Limited and Thai Agro Energy Public Company Limited.

#### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	139,270,820.00	121,525,861.00	123,280,100.00
Total remuneration of executive directors (6) (baht)	1,670,000.00	480,000.00	0.00
Total remuneration of executives (baht)	137,600,820.00	121,045,861.00	123,280,100.00

Remark: <sup>(6)</sup> Effective from 30 April 2024 onwards, executives of the Company no longer receive remuneration in their capacity as directors of the Company and its subsidiaries, in accordance with the policy approved by the Nomination and Remuneration Committee and the Board of Directors. The remuneration disclosed for 2024 relates to the period prior to the implementation of the revised policy.

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,541,124.00	1,541,124.00	1,541,124.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other remunerations included the Company's contribution to the provident fund, as well as company cars.

#### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 42,264,060.00

directors and executives in the past year<sup>(7)</sup>

Remark: <sup>(7)</sup> The accrued amount of remuneration represents the performance bonus of the previous year. For Executives, this bonus is approved by the Nomination and Compensation Committee. For Executive Directors, this bonus is approved by the Board of Directors, with recommendation by the Nomination and Compensation Committee.

#### Other significant information

#### Other significant information

#### Assigned person

**List of persons assigned for accounting oversight**

General information	Email	Telephone number
1. Ms. Nicha Wanchana	nicha.wanchana@siamcitycement.com	02-797-7000 Ext .7192

**List of the company secretary**

General information	Email	Telephone number
1. Mrs. Phatchada Muenthong	phatchada.muenthong@siamcitycement.com	02-797-7000 Ext. 7044

**List of the head of internal audit or outsourced internal auditor**

General information	Email	Telephone number
1. Mr. Thomas Natter	thomas.natter@siamcitycement.com	02-797-7000 Ext .7070

**List of the head of the compliance unit**

General information	Email	Telephone number
1. Mr. Thomas Natter	thomas.natter@siamcitycement.com	02-797-7000 Ext.7070

**Head of investor relations**

Does the Company have an appointed head of : Have  
investor relations

**List of the head of investor relations**

General information	Email	Telephone number
1. Mr. Worawat Supagovit	WORAWAT.SUPAGOVI@SIAMCITYCEMENT.COM	02-797-7000 Ext. 7110

**Company's auditor****Details of the companys auditor<sup>(8)</sup>**

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
-------------	------------------	--------------------	---

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED  NO. 1875 ONE BANGKOK  TOWER 3, LEVEL 34 - 37,  RAMA 4 ROAD, LUMPHINI  PATHUM WAN Bangkok  10330  Telephone number +66  2264 9090</p>	<p>4,620,000.00</p>	<p>Types of non-audit service : Other audit services are as follows: 1) IT General control review as part of the audit 2) Agreed-upon procedures on the inventory disposal process. 3) Out of pocket</p> <p>Details of non-audit service : Other audit services are as follows: 1) IT General control review as part of the audit : In 2025, the Company completed the implementation of SAP HANA in the second half of the year. The system serves as a core platform for recording and processing financial data and for the preparation of the Companys financial statements, with the objective of enhancing efficiency, accuracy, and reliability of financial information systems. 2) Agreed-upon procedures on the inventory disposal process. (Non-audit fee): The Company has an inventory management policy which includes procedures for the disposal of obsolete, deteriorated, or unsellable inventory. To ensure that such procedures are carried out appropriately, for tax deduction purposes, the</p>	<p>1. Ms. KAMONTIP LERTWITWORATEP  Email: Kamontip.  Lertwitworatep@th.ey.com  Telephone number: 0 - 2264 - 9090  License number: 4377</p> <p>2. Mrs. SARINDA HIRUNPRASURTWUTTI  Email: Sarinda.  Hirunprasurtwutti@th.ey.com  Telephone number: 0 - 2264 - 9090  License number: 4799</p> <p>3. Mr. CHAYANUT METKUNAKORN  Email: Chayanut.  Metkunakorn@th.ey.com  Telephone number: 0 - 2264 - 9090  License number: 11269</p>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
		<p>Company engaged EY as an independent external party to perform agreed-upon related procedures. The scope of work included observation of the inventory destruction process, verification of compliance with the Companys policy, and issuance of a report. The scope of work also included observation of the inventory disposal process. The above services were not related to the statutory audit of the financial statements and were limited in scope. The Audit Committee considered that these services did not impair the auditors independence and were conducted under the oversight of the Board of Directors and the Audit Committee in accordance with good corporate governance principles.</p> <p>Amount paid during the fiscal year 446,348.00 baht  Amount to be paid in the future 280,000.00 baht  Total non-audit fee 726,348.00 baht</p>	

Remark: <sup>(8)</sup> The Company incurred other audit service fees totaling 726,348.00 Baht, comprising: 1) IT General control review as part of the audit in the amount of 250,000 Baht; and 2) Non-audit services in the total amount of 476,348 Baht.

#### Details of the auditors of the subsidiaries <sup>(9)</sup>

Audit fee (Baht)	Other service fees		
14,130,505.00	<p>Types of non-audit service : Non audit services are as follows: 1) Tax advisory and tax compliance services and 2) Agreed-Upon Procedures</p> <p>Details of non-audit service : In 2025, certain subsidiaries engaged the auditor to provide non-audit services, specifically those not related to the audit of the financial statements. Such services included tax advisory and tax compliance services, corporate income tax review, and agreed-upon procedures, such as observation on inventory disposal process, issuance of debt servicing capability certificates, certification in connection with the Brand Award, as well as reimbursement of actual expenses incurred. These services were rendered to the subsidiaries. The above services were not related to the statutory audit of the financial statements and were limited in scope. The Audit Committee considered that these services did not impair the auditors independence and were conducted under the oversight of the Board of Directors and the Audit</p>		

Audit fee (Baht)	Other service fees		
	Committee in accordance with good corporate governance principles.  Amount paid during the fiscal year 650,230.00 baht Amount to be paid in the future 709,255.00 baht Total non-audit fee 1,359,485.00 baht		

Remark: <sup>(9)</sup> The above fees do not include the audit fees of subsidiaries in certain countries.

**Assigned personnel in case of a foreign company**

Does the company have any individual assigned to : No  
 be representatives in Thailand

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

### Information about the summary of duty performance of the board of directors over the past year

#### Summary of duty performance of the board of directors over the past year

1. Board composition review and redefinition for better contextual and strategic alignment, with one additional Independent Director (resulting in the Board of Directors having 6 Independent Directors from the total of 12 Directors) joining the Board, further diversifying the expertise, experience, and perspectives of the Board. Similarly, committees have been restructured, with the Investment and Finance Committee dissolved, and the Technology and Digitization Committee established.
2. Reinvention of Directors' roles to ensure compatibility with new strategies and challenges.
  - a. Establishment of the Technology and Digitalization Committee, which provides strategic guidance in addition to its function in corporate governance
  - b. Increased emphasis and utilization of each Director's expertise for the Group's benefits, with the Nomination and Compensation Committee submitting to the Board of Directors for approval appointments of Independent Directors as Directors of select subsidiaries boards, as would benefit their experience, such as in human resource development or in cement production
3. Improvement to the governance framework for better alignment with the Group's structural changes and developing challenges
  - a. Determination of roles and responsibilities of the Lead Director Representative who is a member of the board of a subsidiary that is listed company in the Stock Exchange of Thailand, to ensure that such listed subsidiaries operate in alignment with the principle of good governance and with transparency
  - b. Ensuring that critical matters are consistently monitored, such as major investments or strategic projects, as well as overseeing the successor pipeline for Management other than Group Executives by presenting strategy and implementation plan to the Board of Directors, to ensure that communications from the Board to Executives of the subsidiaries are effective and with clarity, and that Directors are able to voice their comments or suggestions where appropriate.
  - c. Creation of long-term roadmaps for the critical matters such as investments in maintaining critical revenue generating assets and elevating technological and digital capacity in order to improve the capacity of both primary and secondary businesses as well as support units of the Group, ensuring that all parts of the Group remain aligned with the vision, missions, and values of the Company, even as the context continues to shift.
4. Leveraging ESG performance for long term, sustained profit generation
  - a. The Board of Directors fully supports investments into product developments that result in less use of natural resources and increased long term profitability, adopting modern, internationally proven technologies to do so across the group, whether in the cement business, ready-mix cement, aggregates, building materials, or service-provider segment.
  - b. The Board of Directors fully supports digital literacy and capacity building of all our employees. This is through activities including providing opportunities for the sales teams to offer technical advice to clients and consumers, and responsible adoption and usage of AI.
  - c. The Board of Directors consistently reviews and assesses the Group's operations and their environmental risks and impacts, to ensure that the Group's risk management framework remains sufficient, ready for any potential impact, and sufficiently flexible for potential risks in the future.

#### Selection, development and evaluation of duty performance of the board of directors

### Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. TINNAWAT MAHATHARADOL	Director	24 Mar 2022	Property Development, Commerce, Banking, Finance & Securities, Finance
Mr. ONNE VAN DER WEIJDE	Director	24 Mar 2022	Construction Materials, Finance, Sustainability, Leadership, Governance/ Compliance
Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT	Director	26 Mar 2020	Economics, Change Management, Leadership, Strategic Management, Marketing
Mr. SIVA MAHASANDANA	Director	7 Apr 2016	Strategic Management, Marketing, Risk Management, Leadership, Construction Materials

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Dr. TOMAS KOCH	Director	30 Apr 2025	Energy & Utilities, Strategic Management, Project Management, Professional Services, Petrochemicals & Chemicals

## Selection of independent directors

### Criteria for selecting independent directors

#### Qualifications of Independent Directors

1. Holds shares not exceeding 0.5% of the total number of voting shares of the Company, including shares held in the Company's parent company, subsidiaries, associates, major shareholders, or controlling persons, provided that the aggregate shareholding of such independent director and his/her related persons shall be taken into account. This criterion is more stringent than the minimum requirements prescribed by the relevant regulatory authorities.
  2. Not being an executive director involved in the management of the business, employee, staff, advisor earning regular monthly salary, controlling person during the period of two preceding years.
  3. Not being a person who is related by blood or legal relations with a director or an executive.
  4. Not having a business relationship with including not being the significant shareholder or the controlling person of a juristic person having a business relationship with the company in an amount starting from 20 million baht or more or from three percent of NTA, whichever is amount is lower, unless such foregoing relationships have ended for at least two years prior to the date of filing.
  5. Not being an auditor of the company, its parent company, subsidiary, associate company, a major shareholder, a controlling person, unless such foregoing relationships have ended for at least two years prior to the date of filing.
  6. Not being a provider of professional services, a significant shareholder, controlling person, or partner of such provider with a service fee of more than two million baht per year during the period of two preceding year.
- \* In case of a person who has qualifications inconsistent with 4 and 6, he or she shall be granted an exemption from such prohibition, provided that the issuer has obtained an opinion of the board of directors indicating that after a consideration in accordance with the principle in Section 89/7, the appointment of such person does not affect the performance of duties and the giving of independent opinions, and that the following information has also been disclosed in the notice calling the shareholders' meeting.
7. Not being a director who is appointed as the representative of directors of the issuer, major shareholder or shareholder who is a connected person of a majority shareholder.
  8. Not undertaking any business of the same nature and in competition with the company and the subsidiary, or holding more than one percent of the voting shares, or being a managing director, employee, staff, advisor with a regular monthly salary, person with controlling interest in such business.
  9. Not having any other characteristics that cause the inability to express independent opinions.
  10. An independent director can be an independent director of an affiliated company, but a member of the Audit Committee is prohibited from being a director of a parent company, subsidiary or subsidiary at the same level (sister company) which are listed companies.
  11. After being appointed as an independent director, that independent director may be assigned by the board of directors to make a decision on the business operation, the parent company, subsidiary, associate company, sister company, major shareholder or controlling person in the form of collective decision. However, a member of the Audit Committee is prohibited from taking part in the decision-making on the business operation.

### Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

## Selection of directors and the highest-ranking executive

### Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

### Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 3

### Rights of minority shareholders on director appointment

The Board of Directors supports the shareholders participation by implementing a process that allows minority shareholders to participate in the nominations and appointments of Directors. Shareholders that are able to nominate one or more candidates for directorship are defined as those that individually or collectively hold no less than 14,900,000 voting shares of the Company (5 percent of the total amount of the Company's voting shares) in accordance with the law. This practice is a part of the process to ensure that minority shareholders can elect independent Directors to safeguard their interest on their behalf. The Board ensures that the disclosure of such criteria is made to shareholders more than 3 months before the end of fiscal year.

For the Annual General Meeting 2026, the Board of Directors provided an opportunity to shareholders to submit and propose agenda items and Director candidates between 1 August 2025 - 30 November 2025 by establishing clear criteria for advance submission and disseminating such criteria on the Company's website. No agenda items or director candidates were proposed by the shareholders for the Annual General Meeting 2026. Shareholders were invited to submit any question to the Company during this period.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

### Setting qualifications for the selection of directors

#### Details of qualifications for the selection of directors

## Information on the development of directors

### Development of directors over the past year<sup>(10)</sup>

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PAUL HEINZ HUGENTOBLER (Chairman of the board of directors)	Non-participating	-
2. Ms. NOPPORN TIRAWATTANAGOOL (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Board Cyber Forum 2025: Cyber Defense with AI and Innovation Strategies</li> <li>• 2025: Business Transformation and Leadership Summit 2025 Symphony of Disruptions -The Great Convergence by IOD</li> <li>• 2025: ESG Insights-Impact on the Real Estate Industry</li> <li>• 2025: ESG Risk Mitigation: Key Insights Directors Should Understand Before Risks Turn into Organizational Turning Points</li> <li>• 2025: Econ and Market Outlook Update Retail, Hotel &amp; Tourist, Residential Property, Mall &amp; Office Property sector Outlook Update</li> <li>• 2025: Overall Economic Outlook &amp; Market Update in Retail, Residence, Office and Hotel Business</li> <li>• 2025: Thailand Real Estate Industry Outlook</li> <li>• 2025: The Importance and Roles of Directors in Enterprise Risk Management</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. TINNAWAT MAHATHARADOL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Board Nomination and Compensation Program (BNCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Board Nomination and Compensation Strategies by Thai Institute of Directors (IOD)</li> <li>• 2025: ESG Risks Mitigation by Thai Institute of Directors (IOD)</li> </ul>
4. Dr. SUNEESORNCHAITANASUK (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: ESG in the Boardroom: A Practical Guide for Board (ESG)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: ESG Risks Mitigation by Thai Institute of Directors (IOD)</li> </ul>
5. Mr. CHARIN SATCHAYAN (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: ESG Risks Mitigation by Institute of Directors (IOD)</li> </ul>
6. Mr. ONNE VAN DER WEIJDE (Director, Independent director)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: Chemistry by Math Tutor DVD</li> </ul>
7. Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Director, Independent director)	Non-participating	-
8. Dr. SUBHAK SIWARAKSA (Director, Independent director)	Non-participating	-
9. Dr. TOMAS KOCH (Director, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. SIVA MAHASANDANA (Director)	Participating	Other  • 2025: ESG Risks Mitigation by Thai Institute of Directors (IOD)
11. Mr. RANJAN SACHDEVA (Director)	Participating	Other  • 2025: e-Learning CFOs Course by The Stock Exchange of Thailand
12. Mr. MONTRI NITHIKUL (Director)	Participating	Other  • 2025: ESG Risks Mitigation by Thai Institute of Directors (IOD)

Remark: <sup>(10)</sup> 1. Mr. Vanchai Tosomboon retired from the position as a director at AGM No. 31 (Year 2024.) He expressed his wish not to be re-elected as a director. 2. Mr. Aidan John Lynam resigned from his position as a director on 9 February 2024. 3. Mr. Stephen Patrick Gore resigned from the position as a director on 19 August 2024.

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

The assessment process employs assessment forms, one for Board committees and one for individual Directors, which are designed based on the Stock Exchange of Thailand's guidelines, and which are in alignment with the roles and responsibilities defined by the organization charters. Each topic of assessment is scored on a scale of 1 to 5 (1 = Needs improvement, 5 = Excellent.) The assessment process is in the Cross-Evaluation format to ensure well-round, transparent, and comprehensive results.

- Criteria for Board of Directors assessment Comprised of topics including (1) Director qualifications and Board of Directors composition, (2) Roles and responsibilities as dictated by the organization charters, and (3) Board of Directors in compliance and risk management
- Criteria for Board Committees assessment Comprised of topics including roles and responsibilities as dictated by the organization regulations, with cross-evaluation with directors from different committees being part of the assessment process.
- Criteria for individual director assessment Comprises of topics including (1) Knowledge, understanding, and support provided relevant to the roles and responsibilities of a Director, and (2) compliance with organizational regulations.

The Company Secretary prepares and submits the assessment forms to Directors both by hand and via online channels. Afterwards, the Company Secretary is responsible for processing the assessment result and presenting such results to the relevant Board Committees and the Board of Directors will discuss and analyze these results, the result of which will be used as the base for improving the performance of the Board of Directors moving forward.

### Evaluation of the duty performance of the board of directors over the past year

In 2025, the assessment results of Board of Directors, Board Committees, and individual Directors are classified as Excellent, an improvement compared to the results of 2024. In conclusion, the Board of Directors and Board Committees were satisfied with such performance. In addition, critical suggestions were provided relating to sustainability and the environment, marketing and market competitiveness, operation efficiency and costs, human resource development and organizational capacity, and strategic developments. These critical suggestions are to be built upon in an effort to further improve the operation of the Board of Directors and Board Committees.

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Performance assessment of executives consider multiple aspects, including the performance of the Company, alignment with the Companys policies, and ESG performance.

1. Business performance
2. ESG performance relative to the Companys target, such as clinker factor reuction, thermal substitution rate (TSR) increase, etc.
3. Personal performance relative to the set target, such as key performance indicators (KPIs), critical tasks, and leadership competencies.

In 2024, assessment of the performance of the Group CEO and members of the GEXCO points to an outstanding performance across the board, in alignment with the positive developments the Company is experiencing. In turn, the NCC is poised to incorporate the result of this assessment into future compensation scheme as an additional factor for consideration for determining executive compensation.

### Information on meeting attendance and remuneration payment to each board member

#### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors<sup>(11)</sup>

Number of the board of directors meeting over the : 6  
past year (times)  
Date of AGM meeting : 30 Apr 2025  
EGM meeting : No

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PAUL HEINZ HUGENTOBLER (Chairman of the board of directors)	6	/	6	1	/	1		/	
2. Ms. NOPPORN TIRAWATTANAGOOL (Director)	6	/	6	1	/	1		/	
3. Mr. TINNAWAT MAHATHARADOL (Director)	6	/	6	1	/	1		/	
4. Dr. SUNEESORNCHAITANASUK (Director, Independent director)	6	/	6	1	/	1		/	
5. Mr. CHARIN SATCHAYAN (Director, Independent director)	6	/	6	1	/	1		/	
6. Mr. ONNE VAN DER WEIJDE (Director, Independent director)	6	/	6	1	/	1		/	
7. Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Director, Independent director)	6	/	6	1	/	1		/	
8. Dr. SUBHAK SIWARAKSA (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Dr. TOMAS KOCH (Director, Independent director)	5	/	5	1	/	1		/	
10. Mr. SIVA MAHASANDANA (Director)	6	/	6	1	/	1		/	
11. Mr. RANJAN SACHDEVA (Director)	6	/	6	1	/	1		/	
12. Mr. MONTRI NITHIKUL (Director)	6	/	6	1	/	1		/	

Remark: <sup>(11)</sup> 1. Mr. Ranjan Sachdeva has been appointed as an executive director since 10 February 2024 to replace Mr. Aidan John Lynam who resigned on 9 February 2024. 2. Mr. Montri Nithikul has been appointed as an executive director at AGM No.31 on 29 March 2024. 3. Mr. Vanchai Tosomboon retired from the position as a director at AGM No. 31 (Year 2024) on 29 March 2024. He expressed his wish not to be re-elected as a director. 4. Mr. Stephen Patrick Gore resigned from his position as a director on 19 August 2024. 5. Dr. Subhak Siwaraksa resigned from the position as a director on 19 August 2024. He was later appointed as an independent director on 29 November 2024, assuming the term of Mr. Stephen Patrick Gore. After that date, no Board of Directors meetings were held in 2024.

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PAUL HEINZ HUGENBLOER (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Ms. NOPPORN TIRAWATTANAGOOL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. TINNAWAT MAHATHARADOL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Dr. SUNEE SORNCHAITANASUK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. CHARIN SATCHAYAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. ONNE VAN DER WEIJDE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Dr. SUBHAK SIWARAKSA (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Dr. TOMAS KOCH (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
10. Mr. SIVA MAHASANDANA (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
11. Mr. RANJAN SACHDEVA (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
12. Mr. MONTRI NITHIKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>100.00%</b>	<b>100.00%</b>	<b>N/A</b>

#### Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

#### Remuneration of the board of directors<sup>(12)</sup>

Remark: <sup>(12)</sup> Other monetary compensation refers to the bonus for the Board of Directors, which will be paid by the company in 2024.

#### Types of remuneration of the board of directors

The shareholders approved the following principles for the payment of remuneration for the Company's directors at the Annual General Meeting of Shareholders No. 32, held on April 30, 2025:

Remunerations of directors consist of monthly Director fees and/or meeting fees (as the case may be), and bonuses. Payments of remunerations of Directors shall be made in accordance with the following principles from the day the resolution is passed by a vote of the Shareholders onwards and until the Shareholders Meeting determines otherwise

Directors Remuneration: The Board members shall receive monthly Director fees and/or meeting fees (as the case may be), at the aggregated amount of not more than the annual budget of THB 45 million. The Board of Directors shall allocate such remuneration accordingly (exception being Executive Directors, who do not receive Directors remuneration)

Directors Bonuses: The Board members shall receive the annual bonuses in the aggregated amount of not exceeding THB 15 million (same as previous year). The Board of Directors shall allocate such bonuses among its members accordingly.

Other Benefits for Directors: None (Does not include benefits provided to all employees)"

The monthly directors remuneration and/or meeting fees (as the case may be) based on position for the year 2025 are as follows:

<b>Board / Committee</b>	<b>Position</b>	<b>Monthly Fee (THB/Person/Month)</b>	<b>Meeting Fee (THB/Person/Time)</b>
Board of Directors	Chairman	240,000	-
	Director	120,000	-
Audit Committee	Chairperson	180,000	-
	Director	120,000	-
Nomination and Compensation Committee	Chairman	120,000	-
	Director	75,000	-
Governance Committee	Chairman	-	120,000
	Director / Member	-	75,000
Technology and Digitalization Committee*	Chairman	120,000	-
	Director	75,000	-

Remark: \*The Board of Directors' Meeting no. 204 on 30 April 2025 resolved to establish the Technology and Digitalization Committee, and to dissolve the Investment and Finance Committee. Remuneration for the Technology and Digitalization Committee is same as that of the Investment and Finance Committee.

Details of Remuneration received in 2025 by each Director are as follow:

List of Directors	Total of Director Fee Paid in 2025 (THB)							
	Board of Directors	Audit Committee	Governance Committee	Nomination and Compensation Committee	Technology and Digitization Committee	Investment and Finance Committee	Bonus Paid in 2025 (THB)	Total Amount Paid in 2025 (THB)
<b>Non-Executive Directors</b>								
1 Mr. Paul Heinz Hugentobler	2,880,000.00	-	-	1,440,000.00	-	-	720,000.00	5,040,000.00
2 Mr. Vanchai Tosomboon*	-	-	-	-	-	-	97,500.00	97,500.00
3 Ms. Nopporn Tirawattanagool	1,440,000.00	-	-	-	-	-	240,000.00	1,680,000.00
4 Mr. Tinnawat Mahatharadol	1,440,000.00	-	-	900,000.00	-	300,000.00	540,000.00	3,180,000.00
5 Mr. Stephen Patrick Gore*	-	-	-	-	-	-	342,000.00	342,000.00
6 Mr. Siva Mahasandana	1,440,000.00	-	-	-	-	-	240,000.00	1,680,000.00
<b>Independent Directors</b>								
7 Dr. Sunee Sornchaitanasuk	1,440,000.00	2,160,000.00	-	-	-	-	600,000.00	4,200,000.00
8 Mr. Charin Satchayan	1,440,000.00	1,440,000.00	360,000.00	-	-	-	520,000.00	3,760,000.00
9 Mr. Onne van der Weijde	1,440,000.00	1,440,000.00	-	-	600,000.00	480,000.00	720,000.00	4,680,000.00
10 Mr. Robbert Egbert Johannes van der Feltz van der Sloot	1,440,000.00	-	-	900,000.00	-	-	390,000.00	2,730,000.00
11 Dr. Subhak Siwaraksa	1,440,000.00	-	225,000.00	900,000.00	600,000.00	-	197,000.00	3,362,000.00
12 Dr. Tomas Koch*	960,000.00	-	-	-	960,000.00	-	-	1,920,000.00
<b>Executive Directors</b>								
13 Mr. Ranjan Sachdeva	-	-	-	-	-	-	-	-
14 Mr. Montri Nithikul	-	-	-	-	-	-	-	-
15 Mr. Aidan John Lynam*	-	-	-	-	-	-	40,000.00	40,000.00
<b>Total</b>							<b>4,646,500.00</b>	<b>32,711,500.00</b>

\* Less than one year term

Remark:

1. Mr. Vanchai Tosomboon retired from the position as a director as of the AGM No. 31 (Year 2024.)
2. Mr. Stephen Patrick Gore resigned from the position as a director as of 19 August 2024.
3. Dr. Tomas Koch was appointed an independent director by the resolution of the AGM No. (Year 2025), held on 30 March 2025.
4. Mr. Aidan John Lynam resigned from his position as a director as of 9 February 2024.

Remuneration of the board of directors <sup>(13)</sup>

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. PAUL HEINZ HUGENTOBLER (Chairman of the board of directors)</b>			<b>5,040,000.00</b>		<b>N/A</b>
Board of Directors (Chairman of the board of directors)	N/A	3,600,000.00	3,600,000.00	No	
Nomination and Compensation Committee (The chairman of the subcommittee)	N/A	1,440,000.00	1,440,000.00	No	
<b>2. Ms. NOPPORN TIRAWATTANAGOOL (Director)</b>			<b>1,680,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	1,680,000.00	1,680,000.00	No	
<b>3. Mr. TINNAWAT MAHATHARADOL (Director)</b>			<b>3,180,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	1,980,000.00	1,980,000.00	No	
Nomination and Compensation Committee (Member of the subcommittee)	N/A	900,000.00	900,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Investment and Finance Committee (Desloved) (Member of the subcommittee)	N/A	300,000.00	300,000.00	No	
<b>4. Dr. SUNE SORNCHAITANASUK (Director, Independent director)</b>			<b>4,200,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	2,040,000.00	2,040,000.00	No	
Audit Committee (Chairman of the audit committee)	N/A	2,160,000.00	2,160,000.00	No	
<b>5. Mr. CHARIN SATCHAYAN (Director, Independent director)</b>			<b>3,760,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	1,960,000.00	1,960,000.00	No	
Audit Committee (Member of the audit committee)	N/A	1,440,000.00	1,440,000.00	No	
Governance Committee (The chairman of the subcommittee)	N/A	360,000.00	360,000.00	No	
<b>6. Mr. ONNE VAN DER WEIJDE (Director, Independent director)</b>			<b>4,680,000.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	N/A	2,160,000.00	2,160,000.00	No	
Audit Committee (Member of the audit committee)	N/A	1,440,000.00	1,440,000.00	No	
Investment and Finance Committee (Desloved) (The chairman of the subcommittee)	N/A	480,000.00	480,000.00	-	
Technology and Digitalization Committee (Member of the subcommittee)	N/A	600,000.00	600,000.00	No	
<b>7. Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Director, Independent director)</b>			<b>2,730,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	1,830,000.00	1,830,000.00	No	
Nomination and Compensation Committee (Member of the subcommittee)	N/A	900,000.00	900,000.00	No	
<b>8. Dr. SUBHAK SIWARAKSA (Director, Independent director)</b>			<b>3,362,000.00</b>		<b>N/A</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	N/A	1,637,000.00	1,637,000.00	No	
Governance Committee (Member of the subcommittee)	N/A	225,000.00	225,000.00	No	
Nomination and Compensation Committee (Member of the subcommittee)	N/A	900,000.00	900,000.00	No	
Technology and Digitalization Committee (Member of the subcommittee)	N/A	600,000.00	600,000.00	No	
<b>9. Dr. TOMAS KOCH (Director, Independent director)</b>			<b>1,920,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	960,000.00	960,000.00	No	
Technology and Digitalization Committee (The chairman of the subcommittee)	N/A	960,000.00	960,000.00	No	
<b>10. Mr. SIVA MAHASANDANA (Director)</b>			<b>1,680,000.00</b>		<b>N/A</b>
Board of Directors (Director)	N/A	1,680,000.00	1,680,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>11. Mr. RANJAN SACHDEVA (Director)</b>			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
<b>12. Mr. MONTRI NITHIKUL (Director)</b>			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
<b>13. Mrs. Phatchada Muenthong (Member of the subcommittee)</b>			N/A		N/A
Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	0.00	19,527,000.00	19,527,000.00
2. Audit Committee	0.00	5,040,000.00	5,040,000.00
3. Nomination and Compensation Committee	0.00	4,140,000.00	4,140,000.00
4. Governance Committee	0.00	585,000.00	585,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
5. Technology and Digitalization Committee	0.00	2,160,000.00	2,160,000.00
6. Investment and Finance Committee (Desloved)	0.00	780,000.00	780,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	32,430,000.00	27,879,000.00	0.00
Other monetary remuneration (Baht)	4,953,611.00	5,405,000.00	32,232,000.00
Total (Baht)	37,383,611.00	33,284,000.00	32,232,000.00

Remark: <sup>(13)</sup> 1. Other Monetary Remuneration, including Monthly Fees and Bonuses. 2. The Board of Directors' Meeting no. 204 on 30 April 2025 resolved to establish the Technology and Digitalization Committee, and to dissolve the Investment and Finance Committee. Remuneration for the Technology and Digitalization Committee is same as that of the Investment and Finance Committee.

#### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 4,677,500.00  
board of directors over the past year  
(Baht)<sup>(14)</sup>

Remark: <sup>(14)</sup> Accrued amount of director remuneration payable in 2025 is the bonus of the year 2024 for THB 4,646,500 allocated by the Board of Directors as approved by the Shareholders Meeting.

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

##### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,  
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to  
associated companies approved by the board of shareholding, The determination of the scope of duties  
directors and responsibilities of directors and executives as company  
representatives in establishing important policies,  
Disclosure of financial condition and operating results,  
Transactions between the company and related parties,  
Other significant transactions, Acquisition or disposal of

assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Board of Directors has set a clear framework for management of subsidiaries and associated companies, to ensure optimal direction and monitoring in all aspects of these companies operation. This includes:

#### **Nomination of Representative Directors in subsidiary and associated company boards of directors**

A Director or management the Company is always a part of a subsidiary or associated companys Board of Directors, to ensure that the Company maintains its ability to align direction of such company. At least one member of the Group Executive Committee shall be appointed as a director in a subsidiary board of directors serves as a bridge between the subsidiary and the Committee to guarantee that the subsidiarys operation aligns with the Groups governance framework per the Companys Organizational Regulations, the charter of the Nomination and Compensation Committee, and the charter of the Group Executive Committee. The Group CEO is responsible for nominating a Representative Director to a particular subsidiary or associated companys board of directors, with the expertise and experience of the candidate being considered and without discrimination on gender or age. Candidates are presented to the Nomination and Compensation Committee, before being proposed to the Companys Board of Directors for approval, and the subsidiarys Board of Directors for subsequent approval and appointment processing as required by the relevant laws. The Board of Directors has clearly defined the role and responsibilities of a Representative Director to ensure that the Leading Representative Director acts in good faith and in the best interest of the subsidiary under the governance framework of the Company, with the responsibility to ensure full disclosure to the Company on matters including business performance, related party transactions, acquisition and sale of assets, change of capital structure, or any other matter that affects the risk framework of the Group, as well as to ensure consistent report of critical matters in the subsidiary to the Companys Board of Directors, for complete transparency.

#### **Governance, disclosure, and internal control of a subsidiary/associated company**

Subsidiaries and associated companies are required by the Board of Directors to have in place a system for consistent performance reporting, which shall include business performance, financial condition, and governance performance (e.g. compliance, operational health and safety, cybersecurity) and shall be reported to the Group Executive Committee on a monthly basis, and to the subsidiarys Board of Directors on a quarterly basis prior to the quarterly Board of Directors meeting of the Company. Executive of the subsidiary and the Representative Director of such subsidiary have the duty to report critical information, risk matters, and operation progress, in the interest of maintaining transparency and to facilitate the Board of Directors decision making.

The Board of Directors also requires that any exchange and disclosure of information by a subsidiary or associated company shall be performed via an official channel where disclosure is safely archived. Sensitive or confidential information is subject to requirements of the relevant laws and internal control policies of the Company, such as the Insider Trading Policy. Directors and Executives who act as Representative Directors are required to avoid any potential conflict of interest and shall only use or relay such information exclusively for the purpose of direction and governance.

For related party transactions, acquisition and sale of assets, and transactions that affect the Companys financial condition, the Company requires that any transaction of such nature shall be thoroughly reviewed to ensure that it is transparent and compliant with any relevant law and the Companys policy (e.g. the Related Party Transaction Policy). Acquisition and sale of assets of subsidiaries must be approved by the Companys Board of Directors and in alignment with the Manual of Authority, to ensure that such acquisition aligns with the Companys strategy.

The operation of a subsidiary must be sufficiently governed on the financial, business performance, risk management, and legal compliance fronts. The Companys Group Internal Audit and Compliance fulfils this need, regularly auditing the subsidiarys operation and performance and enabling the Board of Directors to effectively govern subsidiaries and associated companies in a complete, transparent manner.

## Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

For the joint venture in Cambodia (Chip Mong INSEE Cement Corporation), in which the Company is a minor shareholder, to ensure maximum efficiency and output, the Company has entered into an agreement with other shareholders to reserve the right to veto against critical matters, in order to safeguard the Company's investment.

## Information on the monitoring of compliance with corporate governance policy and guidelines

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

In 2025, the Company continued to enhance employees and executives knowledge and understanding of conflicts of interest management to promote good corporate governance and transparent business conduct. Relevant employees and Executives completed an e-learning program on the disclosure of conflicts of interest through the Company's intranet system, achieving a 100 percent training completion rate.

In addition, during the past year, the Company communicated its conflicts of interest management practices and raised awareness regarding the reporting of changes in personal interest and securities holdings through the Annual CG Awareness Training for all directors. All directors received the training and information, achieving a 100 percent participation rate. The Company also monitored and reviewed the Directors and Executives disclosure of interests on a quarterly basis and reported the results to the Audit Committee and the Board of Directors. Such information is also provided to the relevant internal functions for use in preventing and managing potential conflicts of interest.

These measures reflect the Company's strong commitment to ensuring that Directors, Executives, and employees perform their duties responsibly, prudently, and with integrity, while avoiding situations that may give rise to conflicts of interest. This approach serves as a fundamental basis for strengthening stakeholder confidence and trust.

#### Number of cases or issues related to conflict of interest

	2023	2024	2025

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	2	1

#### Details of cases or issues related to conflicts of interest

Year of event	Details	Progress status
Aug 2025	<p><b>Case or issue</b> A case was reported involving misuse of authority, where an employee borrowed money from colleagues and contractors and falsified attendance records by not working during scheduled hours.</p> <p><b>Investigation results</b> The investigation confirmed that the claim was reasonable.</p> <p><b>Corrective actions</b> The Company imposed disciplinary action by terminating the employees employment to uphold ethical standards and good corporate governance.</p>	Incident no longer subject to action

### Prevention of the use of inside information to seek benefits

#### Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes  
inside information to seek benefits over the past year

In 2025, the Company has shared knowledge with the Directors, Executives, and all employees regarding the Insider Trading Policy which govern the use of insider information in trading the Companys securities, with learning material available in the e-learning system. The learning material also comes with an assessment quiz and a notification form to confirm acknowledgement. To this end, 100 percent of Directors, Executives, and employees of the Company have participated in the learning activity and confirmed their acknowledgement of the policy. In addition, the Company also makes the policy available for viewing through the Companys Intranet platform.

The Company also monitors for any change of securities holding of our Directors and Executives, with quarterly review consistently conducted. The list of Insider Persons of the Company is also consistently reviewed, and individuals on the list are notified of an oncoming Blackout Period to ensure inside information is not used for personal gain.

Summary of shares held by Directors and Executives in 2025 is as follows:

List of Directors/Executives	01 January 2025			31 December 2025			Total Number of Shares Increase/ (decrease) during the year
	Number of Shares (Share)		Percentage of Shares Held*	Number of Shares (Share)		Percentage of Shares Held*	
	Directors/ Executives	Spouse And Underage child		Directors/ Executives	Spouse And Underage child		
<b>Non-Executives Directors</b>							
1. Mr. Paul Heinz Hugentobler	-	-	-	-	-	-	-
2. Ms. Nopporn Tirawattanagool	-	-	-	-	-	-	-
3. Mr. Tinnawat Mahatharadol	-	-	-	-	-	-	-
4. Dr. Sunee Sornchaitanasuk	-	-	-	-	-	-	-
5. Mr. Charin Satchayan	-	-	-	-	-	-	-
6. Mr. Onne van der Weijde	-	-	-	-	-	-	-
7. Mr. Robbert Egbert Johannes van der Feltz van der Sloot	-	-	-	-	-	-	-
8. Dr. Subhak Siwaraksa	-	-	-	-	-	-	-
9. Dr. Tomas Koch	-	-	-	-	-	-	-
10. Mr. Siva Mahasandana	65,000	-	0.0218	65,000	-	0.0218	0
<b>Executive Director</b>							
11. Mr. Ranjan Sachdeva	3,814	-	0.0013	3,814	-	0.0013	0
12. Mr. Montri Nithikul	15,906	-	0.0053	15,906	-	0.0053	0
<b>Executives</b>							
13. Mr. Eamon John Ginley	-	-	-	-	-	-	-
14. Mr. Hemant Mudgal	-	-	-	-	-	-	-

Remarks: \*Shareholding proportion calculated based on the registered capital of 2,980 million baht, which has been fully paid-up at 2,980 million baht.

The Company's Code of Business Conduct clearly states regarding insider information that Any use of insider information that is on any document not publicly disclosed to influence investors decision to buy, sell, or hold securities, is unethical and illegal, and such action is susceptible to disciplinary and legal actions. If you have any questions about insider information, you may consult with the Company's Legal Department and the Company Secretary, to ensure full compliance with the policy as described.

In the past year, there were no incidents involving employees, management, or directors in relation to the misuse of inside information for securities trading. In addition, there were no cases of unfair practices or taking advantage of investors through the use of inside information by the Company's directors or management.

#### Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes  
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company remains committed to implementing its Anti-Corruption Policy and has continuously upheld this commitment by joining the Thai Private Sector Collective Action Against Corruption (CAC) in 2015 and obtaining certification as a member on 18 August 2017. The Company has successfully maintained its certification through regular renewal assessments.

To ensure the policy remains relevant and comprehensive, the Company reviews its Anti-Bribery and Corruption Policy every two years under the supervision of the Audit Committee and the Board of Directors. Additionally, the Company conducts risk assessments for high-risk units, identifying potential corruption indicators and implementing risk mitigation and control measures.

In terms of awareness building, the Company prioritizes ongoing communication and training for Directors, Executives, and Employees. In the past year, e-learning training with comprehension assessments was conducted, covering guidelines for preventing fraud and corruption, with 100 percent completion by Employees and Executives. Additionally, all Directors received full communication on the Anti-Bribery and Corruption Policy and the No Gift Policy through CG Awareness Training, reinforcing a culture of transparency and ethical conduct.

Beyond communication and training, the Company enforces strict monitoring and compliance measures. Directors, Executives, and Employees at all levels are required to adhere to the policy rigorously. Clear procedures are in place for documenting business reasons for payments to external parties, supported by regularly reviews of related documents and evidence. The Internal Audit Department evaluates the adequacy of anti-corruption measures and internal controls and reports findings to the Audit Committee, which are recorded in the committees report to ensure governance standards are upheld.

The Company also provides formal whistleblowing and complaint channels for reporting corruption, with measures to protect whistleblowers. In the past year, there were no incidents of corruption or bribery, and no violations of the policy. Furthermore, no directors were involved in fraudulent acts or subjected to fines, accusations, or civil actions by regulatory authorities such as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), or the National Anti-Corruption Commission (NACC) in matters related to corruption.

## Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes  
procedures over the past year

In the past year, the Company continuously monitored and reported the performance of its whistleblowing channels. Formal, transparent, and easily accessible channels have been established for both internal and external stakeholders, covering key issues such as ethics, corporate governance, human rights, and anti-corruption.

The Company has implemented processes to maintain the confidentiality of whistleblowers and adopted protective measures to ensure that individuals can report concerns without fear of repercussions. These efforts reflect the Company's strong commitment to promoting transparency and good corporate governance.

As of December 31, 2025, the Company has closed a total of 20 whistleblowing cases submitted through the INSEE Speak Up channel. The details are as follows:

List	2025
Total complaints	20
Resolved complaints	20
1. Violation of the Code of Business Conduct	
1.1 Corruption	None
1.2 Human rights	None
1.3 Use of insider information	None
1.4 Conflict of interest	1
1.5 Others	1
2. Non-compliance with company regulations	3
3. Unsubstantiated Complaints, Personal Grievances	15

Nevertheless, the Company continues to implement stringent preventive measures, focusing on fostering a culture of transparency and integrity through ongoing communication of the Code of Business Conduct and related corporate governance policies. Regular training sessions and internal communications are conducted to reinforce these principles, alongside continuous oversight of internal control systems and periodic audits by relevant functions.

In addition, the Company regularly reports complaints and the progress of any related actions (if applicable) to the Audit Committee, which comprises independent Directors, ensuring close, transparent, and fair oversight for all stakeholders.

In cases where complaints are raised or issues involving the Company are identified, a fair and transparent investigation process is promptly initiated. Corrective actions are taken without delay, including root-cause analysis, process reviews, and improvements in collaboration with relevant departments. Remedial measures are implemented, progress is monitored, and appropriate remedies are provided to affected parties to prevent recurrence in the future.

#### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	41	17	20

#### Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Aug 2025	<p><b>Case or issue</b> A case was reported involving misuse of authority, where an employee borrowed money from colleagues and contractors and falsified attendance records by not working during scheduled hours.</p> <p><b>Topics or issues about</b> Prevention of conflicts of interest</p> <p><b>Investigation results</b> The investigation confirmed that the claim was reasonable.</p> <p><b>Corrective actions</b> The Company imposed disciplinary action by terminating the employees employment to uphold ethical standards and good corporate governance.</p>	Incident no longer subject to action

Year of event	Details	Progress status
Sep 2025	<p><b>Case or issue</b> A supervisor made inappropriate and unfounded comments about an employee, causing emotional distress and reduced morale.</p> <p><b>Topics or issues about</b> Others :-</p> <p><b>Investigation results</b> The issue resulted from a misunderstanding between employees. The alleged remarks were not made by the supervisor.</p> <p><b>Corrective actions</b> A verbal warning was issued due to the inappropriate nature of the behavior.</p>	Incident no longer subject to action
Jan 2025	<p><b>Case or issue</b> Concerns over fairness in a bidding process for a renovation project; unclear resubmission request and shared item list raised transparency issues.</p> <p><b>Topics or issues about</b> Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> No fraud found, but actions did not comply with procurement policy.</p> <p><b>Corrective actions</b> Written warning issued for non-compliance.</p>	Incident no longer subject to action
Mar 2025	<p><b>Case or issue</b> Unauthorized access to company premises (plant area) by an employees family member.</p> <p><b>Topics or issues about</b> Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> Access occurred due to health-related support needs. No malicious intent identified.</p> <p><b>Corrective actions</b> A verbal warning was issued for a policy violation, with recommendations provided on appropriate conduct.</p>	Incident no longer subject to action

Year of event	Details	Progress status
Aug 2025	<p><b>Case or issue</b> Misuse of business trip advance for personal purposes.</p> <p><b>Topics or issues about</b> Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> Investigation confirmed improper use of company funds during a business trip, violating financial policy.</p> <p><b>Corrective actions</b> Employment terminated in accordance with company disciplinary procedures.</p>	Incident no longer subject to action

## The monitoring of compliance with other corporate governance policy and guidelines

### Monitoring of Compliance with Corporate Governance Policies

The Company places great importance on overseeing and monitoring compliance with its corporate governance policies, code of business conduct, and applicable laws and regulations. The Board of Directors and management continuously supervise operations in accordance with good corporate governance principles, with ongoing monitoring, review, and evaluation processes in place to ensure that business operations are conducted in a transparent, fair, and accountable manner. The key monitoring outcomes are summarized as follows:

- **Compliance with Laws and Regulatory Requirements** : During the year, the Company did not identify any instances of non-compliance with applicable laws or regulations issued by relevant regulatory authorities, such as the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). There were no cases of fines, penalties, or civil sanctions imposed. The Company also maintains regular monitoring and review processes to ensure ongoing compliance with all applicable requirements.
- **Financial Reporting and Disclosure** : The Company was not subject to any orders from regulatory authorities to restate or amend its financial statements, whether on a quarterly or annual basis. Financial disclosures were made accurately, completely, and in a timely manner, supported by internal review processes and controls to ensure data reliability.
- **Related Party Transactions and Asset Acquisitions/Disposals** : No instances of non-compliance with regulations governing related party transactions or asset acquisitions and disposals were identified. All such transactions, where applicable, were conducted in accordance with relevant regulations, with transparency and due consideration of the best interests of the Company and its shareholders.
- **Shareholder Rights and Equitable Treatment** : The Company treats all shareholders equitably. No cases were identified involving restrictions on shareholder communication, failure to disclose significant shareholders agreements, or unfair practices in share buyback transactions (if any). All actions were undertaken in compliance with applicable rules and with due regard to fairness among shareholders.
- **Financial Assistance** : The Company did not provide financial assistance, such as loans or guarantees, to entities that are neither subsidiaries nor associates. Exceptions are made only for joint ventures, where such support is provided proportionately in accordance with shareholding ratios and joint venture agreements. Such arrangements are conducted transparently, appropriately, and without causing adverse impact on shareholders.

- **Bondholders Treatment** : The Company did not provide any benefits or incentives selectively to bondholders to influence voting decisions. This excludes fair and equal compensation measures, such as adjustments to interest rates, applied consistently to all bondholders in accordance with agreed terms.

- **Stability of Governance Structure** : There were no cases of resignation of independent directors or non-executive directors due to corporate governance issues, nor any instances of the entire Audit Committee or independent directors resigning as a group, reflecting the strength and stability of the Company's governance structure.

- **Ethics and Responsible Business Conduct** : The Company and its management did not identify any cases of serious ethical misconduct or violations of applicable laws and regulations. The Company remains committed to upholding high standards of integrity, transparency, and ethical conduct.

These monitoring results reflect the effectiveness of the Company's corporate governance framework and its continued commitment to conducting business with integrity, transparency, and accountability, while balancing the interests of all stakeholders.

## Information on report on the results of duty performance of the audit committee in the past year

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 9

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. SUNEI SORNCHAITANASUK (Chairman of the audit committee)	9	/	9	9/9 (100.00%)
2 Mr. CHARIN SATCHAYAN (Member of the audit committee)	9	/	9	9/9 (100.00%)
3 Mr. ONNE VAN DER WEIJDE (Member of the audit committee)	9	/	9	9/9 (100.00%)
Average meeting attendance rate				(100.00%)

### The results of duty performance of the audit committee

#### Report of the Audit Committee

##### Dear Shareholders,

The Board of Directors of Siam City Cement Public Company Limited has appointed an Audit Committee comprising of three independent directors with deep experience across the cement industry, accounting and finance, legal matters and general business. All members meet the qualification requirements of the Securities and Exchange Commission, Thailand (SEC) and the Stock Exchange of Thailand (SET).

Throughout the year, the Audit Committee discharged its responsibilities objectively and independently in accordance with its charter, which is reviewed annually to reflect current priorities endorsed by the Board of Directors. The Audit Committee continues to promote a culture grounded in good governance, ethics, integrity, accountability and transparency to support sustainable performance.

In 2025, the Audit Committee, comprising three members, held a total of 9 meetings, with all members attending every meeting.

The Audit Committees annual self-assessment reflected satisfactory effectiveness and a commitment to continuous improvement. In establishing priorities for the 2026 audit plan, the Committee evaluated the Groups business risks, enhancements to internal controls, organizational efficiency, cyber resilience, and preparedness for emerging sustainability reporting requirements.

The key activities of the Audit Committee for 2025 are outlined below:

- 1. Review of Financial Reports:** The Audit Committee thoroughly reviewed material matters in quarterly financial information and annual financial statements of Siam City Cement Public Company Limited and its subsidiaries, in collaboration with Management and External Auditors, ensuring compliance with Thai Financial Reporting Standards (TFRS) and alignment with International Financial Reporting Standards (IFRS). Discussions with the Management and External Auditors covered financial statements accuracy, disclosures, significant accounting adjustments, audit scope, adequacy of accounting practices, Key Audit Matters (KAM) and internal control assessments. To uphold financial reporting standards and protect stakeholders interests, the Audit Committee also met privately with the External Auditors to discuss audit approaches, the quarterly and annual audit plan, to identify any unusual transactions, reaffirm audit independence and to address sensitive issues. The External Auditors found no significant concerns or indication of fraud affecting the Companys financial statements. The Audit Committee also monitored changes in accounting standards and reviewed Managements financial analysis reports. Additionally, it approved non-audit services provided by the External Auditor to maintain External Auditor independence.
- 2. Review of Related Party Transactions and Potential Conflicts of Interest:** The Audit Committee conducted quarterly reviews of related party transactions and those potentially conflicting with the Companys interests to assess their necessity, reasonableness, adherence to arms-length terms, and transparency. They also confirmed alignment with the financial statements through the External Auditor and ensured timely disclosure to the SET.
- 3. Risk Management Process Review:** The Audit Committee conducted quarterly assessments of the Companys risk management processes to monitor principal risks and mitigation and encourage enhanced risk sensing through data-driven dashboards and scenario analysis.
- 4. Evaluation of Internal Controls and oversight of the Group Internal Audit and Compliance function:** The Audit Committee had monthly meetings with the Group Internal Audit and Compliance department, as well as the Group Chief Executive Officer and Group Chief Financial Officer, to evaluate the effectiveness of internal controls. In addition, quarterly reviews were conducted with External Auditors. These assessments focused on business priorities, organizational efficiency, and the ongoing enhancement of the internal control system through training and awareness initiatives. Managements responses to audit findings and recommendations satisfied the Audit Committee, which concluded that the organization maintained sufficient internal controls. The External Auditors also confirmed that there were no major deficiencies affecting the Company's financial statements. Furthermore, the Audit Committee examined and approved the Group Internal Audit and Compliance Annual Plan for 2026, including its budget.
- 5. Compliance with Governance and Regulatory Requirement:** The Audit Committee ensured adherence to SEC, SET, and other applicable regulations by reviewing quarterly compliance reports and fostering strong corporate governance through training and communication initiatives, including e-learning programs. The Audit Committee also

evaluated reports from the Company's whistleblowing system (INSEE Speak Up) regarding external complaints, fraud investigations, and risk assessments, implementing preventive measures as needed. In addition, updates to the Governance, Risk, and Compliance (GRC) framework were reviewed, including revisions to the Manual of Authorities and the Policy Landscape across the group. In its oversight of Environmental, Social, and Governance (ESG) risks, compliance, and reporting, the Audit Committee promoted transparency and accountability by aligning ESG disclosures with global standards, validating ESG data through internal controls, and encouraging ethical business practices such as anti-corruption policies. The Audit Committee further promoted board and management accountability for ESG integration, embedding sustainability considerations into corporate strategy and risk management to strengthen long-term business resilience and stakeholder confidence.

**6. Review of Corruption Risk and Anticorruption criteria:** The Audit Committee conducted a review on the Company's anti-corruption policy, practices, and anti-bribery guidelines to safeguard the Company's interests, including the overall corruption risk assessment and the adequacy of key preventive and detective controls. The Committee also reviewed the effectiveness of reporting and whistleblowing mechanisms including whistleblower protection and the oversight of complaint-handling and investigation processes, together with ongoing anti-corruption communication and related external engagement, as applicable. Based on internal audit results, no significant weaknesses were identified; therefore, the Audit Committee is of the opinion that the Company maintains appropriate internal controls and adequate supervision in accordance with applicable anti-corruption criteria.

**7. Appointment of External Auditors for 2026:** The Audit Committee recommends the appointment of Ms. Kamontip Lertwitworatep and/or Ms. Sarinda Hirunprasurtwutti and/or Mr. Chayanut Metkunakorn f EY Office Limited as the Company's External Auditors for 2026 with the audit fees for the Board's concurrence and the shareholders approval at the AGM 2026.

In conclusion, based on the performance of its duties throughout the year, the Audit Committee is of the view that the Company has continuously enhanced its governance framework, risk management processes, and internal control systems, with a strong focus on environmental, social and governance (ESG) matters, climate changerelated risks, and the adoption of digital technologies to support sustainability, strengthen the effectiveness of governance, and enhance the Company's long-term competitiveness. In addition, the Audit Committee considers that the Company's financial statements have been prepared in accordance with applicable financial reporting standards. The related party transactions were conducted at arm's length on standard commercial terms. Furthermore, risk management processes, internal controls, and governance systems were determined to be both adequate and efficient. This ensures that the Company maintains full compliance with all relevant regulations.

Dr. Sunee Sornchaitanasuk

Chairperson of the Audit Committee

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance of Nomination and Compensation Committee

Meeting Nomination and Compensation : 6  
Committee (times)

List of Directors	Meeting attendance of Nomination and Compensation Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAUL HEINZ HUGENTOBLER (The chairman of the subcommittee)	6	/	6	6/6 (100.00%)
2 Mr. TINNAWAT MAHATHARADOL (Member of the subcommittee)	6	/	6	6/6 (100.00%)
3 Dr. SUBHAK SIWARAKSA (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
4 Mr. ROBBERT EGBERT JOHANNES VAN DER FELTZ VAN DER SLOOT (Member of the subcommittee, Independent director)	6	/	6	6/6 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of Nomination and Compensation Committee

### Report of the Nomination and Compensation Committee

#### Dear Shareholders,

The Nomination and Compensation Committee (NCC) is pleased to present its 2025 Annual Report. Throughout the year, the Committee continued to uphold high standards of corporate governance, transparency, and fairness in overseeing the nomination, remuneration, and leadership development frameworks across the Group. The Committees work centered on strengthening leadership capability, ensuring robust succession pipelines, and aligning compensation structures with business performance and long-term shareholder value.

#### Purpose of the Committee

The NCC is responsible for:

- Recommending candidates for Board and senior executive positions.
- overseeing compensation, benefits, and performance evaluation frameworks.
- Reviewing leadership development and succession plans and supporting creation of a high-performing, future-ready leadership bench.
- Ensuring governance practices align with SET and SEC requirements.

#### Committee Composition

The NCC comprised four members during 2025:

- Mr. Paul Heinz Hugentobler, Chairman
- Mr. Tinnawat Mahatharadol, Member
- Mr. Robbert van der Feltz van der Slot, Member (Independent Director)
- Dr. Subhak Siwaraksa, Member (Independent Director)

The Group CEO attended all meetings as a permanent invitee. In 2025, the Committee convened six meetings, with all members attending every meeting. Several sessions were also attended by key leaders, including group company CEOs, functional heads, and high-potential leaders.

### **Nomination, Composition & Structure**

The Committee reviewed and endorsed changes to board compositions of SCCC and key group companies, including Siam City Concrete, Siam City Cement Lanka, INSEE Digital, and Ecocycle entities, ensuring deeper industry expertise, local market insight, and stronger linkage to the Groups technology & digital transformation agendas.

During 2025, the NCC reviewed and endorsed 9 leadership appointments, including:

- Chief Executive Officer, Conwood Indonesia
- Ecocycle Director (Sri Lanka)
- Chief Financial Officer (Chip Mong INSEE)
- Chief Executive Officer Ready Mix Business, Siam City Concrete
- Chief Executive Officer Aggregate Business, Siam City Concrete
- Chief Executive Officer (Sri Lanka)
- Commercial Director (Sri Lanka)
- Chief Executive Officer (Bangladesh)
- VP LBM Manufacturing & Technology and GM Mortar

These appointments are intended to reinforce leadership and drive the execution of strategic transformation initiatives, ensuring that executives qualifications and experience are aligned with the Companys business direction and strategic priorities.

### **Remuneration**

The Committee oversaw compensation frameworks with emphasis on market alignment, performance driven principle, and long-term sustainability. Key improvements included:

- 2025 Performance-Linked Bonus: Continued emphasis on clear linkage between KPIs and rewards consisting of Approved updated Financial, Functional, and People KPIs.
- Market Competitiveness: Reviewed Thailand's total compensation and benefits structure and endorsed the closure of the legacy Saving Fund. This decision benefits the company by reducing long-term costs and aligning employee benefits with current market standards, ensuring financial sustainability and competitiveness.

The Committee concluded that the remuneration structure and amounts are appropriate, performance-driven, and commensurate with responsibilities, while supporting long-term sustainability.

### **Management Development & Succession Planning**

Leadership development and succession planning remained a central focus of the NCC. The Committee reviewed succession pipelines for critical and C-level roles through Group People Days, assessed talent readiness across Thailand, Vietnam, Sri Lanka, and Bangladesh, and identified capability gaps. The Committee also provided leadership exposure by inviting CEO and CEO-1 successors to present directly to the NCC and endorsed executive development programs for key leadership talents.

### **Board Committees**

The Nomination and Compensation Committee also reviewed the compositions of the Board Committees (AC, NCC, GC) to ensure that the functional expertise required for the respective committees meet international standards. In addition, the NCC endorsed the establishment of Technology & Digitalization Committee to steer strategic technology and digital transformation roadmap for SCCC Group.

### **Conclusion**

The Nomination and Compensation Committee remains committed to enhancing leadership capability, reinforcing good governance practices, and ensuring that remuneration frameworks support long-term performance and shareholder value.

Paul Heinz Hugentobler

Chairman of the Nomination and Compensation Committee

### Meeting attendance of Governance Committee

Meeting Governance Committee (times) : 3

List of Directors	Meeting attendance of Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHARIN SATCHAYAN (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Dr. SUBHAK SIWARAKSA (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mrs. Phatchada Muenthong (Member of the subcommittee)	3	/	3	3/3 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Governance Committee

#### Report of the Governance Committee

Dear Shareholders,

The Governance Committee comprises three members, including the Chairman and one member who are independent directors. The remaining member is an advisor to the Company with extensive knowledge, expertise, and experience in good corporate governance. All members perform their duties independently, in accordance with the Governance Committees Charter, and are committed to promoting the Companys business operations in line with internationally recognized principles of good corporate governance. This is to safeguard the interests of shareholders and stakeholders, as well as to preserve the reputation and credibility of the Group.

With regard to the performance and views of the Governance Committee for the year 2025, the key matters can be summarized as follows:

- Meetings and Performance Evaluation of the Governance Committee :** In 2025, the Governance Committee held a total of three meetings, more than requirement of the Committees Charter, with all members attending every meeting. The Committee duly fulfilled its oversight duties in accordance with the authorities and responsibilities defined in the Charter.

Furthermore, based on the annual performance evaluation conducted through a cross-assessment process, in which all 12 directors of the Company provided their assessment, the Governance Committee achieved a performance rating of 93 percent. This result reflects the Boards confidence and overall satisfaction with

the Governance Committees effectiveness in overseeing corporate governance matters.

**2. Oversight of Shareholder Rights and Equitable Treatment of Shareholders :** The Governance Committee places significant emphasis on the protection of shareholders rights and the equitable treatment of all shareholders, including minority shareholders. The Committee supports the Company in providing shareholders with opportunities to propose agenda items and nominate qualified candidates for directorship through transparent, fair, and clearly defined criteria and consideration processes, in line with the principles of good corporate governance. However, at the Annual General Meeting of Shareholders for the year 2025, no proposals were submitted by shareholders.

**3. Oversight of the Review of Corporate Governance Policies and Practices :** The Governance Committee reviewed and provided recommendations to the Board of Directors on the Companys key corporate governance policies and documents, including the Organizational Regulations, the Corporate Governance Policy, and the Code of Business Conduct. This was to ensure that such policies and practices remain appropriate, aligned with the current business context, and in compliance with applicable corporate governance principles and recognized best practices.

**4. Monitoring of Corporate Governance Rules and Standards :** The Governance Committee closely monitors changes in rules, practices, and requirements issued by relevant regulatory authorities, including the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as corporate governance criteria and standards at both domestic and regional levels, such as the CGR, AGM Checklist, SET ESG Rating, and ASEAN CG Scorecard. The Committee regularly reports such developments to the Board of Directors to ensure that the Companys corporate governance practices remain comprehensive, up to date, and aligned with applicable standards.

In 2025, the Company received a 5-star (Excellent) Corporate Governance Rating (CGR) for the tenth consecutive year, achieved a SET ESG Rating of AA for the seventh consecutive year, and continued its membership in the Thai Private Sector Collective Action against Corruption (CAC). These achievements reflect the strength of the Companys corporate governance framework and the continued confidence of its stakeholders.

In conclusion, the Governance Committee is of the view that, based on the above-mentioned performance and when considered together with other corporate governance frameworks and practices across the Group, shareholders and stakeholders can have confidence that the Company has a sound corporate governance structure and a strong governance-driven corporate culture. These foundations support the Companys sustainable growth and long-term value creation.

Charin Satchayan  
Chairman of the Governance Committee

#### **Meeting attendance of Technology and Digitalization Committee**

Meeting Technology and Digitalization : 3  
Committee (times)

List of Directors	Meeting attendance of Technology and Digitalization Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. TOMAS KOCH (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mr. ONNE VAN DER WEIJDE (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Dr. SUBHAK SIWARAKSA (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

## The results of duty performance of Technology and Digitalization Committee

### Report of the Technology and Digitalization Committee

#### Dear Shareholders,

The Technology and Digitalization Committee (TDC) was formed on 15th May 2025 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 TDC comprising three independent directors. All members possess relevant knowledge and work experience as well as a thorough understanding of the Groups businesses and operations.

TDC has performed its duties in accordance with its charter and in line with current business priorities approved by the Board of Directors. In 2025, TDC convened a total of three meetings with attendance by all members. And has provided two reports (August and November) to the Board in 2025.

TDCs key activities are summarized below:

- TDC has assessed the Groups status of digitalization, looking at the IT evolution of the Group from 2014 to 2025, and understands the complexity and environment of the Group. Recommendations and observations include:
  - Cutting down/limiting software customization: Overly customized software potentially leads to difficult/costly maintenance and update.
  - SAP reliance: Too much focus on SAP means that unstructured data and certain processes which are not on SAP may get left out and underdeveloped.
  - Commercial first: Adoption of technology should be dictated by the Groups business needs first. Tech should not be adopted solely for advancements sake.
- TDC recommends the Plan and Do framework, with 2025 being the Plan phase, and 2026 being the Do phase:
  - 2025 Plan: TDC is doing the impact assessment and the required capital linked into the CAPEX plan for Group digitalization efforts, with selected pilot projects that should yield favorable results quickly. TDC recommends that every BU has in their strategic plan a chapter dedicated to potential use of AI and digitalization in improving their operation.
  - 2026 Do: TDC recommends that 2026 is the year where implementation starts, and all digitalization efforts Group wide will start to materialize in 2026 including but not limited to implementation of GenAI in procurement.

3. TDC has assessed and reviewed the requirements of
  - Enterprise-wide Digital Transformation Roadmap, and
  - Digital Procurement Transformation. Several leading service providers were assessed following a robust and objective procurement process reviewing the following key aspects: (1) technical capabilities, (2) customer feedback, (3) quality of proposal, and (4) commercial terms.
4. TDC has reviewed several aspects of an enterprise digital roadmap
  - Operations/ Manufacturing: Following the visit to a leading Chinese cement and technology provider, discussions with technology owners and experts, each operating company has defined 3-5 years roadmaps on technology investments.
  - Commercial and Logistics: Most important is the review of current business processes in both commercial and logistics before implementing any new applications and technologies.
  - Applications and AI: Data architecture, governance and the early adoption starting with the top management as the key enablers of transformation
  - AI Adoption: Training and awareness was conducted for more than 1,133 users across the group, including several sessions to TMLs and BU EXCOs. Natural language processing AI (NLP) is currently being used and adopted at TH Commercial and Logistics.
  - GenAI Technology Guideline: A best practice AI guideline has been developed and incorporated into an e-learning program to help users comply with the guidelines
  - SAP S4/HANA: Go-live of S4/ HANA technical upgrade on 16 Nov 2025, 12:00 BKK

In conclusion, TDC believes it supports assisting the Board of Directors in reviewing the Groups status of digitalization and provided prudent management supervision, oversight and guidance to the Companys digital and technology initiatives for the benefit of all shareholders and stakeholders.

Dr. Tomas Koch  
Chairman of the Technology and Digitalization Committee

#### Meeting attendance of Investment and Finance Committee (Desloved)

Meeting Investment and Finance Committee : 1  
(Desloved) (times)

List of Directors	Meeting attendance of Investment and Finance Committee (Desloved)			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Investment and Finance Committee (Desloved)			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ONNE VAN DER WEIJDE (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. TINNAWAT MAHATHARADOL (Member of the subcommittee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Investment and Finance Committee (Desloved)

At the Board of Directors Meeting No. 204, held on 30 April 2025, the Board resolved to revise the structure of its subcommittees by terminating the roles of the Investment and Finance Committee and appointing the Technology and Digitalization Committee. These changes became effective from 30 April 2025 onwards, in order to align with the Company's governance structure and business direction.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

#### 2025: A Year of ESG Commitment to Profitable and Sustainable Growth

At Siam City Cement (SCCC, also known as INSEE,) we understand that cement is essential to building modern infrastructure, yet we are also highly aware of our responsibility in addressing climate change. As cement production is a significant source of greenhouse gas emissions, we are committed to transforming our processes to support global efforts in limiting temperature rise to 1.5 degrees Celsius, as suggested by the Paris Agreement.

Our Environmental, Social, and Governance (ESG) practices are deeply integrated into our business growth strategy, driving us to enhance operational sustainability, reduce our carbon footprint, and innovate for a greener future. By aligning business growth with ESG priorities, we are not only strengthening our resilience but also contributing meaningfully to the global climate agenda.

In alignment with the United Nations' Sustainable Development Goals (SDGs), SCCC is dedicated to enhancing sustainability, particularly our decarbonization journey, through strategic partnerships with the Global Cement and Concrete Association (GCCA) and the Thailand Cement Manufacturers Association (TCMA). These collaborations have significantly bolstered our decarbonization efforts, addressing both the COP26 climate agreement and Thailand's ambitious Net Zero roadmap, which targets carbon neutrality by 2050, and Net Zero by 2065. By leveraging global and national frameworks, we are accelerating our transition to low-carbon solutions, ensuring our contributions align with international and local sustainability goals.

SCCC conducts its business in accordance with the principles of good corporate governance and responsible business practices, with due consideration for environmental and social impacts. The Board of Directors has established a Group-level sustainability policy and integrated sustainability considerations into the Company's business strategy to support long-term value creation, enhance competitiveness, and strengthen organizational resilience in a rapidly changing business environment. To this end, the Board considers the Company's operating context, stakeholder expectations, and sustainability-related risks and opportunities that may affect the achievement of strategic objectives.

#### Board Oversight of Climate Change and Sustainability

The Board of Directors plays a central role in providing strategic guidance and overseeing sustainability management in alignment with the enterprise risk management framework. Management is tasked with integrating environmental, social, and governance (ESG) objectives into business planning, operational decision-making, and day-to-day execution. The Board regularly reviews sustainability performance and progress against key initiatives to ensure effective monitoring of management, enabling timely adjustments to strategies and management actions as circumstances evolve.

Where appropriate, sustainability considerations are linked to management performance evaluation to support consistent and effective implementation.

The Company has established clear governance structures, policies, and processes for identifying, assessing, understanding, and prioritizing sustainability-related risks and opportunities. These processes are integrated into the Company's risk management system and encompass both internal and external factors, with risks evaluated based on potential impact and likelihood and prioritized according to their significance to long-term value creation. A Sustainability Working Committee, comprising senior executives and representatives from relevant functions, supports the execution of sustainability policies, monitors progress, and reviews ESG-related risks and emerging issues.

The Committee reports regularly to the Group Chief Executive Officer and the Board of Directors to ensure alignment with strategic direction and the Company's defined risk appetite.

With respect to climate-related matters, the Company identifies, assesses, and monitors climate-related risks and opportunities as part of its overall risk management process. This includes both transition-related risks and operational risks that may affect the Company's performance and competitiveness. Appropriate risk mitigation measures are implemented and periodically reviewed through established governance mechanisms to support prudent risk management and informed decision-making. These practices are intended to enhance resilience and transparency, and do not imply assurance of specific climate-related outcomes. In 2025, risks relating to natural disasters are a category of risks that directly concerns our operations and one that Group Management is closely monitoring.

The Board of Directors further supports the implementation of the sustainability strategy through the consideration and approval of capital expenditure (CAPEX) that aligns with the Company's strategic priorities and risk management framework. Such investments aim to improve operational efficiency and reduce environmental impacts, while taking into account expected returns and associated risks. Examples include investments in solar power generation to increase the use of renewable energy, enhancements to production processes and advanced control systems to improve energy efficiency and reduce emissions, and initiatives to improve resource efficiency and waste management in production operations.

### Management of Material Environmental Matters

At present, the Company has established targets and implemented initiatives to reduce carbon dioxide emissions arising from both its direct operations (Scope 1) and electricity consumption (Scope 2). These efforts focus on improving production process efficiency and increasing the proportion of electricity sourced from renewable energy, while targets related to other greenhouse gas emission scopes remain under assessment.

Although the Company's cement production process is primarily a dry process, which requires relatively low water usage compared to other industries, the Company continues to prioritize efficient water management. Group-level targets have been established to reduce specific water consumption and increase the use of surface water sources, supporting sustainable resource use and mitigating potential long-term risks.

In relation to biodiversity, the Company recognizes the impacts associated with quarrying activities and has established a target to achieve a Net Positive Impact on biodiversity by 2030. The Company's approach emphasizes post-quarry rehabilitation, the implementation of site-specific biodiversity action plans, and the use of complementary measures such as conservation projects or partnerships with external organizations in certain countries based on local context and risk characteristics, under the oversight of the Board of Directors.

The Company also considers waste and waste-derived resources management to be a material environmental matter. Its approach extends beyond managing waste generated from its own operations to include the provision of environmental solutions for industrial customers and communities through its subsidiary, INSEE Ecocycle. Within the Group's energy-intensive cement manufacturing operations, the Company applies circular economy principles by converting certain waste materials into alternative fuels for use as thermal energy in production processes. This approach reduces waste sent for disposal, decreases reliance on conventional fossil-based energy, and contributes to overall greenhouse gas emission reduction.

The integration of sustainability considerations into strategy, governance, risk management, capital allocation, and environmental management reflects the Board of Directors' responsibility for overseeing responsible, transparent, and forward-looking business practices, as well as its accountability for ensuring appropriate and consistent corporate disclosure. Sustainability is therefore embedded as a strategic consideration supporting prudent decision-making and long-term value creation, without implying assurance of specific sustainability outcomes.

Reference link for sustainability policy : <https://investor.siamcitycement>.

### Sustainability management goals

Does the company set sustainability management goals : Yes

In 2021, guided by our INSEE Commitment to **"Caring about our Future"** a principle deeply embedded in every SCCC employee - we launched the INSEE Sustainability Ambition 2030, a comprehensive framework with clear and actionable targets. Following a thorough assessment and evaluation in 2023, we have identified opportunities to elevate our sustainability ambition. By stretching our 2030 targets, we are positioning ourselves to deliver even more impactful decarbonization results, directly addressing one of the most urgent global challenges of our time. The Sustainability Ambition 2030 is also a part of the Company's long-term strategy (covering 8 years of operation from the year the ambition is announced.)

- Reduction to **CO<sub>2</sub> emissions** across the Group to **<470 kg/ton CEM**, representing a large 25 percent reduction from our 2020 baseline
- Increase to 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 SCCC Group-wide Clinker Factor (CF) target of 65 percent.

Using 2020 as our baseline year, these ambitious targets emphasize our deep commitment to implementing effective decarbonization strategies across our cement and clinker operations.

When it comes to the impact on our environment, it is important for all of us to make a well-informed decision. INSEE Group has proudly declared that we are the first cement manufacturer in Thailand to acquire and promote **Environmental Product Declarations (EPD)** for clinker and all cement types. Additionally, products from INSEE overseas subsidiaries in Vietnam, Sri Lanka, Bangladesh, and our business joint venture in Cambodia have also received EPD certification, underscoring INSEE Group's dedication to environmental stewardship.

EPDs demonstrate clarity in the environmental footprint of the company's cement products and enables the transparent evaluation of cement solutions for project owners and the designers of these projects.

As we intensify our decarbonization effort Scope 2, in 2024, SCCC joined hands with B.Grimm Power, beginning the construction of its first-phase solar panel project at the Siam City Cement plant in Kaeng Khoi district, Saraburi province, under the new joint venture **INSEE B.Grimm Solar Company Limited**. This clean energy initiative is expected to reduce carbon dioxide emissions by up to 54,000 tons annually, emphasizing the Group's strong commitment to reducing carbon dioxide emissions and **increasing the use of electricity from alternative energy sources in our Thailand's cement production to at least 50 percent by 2030.**

The Plant is expected to be completed by April 2025, and is scheduled to begin generating electricity for the Siam City Cement facility in September the same year.

Throughout the Group, we are also working to **increase surface water utilization to over 45 percent of our total water consumption in manufacturing**, thereby safeguarding groundwater reserves and conserving clean water resources for future generations.

Our commitment also extends to creating a net-positive impact on biodiversity, in collaboration with the International Union for Conservation of Nature (IUCN) through the MoU the Group has signed with them.

Additionally, we maintain a **Zero Harm** objective for Occupational Health and Safety, aiming to protect not only our employees but also contractors, customers, and suppliers. Furthermore, we actively strive to enhance the quality of life in the communities where we operate, in alignment with our sustainability policy, ensuring our actions contribute positively to their well-being and development.

## INSEE Sustainability Ambition 2030

### Pillar 1: Climate & Energy

Reduce our CO<sub>2</sub> emissions to less than 470 kg net CO<sub>2</sub>/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

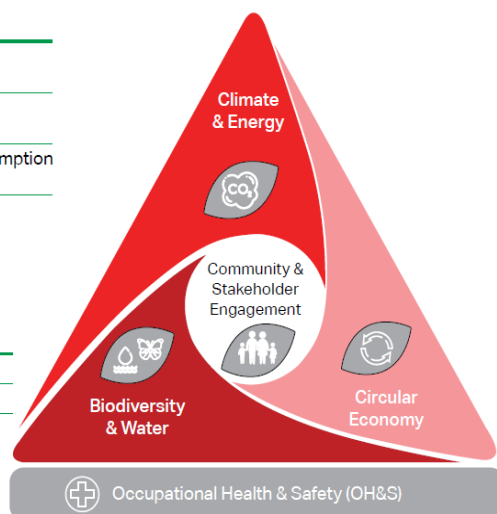
Increase our usage of waste derived fuels and raw materials in clinker production from 0.5 million to > 1.4 million ton

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

SCCC continuously monitors and evaluates 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, and our website, in line with enhanced Stock Exchange of Thailand guidelines, Task Force on Climate-related Financial Disclosures standards, and KPIs of Global Cement and Concrete Association (GCCA), as well as FTSE Russell disclosures requirements.

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.

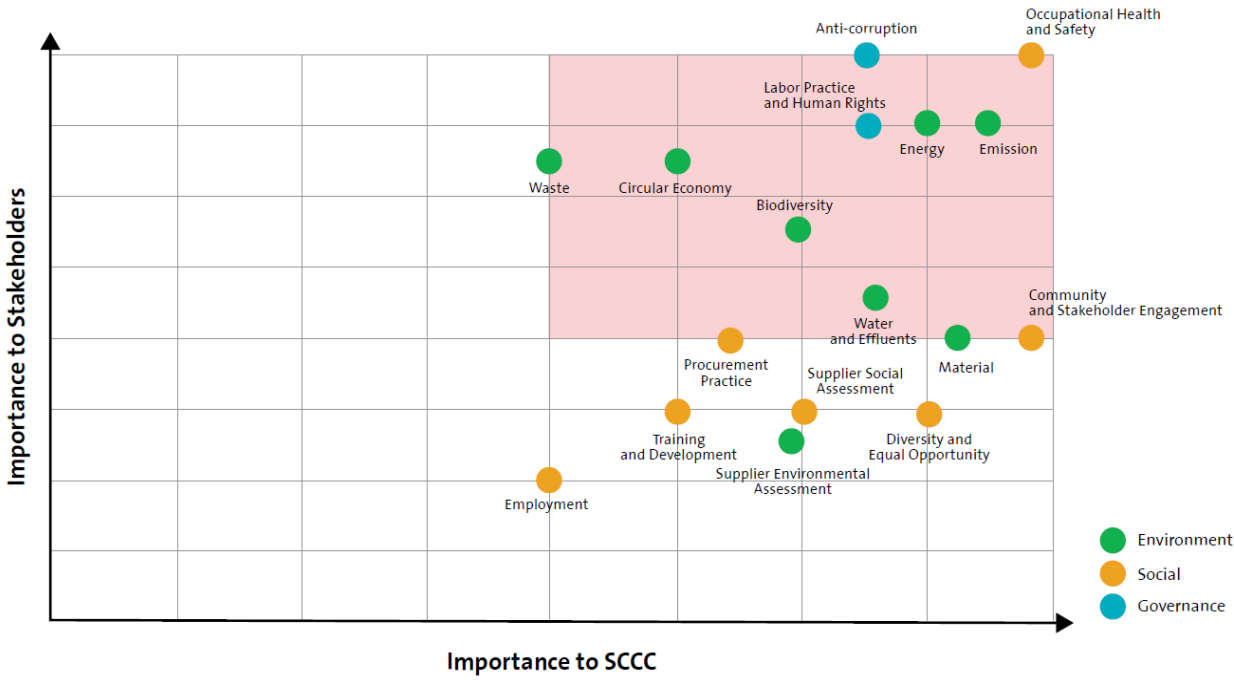
The Company follow ISO14001 standards in our environmental management, based on the latest ISO14001:2015 version, which includes all significant processes of our organization. This commitment aligns with our Sustainable Development Policy, establishing benchmarks for corporate governance and generating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

To drive the agenda and our commitment to our established Sustainability Ambition 2030, the Board of Directors has directed the Group Executive Committee to set up the **Sustainability Steering Committee (SSC)**, which, as of this report, consists of production technic and process experts who are responsible for enhancing the Group's operational long-term efficiency and sustainability, executives responsible for alternative fuels management, and executives responsible for organizational communication. This Group-level committee works to align the Group's projects with the

Sustainability Ambition 2030 and the Group's objectives at large. SSC is also responsible for monitoring the year-to-year operation meets annual targets, and to this end the Board of Directors is consistently reported to by SSC, as part of its charter-mandated operation.

**ESG Materiality Assessment**

Siam City Cement regularly reviews the importance of sustainability issues to align with the direction of business operations with reference to the GRI Standards. SCCC has identified key materiality issues that are significant and areas where focus are needed for SCCC business operations as follows.



**Read more about ESG Materiality Assessment on the Company's website at**

<https://www.siamcitycement.com/en/esg/-esg-materiality-assessment>

United Nations SDGs that align with the organization's sustainability management goals : Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 9 Industry, Innovation and Infrastructure, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land

**Information on review of policy and/or goals of sustainable management over the past year**

**Review of policy and/or goals of sustainable management over the past year**

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

**Our 2025 SD Performance Highlights - compared with 2030 Targets**

Dimensions	2030 Target	2025 Actual Performance / 2025 Target
<b>Environment</b>		
CO <sub>2</sub> Emission	< 470 CEM	526 / 519
% Clinker Factor	< 65%	67.3 / 66.3
% Thermal Substitution Rate (TSR)	> 40%	28.9 / 28.2
Usage of Waste Derived Fuels	> 1.4 mil ton	0.911 / 0.829 mil ton
Absorption of by-products	> 1.7 mil ton	1278 / 1425 mil ton
% Surface Water Utilization	> 45%	39.9 / 40.4
<b>Social</b>		
Lost Time Injury Frequency Rate	Zero	0.2 / 0.13

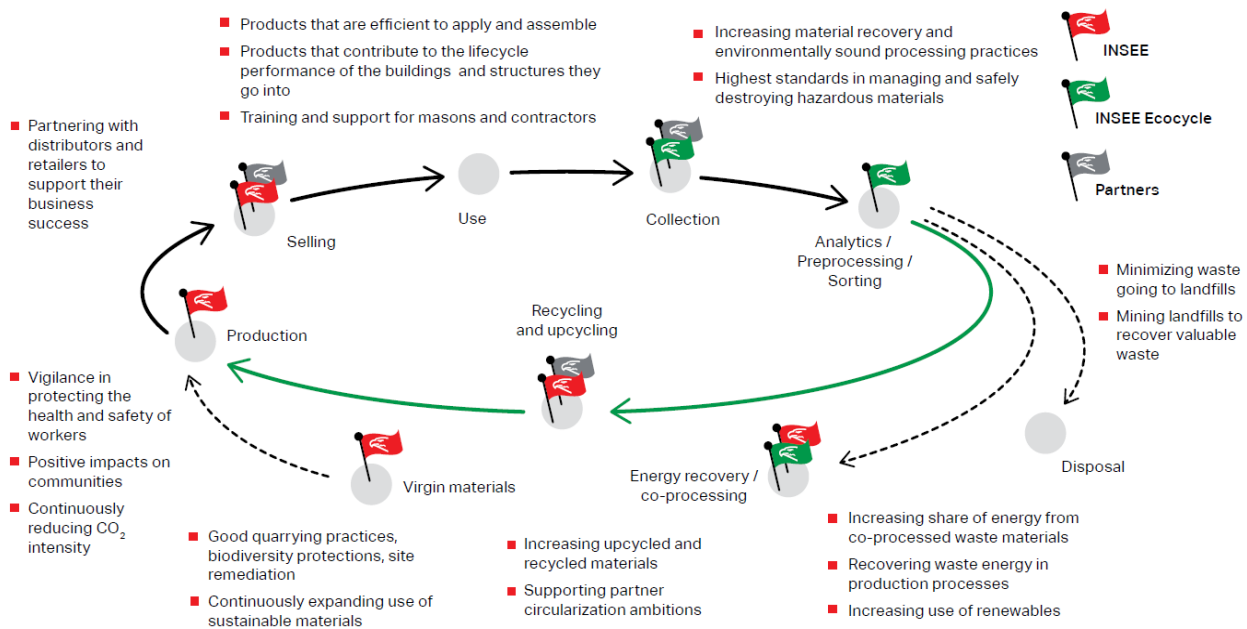
The disclosed information includes information from the Group's cement segment, domestic and international, which includes Siam City Cement Public Company Limited, Siam City Cement (Vietnam) Limited, Siam City Cement (Bangladesh) Limited, and Siam City Cement (Lanka) Limited, and the waste heat power generation business which includes Siam City Power Company Limited.

### Information on impacts on stakeholder management in business value chain

#### Business value chain

#### Sustainability Commitments throughout Our Business Value Chains

INSEE incorporates 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 CO<sub>2</sub> emissions, optimizing energy use, positively impacting biodiversity and water conservation, and actively engaging with communities and stakeholder.



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>Internal stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<p>Create safe work environments and promote employees health &amp; wellbeing. Ensure equal opportunities and offer learning and career development within the workplace.</p>	<ul style="list-style-type: none"> <li>- Develop leadership capabilities in supervisors to be more attentive to subordinates.</li> <li>- Promote engagement and two-way communications within the organization.</li> <li>- Develop a safety culture in the workplace and build awareness about the environmental impact of our business.</li> <li>- Conduct employee engagement survey to regularly listen to employees opinions.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> </ul>
<b><u>External stakeholders</u></b>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<p>Build and enhance long-term relationships with customers</p>	<ul style="list-style-type: none"> <li>- Arrange regular meetings and customer visits physically and virtually.</li> <li>- Develop communication channels, online sales and support system to increase speed, convenience and effectiveness to the customers needs.</li> <li>- Provide customer training and knowledge sharing.</li> <li>- Constantly conduct surveys to listen to customers opinions for continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> </ul>
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<p>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.</p>	<ul style="list-style-type: none"> <li>- Regularly conduct surveys of communities opinions.</li> <li>- Develop communication channels, both official and unofficial.</li> <li>- Arrange factory visits for community leaders and the public.</li> <li>- Promote the community s engagement and joint management in some important projects.</li> <li>- Create a fund for community development and environment, as well as community advisory panels.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Others</li> <li>• Goods &amp; Service Suppliers</li> </ul>	<p>Promote good collaboration and mutual support to create business opportunities and mutual growth.</p>	<ul style="list-style-type: none"> <li>- Announce and implement the Suppliers Code of Conduct.</li> <li>- Announce and implement the Sustainable Procurement Policy and Guidelines.</li> <li>- Arrange meetings with suppliers to promote good communications and training programs on various topics.</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> </ul>
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<p>Carry out business operations with good corporate governance while building sustainable progress for the organization.</p>	<ul style="list-style-type: none"> <li>- Organize the Annual General Meeting of Shareholders (AGM).</li> <li>- Maintain regular communication and organize site visits, including consistent participation in CSR and environmental conservation activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Others</li> <li>• Government Agencies &amp; Independent Organizations</li> </ul>	<p>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.</p>	<ul style="list-style-type: none"> <li>- Study legal implications and control all aspects of the business to ensure legal compliance.</li> <li>- Participate in meetings, seminars and forums with government agencies, as well as support official exhibitions and seminars.</li> <li>- Support and participate in projects for society and the nation as organized by the government sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> </ul>
<ul style="list-style-type: none"> <li>• Media</li> </ul>	<p>Promote good understanding of the companys operations, including policies and major projects so that the media is able to communicate them accurately to our stakeholders and the general public.</p>	<ul style="list-style-type: none"> <li>- Regularly provide the media with information, operational facts and figures, and progress of major projects.</li> <li>- Regularly arrange opportunities for the media to meet senior management, visit factory and participate in ESG-related activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Complaint Reception</li> </ul>

### Information on organization's material sustainability topics

#### Organization's material sustainability topics

The company has identified its sustainability : Yes

materiality topics

Over the past year, the company has reviewed its : Yes  
sustainability materiality topics

**Details of organization's material sustainability topics**

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Waste	<ul style="list-style-type: none"> <li>• Waste and Waste Management</li> </ul>
Circular Economy	<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Waste and Waste Management</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>• Biodiversity Management</li> </ul>
Water and Effluents	<ul style="list-style-type: none"> <li>• Water Management</li> </ul>
Energy	<ul style="list-style-type: none"> <li>• Energy Management</li> </ul>
Emission	<ul style="list-style-type: none"> <li>• Greenhouse Gas Management</li> </ul>
Material	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain Management</li> <li>• Others : Material Risk Management</li> </ul>
Supplier Environmental Assessment	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain Management</li> </ul>
Procurement Practice	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain Management</li> </ul>
Training and Development	<ul style="list-style-type: none"> <li>• Fair Labor Practices</li> <li>• Others : Learning and Development</li> </ul>
Employment	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> </ul>
Diversity and Equal Opportunity	<ul style="list-style-type: none"> <li>• Human Rights</li> </ul>
Community and Stakeholder Engagement	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Community / Social Responsibility</li> </ul>
Occupational Health and Safety	<ul style="list-style-type: none"> <li>• Others : Occupational Health &amp; Safety</li> </ul>
Labor Practice and Human Rights	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> </ul>

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Anti-corruption	<ul style="list-style-type: none"> <li>• Good Governance</li> </ul>

## Information on sustainability report

### Corporate sustainability report

Corporate sustainability report : Have data  
Reference link for corporate sustainability report : <https://drive.google.com/file/d/1b7iaPApOwxnJliXzVRF2i8V6amwmTxy8/view>

### Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards, Task Force on Climate-related Financial Disclosures (TCFD), Others : Global Cement and Concrete Association (GCCA)

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

Siam City Cement Public Company Limited has established an integrated enterprise risk and opportunity management system aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) *Enterprise Risk Management: Integrating with Strategy and Performance* framework. The Groups approach emphasizes strong corporate governance, a risk-aware organizational culture, and the integration of risk management into strategy formulation and business operations at all levels of the organization.

The Group has defined clear policies, processes, and governance structures for identifying, assessing, understanding, and prioritizing risks and opportunities. This is achieved through systematic analysis of internal and external factors, including economic, industry, environmental, social, and governance (ESG) trends that may affect the achievement of the Groups strategic objectives. Risk assessments are conducted and reviewed on a quarterly basis, covering key risk dimensions, including business, operational, financial, environmental, and social risks.

Within the risk management process, identified risks and opportunities are evaluated based on both potential impact and likelihood of occurrence and are prioritized according to their significance to long-term value creation. Initial reviews are performed at the executive management level of each Group company. Material risks and opportunities are then consolidated, analyzed, and assessed at the Group level and submitted to the Risk Management Steering Committee, chaired by the Group Chief Executive Officer, for oversight, strategic alignment review, and policy-level guidance.

The outcomes of the Risk Management Steering Committees deliberations are systematically communicated back to the Group companies to support the development and execution of appropriate risk management plans. These plans may include risk mitigation, risk transfer, or risk acceptance measures consistent with the Groups defined risk appetite. This structured and transparent approach supports prudent decision-making and ensures alignment with the Groups strategic objectives and long-term sustainability goals.

To further enhance the effectiveness of its risk management system and overall performance, the Group has implemented the strategic FIT Plus initiative. This initiative focuses on integrating risk management with strategy execution, improving operational efficiency, strengthening commercial capabilities, and developing a resilient, purpose-driven organization. Under the FIT Plus initiative, the Group closely monitors and reviews key risk indicators (KRIs) that are linked to performance and value creation, such as operational efficiency and cost management, profitability, net working capital, and free cash flow.

Continuous monitoring, evaluation, and enhancement of the risk management process enable the Group to respond effectively to uncertainty, adapt strategies in a timely manner, and maintain an appropriate balance between risk and return. The Group believes that a risk management culture embedded in strategy and sustainability considerations strengthens organizational resilience and supports the creation of long-term value for all stakeholders.

In relation to climate-related risks, the Group considers elements of its Sustainability Ambition 2030 (Climate and Energy) as supporting inputs to its broader enterprise risk management process. In particular, selected climate- and energy-related ambitions and indicators such as those related to carbon intensity, energy efficiency, and the use of alternative energy sources are used to inform management monitoring and periodic discussion of climate-related trends, especially transition-related drivers that may influence operating efficiency, energy costs and longer-term competitiveness. These ambitions and indicators are referenced alongside other internal and external considerations when assessing risk developments and determining appropriate management responses within the Groups existing risk governance and reporting cycle. This integration is intended to support early risk awareness and prudent decision-

making within the Groups risk appetite, and should not be interpreted as a guarantee of outcomes or as a standalone climate disclosure that fully addresses all requirements applicable to climate-related reporting.

Reference link to risk management policy and plan : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-risk-management-en.pdf>

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : Yes  
Standards on ESG risk management : COSO - Enterprise risk management framework (ERM),  
Others : ISO 45001, ISO 26000, ISO 14001, CSR-DIW Continuous, CSR-DPIM Continuous Award, ESG100

## Information on ESG risk factors

### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 Weak Demand in Thailand (Regional Contrast) leading to margin squeeze & FOCF pressures

Related risk factors : Strategic Risk  
• Competition risk  
• Economic risk

ESG risk factors : No

### Risk characteristics

Thailand's construction sector faces persistent weak demand due to oversupply, subdued consumer confidence, and high household debt. Residential market slumps to a 20-year low; private investment remains sluggish. Cambodia faces a similar situation with rising private debt and increasing NPLs in the real estate sector. Vietnam is a bright spot with GDP growth ~8%, strong FDI, and booming construction, however, its economy is highly exposed to global macroeconomic due to high reliance on exports. Sri Lanka is recovering with resumed infrastructure projects and macro stabilization.

### Risk-related consequences

Thailand's construction sector faces persistent weak demand due to oversupply, subdued consumer confidence, and high household debt. Residential market slumps to a 20-year low; private investment remains sluggish. Cambodia faces a similar situation with rising private debt and increasing NPLs in the real estate sector. Vietnam is a bright spot with GDP growth ~8%, strong FDI, and booming construction, however, its economy is highly exposed to global macroeconomic due to high reliance on exports. Sri Lanka is recovering with resumed infrastructure projects and macro stabilization.

### Risk management measures

- Driving cost efficiency and topline resilience through continuous self-help initiatives, disciplined capital and cash management, and proactive monitoring of topline and costs to deliver targeted EBITDA and maintain a strong balance sheet.
- Strengthening liquidity and cash conversion by tightly managing AR, AP, inventory, and cash-flow cycles to navigate slower customer payments.
- Optimizing costs across the value chain through strategic sourcing, energy efficiency, logistics improvements, and strict cost control across operations.
- Reinforcing operational reliability and resilience by upgrading Group-level technical and manufacturing capabilities, strengthening climate preparedness, and preventing operational incidents.
- Balancing prudent growth and diversification by optimizing the Thailand portfolio with selective infrastructure/public project

**Risk 2 Geopolitical and Political Uncertainty**

Related risk factors : Strategic Risk  
 • Policies or international agreements related to business operations  
 ESG risk factors : Yes

**Risk characteristics**

SCCC Group operates across multiple markets that are subject to varying degrees of political and geopolitical uncertainty. Several countries where we operate continue to experience political volatility, governance challenges, or fragile economic recoveries, while global geopolitical developments including ongoing conflicts, trade tensions, and the re-emergence of protectionist measures add to the uncertainty in the external operating environment. Although some markets remain relatively stable, they are not immune to external shocks arising from global economic and geopolitical developments.

**Risk-related consequences**

Heightened geopolitical and political uncertainty may lead to delays in project approvals, supply chain disruptions, higher regulatory and compliance costs, increased volatility in input prices, and weaker investor and customer confidence, potentially slowing project execution, increasing operating costs, and constraining growth across affected markets.

**Risk management measures**

- Prioritize investments and disciplined capital allocation across the markets where we operate.
- Strengthen supply chain resilience through supplier diversification, increased local sourcing, and alternative logistics arrangements.
- Maintain active stakeholder engagement and continuous monitoring of political, regulatory, and geopolitical developments.
- Actively manage currency, energy, and commodity price exposures through hedging and contractual mechanisms.
- Enhance scenario planning and preserve flexibility in project pipelines to adapt quickly to changing geopolitical conditions.

**Risk 3 Technology, Cybersecurity and Artificial Intelligence (AI) Advancements**

Related risk factors : Strategic Risk  
 • Changes in technologies  
 ESG risk factors : Yes

**Risk characteristics**

Rapid advancements in digital technologies and artificial intelligence are reshaping business models, operating practices, and competitive dynamics across industries, including the construction and building materials sector.

### Risk-related consequences

Failure to effectively adopt, integrate, or govern emerging technologies could result in operational inefficiencies, loss of competitiveness, cybersecurity vulnerabilities, and misalignment between technology investments and business priorities. In addition, increasing reliance on digital systems and data-driven decision-making may expose the Group to risks related to data integrity, system resilience, regulatory compliance, and talent capability gaps.

### Risk management measures

- To address these risks, the Group has established a **Technology and Digitalization Committee** as part of its corporate governance structure.
- The Committee is responsible for overseeing technology and digital roadmap and monitoring execution aimed at transforming the Group by adopting appropriate technologies and digital innovations.
- The Committee provides governance oversight to ensure that technological investments are aligned with business objectives, risks are appropriately identified and managed, and digital capabilities are developed in a disciplined and secure manner.
- The Group also continues to strengthen internal digital capabilities, enhance cybersecurity controls, and adopt a phased and pragmatic approach to technology implementation to mitigate execution and adoption risks.

### Risk 4 Transition to a Low-Carbon Economy

Related risk factors : Strategic Risk  
• ESG risk

ESG risk factors : Yes

### Risk characteristics

The Group faces rising ESG risks driven by increased social awareness, stricter government regulations, and customer demands for carbon neutrality. As the sector is a high emitter, it faces intense scrutiny, with a key near-term risk being Thailand's carbon tax enforcement from 2026, which could raise annual costs and set regional precedents. Broader risks include continuous pressure to adopt sustainable practices across occupational health & safety, water use, biodiversity, and social responsibility.

### Risk-related consequences

Failure to transition toward low-carbon operations could result in higher operating costs, reputational damage, and loss of competitiveness.

### Risk management measures

The Group is actively executing sustainability roadmaps focusing on CO2 reduction, water management, biodiversity, and community engagement. Key strategies involve developing circular economy models, innovating low-carbon and enhancing the communication of green branding. To prepare for incoming regulations (like carbon taxes), the Group is proactively monitoring policy developments and engaging stakeholders. Maintaining ESG credibility through transparent reporting and alignment with international standards is crucial to securing long-term competitiveness in the low-carbon transition.

### Risk 5 Natural Disasters

Related risk factors : Strategic Risk  
• Climate change and disasters

ESG risk factors : Yes

### Risk characteristics

The Company's operating countries, including Thailand, Vietnam, Cambodia, Bangladesh, and Sri Lanka, are highly exposed to various natural disasters such as floods, typhoons, cyclones, earthquakes, and droughts. Frequent severe floods and storms, particularly related to monsoon variability, pose a significant risk of disrupting supply chains, raw material sourcing, logistics, and plant operations across the region.

### **Risk-related consequences**

Natural disasters cause direct physical damage to plants and infrastructure, leading to costly repairs and downtime. Severe weather frequently disrupts transport, delaying raw material imports and cement deliveries, which impacts construction timelines. Prolonged disruptions can erode revenues and market share.

### **Risk management measures**

SCCC mitigates these risks by implementing comprehensive business continuity and disaster recovery plans. This involves strengthening plant infrastructure, diversifying supply chains, and maintaining buffer inventories to minimize operational disruptions. The company secures sufficient insurance coverage for disaster events, upholds strong safety protocols to protect employees, and engages in proactive measures like monitoring alerts, scenario planning, and collaborating with local governments to improve overall resilience.

### **Risk 6 Volatile Energy and Raw Material Supply Risk**

Related risk factors :

#### Operational Risk

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

ESG risk factors : No

### **Risk characteristics**

The construction sector continues to face heightened exposure to volatile commodity prices and scarcity, especially for energy and raw materials, driven by policy uncertainty, supply chain issues, and climate change impacts. The region's continued reliance on coal as a primary energy source keeps cement producers vulnerable to cost fluctuations for both coal and alternative fuels.

### **Risk-related consequences**

Price volatility directly raises input costs for cement and construction. Fluctuating fuel expenses translate into higher production and logistics costs, ultimately undermining competitiveness and intensifying price wars in domestic and export markets. Furthermore, prolonged instability discourages long-term investment in capacity expansion and can force project delays, further constraining growth in markets that rely on stable infrastructure spending.

### **Risk management measures**

The Group is mitigating commodity price volatility through active inventory management and robust procurement practices to align purchases with demand and limit cost exposure. Margins are being safeguarded via efficiency improvements like energy optimization, cost-control programs, and increasing the use of alternative fuels (waste-derived fuels) to reduce dependence on coal and boost resilience, while solar projects diversify energy sources and mitigate electricity tariff risks. Furthermore, the close monitoring of key risk indicators, from fuel prices to cash flow, allows for swift adaptation of business plans.

### **Risk 7 Sustainability and Occupational Health & Safety (OH&S) Management**

Related risk factors :

#### Operational Risk

- Safety, occupational health, and working environment

ESG risk factors : Yes

### **Risk characteristics**

The challenge on the sustainability includes high carbon emissions, energy intensity, resource use, and climate change impacts (heat, flooding) are key risks. For OH&S, hazards include machinery accidents, dust and silica exposure, noise, traffic incidents, and risks intensified by subcontracting, informality, and uneven regulatory enforcement.

### Risk-related consequences

Unmanaged sustainability risks can lead to higher operating costs, tighter regulation, reputational damage, and reduced competitiveness as low-carbon transition pressures increase. OH&S failures result in fatalities, injuries, occupational disease, and productivity loss, alongside legal liabilities, project delays, and erosion of trust among regulators, workers, and communities. Together, these risks undermine business continuity, ESG performance, and license to operate for the Group companies.

### Risk management measures

SCCC manage the risks by strong governance, technology, and workforce engagement. On sustainability, SCCC is advancing low-carbon cement, energy efficiency, waste co-processing, and climate resilience measures. On OH&S, SCCC has implemented the INSEE OH&S Management System, 5 Cardinal Rules, and ISO45001 audits, launched Safety Garden Plus, developed Contractor Safety Performance Ranking, and promoted road safety campaigns. Digital tools like the Safety Passport and automated alerts improve compliance and data-driven decisions, while training programs such as Take-5 Risk Assessment, Last Step Behaviors, and Visible Felt Leadership build a strong safety culture. These actions reflect the Groups commitment to sustainability and to achieving Zero Harm to Anyone and Zero Fatality.

### Risk 8 Cybersecurity Risk

Related risk factors :

#### Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

### Risk characteristics

Increasing attacks across IT and operational technology (OT). Common vulnerabilities include legacy systems, uneven cybersecurity maturity, shadow IT, weak network segmentation, and non-systematic upgrades that disrupt data flow and create configuration drift. These factors make firms susceptible to malware, ransomware, phishing, data theft, and OT-targeted

### Risk-related consequences

Cyber incidents can cause production downtime, safety incidents, loss or misuse of sensitive commercial and personal data, regulatory or contractual penalties, and reputational damage. A failed or fragmented ERP upgrade can break data flows, hinder automation, degrade decision-making, and delay projects multiplying operational and financial impacts across sites and supply chains. In the OT environments, sabotage or manipulation could directly affect plant safety and continuity.

### Risk management measures

SCCC adopts protective measures combining governance, technical controls and people-focused actions, including acceleration of network and industrial control hardening (segmentation, patching, access controls), enforcement of structured change management for ERP projects (ensuring SAP upgrade governance, data-model reconciliation, and automation-ready processes), elimination of shadow IT, and strengthening user behavior through training with regular table-top exercises and incident playbooks. These are complemented with regular vulnerability assessment tests, third-party risk controls, backup and recovery testing, and group-wide sharing of technical solutions and best practices to standardize defenses and ensure resilient digital transformation.

### Risk 9 Regulatory Risks

Related risk factors :

#### Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

### Risk characteristics

The industry is highly dependent on government permits, concessions, and environmental approvals that can change with evolving policies, political priorities, or urban development plans. Countries in the region are tightening regulations on emissions, waste, and land use, while local rules such as new requirements for RMX batching plants in Greater Bangkok increase compliance complexity. Regulatory environments remain uneven, with shifting standards, lengthy approval processes, and policy uncertainty posing risks to ongoing operations and market entry.

**Risk-related consequences**

Regulatory changes may result in delays, fines, or revocation of permits, directly impacting plant operations, project timelines, and investment plans. Uncertainty increases compliance costs and can disrupt supply chains, especially where RMX or cement plants operate near urban areas. Inconsistent or restrictive policies can erode competitiveness, reduce market access, and damage relationships with regulators, communities, and other stakeholders if compliance gaps or disputes arise.

**Risk management measures**

SCCC maintains vigilance by monitoring regulatory and permitting developments, ensuring strict compliance with evolving standards, and engaging with authorities proactively. Broader measures include strengthening compliance management systems, scenario planning for regulatory shifts, and building trusted relationships to safeguard operational continuity.

**Risk 10 Interest Rate and Inflation Rate Volatility**

Related risk factors :

Financial Risk

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

ESG risk factors : No

**Risk characteristics**

Thailand's fragile economy, characterized by weak demand, is exposed to risks from volatile interest rates and uneven inflation trends. While recent rate cuts aim to support growth, they also heighten uncertainty in borrowing costs, refinancing, and liquidity. Headline inflation has turned negative, yet core inflation remains elevated due to persistent energy and production input pressures. Regionally, inflation patterns are divergent; some economies face imported inflation from global energy markets, while others struggle with deflationary demand weakness. Together, these dynamics pose material risks to margins, investment planning, and capital allocation, particularly within the construction and building materials sector.

**Risk-related consequences**

Volatile interest rates and uneven inflation are creating higher borrowing uncertainty, tighter liquidity, and persistent cost pressures. These conditions risk margin erosion, weaker financial stability, and delays in investment decisions within the construction and building materials sector.

**Risk management measures**

To navigate these risks, the Group manages exposure by balancing fixed and floating interest rates to limit sensitivity to policy shifts, while strengthening liquidity buffers to absorb capital flow volatility and maintain alignment with market conditions.

**Risk 11 Exchange Rate**

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or

the  
inflation rate

ESG risk factors : No

### **Risk characteristics**

High USD volatility and local currency depreciation, especially in Sri Lanka, Bangladesh, and Vietnam, create natural mismatches between costs and revenues, exposing the Group to transaction and translation risks, margin erosion, and revaluation impacts on overseas assets and investments.

### **Risk-related consequences**

Exchange rate volatility can increase import costs and financing burdens while reducing competitiveness in local markets. Transaction and translation risks lead to earnings volatility and revaluation losses on overseas assets and investments, which may weaken margins, strain liquidity, and delay long-term investment decisions.

### **Risk management measures**

The Group mitigates FX risks through natural hedging, local-currency financing, and forward contracts for key transactions. Operational measures such as cost control, procurement diversification, and local sourcing are reinforced by enhanced treasury monitoring and stress-testing to safeguard resilience under volatile currency conditions.

### **Risk 12 Credit Risk**

Related risk factors :

#### Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

### **Risk characteristics**

As a manufacturer of cement and building materials, the Group faces credit risk from trade receivables, with most sales made on credit terms to distributors, contractors, and large construction firms. Project-based payment cycles and reliance on external disbursements often lengthen settlement periods, while weak economic recovery, higher borrowing costs, and currency depreciation increase the risk of delayed payments and bad debts. These conditions extend DSO, create cash flow volatility, and put pressure on working capital and financial flexibility.

### **Risk-related consequences**

Delays in customer payments increase working capital pressure, strain cash flows, and raise the likelihood of bad debt write-offs. Such risks reduce profitability and create liquidity volatility, while prolonged receivable cycles limit reinvestment capacity and weaken resilience against broader economic uncertainties such as currency fluctuations and energy cost increases.

### **Risk management measures**

The Group mitigates credit risks through a structured credit management policy, daily monitoring of receivables, systematic credit assessments, and strict control of credit limits. Bank guarantees, trade credit insurance, and similar safeguards are used to limit unsecured credit risks, while close collaboration with sales teams and regular customer reviews helps maintain strong relationships. Unsecured limits are tightened, DSO closely tracked, and customer portfolios regularly reassessed, reflecting the Group's proactive approach to balancing growth with disciplined risk management.

### **Risk 13 Liquidity Risk**

Related risk factors :

#### Financial Risk

- Liquidity risk

ESG risk factors : No

### **Risk characteristics**

Liquidity risk arises from energy cost volatility, slower economic growth, and customer payment delays, all of which place pressure on cash flow stability. The business requires substantial working capital to fund raw material imports, energy purchases, and large-scale projects. In markets such as Sri Lanka and Bangladesh, liquidity risks are amplified by tighter banking conditions, higher borrowing costs, and currency depreciation, which may increase funding requirements in USD.

#### **Risk-related consequences**

Persistent volatility in material costs, compounded by extended customer payment cycles, places significant pressure on operational liquidity and heightens the risk of cash shortfalls affecting both working capital and debt servicing. Constrained or delayed access to financing may increase refinancing costs and cause project execution delays, thereby limiting the Groups ability to pursue growth initiatives and respond effectively to market recovery.

#### **Risk management measures**

To safeguard financial resilience, the Group maintains sufficient cash reserves backed by both committed and uncommitted credit facilities with closely monitor receivables, cash generation, and liquidity across markets to ensure adequate buffers. The Group also secures additional liquidity through committed loans and aligns new investments strictly with strategic priorities. In parallel, the Group strengthens relationships with various banks to secure flexible financing, diversify funding sources, and maintain disciplined capital expenditure.

#### **Risk 14 Foreign Investment Risks**

Related risk factors	: <u>Strategic Risk</u>
	• Policies or international agreements related to business operations
ESG risk factors	: Yes

#### **Risk characteristics**

Foreign investment risks result from exposure to varied political, economic, and currency conditions across operating countries. Sri Lanka and Bangladesh remain particularly vulnerable to macroeconomic instability, external debt pressures, and regulatory uncertainty, while Cambodia and Vietnam face evolving legal frameworks and policy-related risks. Operating internationally also exposes the Group to commodity price fluctuations, especially for energy and clinker, which are largely imported in USD.

#### **Risk-related consequences**

Currency volatility and political uncertainty may erode investment returns, delay project implementation, and increase financing costs. In addition, unfavorable regulatory changes, trade restrictions, or shifts in government infrastructure priorities can restrict market opportunities and raise compliance burdens, challenging the Groups ability to capture sustainable growth abroad.

#### **Risk management measures**

The Group maintains a diversified portfolio across multiple markets to avoid concentration risk in any single country. Currency exposures are managed through natural hedging and balanced cash and debt positions, supporting long-term liquidity. Structured supply contracts help moderate exposure to commodity price swings, while gradual reviews of macroeconomic risks are conducted by the executive committees. In addition, proactive engagement with host governments, disciplined investment screening, and adherence to ESG and sustainability standards strengthen resilience and reinforce investor confidence across foreign markets.

#### **Information on business continuity plan (BCP)**

## Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Business Continuity Plan (BCP) ensures that INSEE Group can continue critical operations during and after unexpected disruptions such as system failures, natural disasters, cyberattacks, or other crises. Without a BCP, business disruptions could result in major financial losses, harm to employee safety, reputational damage, and long-term customer trust issues. For example, in the event of a cyberattack that prevents access to core operational systems such as SAP or Non-SAP, and exposes critical data to potential breaches, the BCP provides a clear framework for how the company can continue its business operations during an unplanned IT service disruption.

A BCP outlines how a business will continue operating during an unplanned disruption in IT service, and contains contingencies for business processes, assets, human resources, and business partners - every aspect of the business that might be affected. It focuses on keeping business operational during a disaster, while disaster recovery focuses on restoring data access and IT infrastructure after a disaster.

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

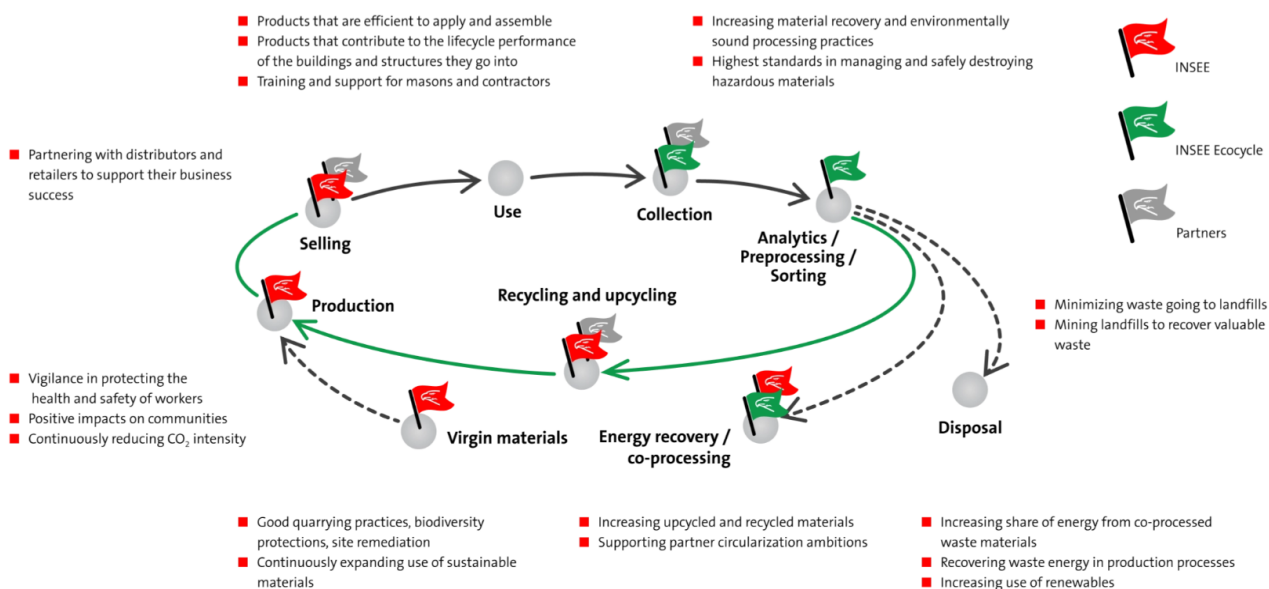
Companys sustainable supply chain management : Yes  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Companys sustainable supply chain management : Yes  
plan

Sustainability Commitments throughout Our Business Value Chains INSEE incorporates 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 stakeholder.



Reference link to sustainable supply chain management plan : <https://investor.siamcitycement.com/en/sustainable-development/sustainability-overview>

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

## Information on supplier code of conduct

### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://investor.siamcitycement.com/storage/documents/corporate-policies/sccc-supplier-code-of-conduct-privacy-policy-en.pdf>

## Information on key suppliers acknowledging compliance with the supplier code of conduct

### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses (15) over the past 3 years (Million Baht)	620.42	1,003.84	2,337.21

Remark: <sup>(15)</sup> 1. 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. 2. The R&D expense data for 2023-2024 has been presented in million Baht to align with the reporting format of this report.

#### Additional explanation for research and development (R&D) expenses over the past 3 years

##### Research and Development Policy and Innovation Approach

The Company recognizes that research, development, and innovation are important enablers of operational resilience and long term competitiveness. The Company's approach is primarily practical and application driven, focusing on continuous improvements that support customer needs, operational efficiency, cost discipline, safety, and environmental performance, in light of evolving economic, social, and environmental considerations.

##### ESG Capital Expenditure Projects

(Illustrative examples of R&D driven performance improvement initiatives)

The projects described below represent selected examples of major capital investment initiatives that demonstrate the Company's approach to research and development driven performance improvement. While these projects involve significant capital expenditure, they form only part of a broader portfolio of ongoing continuous improvement initiatives, including smaller scale operational, digital, and process development projects implemented across the organization.

##### Environmental (E)

1. Separate Limestone Grinding: Saraburi Project This project reduced the clinker factor in Plain Cement Concrete (PCC) by 5 percent through a shift from inter-grinding to separated grinding and blending. Implemented in 2022-2023 with an investment of THB 338 million, the project reduced clinker usage by approximately 0.33 million tons per year, lowered CO<sub>2</sub> emissions per ton of cement, and supports the Group's target to reduce CO<sub>2</sub> intensity by 2030.
2. Advanced Process Control for Cement Mill Z5 and Z6: Implemented in 2025 with a total investment of THB 24.6 million, these projects applied AI and APC-based digital solutions to improve cement grinding and kiln process stability. The initiatives reduced electrical and thermal energy consumption, supported increased use of alternative fuels, and enhanced overall production efficiency.
3. Sri Lanka: PCW Chloride Bypass System: With an investment of THB 276 million, this ongoing project (with completion expected in 2026) improves kiln reliability and operational stability by eliminating chloride-related bottlenecks. It enables higher alternative fuel usage, reduces unplanned shutdowns, and improves energy efficiency.

4. INSEE Chonburi Aggregates Project (SANDTEC): This long-term project, with a total investment of THB 969 million, supports efficient resource utilization through the development of SANDTEC, a manufactured sand that substitutes natural river sand. The project reduces pressure on natural resources while expanding sustainable construction material offerings.

5. Saraburi Solar Farm Project: Completed in 2025 with an investment of THB 1,794 million, the project delivers approximately 80 MWp of solar capacity, generating 112,000 MWh per year. It contributes to a CO<sub>2</sub> reduction of about 44,000 tons annually and increases the share of renewable energy in Saraburi operations to 36 percent.

#### **Governance (G)**

1. Project Gold SAP S/4 HANA Upgrade: This Group wide digital transformation project, completed in 2025 with an investment of THB 412 million, upgraded core ERP and procurement systems to SAP S/4HANA. The project enhances data transparency, strengthens internal controls, reduces operational risk, and supports sound governance and long-term digital resilience.

### **Information on organizations innovation culture development and promotion process**

#### **Process of developing and promoting the company's innovation culture**

Process of developing and promoting the company's : Yes  
innovation culture

#### **Nurturing Innovation at Siam City Cement**

The Board of Directors sees the importance of promoting the use of innovation in response to the changing global context and the technological expectations of our customers, partners, and key stakeholders for changes that are beneficial or create shared values for the business, customers, business partners, society, and the environment. The transformation, however, must be based on sound business practices. The Board of Directors has directed Management to include innovation promotion in strategy reviews and to plan for consistent operational growth. In particular, the Company's focus is to continuously strengthen the Company's competitiveness and at the same time reduce our carbon footprint and the carbon intensity in our products, and we are now actively adopting an open innovation network approach by joining technology and industry leaders for joint development projects. Such partnerships are supporting our needs to access leading technologies faster and, thus, reducing time to incubate and commercialize. The scope of these partnerships covers all critical functions from product and application development to manufacturing technologies including the deployment of artificial intelligence applications in many business segments we are operating in.

The Board of Directors and the Group Executive Officer support activities and promote innovations in the organization that are critical to its long-term viability, as follows:

#### **Employees Participation in an Innovative Culture and New Products or Businesses**

Siam City Cement Group understands the importance of innovation as a result of technological developments and the changing market environment and promotes the company as an innovative organization. Employees are encouraged to participate in innovation as part of the company's culture. Throughout the year, seminars and workshops are held on a regular basis and provide ideas to improve and boost efficiency in business operations (core innovation), as well as encourage initiatives among young thinkers to create new business models to generate income and a mechanism to help fulfil market demands in a changing environment.

#### **Support for Sustainable Innovation Organization**

The Company is well aware of the importance of creating and supporting sustainable innovations within the organization. In this regard, the Group CEO assumes the duty to be directly responsible in mapping out the policy, management and operations of all innovative promotional activities which includes providing support and facilitations of employees initiatives in carrying out operations on various innovation projects, in an expeditious and efficient manner, as well as providing support and resources for education or research to acquire additional information that is beneficial to the developments of creative projects that give rise to new business models.

The Company understands the significance of innovation and its mutual corporate value for the benefit of the business, customers, business partners and stakeholders as well as the society and environment. In this respect, emphasis on the creation of corporate culture, and support to various activities as well as working in collaboration with related external organizations in order to promote for the acquisition of new innovation is an evergreen goal of the Company

### Information on innovation development benefits and research and development (R&D) expenses

#### Benefits of innovation development<sup>(16)</sup>

##### Financial benefits

Does the company measure the financial benefits : No  
from innovation development?

##### Non-financial benefits

Does the company measure the non-financial : No  
benefits from innovation development?

*Remark: (16) The Company is in the process of collecting and preparing data.*

---

**Remarks** - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.