

SD INDEX

Economic Performance

SD Index - Economic Performance					GRI Standards
Index	Unit	2025	2024	2023	
Sales					
Net sales	Million baht	39,571	39,549	42,218	GRI 201-1
Input factor (cost of all goods, materials and services)	Million baht	26,890	26,073	29,264	GRI 201-1
Depreciation and amortisation	Million baht	3,108	3,263	3,410	GRI 201-1
Value Creation					
Benefit to employees	Million baht	3,989	4,522	5,181	GRI 201-1
Benefit to government (taxes)	Million baht	1,002	941	559	GRI 201-1
Benefit to shareholders	Million baht	3,278	3,278	2,086	GRI 201-1
Benefit to creditors	Million baht	959	1,141	1,299	
Retained in business	Million baht	345	331	419	
Suppliers					
% of new suppliers screened with environmental and social criteria	%	98	99	97	GRI 308-1/ GRI 414-1
Government Relations					
Political Contribution	Million baht	0	0	0	
Government subsidies received	Million baht	0	0	0	
Customer Relations					
Customer satisfaction surveys conducted		YES	YES	YES	

Remarks

The boundary of this report excluded LANNA and its subsidiaries from the ESG data consolidation

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Social Performance

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Index	Unit	2025	2024	2023	
Number of employees	Person	4,296	4,298	4,485	GRI 102-8
Proportion of employees by level					
Top & senior management	%	7.09	6.97	6.13	
Middle level management	%	55.18	55.17	57.52	
Other employees	%	37.73	37.86	36.34	
Portion of female employees by level					
Top & senior management	%	23.18	22.40	20.39	GRI 102-8
Middle level management	%	23.04	23.03	23.30	GRI 102-8
Other employees	%	4.52	4.51	4.70	GRI 102-8
Ratio of female to male salary					
Top & senior management	%	0.33	0.35	0.28	GRI 405-2
Middle level management	%	0.32	0.30	0.32	GRI 405-2
Other employees	%	0.05	0.05	0.05	GRI 405-2
Portion of local employees	%	97.56	97.75	99.03	
Total number of new employees	Person	440	352	366	GRI 401-1
Employee turnover	%	10.34	10.80	19.94	GRI 401-1
Employee satisfaction survey conducted (% Target score per % Actual score)		YES (80/83)	YES (80/79)	YES (80/75)	
Training					
Target training hours per employee	Hours	20.00	20.00	20.00	GRI 404-1
Average hours of training per employee	Hours	36.46	32.73	35.95	GRI 404-1
Occupational Health and Safety					
Total number of hours work	Hours	32,818,110	24,544,942	24,820,944	
Total number of hours worked by employees	Hours	11,967,045	9,866,841	10,223,259	
Total number of hours work by non-employee	Hours	20,851,065	14,678,101	14,597,685	
Total number of lost time injury incidents by employees	Case	5	2	1	
Total number of employees that lost time injuries for 1 day or more	Persons	5	2	1	
Total number of employees that fatalities as a result of work-related injury	Case	0	1	1	
Number of fatalities (employees, contractors and third-party)	Case	1	1	2	GRI 403-2
Lost time injury frequency rate (employees and contractors per million man-hours)	Number	0.18	0.36	0.11	GRI 403-2

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Index	Unit	2025	2024	2023	
Community Involvement					
Donations, CSR and community spending	Million baht	24.6	45.5	35.7	GRI 203-1/ GRI 413
Stakeholder Engagement					
Needs assessments		YES	YES	YES	GRI 413-1
Stakeholder engagement in CSR planning		YES	YES	YES	
Stakeholder dialogues		YES	YES	YES	
Community advisory panels		YES	YES	YES	

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Environmental Performance

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Index	Unit	2025	2024	2023	
Materials Used					
Non-renewable materials used	Million tonnes	21.9	23.7	23.4	GRI 301-1
Renewable materials used	Million tonnes	1.5	1.3	1	GRI 301-1
Environmental Investments and Compliance					
Total environmental protection expenditures and investments*	Million baht	140	109	60.6	GRI 307-1
Non-compliance cases	Number of case	0	0	0	GRI 307-1
Significant fines for non-compliance with environmental laws	Million baht	0	0	0	GRI 307-1
Energy					
Total energy consumption within the organization	MJ/tonne clinker	3,615	3,647	3,582	GRI 302-3
Total electricity consumption	kWh/tonne cement	85.31	86.28	88.80	GRI 302-3
Alternative fuel thermal substitution rate	%	28.9	28.6	21.1	
Total alternative fuel consumption	tonnes	599,613	744,619	522,970	
Renewable electricity consumption	%	20.9	22.4	22.6	
CO₂ Emissions					
Gross direct (Scope 1) GHG emission	Million tonnes CO ₂	8.93	9.73	10.1	GRI 305-1
Specific net CO ₂ emissions	kg CO ₂ /tonne cementitious material	527	562	603	
Clinker factor	%	67.3	69.2	72.1	-
Other Atmospheric Emissions					
NO _x	grams/tonne cementitious material	956	680	676	GRI 305-7
SO ₂	grams/tonne cementitious material	93	138	74	GRI 305-7
Particulate matter	grams/tonne cementitious material	49	52	47	GRI 305-7
Water					
Total water withdrawal	Megaliters	4,330	4,586	4,771	GRI 303-3
Surface water withdrawal	Megaliters	1,726	1,724	1,829	GRI 303-3
Groundwater withdrawal	Megaliters	2,343	2,611	2,644	GRI 303-3
Third-party water withdrawal	Megaliters	261	251	298	GRI 303-3
Specific water consumption	litre/tonne cement product	240	246	260	

Remarks

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* Thailand cement business only

GCCA Index				
Index	Unit	2025	2024	2023
Production				
Cement production	Mt/yr	16,088,576	15,560,900	15,110,843
Cementitious products	Mt/yr	15,545,380	16,124,125	15,832,451
Clinker production	Mt/yr	10,285,662	11,333,746	11,621,924
Specific heat consumption for clinker production	MJ/tonne clinker	3,615	3,647	3,582
Alternative and biomass fuel thermal substitution rate	%	28.92	28.60	21.10
Alternative fuel rate (kiln fuels)	%	24.83	21.20	17.30
Biomass fuel rate (kiln fuels)	%	4.09	7.30	3.80
Clinker/cement factor	%	67.3	69.20	72.10
SEEC	kWh/tonne cement product	85.31	86.3	88.8
Material used				
Alternative fuel and biomass fuel	t/y	588,775	744,619	522,970
Alternative Raw Materials rate (% ARM)	%	8.65	7.55	6.20
Slag	t/y	736,505	535,938	403,469
Fly ash	t/y	408,197	415,770	379,937
Total mineral component for cement produced	t/y	5,259,718	4,790,378	4,210,471
CO₂ emission Scope 1				
Absolute CO ₂ emissions - gross	Mt/yr	8,927,862	9,734,992	10,111,354
Absolute CO ₂ emissions - net	Mt/yr	8,184,713	9,054,641	9,539,414
Specific CO ₂ emissions - gross	kg/tonne cementitious material	574	604	639
Specific CO ₂ emissions - net	kg/tonne cementitious material	527	562	603
CO₂ emission Scope 2				
Specific CO ₂ emissions - net	kg/tonne cementitious material	38	37	39
Specific CO ₂ emissions - net	kg/tonne cement product	36	38	40

GCCA Index				
Index	Unit	2025	2024	2023
Other atmospheric emissions				
Overall coverage rate	%	90	94	98
Coverage rate continuous measurement	%	96	98	97
PM emission	ton	769	844	742
NO _x emission	ton	14,861	10,963	10,696
SO ₂ emission	ton	1,441	2,232	1,165
VOC/THC emission	ton	1,357	1,749	458
Hg emission	kg	71	73	538
HM1 emission	kg	239	819	517
HM2 emission	kg	2,876	2,518	3,425
PCDD/F emission	mg	325	2,395	1,046
Specific emission of PM	g / ton clinker	75	74	64
Specific emission of NO _x	g / ton clinker	1,445	967	920
Specific emission of SO ₂	g / ton clinker	140	197	100
Specific emission of VOC/THC	g / ton clinker	132	154	39
Specific emission of Hg	mg / ton clinker	7	6	46
Specific emission of HM1	mg / ton clinker	23	72	44
Specific emission of HM2	mg / ton clinker	280	222	295
Specific emission of PCDD/F	ng / ton clinker	32	211	90
PM coverage rate	%	100	97	97
NO _x coverage rate	%	98	99	97
SO ₂ coverage rate	%	96	99	97
VOC/THC coverage rate	%	100	100	100
Hg coverage rate	%	100	100	100
HM1 coverage rate	%	100	95	95
HM2 coverage rate	%	93	100	100
PCDD/F coverage rate	%	100	100	100

GCCA Index				
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Water				
Total water withdrawal	Megaliters	4,330	4,586	4,771
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Groundwater withdrawal	Megaliters	2,343	2,611	2,644
Third-party water withdrawal	Megaliters	261	251	298
Water consumption	Megaliters	3,854	3,833	3,922
Amount of water consumption per unit of product	litre/tonne of cementitious product	248	246	248
Biodiversity				
Percentage (%) of quarries with high biodiversity value where biodiversity management plan is implemented	%	100	100	100
Percentage (%) of quarries where rehabilitation plan is implemented	%	75	83	100
Safety				
Fatality rate (directly employed)	Number	0	0	0.09
Number of fatalities (directly employed, contractors, sub-contractors, third parties)	Number	1	1	2
LTI Frequency rate (directly employed)	Number	0.42	0.18	0.09
LTI Frequency rate (contractors and sub-contractors on site)	Number	0.05	0.48	0.12
LTI Severity rate (directly employed)	Number	16.96	1.10	0.18

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