

## SCG Risk Management Policy

### The Siam Cement Public Company Limited

#### 1. Objective

SCG prioritizes enterprise risk management and has thus implemented risk management that both meets international standards and is integrated into the Company's business operation in order to be able to appropriately and promptly identify business risks and opportunities, keep risk levels within its risk appetite, seek opportunities to create added value to the organization, meet stakeholders' expectations, and support sustainable business conduct guided by good corporate governance.

#### 2. Scope of application

SCG Risk Management Policy applies to Siam Cement Public Company Limited (henceforth "the Company") and its subsidiaries listed in its consolidated financial statements.

For subsidiaries that are listed companies or operate under different rules of another country, the policy may be adapted and applied as deemed appropriate.

#### 3. Risk management policy

1. The Board of Directors is responsible for supervising corporate risk management. The Audit Committee is assigned to monitor and review risk management processes to ensure effectiveness and efficiency as well as identify material corporate risks. The committee is also tasked with ensuring appropriate assessment and management. The Management is assigned to manage SCG's risks and report outcomes to the Audit Committee and the Board of Directors respectively on a regular basis.
2. The Management is assigned to define risk management policy, frameworks, and processes in compliance with international standards for organization-wide implementation and integration into business decision making; ensure efficient and effective risk management at every level, from policy formulation, execution, and decision making for investments; and promote and develop state-of-the-art IT systems for use in the Company's risk management processes.

3. Directors are assigned to oversee risk management and that all executives and employees of SCG are risk owners and responsible for identifying, analyzing, and assessing opportunities and impacts of risks and opportunities; formulating balanced business and risk management strategies; managing business continuity under efficient and effective resource allocation; as well as regularly monitoring, reviewing, and reporting the efficiency of risk management and warning signs. All executives and employees shall also comply with the risk management policy, frameworks, and processes formulated by SCG.
  4. Risk management is to be cultivated as part of the organizational culture, and employees' risk management knowledge and capabilities are to be continuously developed.
  5. The risk management policy is to be regularly revised, taking into account material changes that affect the Company.
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Effective from November 25, 2020 onwards  
According to the resolution of the Board Meeting on November 25, 2020

Air Chief Marshal        *-signed-*  
(Satitpong Sukvimol)  
Chairman of the Board of Directors