
SCC ANNUAL **CORPORATE**
GOVERNANCE REPORT

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CORPORATE GOVERNANCE POLICY



SCG conducts business in line with an ESG-led approach, emphasizing responsibility, transparency, and fairness. This is guided by long-practiced business principles outlined in the SCG Code of Conduct, focusing on sustainable and balanced benefits. The Board of Directors and the Executives serve as role models, demonstrating compliance with SCG's principles of corporate governance and Code of Conduct.

SCG strives to be a role model in corporate governance, incorporating this commitment into the SCG Vision. The conviction is that SCG's corporate governance ensures 'fairness and transparency,' delivering long-term economic value for shareholders, inspiring confidence in all stakeholders, and enhancing the Company's competitiveness to achieve sustainable growth.

The Governance and Nomination Committee, assigned by the Board of Directors, is responsible for supervising corporate governance affairs at SCG. This includes formulating policies and guidelines, as well as monitoring the activities of the Board of Directors and Executives to ensure their adherence to SCG's corporate governance policies. The Committee also monitors and evaluates compliance with the corporate governance

policy as well as reviews related guidelines to ensure their alignment with business operations and corporate governance practices at national and international levels on a yearly basis. Moreover, corporate governance is specified as one of the items on the agenda at the Board of Directors Meeting.

SCG firmly upholds and complies with the principles of corporate governance both locally and internationally. Examples include the Principle of Good Corporate Governance for Listed Companies of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as the Corporate Governance Report of Thai Listed Companies (CGR) of Thai Institute of Directors (IOD). Added to this are the internationally-recognized benchmarks, such as ASEAN Corporate Governance Scorecard (ACGS) Evaluation of Environmental, Social, and Governance (ESG) Performance, such as MSCI ESG Ratings and Sustainalytics. The Governance and Nomination Committee is tasked with considering proposals from relevant executives for the establishment and implementation of policies and guidelines. These proposals are then presented to the Board of Directors for approval. Issues that have not

yet been established as policies or implemented are to be reported by the Executives to the Governance and Nomination Committee for annual review.

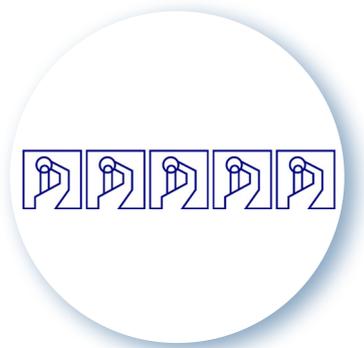
The Company has consolidated the accumulated knowledge and long-established practices in organizational management, which are consistent with the principles of good corporate governance, into the “SCG Code of Conduct.” The Code of Conduct was first compiled in 1987 and was most recently revised in 2021. In addition, the Company has prepared the “SCG

Corporate Governance Principles,” which consolidates the Company’s corporate governance policies, including the SCG Code of Conduct. The Manual was first published in 2003 and was most recently revised in 2025.



Details of SCG Corporate Governance Principles can be found on the website: <https://scg.listedcompany.com/cg.html>

Corporate Governance Evaluations and Awards in 2025



Scored a full score of 100 in the evaluation of the quality of Annual General Meeting of Shareholders for the year 2025 (AGM checklist) of listed companies by the Thai Investors Association.



Rated “Excellent” in the Corporate Governance Report of Thai Listed Companies (CGR) 2025, carried out by the Thai Institute of Directors Association (IOD).



Listed in the “SET ESG Rating 2025” with AAA rating for the tenth consecutive year by the Stock Exchange of Thailand.



Received the Sustainability Awards of Honor for the seventh consecutive year at the SET Awards 2025, hosted by the Stock Exchange of Thailand. This award recognizes listed companies with outstanding sustainability practices.



SCG received the Best CEO, Best CFO, and Best Investor Relations Awards in the Building Materials and Construction Industry Group at the IAA Awards for Listed Companies 2025, organized by the Investment Analysts Association (IAA).



Received the “Human Rights Awards 2025” as an Outstanding Organization in Human Rights from the Department of Rights and Liberties Protection, Ministry of Justice, for the sixth consecutive year.



SCG received the ASEAN Corporate Governance Scorecard (ACGS) Award based on the 2024 assessment, under the ASEAN Asset Class Public Listed Company category. The award is supported by the ASEAN Capital Markets Forum (ACMF) to recognize ASEAN listed companies that operate in accordance with good corporate governance principles. SCG has received this recognition for the third consecutive year.



SCG received the AA rating on the MSCI ESG Ratings in the Construction Materials Industry from Morgan Stanley Capital International (MSCI), the world's leading stock index provider.



SCG has been identified as a 2026 ESG Leader in the Industrial Conglomerates category by Sustainalytics (as of February 2026).



SCG has been recognized as member of the FTSE4Good Index Series by FTSE Russell based on an assessment of capabilities to operate in adherence to Environmental, Social and Governance (ESG) practices.



SCG has been rated at Level A- in climate change, Level B in water security, and Level A- in forest management, in the chemicals sector by the Carbon Disclosure Project (CDP).



SCG has been recognized as a globally sustainable company in The 2026 Sustainability Yearbook by S&P Global in the Construction Materials industry (as of February 18, 2026).

Policies and Guidelines for the Board of Directors Shareholders and Stakeholders

SCG has established policies and guidelines for the Board of Directors, shareholders, and stakeholders in line with the eight principles of good corporate governance for

listed companies in 2017, or the Corporate Governance Code (CG Code) recommended by the Securities and Exchange Commission (SEC). The key points can be summarized as follows:

Principle 1 Establish Clear Leadership Role and Responsibilities of the Board

The Board of Directors understands and recognizes its role and responsibilities in establishing SCG's business strategies and policies with accountability, prudence, and integrity in the best interest of the Company on the basis of social and environmental responsibility as follows:

1. Acting in a best interest of shareholders (Fiduciary Duty) by observing the following four main practices:

- Performing its duties with responsibility and all due circumspection and caution (Duty of Care).
- Performing its duties with faithfulness and honesty (Duty of Loyalty).
- Performing its duties in compliance with laws, objectives, Company's Articles of Association, the resolution of the board of directors, and resolutions of shareholders' meetings (Duty of Obedience).
- Disclosing information to shareholders accurately, completely, and transparently with verification and timeliness. (Duty of Disclosure).

2. Directing SCG's visions, missions, and business strategies, subject to annual revision and approval, to create value to SCG, customers, stakeholders, and society as a whole in a sustainable manner.

3. Directing the Company's operation in compliance with the laws, objectives, Articles of Association, resolutions of the Board of Directors and resolutions of Shareholders' Meetings in good faith and with care, prudence, and integrity to preserve the best interests of the Company with fairness to all stakeholders.

4. Overseeing and developing SCG's corporate governance to keep it consistent with international standards to provide guidelines for business operations while ensuring compliance and serving as a role model in complying with the principles of good corporate governance and SCG Code of Conduct.

Principle 2 Define Objectives that Promote Sustainable Value Creation

The Board of Directors is responsible for reviewing major operating plans, budgets, business goals, and policies to enhance SCG's capabilities and achieve global competitiveness. It also oversees executive management to ensure alignment with these plans and policies while prioritizing the best interests of the Company, its subsidiaries, and shareholders. Meanwhile, Management is responsible for formulating strategies and operational plans in line with SCG's objectives and targets, considering environmental factors, opportunities, and risk appetite. It also reviews SCG's medium-term objectives, goals, and strategies for the next 3-5 years and establishes the materiality assessment process to ensure long-term business sustainability.

Principle 3 Strengthen Board Effectiveness

The Definition and Review of the Structure of the Board of Directors

The Board of Directors has defined and reviewed the structure of the Board of Directors, the number of directors, the proportion of independent director as well as Board diversity and director qualifications, including knowledge, expertise, experience, and specializations to ensure alignment with SCG's business operations; as well as appointed sub-committees to assist and support the board's discharge of duties.

Board Nomination and Appointment Guidelines

The Governance and Nomination Committee is responsible for nominating qualified candidates for directorship and independent directorship to create a director pool. The committee reviews the list of qualified candidates proposed by shareholders, Directors, and those from IOD who possess knowledge and expertise in areas desired by SCG, in accordance with the Board Skills Matrix. This process is carried out without limitations or distinctions related to gender, age, race, nationality, religion, place of birth, country of origin, culture, and ethical practices. The Board Skills Matrix is reviewed annually to ensure alignment with SCG's business strategies and practices.

Policy on Director Qualifications and Nomination

At the recommendation of the Governance and Nomination Committee, the Board of Directors has developed a Policy on Director Qualifications and Nomination. This policy aims to ensure alignment with the CG Code of SEC, as well as other practices in line with stakeholders' expectations. These include guidelines from the IOD, criteria from the evaluation of Environmental, Social, and Governance (ESG) Performance, such as MSCI ESG Ratings, and other rating agencies. The policy emphasizes the importance of the nomination process regarding gender diversity, the proportion of independent directors, and the enhancement of knowledge, expertise, and experience in environmental and social aspects of the business. This is aligned with the principles of ESG and involves an annual review and update of the policy and guidelines as needed. Furthermore, the policy outlines criteria for the re-nomination of directors for subsequent terms. In such cases, the Governance and Nomination Committee should consider the performance of the incumbent directors in their roles. The policy and guidelines are subject to annual review and updates to ensure their relevance and effectiveness.



Details of Policy on Director Qualifications and Nomination can be found on the website: <https://scc.listedcompany.com/cg.html>

Independent Directors

The Company recognizes that independent directors play a vital role in good corporate governance as they not only ensure that the Company's operations are in the best interest of the Company and shareholders but also reflect proper checks and balances. To this end, the Company has established qualifications for its independent directors, which are more stringent than the requirements of the Office of the Securities and Exchange Commission. For example, the Company requires that independent directors hold no more than 0.5% of the total voting shares of the Company, its parent company, subsidiaries, affiliates, major shareholders, or controlling

entities, whereas the Capital Market Supervisory Board's regulations set the limit at 1%. The qualification requirements are reviewed annually by the Board of Directors to ensure their suitability and alignment with good corporate governance practices. Additionally, the Company mandates that at least half of the total number of directors be independent directors.

Currently, the Board of Directors consists of 9 independent directors as follows: Mr. Chumpol NaLamlieng, Mr. Prasarn Trairatvorakul, Mr. Pasu Decharin, Mrs. Parnsiree Amatayakul, Mr. Cholanat Yanaranop, Mr. Thapana Sirivadhanabhakdi, Mr. Suphachai Chearavanont, Mrs. Nuntawan Sakuntanaga, and Ms. Jareeporn Jarukornsakul, thus accounting for over half of the Board of Directors.

In 2025, none of the nine independent directors were involved in any business or provided professional services exceeding the specified value, as outlined in the Notification of the Capital Market Supervisory Board regarding the Application for and Approval of the Offer for Sale of Newly Issued Shares.

Nevertheless, Mr. Thapana Sirivadhanabhakdi, Mr. Suphachai Chearavanont, Ms. Jareeporn Jarukornsakul, and Mrs. Nuntawan Sakuntanaga had business relations with SCG, amounting to more than 20 million baht. Upon reviewing the candidate's qualifications for directorship and independent directorship in relation to the Public Limited Companies Act and consideration in accordance with Section 89/7 of the Securities and Exchange Act, the Board of Directors was of the view that the business relations would not affect the independent directors' ability to fulfill their duties nor their independence of opinion. Therefore, the qualification requirements for independent directorship regarding restrictions related to the candidate's previous or existing business relations were relaxed by the power of the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for Approval and Granting of Approval for Offering of Newly Issued Shares (Amended). In this regard, the qualification requirements for Mr. Suphachai Chearavanont and Ms. Jareeporn Jarukornsakul was informed to and relaxed by the Annual

General Meeting of Shareholders on March 27, 2024 and for Mr. Thapana Sirivadhanabhakdi was informed to and relaxed by the Annual General Meeting of Shareholders on March 29, 2023.

Furthermore, Ms. Jareeporn Jarukornsakul held directorships in companies that might be considered to have a similar nature of business and could be deemed competitors of SCG's subsidiaries. Shareholders were informed of these directorships prior to her appointment, as required. However, such competition was deemed insignificant to the business of SCG and its subsidiaries, ensuring alignment with the qualifications of independent directors. Therefore, she is considered to possess the full qualifications to serve as an independent director.



Further details on the Company's independent director qualification requirements can be found on the website: <https://scg.listedcompany.com/cg.html>

Nomination and Selection Process of New Directors

As leaders of the organization, directors have crucial roles, duties, and responsibilities. To ensure that the nomination and selection of directors follows clearly defined steps and is characterized by systematicity, transparency, and alignment with the Company's policy on director qualifications and nomination as well as SCG Corporate Governance Principle so as to obtain candidates who with qualifications, expertise, skills, and experiences in accordance with the Company's strategies, the Board of Directors, on the suggestion of the Governance and Nomination Committee, has formulated the nomination and selection process of new directors in writing, consisting of four major steps: planning, nomination, selection, and election. The timeframe of each step has also been defined.

Rules and Procedures for the Election of Directors

1. Prior to the Annual General Meeting of Shareholders, the Governance and Nomination Committee proposes to the Board the names of persons to replace directors to be retired by rotation. The nominees will then be listed for consideration for

election during the Meeting. All shareholders have an equal right to propose other candidates. Authority to select directors' rests with shareholders.

2. A shareholder shall have one vote for each share he holds or represents.

3. At the election of Directors, the shareholders shall vote for each individual candidate nominated for Directors, but not exceeding the number of Directors required for that election. The vote shall not be distributed.

4. The candidates shall be ranked in descending order from the highest number of votes received to the lowest, and shall be appointed as directors in that order until all of the director positions are filled. If the votes cast for the candidates in descending order are tied, which would otherwise cause the number of directors to be exceeded, the chairman of the Meeting shall cast the deciding vote.

Performance Assessment and Knowledge Enhancement

1. Board Performance Assessment

The Company has stipulated a performance assessment and a review of the performance Assessment Process of the Board of Directors and Sub-committees at least once a year on a yearly basis. The assessment is divided into two types, namely the performance assessment of the Board of Directors as a whole and the self-assessment. On top of this is the performance appraisal of the Chairman of the Board of Directors. The Board of Directors then analyzes and summarizes the results of the assessment to formulate measures to further enhance the efficiency of the Board of Directors.

Performance Assessment Process

As for the performance assessment of the Board of Directors as a whole and self-assessment, the Governance and Nomination Committee is tasked with reviewing the performance assessment forms for the Board of Directors and the Sub-committees, the performance assessment form of the Chairman, and information needs questionnaires used to enhance the knowledge and performance of the directors; and proposing these forms to the Board of Directors for review.

The Corporate Secretary Office distributes the assessment forms to each director for assessing the performance of the Board of Directors and the sub-committees in which he serves. Afterwards, the Corporate Secretary Office summarizes and presents the results of the performance assessment to the Governance and Nomination Committee and the Board of Directors for acknowledgment, which is subsequently submitted to the sub-committees.

Results of Board Performance Assessment in 2025

Performance Assessment of Board of Directors

1) Assessment of the board as a whole

The major assessment topics consisted of 1) board structure, qualifications, and composition; 2) roles and responsibilities, such as business oversight in accordance with SCG Corporate Governance Principle, oversight of internal control, promotion of innovation development, promotion of policies on social and environmental responsibilities, and personnel development and succession plan; and 3) board meeting attendance.

2) Self-Assessment of the director's performance

The major assessment topics consisted of knowledge and expertise, and contribution as the director.

The board performance for the year 2025 was rated in both the assessment of the board as a whole and self-assessment as "suitable."

Performance Assessment of Sub-committees

The five sub-committees are namely the Audit Committee, the Governance and Nomination Committee, the Remuneration Committee, and the CSR Committee for Sustainable Development and the Environmental Sustainability Development Committee. The following performance assessments are prescribed for each sub-committee:

1) Assessment of a sub-committee as a whole

The major assessment topics consisted of 1) the structure, qualifications, and composition of the sub-committee; 2) the roles and responsibilities according to the charter of the sub-committee; and 3) meetings of the sub-committee.

2) Self-Assessment of the director's performance

The major assessment topics consisted of knowledge and expertise, and contribution as a member of the sub-committee.

The performance of the five sub-committees for the year 2025 was rated in both the assessment of the board as a whole and self-assessment as "suitable."

In addition, the Directors provided extensive comments and recommendations to further enhance the overall effectiveness of the Board's performance, such as strengthening continuous knowledge and understanding of innovation driven businesses (New S Curve) and emerging technologies. The Company will utilize the evaluation results to develop a Board Development Plan going forward.

Performance Assessment of the Board by Independent External Consultant

In addition to the annual performance evaluation of the Board of Directors as a whole and the self-assessment conducted on a regular basis, the Board has established a policy to periodically arrange for its performance evaluation by an independent external consultant, as appropriate. The results of such evaluations are used as input for developing and enhancing the effectiveness of the Board's performance, in alignment with the Capital Market Supervisory Board's Corporate Governance Code (CG Code) and corporate governance assessment practices.

2. The Assessment of the President & CEO and SCG Top Executives

The Board of Directors and the Remuneration Committee assess the performance of the President & CEO based on the Company's operating results, implementation of the Board's policies, and the overall socio-economic circumstances. The Remuneration Committee will then consider the appropriate remuneration for the President & CEO and top executives of SCG and propose such amount to the Board considering the following information regarding the current and previous years:

- 1) Business Performance is evaluated based on key financial indicators, including EBITDA on Operating Assets, EBITDA from Operations, Revenue from Sales, and Net Profit. Additionally, other factors such as the Engagement Score and Customer Satisfaction Score are considered. Each year, SCG collaborates to define specific performance indicators and targets for each business unit, establishing benchmarks for evaluation and comparison.
- 2) The operating results of the business unit compared to those of other companies in the same industry, both locally and internationally.
- 3) The capability to develop the business unit and improve operational efficiency for each business unit each year. In addition, a survey on manager-level employees' opinions regarding the President & CEO and the top executives is included in the Remuneration Committee's consideration.

3. Development of Directors and Top Executives

The SEC's Corporate Governance Code includes a guideline stating that the Board of Directors should ensure that both the Board as a whole and individual director understand their roles and responsibilities, the nature of the business, the Company's operations, and

relevant laws. It also encourages all directors to enhance their skills and knowledge regularly. Additionally, SCG's Charter of the Board of Directors specifies that it is the Board's duty to continually develop its knowledge and competency through relevant training sessions, courses related to directorial duties, or seminars that enhance their knowledge. Since 2011, SCG has initiated forums for exchanging experiences and ideas between the Board of Directors and senior executives, along with qualified external individuals.

To ensure that the Company's directors and executives, including those of SCG's business units, maintain continuous knowledge, understanding, and awareness of the current global economic situation, the Company has regularly organized knowledge-sharing and discussion sessions among board members, senior executives, and both Thai and international experts from various fields.

These sessions facilitate regular exchanges of ideas, allowing valuable insights from guest speakers to be utilized in evaluating and refining SCG's business strategies.

Furthermore, SCG supports the directors and top executives in attending seminars and beneficial courses to enhance their performance. There are regular meetings for exchanging opinions with various committees and high-level executives from different organizations. These include courses organized by SCG's training department and those overseen by governmental or independent organizations, such as the Director Certification Program by IOD. All these efforts aim to bring knowledge and experience to further develop the organization.

In addition, to enhance the Directors' understanding of the businesses of key subsidiaries, as well as to gain insights into industry developments in countries where the Company has investments, business information of the Company, and to facilitate exchanges of views on businesses in line with the Company's strategy, the Company arranged Site Visits for Directors together with senior executives to visit the Company's businesses and subsidiaries in 2025.

In-House Directors Seminars in 2025

Date	Topic
Seminars for the directors	
May 7, 2025	Overview of the situation in Indonesia by an expert from Permata Bank, Indonesia.
September 24, 2025	The Expansion of Thai Businesses into China amid a Changing Global Economic Environment by Dr. Kobsak Pootrakool.
Seminars for the Audit Committee	
May 14, 2025	Investment Risk Management by KPMG Experts, and M&A Due Diligence and SCG Post-Investment Monitoring Practices by SCG's Executive Management.
November 10, 2025	Mastering Responsible AI for Governance and Audit Committee Roles by Experts from the Electronic Transactions Development Agency (ETDA).

Development Activities and Training Attended by Each Director in 2025

Name - Surname	Details of Development and Consultation
1. ACM. Satitpong Sukvimol	<ul style="list-style-type: none"> Shared his vision and visited the Packaging Business, the Chemicals Business in Rayong and the SCG Cleanergy Business in Saraburi.
2. Mr. Chumpol NaLamlieng	<ul style="list-style-type: none"> Attended the seminar on Overview of the situation in Indonesia. Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment.
3. Mr. Kasem Watanachai	<ul style="list-style-type: none"> Share his vision on "Happiness for All" Leadership Development Program Event, one of the initiatives that reflects SCG's Inclusive Society approach, held at SCG Head Office. Delivered a special interview on the occasion of the 84th birthday anniversary of Dr Kasem Wattanachai, and on Mahidol Day, via the Facebook page of the Faculty of Medicine, Chiang Mai University. Delivered a special lecture on the topic "Challenging Diversity to Create a Drug-Free and Safe Thai Society. Attended a meeting and exchanged views on "Improving Quality of Life and Eliminating Poverty," and participated in a learning session on "Driving Ethical Hospitals" at Wachirabaramee Hospital, Phichit.
4. Lt. Col. Somchai Kanchanamane	<ul style="list-style-type: none"> Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment.
5. Pol. Col. Thumnithi Wanichthanom	<ul style="list-style-type: none"> Shared his vision and visited the Packaging Business, the Chemicals Business in Rayong and the SCG Cleanergy Business in Saraburi.

Name - Surname	Details of Development and Consultation
6. Mr. Prasarn Trairatvorakul	<ul style="list-style-type: none"> • Shared his vision and visited the Chemicals Business in Rayong and the SCG Cleanergy Business in Saraburi. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment. • Attended ESG Symposium 2025: Green Breakthrough Amid the Perfect Storm. • Joined a panel discussion on “Building a Sustainability-Competent Board” at the event “Governance for Sustainability – Instilling Governance for Sustainable Value” organized by the Securities and Exchange Commission, Thailand. • Joined a panel discussion on “Reflecting on the Past, Shaping the Future of Thai Corporate Governance” at the event “Legacy Future: 50 Years of the Thai Capital Market” organized by SET.
7. Mr. Pasu Decharin	<ul style="list-style-type: none"> • Shared his vision and visited the Chemicals Business in Rayong and the SCG Cleanergy Business in Saraburi. • Attended the seminar on Overview of the situation in Indonesia. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment. • Invited as a guest speaker for the course “Directors with a Crucial Role: The Heart of a Sustainable Organization,” organized by IOD. • Attended the seminar on Investment Risk Management, M&A Due Diligence and SCG Post-Investment Monitoring Practices and Mastering Responsible AI for Governance and Audit Committee Roles.
8. Mrs. Parnsiree Amatayakul	<ul style="list-style-type: none"> • Shared her vision and visited the Chemicals Business in Rayong and the SCG Cleanergy Business in Saraburi. • Attended the seminar on Investment Risk Management, M&A Due Diligence and SCG Post-Investment Monitoring Practices and Mastering Responsible AI for Governance and Audit Committee Roles.
9. Mr. Cholanat Yanaranop	<ul style="list-style-type: none"> • Shared his vision and visited the Chemicals Business in Rayong. • Attended the seminar on Overview of the situation in Indonesia. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment. • Attended ESG Symposium 2025: Green Breakthrough Amid the Perfect Storm.

Name - Surname	Details of Development and Consultation
10. Mr. Thapana Sirivadhanabhakdi	<ul style="list-style-type: none"> • Attended ESG Symposium 2025: Green Breakthrough Amid the Perfect Storm. • Gave an interview for the programme “Future I Crisis – Lessons for the Future from Crises in Thai Businesses: Charoen–Thapana Sirivadhanabhakdi: ThaiBev’s Path Amid Turbulent Growth,” organized by the Thai Chamber of Commerce. • Participated in a panel discussion in the CEO Panel: “Business Adaptation for a Sustainable Future” at the Sustainability Expo 2025 (SX 2025), held at the Queen Sirikit National Convention Centre.
11. Mr. Suphachai Chearavanont	<ul style="list-style-type: none"> • Participated in the CEO Panel discussion: “Business Adaptation for a Sustainable Future” at the Sustainability Expo 2025 (SX 2025), held at the Queen Sirikit National Convention Centre. • Gave an interview for the column “Suphachai Chearavanont Invites Us to View Thailand’s Strengths,” published by Thairath Newspaper. • Presented his vision at the event “TRANSFORMING THAILAND: Shaping Thailand Towards the Future and Sustainability,” organized by TNN Channel 16.
12. Mrs. Nuntawan Sakuntanaga	<ul style="list-style-type: none"> • Shared her vision and visited the Chemicals Business in Rayong and the SCG Cleanergy Business in Saraburi. • Attended the seminar on Overview of the situation in Indonesia. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment. • Attended the seminar on Investment Risk Management, M&A Due Diligence and SCG Post-Investment Monitoring Practices and Mastering Responsible AI for Governance and Audit Committee Roles.
13. Ms. Jareeporn Jarukornsakul	<ul style="list-style-type: none"> • Shared her vision and visited the Chemicals Business in Rayong. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment. • Participated in a panel discussion on “Game Change / AI-Tech / Sustainable / Geopolitics” at the event “Economic Drives: Thailand’s Economy, Challenges and Opportunities in 2025,” organized by Post Today News Agency. • Gave an interview on the topic “Thailand’s Economic Outlook through the Lens of Jareeporn Jarukornsakul” for the programme “Tomorrow” by TODAY Bizview. • Presented her vision at the “Health Equity and Sustainability Thailand” event, organized by Mahidol University.

Name - Surname	Details of Development and Consultation
14. Mr. Roongrote Rangsiyopash	<ul style="list-style-type: none"> • Shared his vision and visited the Chemicals Business and Packaging Business in Rayong and the SCG Cleanergy Business in Saraburi. • Attended the seminar on Overview of the situation in Indonesia. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment.
15. Mr. Thammasak Sethaudom	<ul style="list-style-type: none"> • Shared his vision and visited the Chemicals Business and Packaging Business in Rayong and the SCG Cleanergy Business in Saraburi. • Attended the seminar on Overview of the situation in Indonesia. • Attended the seminar on The Expansion of Thai Businesses into China amid a Changing Global Economic Environment. • Attended ESG Symposium 2025: Green Breakthrough Amid the Perfect Storm. • Gave an interview on organizational management and working approaches for the “The People” column of Marketeer Online Magazine. • Participated in the CEO Panel discussion: “Business Adaptation for a Sustainable Future” at the Sustainability Expo 2025 (SX 2025), held at the Queen Sirikit National Convention Centre. • Joined a panel discussion on “Driving in the Wave of Deglobalization: Strategies for Business Advancement Amid the Reverse Globalization Trend” at the SPOTLIGHT DAY 2025 seminar organized by AMARIN TV.



The directors' profiles and experiences align with the Global Industry Classification Standard (GICS) Level 1 Classification. More information can be found in “Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary” from <https://scg.listedcompany.com/ar.html>

Director Induction

The Company established a Director Induction Program for new directors to facilitate their prompt performance of duties. The corporate secretary was commissioned to coordinate the work in the three following areas based on the Orientation Program:



Principle 4 Ensure Effective CEO and People Management

To ensure that a proper mechanism is in place for the nomination and development of top executives and executive officers, the duties of the Board of Directors are as follows:

1. Reviewing top executive development plans and the succession plan for the President & CEO and the top executives while overseeing to ensure the effective performance assessment of top executives on an annual basis and determining appropriate remuneration in line with the Company's operating results to provide both short-term and long-term incentives.
2. Encouraging the top executives to attend seminar and courses beneficial to the fulfillment of their duties as well as exchange ideas with the executives of different organizations.

Nomination and Succession Plan for Top Executive Positions at SCG

SCG has implemented a structured and transparent nomination process for key management positions at all levels to ensure that all top executives perform their duties independently from major shareholders and other stakeholders. The succession plan for the President & CEO and top executives is overseen by the Remuneration Committee and reviewed by the Board of Directors. The progress of the succession plan is assessed and reported on a regular basis, specifically in March and August each year. SCG's nomination process evaluates candidates based on their attributes, knowledge, and capabilities to manage operations effectively in alignment with the organization's long-term strategic direction (Organizational Capability). Key selection criteria include integrity, a proven track record, and leadership potential. Additionally, SCG establishes a Future Leader Pool and designates at least two potential successors for each key position. These individuals receive tailored development plans, which include mentorship, high-impact assignments, job rotations, and opportunities to participate in executive programs from world-class institutions. This comprehensive process is designed to cultivate leadership competencies across multiple

management dimensions, ensuring that successors are well-prepared to take on critical roles within the Company in accordance with the planned timeline.

Principle 5 Nurture Innovation and Responsible Business

For promoting innovation that creates value for its shareholders together with benefits for its related party and the environment, in support of sustainable growth of the Company, the duties of the Board of Directors are as follows:

1. Overseeing and supporting the creation of innovations that generate value for SCG while creating benefits for all stakeholders. Take responsibility for society and the environment, including overseeing the allocation and management of resources to be efficient and effective.
2. Overseeing and monitoring IT management and the implementation of the IT security system.
3. Overseeing and monitoring the implementation of the Company's strategies; overseeing and monitoring of each business unit's and SCG's overall performance by requiring their performance reports periodically; and setting policies to develop and improve the business operations with concern for safety, hygiene, social and environmental responsibility and development of SCG's employees

Role of Stakeholders

SCG has consistently adhered to its philosophy of ethical business conduct and corporate social responsibility as well as carried out its business to jointly create values with all stakeholders for mutual and sustainable benefits. This practice is overseen by the Board of Directors to ensure compliance with laws and regulations and adherence to SCG Corporate Governance Guidelines, SCG Sustainable Development Guidelines, SCG Code of Conduct, and other relevant policies, as well as protection of such rights and stringent equitable treatment.

The Board of Directors formally wrote the Stakeholder Engagement Policy in 2010 to serve as clear guidelines for employees on business conduct, create long-term added values for shareholders. Subsequently, the Board of Directors approved the formulation of engagement policy and guidelines for 12 stakeholder groups in a formal written form, which serve as a clear guidance for employees on engaging each stakeholder group.

The Company reviewed and revision of engagement policy and guidelines for each stakeholder group to ensure more comprehensive policy, strategies, guidelines, and management procedures. In addition to help enhance the brand and competitive advantages, adding value to the Company by demonstrating its commitment to stakeholders.



Details of Stakeholder Engagement Policy can be found on the website: <https://scc.listedcompany.com/cg.html>

Human Rights Respect and Protection

SCG operates its business under a robust framework of corporate ethics and is committed to conducting business with full respect for and protection of human rights, as well as complying with applicable laws and regulations in every country where it operates. This commitment is aligned with internationally recognized human rights standards, including the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the International Labour Organization Declaration on Fundamental Principles and Rights at Work (ILO), and the guidelines of the Organization for Economic Co-operation and Development (OECD). In 2025, SCG continued to receive recognition from both international and national assessment organizations, including the Outstanding Human Rights Organization Award from the Ministry of Justice for the sixth consecutive year. This recognition reflects SCG's ongoing commitment to promoting and continuously enhancing human rights standards across its operations.

SCG has been operating within the framework of human rights, which includes its Business Value Chain, and Joint Venture, as follows:

- Establishing and regularly reviewing the Human Rights Policy, including the Diversity and Inclusion Policy, to ensure relevance and alignment with current social issues and contexts.
- Implementing a comprehensive Human Rights Due Diligence process, covering risk identification and assessment, the establishment of preventive and mitigation measures, as well as ongoing monitoring and communication of risk management outcomes.
- Monitoring and reviewing human rights performance through the setting of targets, key performance indicators, and continuous follow-up.
- Providing effective human rights grievance mechanisms, including complaint intake, review and response processes, as well as appropriate remediation and mitigation measures.
- Communicating and providing human rights education and awareness to employees and relevant stakeholders.

The Examples of an Activity Aimed at Fostering Positive Relationships with Stakeholders

SCC Shareholder Activities

SCG recognizes the importance of fostering good relations with shareholders. As a result, since 2010, the Company has continuously hosted a range of activities that are beneficial to society, culture, and the environment as well as opened up opportunities for shareholders to visit the sites of the Company's core business units.

In 2025, the Company organised shareholder activities by arranging visits to showcase the advancement of low-carbon economic growth, as well as SCG's collaboration with Saraburi Province under the "Saraburi Sandbox" project, at the Development and Training Building of The Siam Cement (Kaeng Khoi) Company Limited, Saraburi Province. Shareholders also participated in the Saraburi Community Reforestation Activity (Forest

for Future). The activities were held during June 26–27, 2025, for shareholders who expressed their interest in participating in shareholder engagement activities for the 2025–2026 period.



SCG Debenture Club Activities and Privileges

SCG has consistently demonstrated its commitment to debenture holders through a vast array of activities and privileges since 2000. In 2025, SCG provided exclusive privileges, discounts, and services from leading business partners, including Tops, Bangchak Petrol Stations, Au Bon Pain, and B2S, as well as special discounts on travel, healthcare, and SCG products through the SCG Debenture Club mobile application. Additionally, SCG organized various activities aimed at education and social contribution, reinforcing its commitment to both its debenture holders and the wider community, such as:

- Seminar: “Exposing Scams and Unmasking Fraudsters”, delivered by expert speakers from the Royal Thai Police, held on February 8, 2025, with the objective of raising members’ awareness of online threats, fraud schemes, and preventive measures to avoid falling victim to scams; and a new activity, Movie Day: Zootopia 2, offering a family-bonding experience through a movie screening for 900 participants at Siam Pavalai Cinema, Siam Paragon, on November 30, 2025.
- SCG Smiling, a social creative workshop enabling debenture holders to participate in producing IV pole covers for pediatric patients, designed to support IV lines while alleviating fear and anxiety among children, totaling 400 pieces, as

well as foam bead pillows to prevent pressure sores for pediatric patients, including head and body pillows totaling 200 pieces. SCG served as the representative to deliver these items to the Queen Sirikit National Institute of Child Health on May 29 and November 10, 2025, respectively.

- SCG Debentures – Kind Hearts for Our Schools 2025” Project (Sisaket Province), which invited debenture holders to donate in October 2025, with proceeds used to renovate schools and procure educational equipment, as well as to enhance skills development for five small and medium-sized primary schools. A total of 3.47 million baht was contributed to Ban Khae School, Ban Om Kaew School, Ban Jot Na Hom Duea School, Ban Tae School, and Ban Nanuan Nong Khaen School, with assistance delivered on November 21–22, 2025.

These activities and privileges bear testament to the significance that SCG has consistently attached to its debenture holders and society at large.



Principle 6 Effective Risk Management and Internal Control

To ensure that the Company and subsidiaries has effective and appropriate risk management and internal control systems and comply with applicable law and standards. The duties of the Board of Directors are as follows:

1. The Board of Directors has approved the SCG Risk Management Policy to provide a clear framework for managing risks within SCG. This policy outlines

the operational procedures for a well-defined risk management process that aligns with good corporate governance principles and complies with international standards. The Board is responsible for overseeing and ensuring the effectiveness of the risk management systems. Additionally, the systems are reviewed and assessed periodically, particularly in response to changes in risk levels.

2. Establishing the Audit Committee to review compliance with policies, rules, laws, regulations, and requirements of regulatory agencies, promote the development the financial reporting and accounting system to meet international standards, and review internal control, internal auditing, and risk management systems to ensure their prudence, suitability, currency, and efficiency. The Audit Committee can act and exercise independent judgement in the interest of the Company.

3. Establishing SCG Risk Management Committee, responsible for defining the risk management structure, policy, strategies, and frameworks, monitoring risk assessment performance, approving risk management plans to ensure that SCG has suitable risk management, and reporting to the Audit Committee.

4. Encouraging staff at all levels to be conscious of ethics and morality and comply with SCG's principles of corporate governance, Code of Conduct and the Anti-corruption policy while overseeing the proper internal control system and internal audits to reduce the risk of fraud and abuse of authority and prevent any illegal act.

5. Monitoring and managing any potential conflicts of interest between the Company, the Executives, the Board of Directors, or shareholders as well as overseeing to prevent misuse of SCG's assets and the entering into inappropriate transactions with persons connected with SCG.

6. Establishing an internal audit office that can operate efficiency and independently to oversee and audit the efficiency of SCG's risk management system and internal control as well as report to the Audit Committee for consideration.

Principle 7 Ensure Disclosure and Financial Integrity

The duties of the Board of Directors are as follows:

1. Overseeing and monitoring the Company's liquidity and debt service coverage together with emergency plans and mechanisms in case of problems arising.

2. Overseeing and monitoring the preparation of financial statements and the disclosure of material information to ensure accuracy, sufficiency, and timeliness in compliance with relevant regulations and guidelines.

Disclosure and Transparency

SCG recognizes the importance of information disclosure because it greatly affects decision-making by investors and stakeholders. It is necessary, therefore, to define and administer measures concerning the disclosure of information, both financial and non-financial. Information shall be complete, sufficient, transparent, reliable and up-to-date.

SCG has defined a Disclosure Policy in writing to provide guidelines for all employees since 2008, and revised under the resolution of the Board of Directors to keep it in alignment with the current laws and best practices of SEC and SET. In addition, SCG has developed a Disclosure Guideline for material information. These efforts not only enable SCG employees and relevant units to disclose information correctly but also assure shareholders, investors, and all stakeholders that SCG is committed to the accurate and transparent disclosure of information in compliance with the laws and in an equitable manner. Details of the policy and guidelines are published on the Company's website for all stakeholders and the public.

Furthermore, the Disclosure Checklist was developed, revised and disseminated to relevant units for use in self-assessment of their standards to work efficiently and in compliance with the Disclosure Policy, which would further promote the sustainability of SCG's disclosure practices.

SCG is committed to strictly obeying the law, regulations, and obligations mandated by SEC, SET and other relevant government bodies. Regular amendment takes place to ensure accurate information disclosure and to guarantee SCG's transparency in conducting business. For example,

- Compiling reports as required by laws related to directors and chief executives and submit such reports to the SEC and the relevant regulatory agencies.
- Establishing a policy that requires the Company's directors and executives to report their own interests, and those of any related persons, which are vested interests relating to the management of the Company or its subsidiaries according to the criteria and reporting procedures prescribed by the Company.
- Establishing a guideline for the declaration of intention to purchase and sell the Company's securities at least one business day in advance before executing such transactions.
- Establishing a policy requiring all the directors to disclose/report their securities trading to the Board of Director's meeting and prescribing the directors and executives to report their holdings of the debentures and ordinary shares in the

Company and its subsidiaries, as well as the ordinary shareholdings of their spouses, partners in a de facto relationship, and minor children, to the Board of Directors every quarter. They are also required to report the number of shares they hold at the beginning of the year and at year-end together with the number of those traded during the year in Form 56-1 One Report.

- Publishing Notice of Annual General Meeting of Shareholders and Annual Report within 120 days after each financial year-end.
- Publishing minutes of the latest and previous Annual General Meeting of Shareholders on the Company's website.
- Disclosing detailed information on the operations and investment structure of subsidiaries, associates, joint ventures and other companies.
- Disclosing the date of the director's appointment in the Company's Form 56-1 One Report.
- Revealing significant investment projects and relevant impacts of the projects via the SET link of the Stock Exchange of Thailand and SCG website to ensure that shareholders, investors, the press, and related parties are kept informed of information accurately, extensively, and transparently.

Information Distribution Channels

SCG places great importance upon transparency and full disclosure of significant financial, operational, and other relevant information, so that it is accurate, complete, and timely. In addition to fulfilling legal and SET reporting requirements, SCG has established its own broad infrastructure of dissemination channels to reach interested parties. These communications channels include:



Principle 8 Ensure Engagement and Communication with Shareholders

The Board of Directors is responsible for ensuring that shareholder participation in key decisions of SCG, respect for shareholder rights, and fair and transparent treatment of majority and minority shareholders as well as all stakeholders. The Board of Directors is also tasked with overseeing the establishment of processes and channels for whistleblowing and effective complaint handling, through which all stakeholders may contact/report potential issues directly to the Board of Directors.

SCG's policy is to provide support to every shareholder, including institutional investors, to ensure that shareholders, both as investors and owners of

the Company, are entitled to all basic rights meeting widely accepted and reliable standards, which include the right to freely trade or transfer their own shares, the right to receive dividends from the Company, the right to attend Shareholders Meetings, the right to propose in advance the Meeting agenda, the right to nominate a person to be a director, the right to express opinions independently, and the right to make decisions on important affairs of the Company, e.g., the election of directors, the appointment of auditors and fixing of the audit fee, approval of significant transactions influencing the Company's direction, as well as amendment of Memorandum of Association and Articles of Association of the Company.

Annual General Meeting of Shareholders 2025

The Company held the 2025 Annual General Meeting of Shareholders (AGM) on March 26, 2025. This meeting was conducted exclusively in an electronic format (E-AGM) to facilitate shareholder participation, allowing shareholders or their proxies to attend from any location, whether domestically or internationally. The Company established the schedule and details for the 2025 AGM as follows:

August – November 2024	February 2025	March 2025	April 2025
Shareholders were given the opportunity to propose agenda items and nominate candidates for election as directors. However, by the end of the submission period, no shareholders had proposed any agenda items or director nominations to the Company.	25 February <ul style="list-style-type: none"> Published the meeting notice and related documents on the Company's website and SET Link 36 days in advance. Allowed shareholders to submit questions in advance until March 25, 2025. 	4 March Sent the meeting notice and related documents 21 days in advance. March 26 <ul style="list-style-type: none"> Held the Annual General Meeting of Shareholders (AGM). Reported the resolutions of the shareholders' meeting to SET. 	9 April Published the minutes of the Annual General Meeting of Shareholders (AGM) on the Company's website and SET Link within 14 days from the meeting date.

The Board of Directors has implemented various measures to facilitate shareholders' rights, including the following examples:

- To ensure that each shareholder receives clear and ample information with sufficient time for review before the shareholder meeting, the Company provides a detailed description of the date and time of the meeting, venue, each agenda item, and the opinion of the Board of Directors. A notice of the meeting and accompanying attachments, including the registration form, necessary documents and evidence for attendance, proxy procedures, as well as registration and proxy forms, in both Thai and English, will be published on the Company's website more than 30 days before the meeting. Shareholders will receive these documents not less than 21 days prior to the meeting.
- Providing an opportunity for them to appoint a representative, e.g., an independent director or any other person to act as proxy, using one of the proxy forms attached to the notice of the Meeting. The proxy forms prepared in compliance with the specifications defined by the Department of Business Development at the Ministry of Commerce allow shareholders to exercise their voting rights as they wish. Also attached is a profile of independent directors proposed by the Company to serve as proxies for shareholders.
- For institutional or foreign investors who authorize custodians in Thailand to keep and safeguard their shares, the Company will arrange for the documents and evidence required prior to attending the Meeting well in advance to facilitate registration on the date of the Meeting.
- Enabling a shareholder or shareholders holding shares amounting to no less than 10% of the total number of shares sold, to submit a request directing the Board of Directors to call an extraordinary general meeting of shareholders to comply with the Public Limited Companies Act.
- Providing opportunities for shareholders to submit questions related to items on the agenda or other information prior to the Meeting via telephone, fax, the email address corporatesecretary@scg.com, or to the Company's address until March 25, 2025. Shareholders may also raise questions during the Annual General Meeting of Shareholders.
- Assigning independent representatives from the auditor to check vote counting throughout the Meeting with the shareholders' right protection

volunteer from Thai Investors Association serving as an observer.

- Providing English language interpreters for the convenience of foreign shareholders attending the meeting.
- Before the commencement of the meeting, the Company clarified the shareholders' rights in accordance with the company's regulations, the procedural aspects of the meeting, and the methods for exercising voting rights. The agenda for the 2025 Annual General Meeting of Shareholders was deliberated chronologically, as presented in the invitation letter sent to shareholders before the meeting. No changes were made to the order, and there were no requests for additional agenda items beyond those specified in the invitation letter.
- Engaged Inventech Systems (Thailand) Co., Ltd. (Inventech), a provider of electronic meeting control systems that comply with the standards of the Electronic Transactions Development Agency (ETDA), to facilitate shareholder participation. The system supported shareholders throughout the process, including E-Registration, proxy submission, meeting attendance, video

conferencing for Q&A, E-Voting, and vote counting. The Company also prepared and provided shareholders with guidelines on submitting an E-Request for meeting access and using the electronic meeting system. These guidelines were distributed along with the AGM invitation notice, ensuring compliance with all relevant regulations.

- Following the Annual General Meeting of Shareholders (AGM), the Governance and Nomination Committee reviews the questions and suggestions raised by shareholders and presents them to the Board of Directors to determine appropriate responses and enhance future shareholder meetings. For the 2025 AGM, the Board of Directors considered the shareholders' suggestions, including exploring the possibility of holding the AGM in a Hybrid format to facilitate broader participation.



Details about the minutes of Annual General Meeting of shareholders for the year 2025 can be found on https://scc.listedcompany.com/shareholder_meeting.html

Code of Conduct

SCG Code of Conduct



SCG is a leading company group that has been in business for over 100 years. Founded in 1913 under a Royal Decree of His Majesty King Vajiravudh (King Rama VI) of Chakri Dynasty as one of Thailand's first companies, SCG has continued its operation to this day, in the reign of His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun (King Rama X) of Chakri Dynasty (hold approximately 33.6%), as a well-recognized model of good corporate governance for many other organizations.

SCG has achieved steady and sustainable growth by adhering to its business philosophy of integrity throughout its history. The 4 Core Values of SCG, which has been consistently upheld by the Board of Directors, executives, and employees at all levels, serves as a guiding principle for ethical business conduct. It has been practiced continuously, set as an example, and passed down from one generation to the next, ensuring its enduring legacy within the organization.

Adherence to fairness	Dedication to excellence
Belief in the value of the individual	Concern for social responsibility

In 1987, the Board of Directors compiled the practices which have been valued and adhered to for over 100 years in a formal written document called the "Siam Cement Group Code of Ethics", currently known as SCG Code of Conduct, to serve as guidelines that were aligned with SCG's philosophies with the Company's directors serving as role models. SCG employees must also conduct themselves as good citizens in countries where SCG operates to create value and maximize benefits for the Company. It has been constantly updated to better correspond with the evolution of SCG and suit the shifting economic and social climate.

The Board of Directors has approved the regular review of SCG Code of Conduct to ensure its completeness, relevance, and alignment with both national and international corporate governance standards. To achieve this, the Company engages subject-matter experts to propose updates and best practices while also gathering feedback from SCG employees across both domestic and international operations. The goal is to ensure that employees at all levels can effectively apply SCG Code of Conduct in various business contexts, both locally and abroad. Currently, SCG Code of Conduct is available



as an electronic document in both Thai and English on the Company’s website. Additionally, it has been translated into Indonesian, Vietnamese, Cambodian, and Lao to support employees in SCG’s subsidiaries across these countries. The Company also actively communicates and provides training on the SCG Code of Conduct to ensure that employees, including contract staff, understand and adhere to its principles in a manner suitable for their respective business environments.

SCG has also instituted SCG Whistleblowing System as well as GRC Helpline for providing consultancy regarding compliance with SCG Code of Conduct. The working team comprises the top management in business units responsible for relevant matters, each of whom is tasked with monitoring the performance results and providing counsel on relevant matters. In addition, the Company has established channels through which employees can voice their opinions and make inquiries

about SCG Code of Conduct and operations, which is accessible on the intranet at all times.

SCG has also exchanged its knowledge and experience regarding SCG Code of Conduct as well as the development of SCG’s guidelines for corporate governance with interested companies and organizations both in the government and private sectors to support and raise awareness about ethical business conduct, fair treatment of stakeholders, and corporate social responsibility.

Promoting Awareness of Good Governance and GRC (Governance, Risk, and Compliance) Principles

The Board of Directors and top executives promote the fostering of corporate governance and SCG Code of Conduct knowledge and awareness and encourage the use of GRC principle in understanding the targets of assignments, in fostering risk awareness and conducting risk assessments, and in complying with relevant rules to ensure strict adherence among all personnel. To this end, the Company regularly organizes activities for employees at all levels through media from their first day of employment and has included it as one of the key factors in the annual employee evaluation. This is to ensure that SCG’s business operations are guided by fairness and transparency, in line with SCG Inclusive Green Growth approach.

In addition, the Company has organized activities to promote awareness and understanding of SCG Code of Conduct and GRC principles through various communication channels. These include internal media such as the GRC Intranet website, SCG Code of Conduct Intranet, and GRC VOICE e-Newsletter. The Company has also utilized E-learning platforms and expanded communication channels for employees to inquire about information through email, among other means.

Raising Awareness on SCG Code of Conduct

Directors



In addition to receiving communication, the Board of Directors has reviewed the principles and guidelines, as well as promoted regular communication to employees and encouraged consistent implementation.

Executives



The executives are informed through communication materials via email and by participating in Ethics e-Testing to assess their knowledge.

Employees



The employees are informed through communication materials via email and by participating in Ethics e-Testing to assess their knowledge.

Investor Relations Code of Conduct

The Company has compiled this Investor Relations Code of Conduct to establish guidelines for correct and proper practices to which investor relations officers (IROs) can adhere. The Code of Conduct details fundamental principles regarding information disclosure, inside information protection, fair and equitable treatment of stakeholders, and integrity, all of which are consistent with SCG Corporate Governance Principle and form a basis on which added value can be created and on which the Company can inspire confidence in its shareholders, investors, the general public, and stakeholders.

SCG Supplier Code of Conduct

SCG has drawn up SCG Supplier Code of Conduct to ensure an accurate understanding among SCG suppliers. The Code serves as guidelines for SCG suppliers in cooperating with the Company in becoming good corporate citizens and in adhering to good corporate governance, guided by the interests of society and the environment. The Code of Conduct also serves as mutual standards for business conduct and SCG suppliers are required to sign an SCG Supplier Code of Conduct acknowledgment statement before conducting business with the Company. SCG Supplier Code of Conduct was revised most recently in 2022 to cover all relevant rules and international standards and ensure consistency with ESG-driven sustainable business practices.



Details of SCG Code of Conduct can be found on the website: <https://scc.listedcompany.com/cg.html>

The Review of the SEC's Corporate Governance Code (CG Code) Implementation

As suggested by the Governance and Nomination Committee, the Board of Directors has considered the implementation of the CG Code issued by SEC regarding the roles and responsibilities of the governing board. The Board of Directors has deliberately reviewed the principles set forth in the CG Code and recognized the benefits and significance of adopting the CG Code,

which focuses on integrating social and environmental issues into corporate governance with the goal of creating value for sustainable development.

For principles not readily applicable to the Company's business, the Board of Directors has formulated replacement measures and recorded them as part of the Board's resolution to be reviewed on a yearly basis. In 2025, two major areas not yet on par with CG Code were as follows:

1. The chairman of the board is not an independent director.

The current Chairman of the Board was nominated by major shareholders. However, SCG had put in place replacement measures for the requirement stipulated in CG Code, namely by having 9 independent directors, which accounted for over half of the total number of directors, and by appointing one of the independent directors as the vice chairman. In addition, the Board of Directors has clearly specified the duties of the chairman so that emphasis is placed on the interests of the Company, shareholders, and stakeholders, and all directors are allowed to freely discuss matters and make recommendations in board meetings. In addition, all board members are required to assess the performance of duties of the Chairman on a yearly basis.

2. The tenure of an independent director exceeds a cumulative term of nine years.

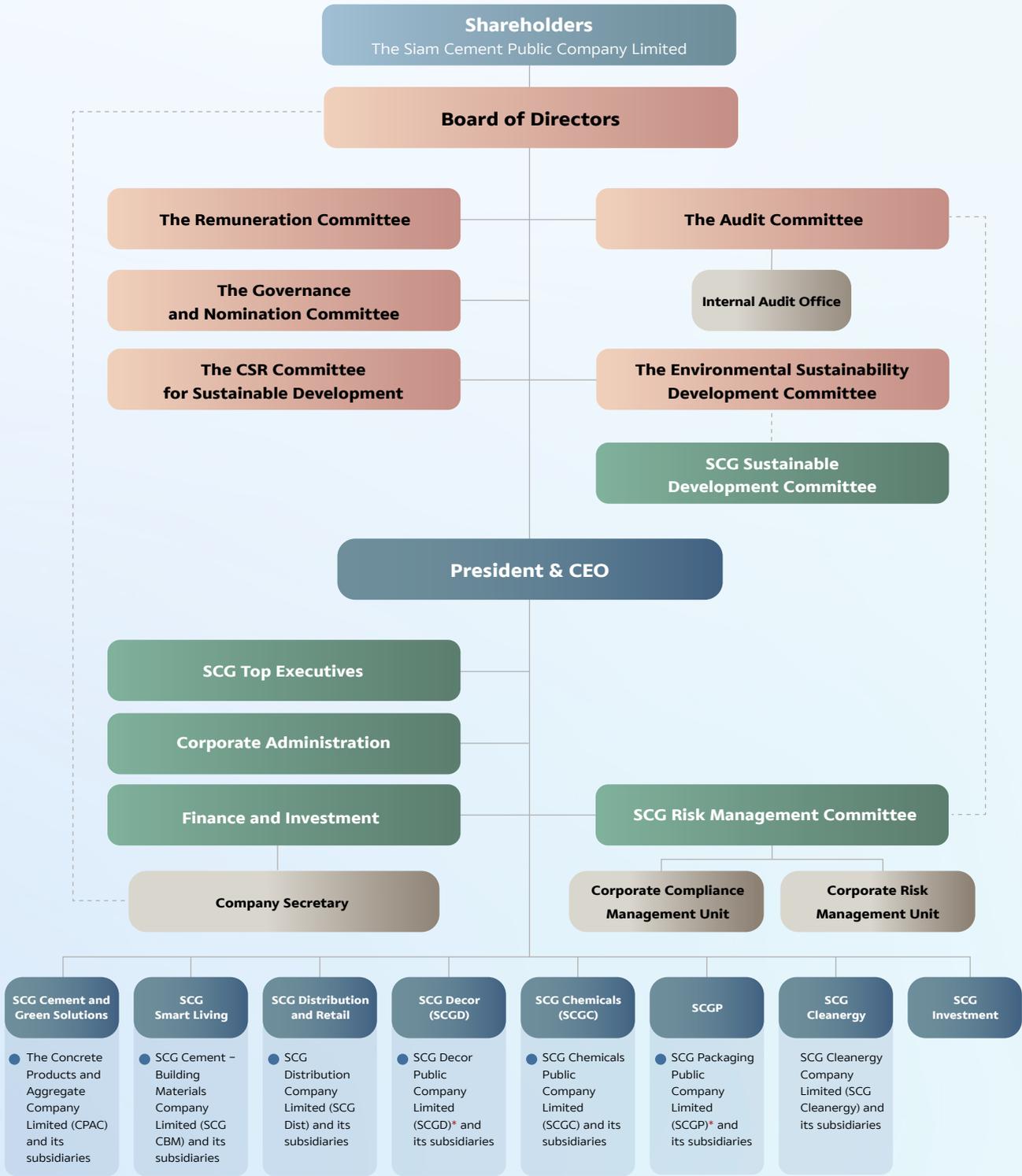
In case that each independent director holds the position of independent director for more than nine consecutive years, he or she is re-elected to hold such position in excess of nine consecutive years based on the reasons and necessities as proposed by the Company. The Board of Directors deliberates on the independence of the director if the re-election is deemed appropriate.

Major Changes and Development in Governance Policies and Guidelines in 2025

This appears under Chapter 15 Report of Key Governance Performance.

14

CORPORATE GOVERNANCE STRUCTURE



----- Reporting Line

As of January 1, 2026

● Companies that operate core businesses and oversee the management of subsidiaries and affiliate companies within their business units

* A Listed Company on the Stock Exchange of Thailand

Structure of the Board of Directors

The Board of Directors comprises respected, knowledgeable and competent persons who are suitable for the Company and are responsible for drawing up corporate purposes and objectives and collaborating with the top executives in making both short-term and long-term operating strategies and policies, financial policy, risk management policy, and organizational overview, including annually reviewing the Company's important policies and plans. The Board plays a crucial role in allocating important resources to meet the objectives as well as overseeing, monitoring and assessing the performance of the Company and top executives on an independent basis.

Information of the Board of Directors (As of January 1, 2026)

Name - Surname	The Board of Directors	The Audit Committee	The Governance and Nomination Committee	The Remuneration Committee	The CSR Committee for Sustainable Development Committee	The Environmental Sustainability Development Committee
1. ACM. Satitpong Sukvimol	Chairman	-	-	-	Member	-
2. Mr. Chumpol NaLamlieng	Vice Chairman Independent Director	-	Chairman	-	-	-
3. Mr. Kasem Watanachai	Director	-	-	-	Chairman	-
4. Lt.Col. Somchai Kanchanamanee	Director	-	-	-	Member	-
5. Pol.Col. Thumnithi Wanichthanom	Director	-	-	-	Member	-
6. Mr. Prasarn Trairatvorakul	Independent Director	-	-	Chairman	-	-
7. Mr. Pasu Decharin	Independent Director	Chairman	Member	-	-	-
8. Mrs. Parnsiree Amatayakul	Independent Director	Member	-	Member	-	Member
9. Mr. Cholanat Yanaranop	Independent Director	-	-	Member	-	Chairman
10. Mr. Thapana Sirivadhanabhakdi	Independent Director	-	-	Member	-	-
11. Mr. Suphachai Chearavanont	Independent Director	-	-	-	-	-
12. Mrs. Nuntawan Sakuntanaga	Independent Director	Member	-	-	-	-
13. Ms. Jareeporn Jarukornsakul	Independent Director	-	Member	-	-	-
14. Mr. Roongrote Rangsiyopash	Director	-	Member	Member	Member	-
15. Mr. Thammasak Sethaudom	President & CEO	-	-	-	Member	Member

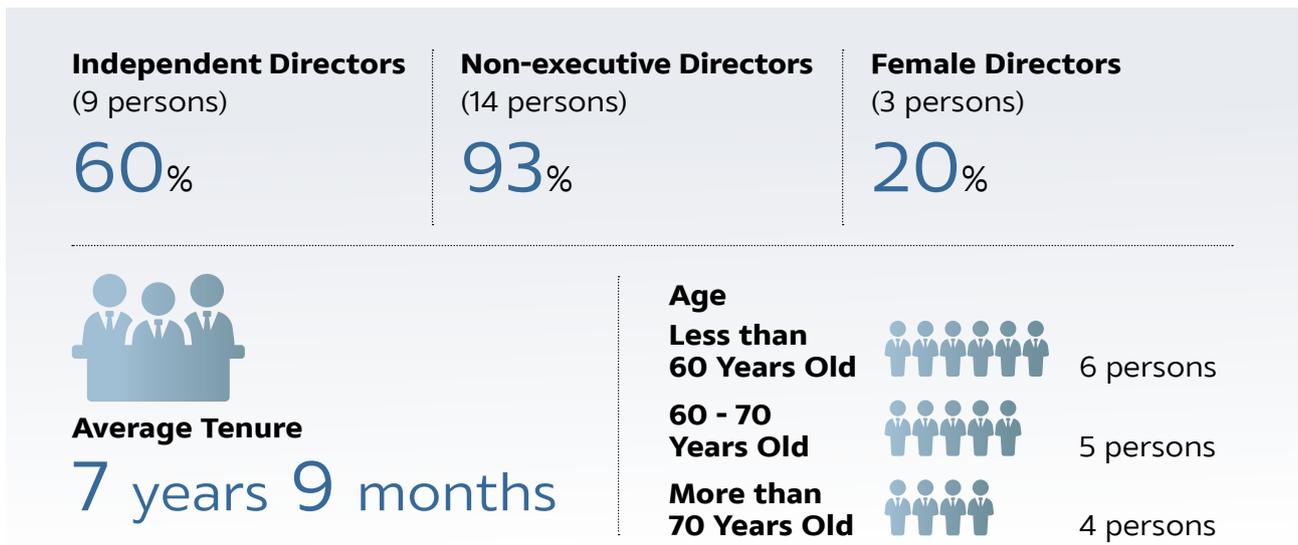


Further details can be found in "Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" from <https://scc.listedcompany.com/ar.html>

Authorized Directors to Bind the Company (As of January 1, 2026)

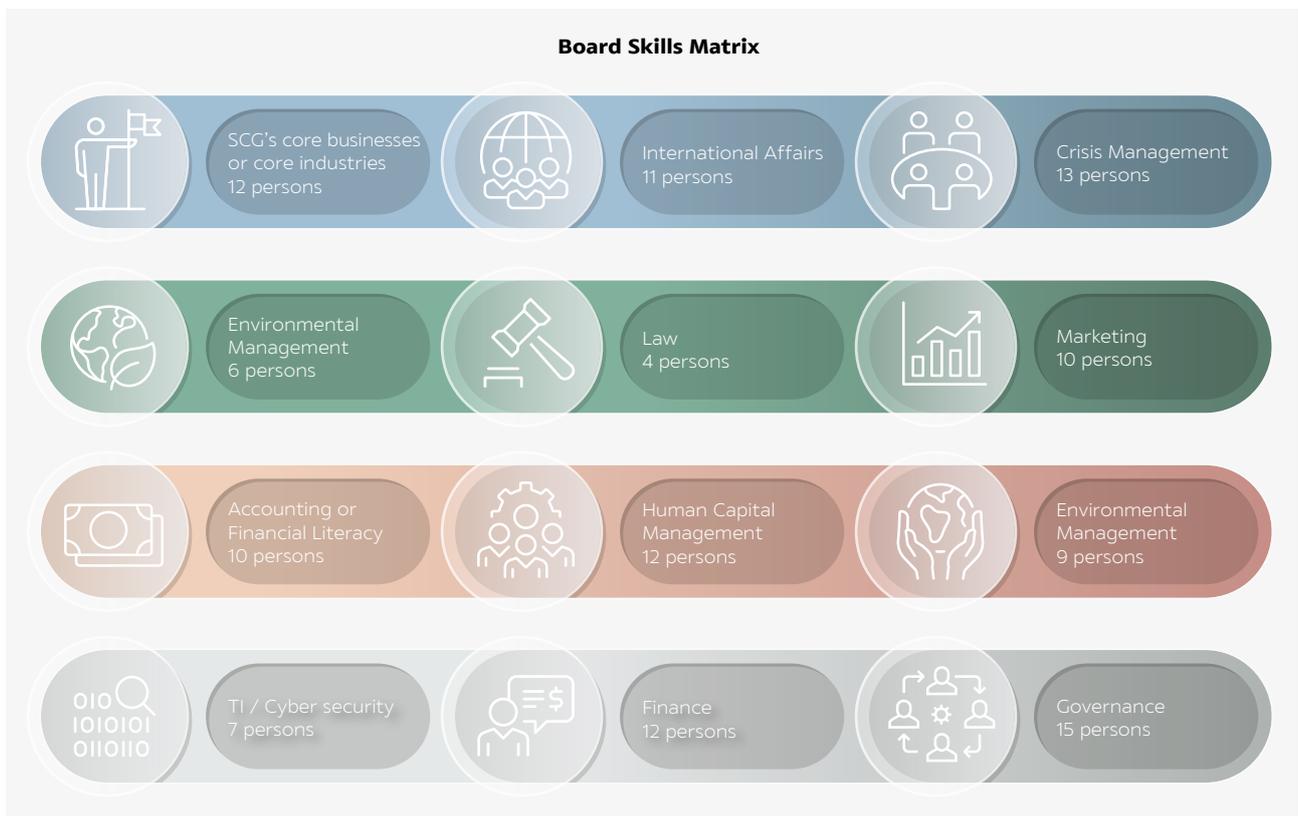
The directors authorized to sign for and with binding effect on the Company are any 2 of the 6 directors, namely Mr. Kasem Watanachai or Mr. Chumpol NaLamlieng or Mr. Prasarn Trairatvorakul or Mr. Cholanat Yanaranop or Mr. Roongrote Rangsiyopash, or Mr. Thammasak Sethaudom jointly signing their names together.

Composition of the Board of Directors (As of January 1, 2026)



Board Skills Matrix

The Board of Directors comprises knowledgeable and experienced individuals across key areas, ensuring alignment with the Company’s objectives and strategies in the following fields:



Roles and Responsibilities of the Board of Directors and Chairman

The Board of Directors of the Company has roles and responsibilities in formulating strategies and policies for the Company's business operations. The Chairman of the Board and each director perform their duties with a sense of responsibility, vigilance, diligence, and integrity for the maximum benefit of the Company, based on social and environmental responsibility. They strive to act justly towards all stakeholders under the principles of good corporate governance, aligning with "SCG Inclusive Green Growth" concept.



Further details of Roles and Responsibilities of the Board of Directors appears under Chapter 13 Corporate Governance Policy and Charter of the Board of Directors can be found on the website: <https://scc.listedcompany.com/cg.html>

Authority of the Board of Directors

The Board of Directors is vested with the authority to approve various matters in accordance with the laws, the Company's Articles of Association, the Board Charter, resolutions of the Board of Directors, and resolutions of the Shareholders' Meeting. These responsibilities include establishing delegation of authority, defining and reviewing the corporate vision, mission, operational strategies, business plans, and risk management policies. The Board also oversees the annual budget, medium-term business plan, and target operating results, ensuring alignment with corporate objectives through monitoring and performance assessments. Additionally, the Board supervises capital expenditures, material connected transactions, mergers and acquisitions, corporate spin-offs, and joint venture agreements to safeguard the Company's best interests and long-term sustainability.

Separation of the Roles of the Board of Directors and the Executives

The Company has defined clear roles and responsibilities for the Board of Directors and the Executives in accordance with the Company's Delegation of Authority Manual. The Board shall be responsible for establishing the policies and overseeing the Management's implementation of those policies. The

Executives, on the other hand, shall be responsible for implementing the policies and the delegation of authority formulated by the Board, and ensuring that these are carried out as planned. Therefore, the Chairman and the President & CEO of the Company shall be different person, and each must be nominated and elected by the Board in order to ensure their appropriateness. Furthermore, the Board is responsible for establishing a succession plan covering the Top Executives, which is subject to annual review. For this agenda, the Board meeting shall be arranged without the presence of the Executive Director.

The Chairman shall not be a member of the Executives and shall not participate in the Management of SCG's business; nor shall the Chairman be authorized to sign binding agreements on behalf of the Company. This is to clearly define separate roles between governance of the Company's overall policy, and business management. The Executives is authorized to manage the Company's operations in accordance with the policies and the delegation of authority set by the Board; take responsibility for the Company's operating results; control expenses and capital expenditures within the limits approved by the Board in the annual operating plan; manage human resources in line with the prescribed policy; resolve problems or conflicts that affect the Company; and maintain effective communication with the stakeholders.

Directors' Term of Office

Term Duration

The Company's Articles of Association stipulates the director's term of office in accordance with the Public Limited Companies Act B.E. 2535 that at the Annual General Meeting of Shareholders each year, one-third of the total directors shall retire from office. If it is not possible to divide the total number of directors evenly by three, the number closest to one-third shall retire from the office. In choosing those directors who retire, the length of service on the board shall be considered, so that those who have served longest are most eligible to retire. The number of years in office shall be in compliance with laws on retirement by rotation. As the

current Board comprises 15 members, 5 directors are due to retire by rotation each year. However, once retired, they are eligible for re-election as directors.

Consecutive Terms of an Independent Director

An independent director shall be in the office at the maximum of three consecutive terms, starting from the first day of qualified independence and each term shall be due on the date of Annual General Meeting of Shareholders. The Board of Directors may nominate the retiring director for re-election if his/her independence is deemed appropriate subsequent to consideration of the Board.

Policy on Directorship of Directors and Top Executives in Organizations Outside SCG

Limitation of the Number of Listed Companies in which a Director May Hold Directorship

This policy aims to protect the Company's best interests as it helps ensure that directors have time sufficient to fulfill their duties. The Board of Directors has agreed to prescribe that each director should hold directorship in a maximum of four other listed companies apart from SCG on The Stock Exchange of Thailand. The Board of Directors has followed this policy strictly. In addition, SCG has a guideline in case the President & CEO is appointed as the director of another company. The matter must be proposed to the Board of Directors for approval.

Policy and Guidelines on SCG Top Executives' Directorship in Organizations Outside SCG

The Board of Directors has established a policy allowing the President & CEO and the Company's management to hold a directorship in companies that are not SCG subsidiaries and associates or spend the Company work hours carrying out directorships for the following three external organizations:

- 1) Governmental organizations that are not established for the benefit of a political party, in which their service represents their cooperation with the authorities and contribution to the general public.

- 2) Private organizations that are established for the benefit of the general public such as the Federation of Thai Industries, the Thai Chamber of Commerce, the Thailand Management Association, etc.
- 3) Private organizations that are established for trading purpose but present no conflicts of interest with SCG and do not consume time to the extent that it is disadvantageous to the Company.

As for management employees, the proposal must be submitted for approval in accordance with the Company Delegation of Authority, in which case the proposal will be reviewed with consideration to the Company's intent to ensure that its employees demonstrate determination and effort, and dedicate their working hours to their duties at the Company to the best of their ability, as well as adhere to the Code of Conduct regarding conflicts of interest, whereby employees do not engage in a conduct that constitutes a competition with the Company's business. The approval of directorships or the use of the Company's working hours on duties in external organizations/companies depends on the Company's judgment and is reviewed on a case-by-case basis. In this regard, the Company has informed relevant management employees of the aforementioned policy and process.

Sub-committees

The Board of Directors has appointed several sub-committees, including the Audit Committee, the Governance and Nomination Committee, the Remuneration Committee, the CSR Committee for Sustainable Development, and the Environmental Sustainability Development Committee. These sub-committees perform specific duties and submit their recommendations or reports to the Board for consideration or acknowledgment. Each sub-committee operates under a defined charter, which outlines its responsibilities and terms of office. Additionally, the Board of Directors may establish other ad hoc sub-committees as deemed appropriate to address changing circumstances.

Scope of Duties

Sub-committees	Scope of Duties
The Audit Committee	The Committee is responsible for reviewing financial reports, internal control, internal audit, as well as ensuring compliance with operational standards according to policies, regulations, laws, practices, and requirements of regulatory bodies. Promoting the development of financial reporting and accounting systems to international standards and maintaining a modern and efficient risk management system.
The Governance and Nomination Committee	The Committee is responsible for proposing, revising, and overseeing the Company's corporate governance matters. Additionally, it is tasked with nominating qualified individuals for directorship to replace those retiring by rotation, as appropriate. Furthermore, the Committee evaluates the performance system of the Board of Directors and monitors and studies changes and trends in the remuneration of the Board of Directors.
The Remuneration Committee	The Committee is responsible for reviewing the succession plan for the Company's President & CEO and the Top Executives, monitoring and studying changes and trends in the remuneration of SCG Top Executives to suggest remuneration policies that can motivate these executives to lead the Company toward success as well as to retain competent and ethical employees.
The CSR Committee for Sustainable Development	The Committee is responsible for establishing policies and guidelines on CSR activities for sustainable development
The Environmental Sustainability Development Committee	The Committee is responsible for proposing recommendations to the Board of Directors for formulating policies, strategies, and directions on addressing environmental issues to promote the organization's sustainability. Additionally, oversee and regularly monitor the implementation of environmental business strategies in alignment with appropriate risk management amid ongoing changes. This approach ensures consideration of impacts on the organization and its stakeholders.



Details of Charters for each sub-committee can be found on the website: <https://scc.listedcompany.com/cg.html>

The Audit Committee

The Audit Committee consists of 3 independent directors with widely recognized expertise and experience in accounting or finance. They possess sufficient knowledge and proficiency to effectively assess the reliability of financial statements. The Audit Committee operates independently and provides objective opinions in accordance with its duties and responsibilities.

Name - Surname	Position in the Audit Committee	Number of Meetings in 2025 (Time)
1. Mr. Pasu Decharin	Chairman	6/6
2. Mrs. Parnsiree Amatayakul	Member	5/6
3. Mrs. Nuntawan Sakuntanaga	Member	6/6

The Internal Audit Office Director serves as secretary.

The Governance and Nomination Committee

The Governance and Nomination Committee consists of 4 directors, including 3 independent directors, with an independent director serving as the chairman.

Name - Surname	Position in the Governance and Nomination Committee	Number of Meetings in 2025 (Time)
1. Mr. Chumpol NaLamlieng	Chairman	5/5
2. Mr. Pasu Decharin	Member	5/5
3. Ms. Jareeporn Jarukornsakul	Member	5/5
4. Mr. Roongrote Rangsiyopash	Member	5/5

The Company Secretary serves as secretary.

The Remuneration Committee

The Remuneration Committee consists of 5 directors, including 4 independent directors, with an independent director serving as the chairman.

Name - Surname	Position in the Remuneration Committee	Number of Meetings in 2025 (Time)
1. Mr. Prasarn Trairatvorakul	Chairman	5/5
2. Mrs. Parnsiree Amatayakul	Member	5/5
3. Mr. Cholanat Yanaranop	Member	5/5
4. Mr. Thapana Sirivadhanabhakdi	Member	5/5
5. Mr. Roongrote Rangsiyopash	Member	5/5

The Corporate Human Resources Director serves as secretary.

The CSR Committee for Sustainable Development

The CSR Committee for Sustainable Development consists of 9 members, including 6 directors and 3 executive members.

Name - Surname	Position in the CSR Committee for Sustainable Development	Number of Meetings in 2025 (Time)
1. Mr. Kasem Watanachai	Chairman	4/4
2. ACM Satitpong Sukvimol	Member	4/4
3. Lt. Col. Somchai Kanchanamanee	Member	4/4
4. Pol. Col.Thumnithi Wanichthanom	Member	4/4
5. Mr. Roongrote Rangsiyopash	Member	4/4
6. Mr. Thammasak Sethaudom	Member	4/4
7. Mr. Chana Poomee	Member	3/4
8. Mr. Paramate Nisagornsen	Member	4/4
9. Mr. Yuttana Jiamtragan	Member	4/4

The Enterprise Brand Management Office Director serves as secretary.

The Environmental Sustainability Development Committee

The Environmental Sustainability Development Committee consists of 3 directors, including 2 independent directors, with an independent director serving as the chairman.

Name - Surname	Position in the Environmental Sustainability Development Committee	Number of Meetings in 2025 (Time)
1. Mr. Cholanat Yanaranop	Chairman	4/4
2. Mrs. Parnsiree Amatayakul	Member	4/4
3. Mr. Thammasak Sethaudom	Member	4/4

The Chief Sustainability Officer serves as secretary.

Remark:

The Chief Sustainability Officer has served as Secretary on behalf of the Assistant President – Sustainability Management, effective 16 January 2026 onward.



Details of sub-committees' performances in 2025 can be found in "Attachment 6 Report of the Audit Committee and Reports of the Other Sub-committees" from <https://scc.listedcompany.com/ar.html>

Report of Changes in Securities Holding of the Directors, Spouses or De facto partners, and Minors

Name - Surname	The Siam Cement PLC						Affiliated Companies					
	Ordinary Share (Shares)			Debentures (Units)			Ordinary Share (Shares)			Debentures (Units)		
	As of January 1, 2025	As of December 31, 2025	Increase/ (Decrease) during fiscal year	As of January 1, 2025	As of December 31, 2025	Increase/ (Decrease) during fiscal year	As of January 1, 2025	As of December 31, 2025	Increase/ (Decrease) during fiscal year	As of January 1, 2025	As of December 31, 2025	Increase/ (Decrease) during fiscal year
1. ACM Satitpong Sukvimol Related person(s)	-	-	-	-	-	-	-	-	-	-	-	-
2. Mr. Chumpol NaLamlieng Related person(s)	100	100	-	-	-	-	1,000**	1,000**	-	-	-	-
3. Mr. Kasem Watanachai Related person(s)	-	-	-	-	-	-	-	-	-	-	-	-
4. Lt. Col Somchai Kanchanamane Related person(s)	-	-	-	-	-	-	-	-	-	-	-	-
5. Pol. Col. Thumnithi Wanichthanom Related person(s)	-	-	-	-	-	-	-	-	-	-	-	-
6. Mr. Prasarn Trairatvorakul Related person(s)	-	-	-	45,000	45,000	-	-	-	-	10,000**	10,000**	-
7. Mr. Pasu Decharin Related person(s)	-	-	-	-	-	-	-	-	-	10,000****	10,000****	-
8. Mrs. Parnsiree Amatayakul Related person(s)	-	-	-	-	-	-	-	-	-	-	-	-
9. Mr. Cholanat Yanaranop Related person(s)	8,500	8,500	-	21,800	21,800	-	2,607*	2,607*	-	-	-	-
10. Mr. Thapana Sirivadhanabhakdi Related person(s)	-	-	-	-	-	-	1,088***	1,088***	-	-	-	-

SCG Top Executives

(As of January 1, 2026)



01

Mr. Thammasak Sethaudom

President & CEO and President,
Cemethai Holding
Company Limited

02

Mr. Paramate Nisagornsen

Vice President-Corporate
Administration

03

Mrs. Chantanida Sarigaphuti

Vice President-Finance
and Investment & CFO

04

Mr. Wiroat Rattanachaisit

President, SCG Smart Living
and President, SCG Distribution
and Retail

05

Mr. Surachai Nimlaor

President, SCG Cement and Green
Solution

06

Mr. Sakchai Patiparnpreechavud

Chief Executive Officer & President,
SCG Chemicals

07

Mr. Suracha Udomsak

Chief Operations and Innovation
Officer, SCG Chemicals

08

Mr. Kulachet Dharachandra

Executive Vice President,
SCG Chemicals and General Director –
Long Son Petrochemicals and
Country Director – Vietnam, SCG

09

Mr. Chattri Eamsobhana

Chief Financial Officer,
SCG Chemicals



Further details can be found in "Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" from <https://scc.listedcompany.com/ar.html>

The Company's Chief Officers in Accounting and Finance

Corporate Accounting Director

Mrs. Nadarat Pomtri, Corporate Accounting Director, has been assigned to oversee SCG's accounting policies, accounting controls, and the preparation of financial statements, ensuring that SCG's accounting transactions are executed efficiently and in compliance with relevant regulations, requirements, and standards. This assignment is effective from October 1, 2024.

Corporate Finance Excellence Director

Ms. Rawiporn Wongbuddhapitak, Corporate Finance Excellence Director, has been assigned to ensure that the financial management of SCG and its subsidiaries adheres to SCG's financial policies.



Further details can be found in "Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" from <https://scg.listedcompany.com/ar.html>

Report of Changes in Securities Holdings of Executives, Spouses or De Facto Partners and Minors under SEC's Definitions

Name - Surname	Ordinary Shares of the Siam Cement Public Company Limited (Shares)					
	As of January, 1, 2025		As of December, 31, 2025		Increase/ (Decrease) During fiscal year	
	Executive	Related person(s)*	Executive	Related person(s)*	Executive	Related person(s)*
1. Mr. Thammasak Sethaudom	-	-	-	-	-	-
2. Mr. Paramate Nisagornsen	-	-	-	-	-	-
3. Mrs. Chantanida Sarigaphuti	-	-	-	-	-	-
4. Mr. Wiroat Rattanachaisit	-	-	-	-	-	-
5. Mr. Surachai Nimlaor	300	-	300	-	-	-
6. Mr. Sakchai Patiparnpreechavud	-	-	-	-	-	-
7. Mr. Suracha Udomsak	-	-	-	-	-	-
8. Mr. Kulachet Dharachandra	-	-	-	-	-	-
9. Mr. Chatri Eamsobhana	-	10,000	-	10,000	-	-
10. Mrs. Nadarat Pomtri	-	-	-	-	-	-
11. Ms. Rawiporn Wongbuddhapitak	-	-	-	-	-	-
12. Mr. Chana Poomee*	5,800	500	5,800	500	-	-

Remarks:

- The Siam Cement Public Company Limited has a registered capital of 1,600,000,000 baht and paid-up capital of 1,200,000,000 baht. (1,200,000,000 shares).
- In reference to the Notification of Capital Market Supervisory Board No. Tor Chor 72/2564, "Executives" shall mean the manager or the next four executives succeeding the manager, the persons holding equivalent position to the fourth executive and shall include the persons holding the position of manager or equivalent in accounting or finance departments.
- SCG executives according to the Notification of Capital Market Supervisory Board comprise the above-mentioned 12 members.
- Related person: According to relevant laws and criteria, ordinary shares of a company held by the directors and executives include those held by spouses, de facto partners, and minors.
- Executives No. 10 and No. 11 serve as the Company's chief officers in accounting and finance.
- Executive No. 12 retired effective January 1, 2026.

Remunerations for the Directors and the Top Executives

The Governance and Nomination Committee is assigned by the Board of Directors to consider proposing the remuneration methods and processes for members of the Board, the sub-committees as well as continually keep up with the changes and possibilities in regard to the remuneration for the Board and the top executives to propose for the Board's consideration.

Remunerations of the Directors

Policy on the Remuneration for the Board and its Sub-committees

The appropriate remuneration for members of the Board and Sub-committees is set at rates comparable to those of leading companies listed in the SET, and other top companies in the same industries. Remuneration for the Board is also considered based on SCG's operating results, before being proposed for approval in the Shareholders' Meeting in accordance with the Articles of Association of the Company.

In the 11th Annual General Meeting of Shareholders held on Wednesday, March 24, 2004, a resolution passed concerning the remuneration and bonuses of directors. Monthly remuneration for all directors was set at 1,800,000 baht, to be distributed among the directors in such manner that they themselves may consider appropriate. Regarding bonuses, permission was granted for the Board itself to determine the appropriate amount, but the amount cannot exceed 0.5% of total dividends paid to shareholders, and should be apportioned among the directors in such manner they themselves may consider appropriate. This took effect from the day the resolution was passed by a vote of the shareholders and remained in effect until the Shareholders' Meeting determined otherwise. The bonus for directors will be

considered based on the growth of profits of the Company. In addition to monetary remuneration, the Company does not grant other privileges to the directors.

Regarding remuneration for sub-committees, the Board of Directors is authorized to determine the remuneration for each sub-committee in accordance with Clause 40 of the Company's Articles of Association. However, to uphold transparency and good corporate governance principles, the Board of Directors resolved that all forms of remuneration for directors shall be disclosed at the Annual General Meeting of Shareholders and included as a regular agenda item for approval.

At the 2025 Annual General Meeting of Shareholders (the 32nd Meeting) held on March 26, 2025, the shareholders approved the retention of the existing remuneration structure for directors and sub-committee members. In this regard, the remuneration of the CSR Committee for Sustainable Development and Environmental Sustainability Development Committee was determined at the same criteria and rates as those of the Governance and Nomination Committee and the Remuneration Committee.

Apportionment of Board Remuneration and Bonuses Monthly Remuneration

The Board of Directors passed a resolution to pay the chairman a 1.5 portion, or 174,194 baht per month, and the other 14 board members one portion, or 116,129 baht per month.

Directors' Bonuses

The Board of Directors resolved to grant the Chairman a bonus of 1.5 portions, while each of the other Board members will receive a bonus of one portion each, in accordance with the resolution approved at the Shareholders' Meeting.

Remuneration for the Sub-committees

The Board of Directors passed a resolution to remunerate members of the sub-committees on the basis of a fixed fee and attendance fee, as follows:

Unit: Baht/Person

Sub-committee	Position	Annual fixed fee	Meeting allowance
The Audit Committee	Chairman	180,000	45,000
	Member	120,000	30,000
The Governance and Nomination Committee	Chairman	150,000	37,500
The Remuneration Committee	Member	100,000	25,000
The CSR Committee for Sustainable Development			
The Environmental Sustainability Development Committee			

Remuneration of the Board of Directors for 2025 (January 1 - December 31, 2025)

Unit: Baht/Person

Name - Surname	The Board of Directors	The Audit Committee	The Governance and Nomination Committee	The Remuneration Committee	The CSR Committee for Sustainable Development	The Environmental Sustainability Development Committee	Bonus**	Total
1. ACM. Satitpong Sukvimol	2,090,328.00	-	-	-	151,388.89	-	2,903,224.00	5,144,940.89
2. Mr. Chumpol NaLamieng*	1,393,548.00	-	337,500.00	-	-	-	1,935,484.00	3,666,532.00
3. Mr. Kasem Watanachai	1,393,548.00	-	-	-	227,083.33	-	1,935,484.00	3,556,115.33
4. Lt.Col. Somchai Kanchanaminee	1,393,548.00	-	-	-	151,388.89	-	1,935,484.00	3,480,420.89
5. Pol.Col. Thumnithi Wanichthanom	1,393,548.00	-	-	-	151,388.89	-	1,935,484.00	3,480,420.89
6. Mr. Prasarn Trairatvorakul*	1,393,548.00	-	-	337,500.00	-	-	1,935,484.00	3,666,532.00
7. Mr. Pasu Decharin*	1,393,548.00	450,000.00	225,000.00	-	-	-	1,935,484.00	4,004,032.00
8. Mrs. Parnsiree Amatayakul*	1,393,548.00	270,000.00	-	225,000.00	-	151,388.89	1,935,484.00	3,975,420.89
9. Mr. Cholanat Yanaranop*	1,393,548.00	-	-	225,000.00	-	227,083.33	1,935,484.00	3,781,115.33
10. Mr. Thapana Sirivadhanabhadi*	1,393,548.00	-	-	225,000.00	-	-	1,935,484.00	3,554,032.00
11. Mr. Suphachai Chearavanont*	1,393,548.00	-	-	-	-	-	1,935,484.00	3,329,032.00
12. Mrs. Nuntawan Sakuntanaga*	1,393,548.00	300,000.00	-	-	-	-	1,935,484.00	3,629,032.00
13. Ms. Jareeporn Jarukornsakul*	1,393,548.00	-	225,000.00	-	-	-	1,935,484.00	3,554,032.00
14. Mr. Roongrote Rangsiyopash	1,393,548.00	-	225,000.00	225,000.00	151,388.89	-	1,935,484.00	3,930,420.89
15. Mr. Thammasak Sethaudom	1,393,548.00	-	-	-	151,388.89	151,388.89	1,935,484.00	3,631,809.78
Total	21,600,000.00	1,020,000.00	1,012,500.00	1,237,500.00	984,027.78	529,861.11	30,000,000.00	56,383,888.89

Remarks:

* Independent Director.

** The directors' bonuses paid in 2025 consisted of the bonus payment based on the final dividend of the year 2024 paid to shareholders on April 22, 2025 and the interim dividend of the year 2025 paid on August 28, 2025.

- Director No. 1 serves as the Chairman of the Board and serves as a director of SCG Chemicals Public Company Limited, a core subsidiary of the Company. The remuneration for the role is disclosed under "Remuneration for the Directors of SCGC."
- Director No. 2 serves as the Chairman of the Governance and Nomination Committee and as a director in SCG Chemicals Public Company Limited, a core subsidiary of the Company. The remuneration for this role is disclosed under "Remuneration for the Directors of SCGC."

- Director No. 3 serves as the Chairman of the CSR Committee for Sustainable Development.
- Director No. 5 serves as a director in SCG Packaging Public Company Limited, a core subsidiary of the Company. The remuneration for this role is disclosed under “Remuneration for the Directors of SCGP.”
- Director No. 6 serves as the Chairman of the Remuneration Committee and as the Chairman of the Board and Independent Director in SCG Packaging Public Company Limited, a core subsidiary of the Company. The remuneration for this role is disclosed under “Remuneration for the Directors of SCGP.”
- Director No. 7 serves as the Chairman of the Audit Committee.
- Director No. 9 serves as the Chairman of the Environmental Sustainability Development Committee and as Independent Director in SCG Decor Public Company Limited, a core subsidiary of the Company. The remuneration for this role is disclosed under “Remuneration for the Directors of SCGD.”
- Directors Nos. 9-11 serve as directors in SCG Chemicals Public Company Limited, a core subsidiary of the Company. The remuneration for these roles is disclosed under “Remuneration for the Directors of SCGC.”
- Director No. 14 serves as a director in SCG Chemicals Public Company Limited and SCG Packaging Public Company Limited, all of which are core subsidiaries of the Company. The remuneration for these roles is disclosed under “Remuneration for the Directors of SCGC,” and “Remuneration for the Directors of SCGP,” respectively.
- Director No. 15 serves as a director in SCG Packaging Public Company Limited, SCG Decor Public Company Limited, and SCG Chemicals Public Company Limited, all of which are core subsidiaries of the Company. The remuneration for these roles is disclosed under “Remuneration for the Directors of SCGP,” “Remuneration for the Directors of SCGD,” and “Remuneration for the Directors of SCGC,” respectively.

Remuneration of President & CEO, and the Top Executives

Policy on Top Executive Remuneration

The Board and the Remuneration Committee assess the performance of the President & CEO based on the Company’s operating results, the implementation of the Board’s policies, and the overall socio-economic circumstances. Subsequently, the Remuneration Committee considers the appropriate remuneration for the President & CEO and Top Executives of SCG and proposes such amounts to the Board for approval, taking into account information regarding the current and previous years:

1. Business Performance is evaluated based on key financial indicators, including EBITDA on Operating Assets, EBITDA from Operations, Revenue from Sales, and Net Profit. Additionally, other factors such as the Engagement Score and Customer Satisfaction Score are considered. Each year, SCG collaborates to define specific performance indicators and targets for each business unit, establishing benchmarks for evaluation and comparison.
2. The operating results of the business unit compared to those of other companies in the same industry, both locally and internationally.

3. The executive’s capability to develop the business units and improve operational efficiency for each business unit each year and to lead the Company in meeting the ESG performance and sustainability goals which are set both in the short and long term, both with respect to the environment, such as greenhouse gas emission reduction, energy and resource consumption reduction, water withdrawal reduction, zero waste to landfill, revenue from sales of eco value products and services, and with respect to society, such as health and safety goals.

In addition, the results of an opinion survey of management-level employees towards the President & CEO and top executives were also used in the consideration of the Remuneration Committee.

Remuneration of the Top Executives

The total remuneration for the President & CEO and 10 top executives holding positions in 2025 including salary, bonuses, variable pay, and other compensations amounted to 169,960,327 baht. Additionally, in 2025, the Company contributed 16,656,380 baht to the provident fund on behalf of the executives in their capacity as Company employees.

Claw Back Provision

The Company's claw back provision is following the Securities and Exchange Act B.E 2535. Under section 89/7, it is stated that the board of directors, executives, and associates under SEC's Definitions should perform their duties with full responsibilities as well as cautiousness and integrity, and comply according to the

law, the Company's objectives, the Company's Articles of Association, and resolutions of the board of directors and shareholder's meeting. In case that the Board of directors, executives and associates under SEC's Definitions have conducted any act against the section 89/7, the Company may reclaim the incentives back to the Company according to the section 89/18 and 89/19.

Information of Directors and Executives of Major Subsidiaries within the Core Businesses

(As of December 31, 2025)

* Listed Company on the Stock Exchange of Thailand

◆ Executive Director ✓ Director ● Executive

Name - Surname	CPAC	SCG CBM	SCG Dist	SCGD*	SCGC	SCGP*
1. ACM Satitpong Sukvimol					✓	
2. Mr. Chumpol NaLamlieng					✓	
3. Pol. Col. Thumnithi Wanichthanom						✓
4. Mr. Prasarn Trairatvoraku						✓
5. Mr. Cholanat Yanaranop				✓	✓	
6. Mr. Thapana Sirivadhanabhakdi					✓	
7. Mr. Suphachai Chearavanont					✓	
8. Mr. Roongrote Rangsiyopash					✓	✓
9. Mr. Thammasak Sethaudom	✓	✓	✓	✓	✓	✓
10. Mr. Paramate Nisagornsen		✓				
11. Mrs.Chantanida Sarigaphuti	✓	✓	✓			
12. Mr. Wiroat Rattachaisit	✓	◆	◆	✓		
13. Mr. Surachai Nimlaor	✓	✓				
14. Mr. Sakchai Patiparnpreechavud					◆	
15. Mr. Suracha Udomsak					●	
16. Mr. Kulachet Dharachandra					●	
17. Mr. Chatri Eamsobhana					●	
18. Mr. Nithi Patarachoke				✓		
19. Mr. Wichet Chuchaeu	◆					
20. Mr. Ratchayut Kasemchaisiri			✓			
21. Mr. Nopporn Keeratibunharn			◆			

Name - Surname	CPAC	SCG CBM	SCG Dist	SCGD*	SCGC	SCGP*
22. Mr. Chaovalit Ekabut				✓		
23. Mr. Lucksananoi Punkrasamee				✓		
24. Mr. Pakorn Matrakul				✓		
25. Mrs. Sirivipa Supantanet				✓		
26. Mr. Giovanni Grossi				✓		
27. Mr. Teeranun Srihong				✓		
28. Mrs. Malinee Panichapong				✓		
29. Mrs. Kaisri Nuengsigkapien						✓
30. Mr. Kitipong Urapeepatanapong						✓
31. Mr. Rapee Sucharitaku						✓
32. Mr. Vanus Taepaisitphongse						✓
33. Mr. Vibul Tuangsitthisombat						✓
34. Mr. Thirapong Chansiri						✓
35. Mrs. Pakapun Leevutinun						✓
36. Mr. Wirot Phanitphotchamarn	●					
37. Mr. Chuchoke Sevakunarkon	●					
38. Mr. Thirawat Poonkarnjanaroj	●					
39. Mr. Weerakorn Saitep	●					
40. Mrs. Phitchayarasm Prasertdee	●					
41. Mr. Anusorn Potchanabanpot		●				
42. Mr. Dusit Chairat		●				
43. Mr. Krit Jindawanichsakul		●				
44. Mr. Narongvate Vajanapanich		●				
45. Mr. Gurdkun Chatakool		●	●			
46. Ms. Voralak Singhsilarak		●	●			
47. Mrs. Anchalee Chavanalikhorn			●			
48. Mr. Joshua Wasawit Pas			●			
49. Mr. Piphop Vasanaarchasakul			●			
50. Mr. Warit Jintanawan			●			

Name - Surname	CPAC	SCG CBM	SCG Dist	SCGD*	SCGC	SCGP*
51. Ms. Porawan Mahatanasuk			●			
52. Mr. Anuvat Chalermchai			●			
53. Mr. Abhijit Datta			●			
54. Mr. Natchapol Sirilertsombat			●			
55. Mr. Numpol Malichai				◆		
56. Mr. Kitipong Phocharanon				●		
57. Mr. Jakkrit Suwansilp				●		
58. Mr. Chaiyaporn Supanya				●		
59. Mr. Sitichai Sukkitprasert				●		
60. Mr. Wichan Jitpukdee						◆
61. Mr. Wichan Charoenkitsupat						●
62. Mr. Danaidej Ketsuwan						●
63. Mr. Jakjit Klomsing						●
64. Mr. Karan Tejasen						●
65. Mr. Suchai Korprasertsri						●
66. Mr. Karan Tejasen						●
67. Mr. Ekaraj Niroj						●
68. Mr. Sompob Witworrasakul						●
69. Mr. Termsak Kitsanadecha	●					
70. Mrs. Nunthana Rungpunyarat		●				
71. Mr. Nat Changlum			●			
72. Mrs. Voranun Sodanin				●		
73. Ms. Slil Siripong					●	
74. Mrs. Wassana Torrungruang					●	
75. Mrs. Rungtip Trikomol						●



Further details can be found in "Attachment 2 Information of Directors of Major Subsidiaries of the Core Businesses" from <https://scc.listedcompany.com/ar.html>

Remunerations for the Directors of Major Subsidiaries within the Core Businesses

Remunerations for the Directors of CPAC, SCG CBM and SCG Dist

The directors of CPAC, SCG CBM, and SCG Dist are not be entitled to remuneration for their directorships, as they already serve as executives of SCG.

Remuneration for the Directors of SCGD (January 1 – December 31, 2025)

Unit: Baht/Person

Name – Surname	The Board of Directors	The Audit and Risk Management Committee	The Nomination, Remuneration and Corporate Governance Committee	The Sustainable Development Committee	Independent Directors	Bonus	Total
1. Mr. Cholanat Yanaranop*	108,000.00	-	-	-	-	-	108,000.00
2. Mr. Wiroat Rattanachaisit	840,000.00	-	180,000.00	90,000.00	-	200,000.00	1,310,000.00
3. Mr. Lucksananoi Punkrasamee*	840,000.00	440,000.00	-	-	45,000.00	250,000.00	1,695,000.00
4. Mr. Niti Patarachoke	840,000.00	-	120,000.00	135,00.00	-	200,000.00	1,295,000.00
5. Mr. Chaovalit Ekabut	960,000.00	-	120,000.00	-	-	200,000.00	1,160,000.00
6. Mr. Thammasak Sethaudom	840,000.00	-	-	-	-	200,000.00	1,040,000.00
7. Mrs. Sirivipa Supantanet*	840,000.00	320,000.00	-	-	30,000.00	200,000.00	1,390,000.00
8. Mr. Pakorn Matrakul*	840,000.00	320,000.00	120,000.00	-	30,000.00	200,000.00	1,510,000.00
9. Mr. Giovanni Grossi*	840,000.00	-	-	-	-	200,000.00	1,040,000.00
10. Mr. Teeranun Srihong*	840,000.00	-	-	-	30,000.00	200,000.00	1,070,000.00
11. Mrs. Malinee Panichapong*	840,000.00	-	-	90,000.00	30,000.00	200,000.00	1,160,000.00
12. Mr. Numpol Malichai	840,000.00	-	-	90,000.00	-	200,000.00	1,130,000.00
13. Mr. Roongrote Rangsiyopash	972,000.00	-	-	-	-	300,000.00	1,272,000.00
Total	10,440,000.00	1,080,000.00	540,000.00	405,000.00	165,000.00	2,550,000.00	15,180,000.00

Remarks:

* Independent Director.

- Director No. 1 serves as the Chairman of the Board of Directors, effective on November 25, 2025.
- Directors No. 13 serve as the Chairman of the Board of Directors until November 24, 2025.

Remuneration for the Directors of SCGC (January 1 – December 31, 2025)

Unit: Baht/Person

Name – Surname	The Board of Directors
1. ACM. Satitpong Sukvimol	1,800,000.00
2. Mr. Chumpol NaLamlieng	1,200,000.00
3. Mr. Roongroate Rangsiyopash	1,200,000.00
4. Mr. Suphachai Chearavanont	1,200,000.00
5. Mr. Thapana Sirivadhanabhakdi	1,200,000.00
6. Mr. Cholanat Yanaranop	1,200,000.00

Unit: Baht/Person

Name – Surname	The Board of Directors
7. Mr. Thammasak Sethaudom	1,200,000.00
8. Mr. Sakchai Patiparnpreechavud	-
Total	9,000,000.00

Remarks:

- Director No. 1 serves as the Chairman of the Board of Directors.
- Director No. 8, being an executive of SCG, does not receive remuneration as a Director of the above-mentioned company.

Remuneration for the Directors of SCGP (January 1 – December 31,2025)

Unit: Baht/Person

Name - Surname	The Board of Directors	Audit Committee	Corporate Governance and Nomination Committee	Remuneration Committee	Risk Oversight Committee	Bonus**	Total
1. Mr. Prasarn Trairatvorakul*	1,800,000.00	-	-	-	-	1,416,600.00	3,216,600.00
2. Mr. Thammasak Sethaudom	1,200,000.00	-	-	280,000.00	-	944,300.00	2,424,300.00
3. Pol. Col. Thumnithi Wanichthanom	1,200,000.00	-	-	-	-	944,300.00	2,144,300.00
4. Mr. Roongrote Rangsiyopash	1,200,000.00	-	220,000.00	-	-	944,300.00	2,364,300.00
5. Mrs. Kaisri Nuengsigkapien*	1,200,000.00	510,000.00	-	-	-	944,300.00	2,654,300.00
6. Mr. Kitipong Urapeepatanapong*	1,200,000.00	-	300,000.00	-	136,944.44	944,300.00	2,581,244.44
7. Mr. Rapee Sucharitakul*	919,354.84	276,666.67	-	-	-	230,000.00	1,426,021.51
8. Mr. Vanus Taepaisitphongse*	1,200,000.00	-	-	390,000.00	-	944,300.00	2,534,300.00
9. Mr. Vibul Tuangsitthisombat*	1,200,000.00	-	-	250,000.00	180,735.65	944,300.00	2,575,035.65
10. Mr. Thiraphong Chansiri	1,200,000.00	-	220,000.00	-	-	944,300.00	2,364,300.00
11. Mrs. Pakapun Leevutinun*	116,666.67	9,782.61	-	-	-	-	126,449.28
12. Mr. Wichan Jitpukdee	1,200,000.00	-	-	-	136,944.44	944,300.00	2,281,244.44
13. Mrs. Pongpen Ruengvirayudh	280,645.16	63,333.33	-	-	-	714,300.00	1,058,278.49
14. Mrs. Suphajee Suthumpun	836,666.67	229,836.96	-	-	-	944,300.00	2,010,803.63
Total	14,753,333.34	1,089,619.57	740,000.00	920,000.00	454,624.53	11,803,900.00	29,761,477.44

Remarks:

- * Independent Director.
- ** The directors' bonuses paid in 2025 consisted of the bonus payment based on the dividend of the year 2024 paid to shareholders on April 21, 2025 and the interim dividend of the year 2025 paid on August 27, 2025.
- Director No. 1 serves as the Chairman of the Board of Directors.
- Director No. 5 serves as the Chairman of the Audit Committee.
- Directors No. 6, 9, and 12 serve as Risk Oversight Committee Members since January 1, 2025. Director No. 9 serves as Chairman of the Risk Oversight Committee since April 23, 2025.
- Director No. 7 serves as Independent Director and Audit Committee Member to replace Mrs. Pongpen Ruengvirayudh since March 25, 2025.
- Director No. 11 served as Independent Director and Audit Committee Member to replace Mrs. Suphajee Suthumpun since November 25, 2025.
- Director No. 13 served as Independent Director and Audit Committee Member until March 25, 2025.
- Director No. 14 served as Independent Director and Audit Committee Member until September 12, 2025.

Remuneration for the Executives of Major Subsidiaries within the Core Businesses

1. Monetary remuneration, such as monthly salary, bonus, and variable pay
2. Benefit-in-kind, such as provident fund contributions

Details of the remuneration for the executives of major subsidiaries within the core businesses are as follows:

Unit: Baht

Name of the Company's Subsidiary	Total Monetary Remuneration	Benefit-in-kind
CPAC	45,363,400	4,446,624
SCG CBM	49,346,348	4,984,980
SCG Dist	98,844,688	9,379,032
SCGD	41,100,000	4,400,000
SCGC	62,138,938	6,102,720
SCGP	104,244,000	9,787,440

Remark:

The aforementioned executive remuneration includes the compensation of executives in each subsidiary within the core businesses, which is the same information as the remuneration of SCG's top executives.

Human Resources

SCG consists of The Siam Cement Public Company Limited and its businesses. As of the end of 2025, the total number of employees is as follows:

Unit: Person

Business Unit	Thai	Overseas	Total
The Siam Cement Public Company Limited	1,706	0	1,706
SCG Cement and Green Solutions	5,011	2,223	7,234
SCG Smart Living	3,122	808	3,930
SCG Distribution and Retail	1,259	618	1,877
SCG Decor (SCGD)	3,519	3,491	7,010
SCG Chemicals (SCGC)	4,723	3,164	7,887
SCGP	8,529	13,098	21,627
Others	513	157	670
Total	28,382	23,559	51,941



Employee Care

Remuneration Management

SCG places great emphasis on remuneration management in order to attract talents and high-potential recruits as well as boost the morale of the staff so as to retain capable employees and drive them to successfully fulfill their duties. SCG has also put in place a job value assessment process for the jobs at different levels in the organization and established a suitable remuneration structure that is competitive with other companies in the same industry or located in the vicinity as well as a performance assessment system that is guided by fairness and equitability and takes into account communication between employees, their superiors, and SCG of relevant expectations, action plans, and the organization's shared goals. Remuneration is offered in the following forms: salaries, position-dependent work-related allowances, bonuses, variable pays, and other benefits.

SCG's remuneration management takes into consideration not only its annual performance, such as sales generation, net profit, and EBITDA, but also its long-term performance, such as business expansion plans, profit growth rates, market shares, and performance in operational efficiency improvement and sustainable development, in order to ensure SCG's sustainable growth.

Employee Benefits Management

SCG has prescribed a benefit management policy and relevant guidelines in its human resources management regulations, protocols, and guidelines to provide support and assistance related to healthcare and wellbeing for employees, facilitate their performance of duties, and elevate their quality of life as appropriate for employees at each level. The policy and guidelines are regularly reviewed to ensure compatibility with changes.

In 2025, SCG prioritized the key approaches to employee benefits management, as follows:

- Managing employee benefits and leave policies in line with workforce diversity, in accordance with the Diversity and Inclusion Policy.
- Enhancing a productive working environment through initiatives such as Smart Workplace and Energy Management, fostering psychological safety (SCG Nurtures Psychological Safety), strengthening employee engagement, and the SCG Happy Space initiative.
- Promoting holistic employee well-being across physical, mental, financial, and social dimensions through knowledge sharing, financial and health consultations, mental health support, and social engagement activities.

Long-term Employee Care

SCG places importance on the long-term career management of its employees. The Company has continuously established individual development plans jointly between employees and their supervisors to support career growth. In addition, SCG provides employee benefits and welfare programs aimed at long-term well-being, such as provident funds, financial management and health care programs, retirement preparation programs, and clubs for retired employees, among others. These initiatives are designed to enable employees to maintain a good quality of working life and to prepare for retirement with stability, both in terms of financial security and good health.

SCG has established The Registered Provident Fund for Managerial-Level Employees of The Siam Cement Public Company Limited and The Registered Cement Group Provident Fund. These provident funds are established to support and promote systematic long-term savings and investment for employees through provident funds. The funds are governed and managed by the Provident Fund Committee.

As of September 2025, SCG's provident funds had total assets under management of approximately 70 billion baht. With respect to contribution rates, employees may contribute between 2–15% of their monthly salary, while the Company provides matching contributions ranging from 5–13% of monthly salary, depending on the length of service.

SCG's provident funds apply the Stewardship Code for Institutional Investors ("I Code") in their operations and management, including the selection of fund managers who comply with the I Code and practice responsible investment by taking into account Environmental, Social, and Governance (ESG) factors, for the best interests of fund members. In addition, employees are given the option to select investment policies that best suit their individual preferences.

A total of 28,382 SCG permanent employees participate in the provident funds, representing 100% of SCG employees in Thailand.

Employee Development

The prolonged accumulation of environmental challenges has continued to intensify, emerging as a critical issue increasingly emphasized by public and private organizations worldwide. Additionally, the United States' implementation of the Reciprocal Tariff, the influx of Chinese products into ASEAN markets, and ongoing geopolitical tensions have directly impacted SCG's business operations and expansion both in Thailand and abroad.

In response, SCG has refined its people development strategy, recognizing employees as a pivotal driver of organizational transformation. SCG aims to accelerate capability building and equip employees with new skills aligned with business strategies, while enhancing its learning ecosystem to remain relevant and responsive to the current operating environment.

SCG has redesigned learning content and formats to ensure they are relevant to the current business landscape, focusing on hands-on experiences and real-world applications. Key programs include: Net Zero Accelerator Program (NZP) – Designed for managers, this program enhances understanding of low-carbon solutions and their practical applications, ESG Leadership Program – A leadership development initiative for SCG's emerging leaders, equipping them with the necessary skills for sustainable business growth, SCG Marketing Boot Camp – Open to all marketing professionals, providing specialized training in executing marketing projects. Additionally, SCG has introduced the Management Enrichment Program (MEP) for managers, conducted in Thai, to provide more inclusive learning opportunities. Previously, management programs such as the Management Development Program (MDP) and Management Acceleration Program (MAP) were





conducted exclusively in English. This shift eliminates language barriers while ensuring that employees receive comprehensive training. SCG is committed to continuous upskilling and reskilling, ensuring that employees at all levels acquire the future skills and soft skills necessary to drive the Company's strategic goals. Key focus areas include: Data Analytics for Decision-Making, Internet of Things (IoT), ChatGPT and Generative AI.

SCG has developed its own Learning Management System (LMS), providing employees access to digital content from both internal and external sources. The platform offers courses across technical skills, leadership, and soft skills, fostering continuous self-improvement.

SCG employees continuously develop their Individual Development Plan (IDP) through the LMS to ensure their growth aligns with business direction and the Annual Plan. Supervisors engage in discussions with employees to define personalized development pathways, utilizing various learning methods such as project assignments, digital learning, coaching, classroom training, and workshops, tailored to each employee's role and career progression.

In 2025, the average number of training days per employee was 14 days. The total expense for internal and external employee learning and development amounted to 762 million baht.

In addition to development through various training programs, SCG positions itself as an "Organization of Possibilities", providing opportunities for both employees

and external individuals to enhance their knowledge and capabilities through continuous scholarship support at the undergraduate, master's, and doctoral levels.

In 2025, eight employees were awarded MBA scholarships, while six employees received technical scholarships and another six received specialist scholarships to pursue studies at leading universities in the United States, the United Kingdom, and Europe. In addition, SCG granted a total of five scholarships to external individuals.

In addition, 2025 marked the first year that SCG launched the SCG Scholar Trainee Program for external candidates interested in joining SCG as company-sponsored scholars. The program attracted more than 300 applicants and involved a rigorous selection process by the selection committee. Currently, Scholar Trainees are undertaking rotational assignments across various businesses of SCG.

Human Resource Management in Other Aspects

SCG has established a human resource management strategy that is appropriate to the prevailing circumstances and aligned with its business strategy, with a focus on talent acquisition, talent management and development, as well as talent engagement and retention. In addition, SCG emphasizes shared services expansion by consolidating similar support functions at the central level in order to enhance operational efficiency, reduce costs, and establish consistent standards across the organization.

Other Key Information

Company Secretary

The Board of Directors appointed Mrs. Pattarawan Tunsakul as Company Secretary and Secretary to the Board of Directors, effective January 1, 2026. Her responsibilities include providing advice and guidance to Directors on compliance with applicable laws and duties, organizing meetings of the Board of Directors, Board Committees, and Shareholders' Meetings, as well as reviewing minutes of the Board of Directors' meetings and Shareholders' Meetings, the Annual Registration Statement (Form 56-1 One Report), and preparing and maintaining statutory documents and other assignments as required by law.

Recognized for her expertise in corporate secretarial management, she also served as Director of the Corporate Secretary Office, where she played a key role in ensuring compliance with laws, regulations, and SCG Corporate Governance Policy while overseeing corporate secretarial functions.

In addition to participating in various training and knowledge development programs, in 2025 the Company Secretary also served as a speaker, sharing knowledge and experience on company secretary practices with other listed companies. These included programs such as the Company Secretary Program, Company Reporting Program, and Board Reporting Program, organized by the Thai Institute of Directors (IOD).



Further details can be found in "Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" from <https://scc.listedcompany.com/ar.html>

Head of Internal Audit

The Company has the Internal Audit Office which is directly to the Audit Committee. The Internal Audit Office has responsible for corporate governance, risk management, compliance and internal control, building trust and providing consulting independently, effectively and efficiently. The Audit Committee meeting no.122th (5/2018) held on October 2, 2018, resolved to appoint Mr. Pitaya Chanboonmi as Internal Audit Director of Internal Audit Office effective from November 1, 2018

Head of Compliance and Legal

Mr. Rattakrai Limsitrakul, Managing Director - SCG Legal Counsel Limited which is a subsidiary of the Company, is appointed as the Chairman of Compliance Management Committee, responsible for proposing policies, strategies and supervising the Company and its subsidiaries to comply with related rules and laws as well as creating knowledge, understanding, communication and raising awareness. This assignment is effective from October 1, 2024.



Further details can be found in "Attachment 3 Information of Head of Internal Audit and Head of Compliance and Legal" from <https://scc.listedcompany.com/ar.html>

Investor Relations

The Company's Investor Relations communicates with institutional investors, retail investors, shareholders, analysts and relevant government bodies on an equal and fair basis. In 2025, SCG organized various activities in order that the President & CEO, and Vice Presidents could meet investors, institutional investors, and analysts on a regular basis and present the operating results, financial statements and position, management discussion and analysis, and industry trends to them. The investor relations activities conducted are summarized below:

- Organizing an Analyst Conference to announce its quarterly performance, totaling 4 times a year, in the form of Physical Meetings and/or Hybrid Meetings. The format is carefully considered to ensure it is appropriate and maximizes benefits for participants. Conducting the conference in a Physical Meeting format enhances communication and allows executives to respond to investor inquiries more effectively.
- Organizing management meetings with domestic and international institutional investors to provide briefings, communicate, and enhance accurate understanding of SCG's business direction and general information, comprising 90 activities across 127 meetings.

- Participating in the "Opportunity Day" event, organized quarterly by the Stock Exchange of Thailand, totaling four times per year. In addition to quarterly performance briefings, each session also provided supplementary information to enhance investors' understanding of individual businesses, including key developments of each business segment.
- Preparing the SET Company Snapshot, presenting financial performance, business strategies, and other key business information on a quarterly basis, totaling four times per year.
- Participating in the SET Digital Roadshow, presenting financial performance, business strategies, and other key business insights, totaling two times.
- Participating in activities organized by securities companies and through their online platforms to enhance domestic retail investors' understanding of SCG's businesses, operating performance, and key developments, in response to investor interest in gaining a more comprehensive understanding of SCG's business, particularly during the period when SCG Chemicals was awaiting business recovery.
- Enhanced communication of SCG's operating performance in 2025, with a particular focus on the continued strength of cash flow (EBITDA). The Company communicated key action plans during challenging conditions, including operational and business restructuring to improve efficiency, reduce working capital, and lower debt levels. In addition, SCG highlighted significant developments across its businesses, such as the Long Son Petrochemicals Complex (LSP) project in Vietnam, progress of the Long Son Petrochemicals Ethane (LSPE) project, expansion of the low-carbon cement market, the maintenance and increase of the proportion of High Value-Added (HVA) products, and the expansion of customer offerings through Smart Value Products.
- The 2025 Investor Relations Activities Overview focused on Physical Meetings, continuing the approach from the previous year. SCG enhanced communication with both domestic and international investors, providing a deeper understanding of the business, as well as up-to-date and valuable information to support informed investment decisions.
- Communicating and enhancing engagement with analysts to obtain broader perspectives and provide more comprehensive and accurate information.
- Continuing to enhance business understanding among investors and analysts on a regular basis. In 2025, the Investor Relations function organized site visits to SCG Chemicals and visits to the i2P Center of SCGC, to provide deeper insights into the overall business and SCG's high value-added (HVA) products.
- Conducting one-on-one meetings, group meetings, and teleconferences to enable investors to inquire about SCG's business strategies and operational direction. Investors' enquiries were also addressed directly via email and telephone on a regular basis, ensuring continuous and transparent communication. In addition, communication channels were expanded in 2025 with the launch of a LINE Official Account (@scgir) by the Investor Relations function to disseminate important updates and key developments of SCG to investors.

Mr. Wachara Iamsakun - Investor Relations Director

Should there be any need for additional information, shareholders can directly contact the Investor Relations Department via these channels:

Address: 1 Siam Cement Road, Bangsue, Bangkok, 10800

Tel: 0-2586-4299 Email: invest@scg.com

Audit fees

The Audit Committee has considered and reviewed the process of selecting the Company's auditor and its subsidiaries based on various factors i.e. reputation, potential, working standards, experiences and expertise in auditing, efficiency procedures and digital tools in the auditing process, familiar with company businesses including their commitment before presenting to the Board of Directors for their consideration and propose to the Annual General Meeting of Shareholders for the appointment of the auditors and the approval of the audit fees each year.

In 2022, the Audit Committee resolved to select KPMG Phoomchai Audit Ltd., (KPMG) to be the audit firm for the Company and its subsidiaries for the years 2023-2027 and fixed their audit fee for the next 5 years due to the readiness in both quality standards and the audit fee, along with an understanding of the Company's business. KPMG is able to provide guidance and offer in-depth insights derived from audits to create value added as well as continuously provide beneficial knowledge on various matters to the Company.

In this regard, KPMG in Thailand and KPMG member firms in overseas and its auditors have no relationships or conflicts of interest with the Company, its subsidiaries, management, major shareholders, or any person related to such individuals.

For the fiscal year 2025, The Siam Cement Public Company Limited and its subsidiaries paid for audit fees amounting to 111.21 million baht to KPMG in Thailand and KPMG member firms in overseas, which the auditors worked for, and to persons or businesses related to the auditors and the audit firm. This audit fee amount excluded the remuneration paid by associates.

Audit fees for the year 2025

1. Audit fees of the Company for the year 2025 totaling 2.82 million baht.

Audit fees of the Company	
1. Annual audit fee for the Company's financial statements	288,000 Baht
2. Annual audit fee for consolidated financial statements, and quarterly review fee for the Company's financial statements and consolidated financial statements	2.53 Million baht
Total audit fees of the Company	2.82 Million baht

2. Audit fees of the Company's subsidiaries have audited by KPMG in Thailand and KPMG member firms in overseas, the fees of which are borne by each subsidiary totaling 108.39 million baht as follows:

Audit fees of the subsidiaries	
1. Audit fees of the Company's subsidiaries in Thailand	
- Number of subsidiaries	153 Companies
- Amount	36.10 Million baht
2. Audit fees of the Company's subsidiaries in overseas	
- Number of subsidiaries	112 Companies
- Amount	72.29 Million baht
Total audit fees of the subsidiaries	108.39 Million baht

Non-audit fees

The subsidiaries paid for tax consulting, reviewing compliance with the conditions of Thai government's Board of Investment Promotion Certificate and other services amounted to 8 million baht, to the audit firm and persons or businesses related to the auditors and the audit firm.

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REPORT OF KEY CORPORATE GOVERNANCE PERFORMANCE

Major Developments in Governance Policies and Guidelines in 2025

1. Reviewed the charters and performance evaluation frameworks of the Board of Directors and sub-committees, and updated Charter of the Audit Committee to reflect current governance practices. In addition, the Company conducted the performance assessment of the Environmental Sustainability Committee, which was established in 2024 pursuant to the Board's resolution.

2. Established SCG Net Zero Policy to reflect SCG's commitment to sustainable business operations and its recognition of the urgency of climate change. The policy also aligns with the SEC's direction in preparing for disclosures under the ISSB (International Sustainability Standards Board) reporting framework.

3. Conducted a review of the qualifications of Independent Directors in 2025 to ensure alignment with the qualification requirements prescribed by the Capital Market Supervisory Board and continued adherence to good corporate governance practices. In 2026, Mr. Roongrote Rangsiyopash fully meets all criteria for Independent Director, resulting in an increase in the number of Independent Directors to ten.

4. Supported Site Visits for Directors of the Company and Directors of SCG's listed subsidiaries, with an emphasis on visits to new businesses. These visits enable Directors to gain a deeper understanding of the businesses and help strengthen the implementation of SCG's corporate governance practices across the organization.

5. Encouraged the organization of regular seminars for sub-committees and subsidiaries operating core business to support directors' work and ensure that subsidiaries understand the same goal.

6. Supporting the Ethics e-Testing and e-Policy e-Testing regarding morality, SCG values, ethics and the Company's anti-corruption policy, including communicating e-Policy to employees in Thailand and overseas.

7. Support the ongoing organization of the ESG Symposium 2025 in Thailand and in Indonesia, fostering collaboration across various sectors to achieve sustainable growth without leaving anyone behind, in line with SCG's "Inclusive Green Growth" concept.

Directors' Nomination, Development, and Performance Assessment

This appears under Chapter 13 Corporate Governance Policy "Principle 3 Strengthen Board Effectiveness."

Directors' Meetings

It is the duty of each member of the Board to consistently attend the Board's meetings to stay informed of SCG's operations and make decisions. The Board holds at least 8 scheduled meetings per year, the schedules of which are arranged in advance every year and submitted to each director at the end of the preceding year so all the directors can arrange their schedule for the meetings. In addition, special meetings might be held to consider urgent matters.

At the meetings, the Chairman and the President & CEO of the Company jointly set agenda items and determine which agenda items are related to the meetings. Every individual member of the Board is entitled to propose agenda items.

To keep up with technological advances and ensure effective management, the Board of Directors reviewed the Board of Directors' Meeting Attendance Policy and e-Meeting Rules for the Board of Directors' meetings in accordance with relevant rules and disclosed in Form 56-1 One Report.

Prior to each meeting, all members received the agenda and supporting documents not less than 3 days prior to the date of the meeting which is considered in accordance with the law.

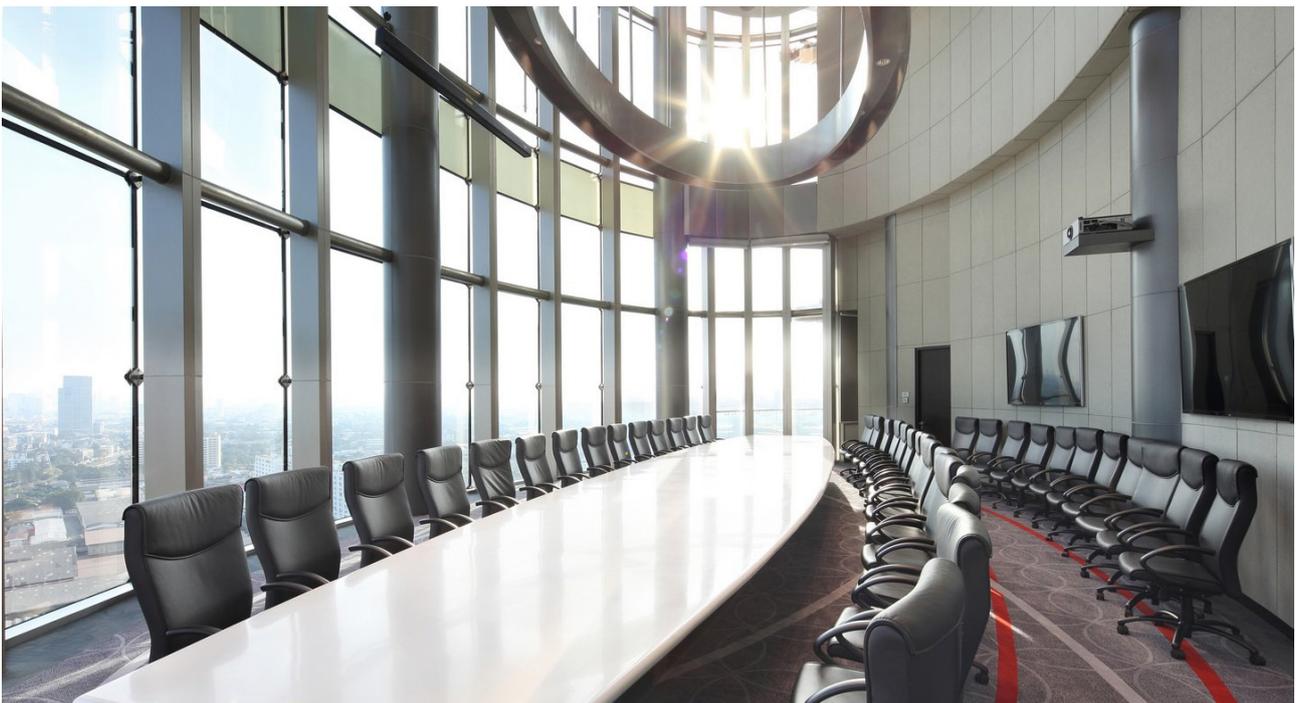
When considering matters presented to the Board, the Chairman of the Board, as the Chairman of the meetings, presides over and duly conducts the meetings. All members of the Board are allowed to express their opinions independently. Resolutions are passed with a majority vote, whereby one director is eligible for one vote. A director with a vested interest in the issue under consideration or a director ineligible to vote shall be excused and/or abstain from voting. In case of a tied vote, the chairman of the meeting will cast his vote to reach a resolution.

SCG Executives are allowed to attend the Board's meetings to provide useful information to the Board, and to learn directly about the Board's initiatives and policies for effective implementation. However, the executives are not allowed to attend the meeting for certain agenda items which are reserved only for the Board of Directors or for non-executive directors in order to ensure independence of consideration.

In addition, the Board attaches significance to the prudent, fair, and transparent management of conflicts of interest of the concerned parties and requires that all relevant information be fully disclosed. Any director who may be deemed to have a vested interest in the matter under consideration must not be involved in the decision process.

After the meeting, the company secretary is responsible for preparing the minutes for all directors. The minutes must then be approved as the first agenda item of the following meeting of the Board, which is duly signed by the Chairman or the Chairman of the meeting. Directors may make comments, corrections, or additions to ensure maximum accuracy and completeness. After approval, minutes of the meeting are stored securely as confidential documents in the corporate secretary's office together with all the documents relating to the meeting agenda, which are backed up electronically to facilitate data searches.

For the months in which the Board of Directors meeting is not held, all directors are continuously informed of the operating results. The Company submits to the director relevant documents, together with information about any significant developments that occurred during the month, in order to keep them informed.



Meeting between non-executive Directors without the Executives

The Company holds a meeting between non-executive Directors without the executives present both after the Company's annual medium-term business plan meeting and when necessity arises in order to discuss various significant issues and problems concerning management, such as the Board member selection and the succession plan for the executives, to allow non-executive Directors to express their opinions independently. In 2025, a non-executive meeting was held on August 31, 2025.

Attendance of the Board of Directors meetings for 2025

Name - Surname	Meeting (number of meetings attended/ number of meeting)					
	Board of Directors' Meeting				Annual General Meeting (E-AGM)	
	January 1 - December 31, 2025				March 26, 2025	
	Number of meetings		Type of Meeting		Total	
	Meeting	%	In Person	Via Electronic Media	Meeting	%
1. ACM. Satitpong Sukvimol	8/8	100	5/8	3/8	1/1	100
2. Mr. Chumpol NaLamlieng	8/8	100	8/8	-	1/1	100
3. Mr. Kasem Watanachai	8/8	100	8/8	-	1/1	100
4. Lt. Col. Somchai Kanchanamanee	8/8	100	5/8	3/8	1/1	100
5. Pol.Col. Thumnithi Wanichthanom	8/8	100	6/8	2/8	1/1	100
6. Mr. Prasarn Trairatvorakul	8/8	100	8/8	-	1/1	100
7. Mr. Pasu Decharin	8/8	100	8/8	-	1/1	100
8. Mrs. Parnsiree Amatayakul	8/8	100	8/8	-	1/1	100
9. Mr. Cholanat Yanaranop	8/8	100	8/8	-	1/1	100
10. Mr. Thapana Sirivadhanabhadi	8/8	100	3/8	5/8	1/1	100
11. Mr. Suphachai Chearavanont	8/8	100	6/8	2/8	1/1	100
12. Mrs. Nuntawan Sakuntanaga	8/8	100	7/8	1/8	1/1	100
13. Ms. Jareeporn Jarukornsakul	8/8	100	8/8	-	1/1	100
14. Mr. Roongrote Rangsiyopash	8/8	100	7/8	1/8	1/1	100
15. Mr. Thammasak Sethaudom	8/8	100	8/8	-	1/1	100
% Meeting Attendance			100		100	

Remark:

According to the Company's policy, at least 80% of the Board of Directors should attend the Board's meetings each year and each director should attend at least 75% of the meetings for the entire year (excluding directors appointed or retired during the year). This includes meetings held via electronic means. In 2025, all directors successfully complied with this policy.

Directors' Remuneration

This appears under Chapter 15 Corporate Governance Structure “Remunerations for Directors and Top Executives.”

Oversight of the Company's Subsidiaries and Associates

At the suggestion of the Governance and Nomination Committee, the Board of Directors formulated the policy for the appointment of directors and executives to subsidiaries,” based on CG Code issued by SEC. The appointment of directors and executives of a subsidiary to oversee and manage its operation is a key governance mechanism that ensures the subsidiary complies with SCG's policy, goals, vision, medium-term business plans, and strategic growth plans efficiently. This policy has been regularly reviewed and considered by the Board to ensure that the practices remain aligned with regulatory requirements and best practices set by supervisory authorities.

The policy for the appointment of directors and executives to subsidiaries

The appointment of directors and executives to a subsidiary should be carried out with due consideration to ensure that the appointed person is qualified and knowledgeable and possesses work ethics, a sense of responsibility, and leadership qualities, all of which will enable them to manage the subsidiary efficiently, create long-term returns and added value for shareholders, inspire confidence in all stakeholders, promote proper auditing and the system of checks and balances in the subsidiary, as well as support the sustainable implementation of the Company's policies.

The authority to appoint directors and executives to subsidiaries

The Board of Directors has assigned the President & CEO of SCG and/or the President & CEO of each of SCG's core businesses to appoint and transfer the Company's representative to the Board or an executive position in a subsidiary as deemed appropriate. Such an appointment or transfer shall be in compliance with relevant

conceptual frameworks and the aforementioned policy and shall be reported to the Board of Directors as stipulated in the authority manual.

The roles and responsibilities of the persons appointed as directors or executives in subsidiaries

- 1) Ensuring that the subsidiary complies with relevant laws, regulations, and Articles of Association; has a good management system; and adheres to SCG's corporate governance principle, code of conduct, anti-corruption policy, as well as other policies of the Company and those that are in alignment with the policies of the Company.
- 2) Providing guidance to ensure that the direction of the subsidiary's strategies, policies, and business plans is consistent with that of the Company and promoting the adoption of innovation and technology to enhance the competitiveness of the subsidiary.
- 3) Reporting the operating results and performance of the subsidiary to the Company with accuracy, completeness, and timeliness, especially material items that may affect the financial status and the operating results of the subsidiaries as well as any transactions other than those arising in the ordinary course of business that may significantly affect the subsidiary.
- 4) Overseeing the business operation of the subsidiary to ensure efficiency and managing returns on investment in the subsidiary appropriately.

The Company oversees the disclosure of financial information and operating results; connected transactions between subsidiaries and/or associates and related parties; disposal or acquisition of assets; or complete and accurate material transactions are in compliance with the rules and procedures stipulated by the announcement of the Securities and Exchange Commission and/or the Stock Exchange of Thailand.

In addition to the authority manual, the Company, in fulfilling the role as a supervisor, is responsible for assessing the effectiveness of the oversight, risk

management, and the internal control systems of the subsidiaries and associates with SCG's representatives in the management. The auditing is planned based on the risk of each company and includes the auditing and assessment of the Company's internal control systems, efficiency, and effectiveness of operations, and financial statements.

Furthermore, the Audit Committee has resolved for the subsidiaries and associates to implement as a preventative measure against errors a business self-audit system, which can be adjusted to suit the environment of each company, with emphasis on a holistic assessment, in order to create added values to the organizations. To this effect, the companies and the Audit Office jointly perform risk assessment, formulate the internal control system and risk warning signals, and produce risk-monitoring reports. In the presence of risk shifting, the internal control system must be modified to accommodate such a change.

In addition, the Company has established a governance framework for its innovation businesses (New S-Curve) for projects that require defined performance metrics. The framework covers the process for setting objectives and key results (Objective & Key Results: OKR), which are incorporated into the performance review system, as well as the quarterly reporting of operating performance against approved key performance indicators to management.

The key to effective and efficient operational management between the Company and other business partners is the agreement on mutual understanding concerning issues, such as separation of duty in management, the scope of authority, fair division of profit for all concerned parties. To that effect, SCG generated a Shareholders' Agreement which stipulates the Company to respect the rights of its business partners with all due fairness and cooperates fully with the partners to ensure successful operations of the joint ventures.



Details of the policy for the appointment of directors and executives to subsidiaries can be found on the website: <https://scg.listedcompany.com/cg.html>

Preventing Conflicts of Interest

The Company recognizes the importance of the prudent, fair, and transparent management of conflicts of interests of related persons, namely the Board of Directors, SCG top executives, and employees. To this end, the Board of Directors has established conflict of interest prevention guidelines in writing and included them as a topic in SCG Code of Conduct to ensure that SCG employees are aware of and strictly follow them. In 2025, the Board of Directors continued to monitor and supervise the implementation of policies and guidelines on conflicts of interest as detailed below.

- SCG issues communications and raises awareness on conflict of interest prevention among employees at all levels through infographics distributed via SCG's intranet as well as conducts Ethics e-testing on a regular basis on this topic.
- Directors, Top Executives, and their related persons are required to file a report with the Company stating their interests in the management of the Company or a subsidiary when they first take the office. They must also file a report should there be any changes in their interests and at every year end. The Company Secretary shall deliver a copy of such report to the Chairman and Chairman of the Audit Committee within seven days upon the receipt of the report in compliance with the Securities and Exchange Act B.E. 2535 and to use such information for monitoring and preventing any conflict of interests.
- At a Board of Directors' meeting, any director or executive who may have a vested interest in any agenda item under consideration must not attend the meeting or must abstain from voting on such agenda item. This is to ensure that the Board and Executives make decisions in a fair, independent, transparent, and equitable manner for the utmost benefit of shareholders and the Company.
- In case the connected transaction requires shareholders' approval, shareholders with a vested interest must abstain from voting on such agenda item as stipulated by law and the Company's regulations.

Providing Knowledge on Practices for Preventing Conflicts of Interest

Directors



100%

The Board of Directors has been informed of the practices for preventing conflicts of interest.

Executives



100%

The executives have been informed and tested on their knowledge of preventing conflicts of interest through Ethics e-testing.

Employees



100%

The employees have been informed and tested on their knowledge of preventing conflicts of interest through Ethics e-testing with the testing criteria.



Details of conflict of interest prevention guidelines are provided in the 'SCG Code of Conduct,' which can be found on the website: <https://scc.listedcompany.com/cg.html>

Insider Information Control

The Company has established measures to prevent misuse of insider information as well as guidelines for data recording, reporting, and storage in writing, both of which have been incorporated into SCG Code of Conduct and Regulations for Employees. The Insider Trading Policy involving the use of information that could reasonably be expected to affect the value of the Company's share was also formulated with the approval of the Board of Directors. The relevant measures are as follows:

Blackout Period Measurement

The Company established a measure prohibiting the directors, executives, and employees of the offices relating to insider information including their spouse or cohabiting couple and minor children knowing insider information from trading in the securities (securities subject to disclosure include shares, convertibles, share warrants, futures, and derivatives underlined by the share of a listed company) and derivatives of the Company or other listed companies during a period of one (1) month before disclosure of any quarter and annual financial statements and within 24 hours after such disclosure. Other measures include reporting of any changes in shareholding of directors and executives as stipulated by Securities and Exchange Commission (SEC) and

reporting to the Board of Directors' meeting on a regular basis. Aside from the aforementioned measures, the Company has defined "Guidelines on the management of insider information that can impact the Company's share price", stipulating how to properly manage and handle insider information, and regularly communicate the guidelines to employees to minimize the risks associated with the misuse of such information.

Guideline for the Declaration of Intention to Purchase and Sell the Company's Securities

The Board of Directors established the guideline that directors and executives must declare their intention to conduct a securities transaction at least one business day in advance to the Company Secretary, who was assigned by the Board of Directors to collect the information. Moreover, the Declaration of Intention to Purchase and Sell the Company's Securities Form shall be distributed to the directors and executives in advance and issued a letter to directors, executives, employees, and other related persons informing them of the blackout period, during which they are prohibited from trading the securities of SCG, listed companies under SCG, and other listed companies related to insider information. No securities trading by SCG's directors or executives were reported during the blackout period.

Providing Knowledge on Practices for Insider Information Usage

Directors

 **100%**

The Board of Directors has been informed of the practices regarding insider information usage through email notifying the Blackout Period.

Executives

 **100%**

The executives have been informed of the practices regarding insider information usage through email notifying the Blackout Period and communications via E-newsletters.

Employees

 **100%**

Employees have been informed of the practices regarding insider information usage through E-newsletters.



Details of Insider Trading Policy can be found on the website: <https://scc.listedcompany.com/cg.html>

Anti-corruption Efforts



SCG recognizes the importance of fighting corruption and has formulated the Anti-corruption Policy, approved by the Board of Directors and the Audit Committee, and subject to regular review. The policy was regularly revised to improve clarity, adequacy and appropriateness for current operations as well as to provide a guideline for business operations and corresponds with one of SCG's 4 Core Values, "Adherence to Fairness," which refers to "integrity, transparency, accountability, and equitable treatment to all concerned parties in a respectful, sincere, friendly, and fair manner." SCG Anti-corruption Policy is published on the Company's website at www.scg.com.

Due to SCG's continuous pursuit of Anti-corruption Policy, the Siam Cement Public Company Limited has been recognized as a certified company by the Thai Private Sector Collective Action Against Corruption (CAC). It was first certified on July 5, 2013, and has since been continuously recertified, most recently on March 31, 2025. Furthermore, SCG's subsidiaries that are listed companies have also received the status of certified companies.



According to the notification of the National Anti-Corruption Commission (NACC) called “Guidelines on Appropriate Internal Control Measures for Juristic Persons to Prevent Bribery of State Officials, Foreign Public Officials, and Agents of Public International Organization,” SCG has regularly emphasized and cultivated an awareness of actions that might lead to any corruption risks, by consistently analyzing indicators in corruption risk assessment, which is considered one of the compliance risks. The Company’s Board of Directors has approved an operation in accordance with the NACC’s notification, in agreement with the Audit Committee, and the President & CEO of SCG has communicated such matter via “Message from CEO” to all employees. SCG’s Top Executives have also accentuated this subject on a regular basis to reinforce the Tone at the Top culture.

In addition, SCG has established a proactive and preventive system and prescribed risk mitigation and control measures, responsible persons, monitoring measures, as well as methods for reviewing and evaluating risk management, which serve as corruption prevention guidelines for SCG employees at all levels, with the Internal Audit Office consistently entrusted with the oversight of the assessment, providing recommendations, and monitoring of good governance practices and compliance with the SCG Code of Conduct and Anti-corruption Policy in each audit period.

In 2025, to continuously cultivate awareness and understanding among employees at all levels and bring about the actual implementation of the Company’s Anti-corruption Policy in accordance with the notification of NACC, SCG carried out the following activities:

- Revised SCG Code of Conduct to ensure it is consistent and appropriate for current operations and provided in both Thai, English, and local languages for Indonesia, Vietnam, Cambodia, and Laos, and communicated according to the learning program to employees at all levels so that they understand and can apply the code of conduct as appropriate to the context of each country.
- Distributed and communicated understanding of the SCG Code of Conduct, Anti-corruption Policy, and Anti-corruption Guideline that accommodated business transformations, relevant rules, and regulations among employees at all levels through various channels, including e-mail and the SCG Intranet Portal.
- Broadened knowledge and understanding among employees at all levels about responsibility and accountability awareness in good risk management and internal control regarding anti-corruption, as well as disseminated important case studies reflecting the Three Lines Model.
- SCG raised awareness of acts that could potentially lead to corruption risks, impact, and damage. In addition, an “Anti-corruption Compliance Assessment Form” was created for units involving high risks, such as project procurement, project sales, government affairs, and engineering units. The assessment form defined indicators/ signs of the corruption risks as well as provided solutions for risk mitigation and control, both for system and employee operations, so as to enable operators and supervisors of the unit to analyze risks involved by themselves, apply control methods correctly, and use self-assessment results to improve subsequent operation plans to enhance efficiency. In addition, appropriate internal controls and penalties according to the Company’s regulations and NACC’s notifications were also communicated to employees.
- Organized employees’ Ethics e-Testing for the 11th consecutive year. The testing was divided into 3 levels, corresponding with employees’ duties and responsibilities, and regarding SCG’s Core Values, Code of Conduct, and Anti-corruption Policy. In 2025, the revision was made, and the test items were adjusted for high-risk professional groups. Questions about environment, health and safety, political activities, and the handling of information and assets, specifically regarding the Personal Data Protection Act (PDPA), were also added in line with the Inclusive Green Growth. 100% of the participating SCG’s employees obtained a passing score. Furthermore, the answers given and common mistakes were analyzed and communicated to enhance accurate understanding. In addition, raised awareness and practices through case studies and internal communications on three high-risk issues, which are anti-corruption, gifts and entertainment, and conflicts of interest.

- Various training courses on compliance with the Corporate Governance and the Anti-corruption Policy, such as the New Employee Orientation Course and the Business Concept Development Course, have been organized to reinforce SCG's corporate culture.
- A whistleblowing system has been established to provide channels for reporting violations of the law and non-compliance with SCG's rules, regulations, Code of Conduct, and Anti-corruption Policy. Processes have also been put in place to investigate, track, control, and rectify reported incidents.
- SCG fostered an understanding of anti-corruption efforts through the IA Letter, which was sent to all employees via e-mail, and developed a consultation system for the SCG Code of Conduct and Anti-Corruption Policy, accessible via the GRC Helpline banner on the SCG Intranet Portal.
- SCG extended its anti-corruption efforts to its suppliers and revised its Supplier Code of Conduct to encourage all parties to collaborative practice good citizenship and make concrete commitments to community, social, and environmental governance beyond legal and regulatory requirements. SCG also encouraged key suppliers to participate in the CAC SME Certification Program by the Thai Private Sector Collective Action Against Corruption.

In addition, the Internal Audit Office assesses and monitors compliance with the SCG Code of Conduct and Anti-corruption Policy and reports to the Audit Committee at each meeting. In 2025, no cases of corruption were found in SCG.

Whistleblowing

SCG has established the Whistleblowing Policy and regularly reviews the appropriateness of the policy. In 2025, the Company updated its guidelines regarding fraudulent acts, suspected fraud, and/or illegal acts committed against the Company to underline its emphasis on good corporate governance and provide opportunities for employees and stakeholders to report or inform on any violations or irregularities in any area related to SCG's business operations such as corporate governance, ethical

practices, corruption, financial transactions, Code of Conduct, and compliance with legal requirements, regulations, or Anti-corruption Policy, through dedicated channels provided. This is to ensure that complaints are investigated according to the process specified in the SCG Whistleblowing Policy Guidelines and reported to the Audit Committee and the Board of Directors. In addition, information on the complaint-filing process and channels is clearly published on the Company's website.

To assure complainants or informants that such reporting or provision of information will not adversely impact them, SCG has established a mechanism for protecting and relieving the distress that might occur to the informant from unjust treatment, such as abuse and threats, as well as ensuring confidentiality and provides protection to informants in accordance with the Whistleblowing Policy. The Internal Audit Office, which is responsible for data security, has designated a separate encrypted server to ensure all data is stored independently with restricted access only to relevant parties.

SCG has communicated to employees and stakeholders about the SCG Whistleblowing System, which is available in Thai, English, Vietnamese, Indonesian, and Cambodian languages and is accessible at all times. Whistleblowers may lodge their complaints verbally or in writing. Complaints can be submitted as letters or emails too. The channels are as follows:

Internal Report Submission

For internal report submission, SCG employees can file a report to specify their names or remain anonymous through the SCG Whistleblowing System, accessible to all SCG employees via the SCG Intranet Portal. The complainant can direct their complaints to any of the following:

- Trusted supervisors
- Director of the Corporate Human Resources Office
- Director of Internal Audit Office
- Company Secretary
- Any Director of the Company

They may do so either verbally or in writing via post or e-mail to the aforementioned individual, or submit an e-mail to the independent directors at ind_dir@scg.com.

External Parties

For external parties, complaints can be filed at the SCG Whistleblowing System on www.scg.com. Informants are required to identify their names and can direct their complaints to any of the following:

- Corporate Secretary Office
- Internal Audit Office
- An Independent Director
- Audit Committee

or submit the complaint in the form of a formal document to any of the aforementioned parties.

Informants can keep track of their complaint investigation through a dedicated system, which is a vital mechanism for corruption control and prevention.

In 2025, a total of 52 cases involving non-compliance with laws, the Company's regulations, policies, SCG 4 Core Values, and Code of Conduct, were filed through SCG Whistleblowing System by external parties and employees, as summarized below.

1. Total number of investigated cases: 48 cases (including 22 pending cases from the preceding year)

The investigated cases involving corruption or non-compliance with the corporate governance policy can be divided as follows:

Anti-corruption Policy	None
Antitrust Policy	None
Human Rights	1 case
Conflict of Interest	1 case
Environmental Policy	None
Other issues of SCG Code of Conduct	None
Company regulations	28 cases

2. Damages and disciplinary actions

- Damages were immaterial.
- Disciplinary actions
 - Employment termination 4 employees (discharge/dismissal)
 - Others 29 employees

3. All relevant parties conducted risk assessments based on the complaints, established or improved control points, revised practices, and formulated prevention guidelines to enhance the effectiveness of operations and compliance.

Additionally, SCG regularly assesses the risks of fraud and non-compliance with rules, regulations, and the Code of Conduct by First-line operators, with the Internal Audit Office responsible for assessing the efficiency and effectiveness of risk assessment and internal controls and reporting its findings to the Audit Committee on a regular basis. In addition, SCG also consistently cultivates an organizational culture and raises awareness among its employees, with the top executives serving as role models.

Report of the Audit Committee 's Performance in 2025

In 2025, the Audit Committee convened a total of 6 meetings, all of which were attended by all members of the committee. The activities of the Audit Committee in the previous year, which have been disclosed, include the following:

1. Review of Financial Statements
2. Review of Connected Transactions, Acquisition and Disposition Transactions, and Transactions That Might Result in Conflicts of Interest
3. Review of Corporate Governance
4. Review of Risk Management Assessment
5. Review of Compliance
6. Review of Internal Control System
7. Internal Audit
8. Review of Fraud Investigations
9. Appointment of the External Auditor and Review of the Audit Fee for 2026

Report of the Other Sub-committees' Performance in 2025

In 2025, the Company disclosed details of the meetings and activities of the Governance and Nomination Committee, the Remuneration Committee, the CSR Committee for Sustainable Development, and the Environmental Sustainability Development Committee in Attachment 6.



Further details can be found in "Attachment 6 Report of the Audit Committee and Reports of the Other Sub-committees" from <https://scc.listedcompany.com/ar.html>