

The Siam Cement Public Company Limited

# Annual Report 2020

Form 56-1 One Report\*

# BUILDING RESILIENCE for the Next Normal



\* Annual Registration Statement/Annual Report

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In case this Annual Report (Form 56-1 One Report) references information disclosed on the Company's website, the disclosed information shall be deemed to be part of Form 56-1 One Report. The Board of Directors certifies the correctness and completeness of disclosed information and annual information disclosure in Form 56-1 One Report.



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# 01

## VISION AND BUSINESS OVERVIEW



SCG, one of ASEAN’s leading conglomerates, enters its 108<sup>th</sup> year with demonstrated commitment to continuous business development and corporate adjustment in line with the sustainable development approach and good corporate governance principles. SCG was established in 1913 following a royal decree of His Majesty King Rama VI to produce cement, a main building material for infrastructure projects, which was vital to the nation’s development back then, and to reduce reliance on imports. Today, SCG comprises three core business units, namely, Cement and Building Materials Business, Chemicals Business, and Packaging Business

Our vision is to become a regional business leader with a relentless commitment to driving innovative products, services, and solutions that meet the diverse needs of consumers whilst creating business success in accordance with the circular economy principles to contribute to the sustainable growth of each and every society and community where we operate with our passion to deliver better things under our promise “Passion for Better”.

The changes and impacts from the COVID-19 crisis during the past year prompted SCG to expedite adjustments to overcome challenges and drive the business forward. Its resiliency building strategies include proactive commitment, adjustment of strategies to deal with disruptions, implementation of advanced technologies and innovations that meet high safety standards, and timely business continuity management to create value for customers, employees, and all other involved parties in alignment with good corporate governance principles and the sustainable development approach. The relentless commitment resulted in SCG being the first company in ASEAN to have been included in the prestigious Dow Jones Sustainability Indices (DJSI), a sustainability index used to evaluate leading companies in sustainable business operations, and have been assessed and listed No.1 in the world as Industry Leader-Construction Materials. SCG has also ranked in the Gold Class and is jointly top ranked in Industry Group Leader-Materials. SCG is the first organization in ASEAN to be assessed as a member of DJSI since 2004 and continue for the 17th consecutive year, demonstrating its sustainable development accomplishments in tune with SCG’s vision.



**Air Chief Marshal**

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**Satitpong Sukvimol**  
Chairman

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**Roongrote Rangsiyopash**  
President & CEO

## MESSAGE FROM THE BOARD OF DIRECTORS



“BEING READY FOR ANY CHANGE  
AND ADJUSTING TO MOVE  
FORWARD SUSTAINABLY”

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The COVID-19 pandemic plunged the global economy into a severe recession in 2020. It is forecast that the world economy will contract by 4.3%<sup>(1)</sup> and will recover gradually in early 2021 as several countries are facing a second wave of COVID-19 outbreak, and it will take some time before COVID-19 vaccines are distributed throughout the world. For the ASEAN region, the economy is expected to shrink by 4.4%<sup>(2)</sup> in 2020 while Vietnam, which has been least affected by COVID-19, is the only country in ASEAN that witnessed economic growth. Meanwhile, the Thai economy is projected to contract by 6.6%<sup>(3)</sup> due to a sharp decline in the number of tourists and severe drought, and yet is anticipated to grow by 3.2%<sup>(3)</sup> in 2021. However, despite signs of an economic rebound, uncertainty still looms providing the COVID-19 situation and measures to contain the spread of the pandemic.

**One Way Out Is Adjusting to Change**

SCG swiftly adjusts to changes brought by the COVID-19 threat. To that effect, SCG strives to tighten business continuity management measures without surrendering to challenges, strengthen corporate potential and employees' capabilities, and maintain the Company's long-term business stability through proactive commitment and implementation of digital technology to develop solutions and services that

address every application need of customers in the 'New Normal' era.

To overcome all changes and bounce back even stronger, SCG has prepared for the worst and planned for the best out of conviction that organizational readiness for change and effective business continuity management to enable quick response to emergency are key to overcoming any challenge.

**Remarks :** The statistical data was based on data from <sup>(1)</sup> The World Bank, <sup>(2)</sup> The Asian Development Bank, and <sup>(3)</sup> The Bank of Thailand.

### Chemicals Business

Chemicals Business commits to continuous adjustment to achieve excellent operating results by adjusting strategies to reduce cost and increase competitiveness amid the volatile and challenging markets, stepping up proactively to prevent the spread of COVID-19, and implementing Digital Commerce Platform (DCP) to connect supply chain management data to enable a safe and continuous delivery of products and services to customers. Added to this are developing a larger proportion of High Value Added (HVA) products and services, expediting development of product design in accordance with the circular economy principles to promote recycling and answer the needs of brand owners, and setting up the I2P Center (Ideas to Products Center) to showcase innovative products and services to customers.

As for the fully integrated Petrochemical Complex project, Long Son Petrochemicals Company Limited in Vietnam, which is designed to increase SCG's long-term competitiveness in ASEAN, the construction of the project proceeds as planned. This could be attributed to various efforts including adjusting construction plans, the use of remote visual inspection system, and pre-shipment inspection of machinery by third party experts before shipping to Vietnam, allowing the construction work to proceed according to schedule with no COVID-19 cases at the project site.

### Cement and Building Materials Business

Cement and Building Materials Business has transformed its business model to elevate the home and construction industry with the focus on utilizing digital technologies. Examples include Active Omni-Channel retail that integrates the online platform (SCGHOME.com) and offline stores (a network of SCG's building materials dealers) to offer maximum comfort and convenience for consumers, and the NocNoc platform that facilitates the changing lifestyles of homeowners. In addition to stepping up proactive hygiene measures in logistics to assure customers of high quality and safety in their services, Building Information Modeling (BIM) and Augmented & Virtual Reality (AR-VR) technologies for the construction industry are also adopted. The 3D model-based process enables efficient planning of the materials and construction techniques, resulting in faster project completion, effective budget control, and less excess materials.

Added to this is taking extra hygiene precautions in providing customer services along with sharing knowledge and precautions against COVID-19 to partners in the construction industry including developers, contractors, builders, and dealers, allowing all to get through this global crisis together.

### Packaging Business

To focus on progressing to become a leading regional packaging solutions provider, Packaging Business (SCGP) pledges to create various innovative packaging solutions to accommodate the rapidly changing demands of consumers. Emphasis is placed on adjusting to achieve stable growth through building confidence in hygienic production and transportation of packaging during the COVID-19 outbreak, which has seen a hike in online food delivery and online shopping. In addition, SCGP works closely with customers to streamline the products and services delivery process. As a result, customer businesses have grown rapidly alongside the stable growth of SCGP.

Last year, SCGP launched an initial public offering (IPO) to raise capital on the Stock Exchange of Thailand. It is a major step to enhance business potential backed by a strong financial status to cater to future business expansion. As part of its business expansion through mergers and partnership, SCGP acquired Bien Hoa Packaging Joint Stock Company (SOVI) in Vietnam

**THE ORGANIZATIONAL  
READINESS FOR CHANGE AND  
EFFECTIVE BUSINESS  
CONTINUITY MANAGEMENT  
TO ENABLE QUICK RESPONSE  
TO EMERGENCY ARE KEY TO  
OVERCOMING ANY CHALLENGE**



Top Ten SCG Innovations of the Year 2020

to consolidate business and further its reach across the ASEAN region. SCGP also introduced SCGP - Inspired Solutions Studio to offer the design and development of packaging that accommodates the diverse application needs of consumers and future market demands.

### **Moving Forward and Fostering Partnerships to Achieve Sustainability**

SCG conducts business with commitment to the SDGs (Sustainable Development Goals) of the United Nations in accordance with ESG (Environmental, Social, and Governance) with the focus on uplifting the quality of life for communities, promoting resource efficiency in line with the circular economy principles and to mitigate global warming, and operating business in alignment with good corporate governance principles. Nevertheless, SCG alone might not be able to achieve sustainability, but it takes the collaborative efforts of partners to develop a prototype model and continue to build on the successes to a larger extent.

SCG has been dedicated to driving the circular economy in Thailand and the ASEAN region. In 2020, SCG hosted online a world-scale “SD Symposium 2020” (Sustainable Development Symposium 2020) themed “Circular Economy: Actions for a Sustainable Future”, bringing along 180 partners from across the public and private sectors, academia, communities, and younger generations to solve four critical global issues: 1. solving drought through using a circular water system; 2. solving PM 2.5 dust by promoting 100% zero-burning agriculture and providing better access to agricultural machinery to help farmers generate steady income; 3. urging the government to set plastic waste management as a national agenda; and 4. promoting the construction industry toward Green and Clean Construction.

Moreover, all business units continue to expand their collaboration networks. Chemicals Business, for instance, has joined forces with the public and private sectors as well as civil society in the Public Private Partnership for Sustainable Plastic and Waste Management, The Ocean Cleanup, and Alliance to End Plastic Waste (AEPW) with more than 50 member companies across the world. Likewise, Cement and Building Materials Business has supported the Circular Economy in the Construction Industry (CECI) to propel construction industry toward sustainable development. In the meantime, Packaging Business has teamed up

with Ban Pong District in Ratchaburi Province to expand the community waste management initiative to cover all the 183 communities, making Ban Pong a model district for effective waste management and extending the successful efforts to other areas. These are designed to create a balanced business growth and sustainable future for all.

In the wake of challenges caused by the outbreak of COVID-19, SCG has closely monitored and assessed the situation so as to be able to prepare an emergency response plan in a timely manner. Given last year’s situation, the group reported revenue from sales of 399,939 Million Baht, a drop of 9% from the previous year. Profit for the year totaled 34,144 Million Baht, an increase of 7% from the previous year from better performance in all businesses. In 2020, SCG’s revenue from sales of High Value Added (HVA) products & services reached 126,115 Million Baht, representing 32% of total revenue from sales.

SCG’s financial status as at year end remained strong. Net debt to EBITDA ratio stood at 2.1 times while average loan interest rate was 2.9%. Cash flows were relatively stable as a result of the strong operating results of SCG’s core business units. At the 2021 Annual General Meeting of Shareholders, the Board of Directors resolved to propose a full year dividend payment of 16,800 Million Baht, or 14 Baht per share for the 2020 financial performance, representing a payout rate of 49%. This comprised an interim dividend of 5.5 Baht per share, and a final year-end dividend of 8.5 Baht per share.

The Board of Directors would like to express its sincere gratitude to all shareholders, debenture holders, joint-venture partners, suppliers, contractors, customers, and all other relevant parties including domestic and international financial institutions for their continued contributions and support toward SCG. This gratitude also extends to all SCG employees for their hard work and dedication during the crisis that has enabled SCG to deal with uncertainties and get through the difficult situations. Despite the second wave of COVID-19 infection that has spread across Thailand, SCG strives to handle all challenges, drive innovations, deliver product and service solutions that match customer needs, embrace digital technologies, and foster collaboration networks to create stable and sustainable growth for SCG.

Bangkok, January 27, 2021



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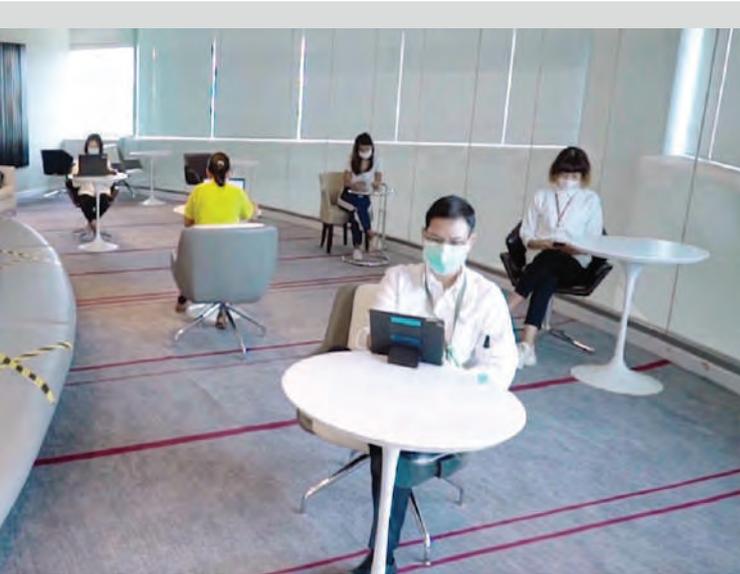
# BUILDING RESILIENCE

FOR THE  
NEXT NORMAL



The rapidly changing circumstances and volatility from the successive series of unfavorable factors in 2020, especially the COVID-19 pandemic, have changed people's way of life to a "New Normal". This has brought with it a wave of challenges that has prompted SCG to adapt to the pace of change by building resilience with the focus on speed and agility at work as well as being proactive in maintaining competitiveness and building a customer centric mindset. On top of this is the commitment to social contribution and to creating trust among all involved parties.

SCG is always ready to deal with any crisis and will always look for opportunities in emerging markets to overcome challenges and continue to grow sustainably.



## Shifting Business Strategies and Maintaining Workplace Safety

SCG stresses the importance of business continuity management (BCM). Despite not being in an industry directly impacted by the COVID-19 outbreak, SCG has closely monitored and assessed the situation to enable business transformation in response to the rapidly changing needs in the marketplace. In addition, SCG's ongoing digital transformation efforts have allowed SCG to promptly develop and deliver a diverse range of products, services, and solutions that address consumer needs in the wake of the e-commerce and online shopping boom. At the same time, SCG sets its sights on seeking new business opportunities while the market is regaining momentum to create long-term growth.

During the COVID-19 pandemic, a key priority has been given to the safety of employees and their family members. To minimize the risk of COVID-19 infection, digital technologies have been adopted to enable employees to work from home via teleconferencing or online communication while those working on site, for example, on the production line are separated from other employees as part of the "Egg Yolk, Egg White" measure. These shift workers are provided with accommodations, meals, and transportation to avoid physical contact when changing work shifts. A workforce plan was also established to ensure there will be substitute employees to work when needed, empowering SCG to deliver products and services to customers efficiently and to cater to the demands of e-commerce and online customers in a timely manner. Moreover, a hybrid workplace model has been implemented. The hybrid approach is more flexible, allowing employees to work remotely from sites considered by the Company to have safe work environments that can accommodate appropriate physical distancing and facilitate employees to work rapidly, conveniently, and efficiently in alignment with the business strategies and to maintain the high standards in delivering an outstanding customer experience.

The COVID-19 situation may cause many severe impacts, but it also leads to massive adjustment and adaptation like never before. Turning crisis into opportunity and changing the workplace model, by all means, is a good opportunity for corporate adjustment to ensure preparedness for any emerging challenge in the future.



Hybrid workplace



**Mitigating Social Impacts**

SCG commits itself to helping mitigate social impacts, be it emerging impacts from the COVID-19 outbreak or persistent droughts, as well as creating jobs for the unemployed to enable society and the business to survive and grow alongside each other sustainably.



Innovations for COVID-19 Protection from SCG





### **Innovations against COVID-19 to Protect Medical Personnel**

SCG has collaborated with medical specialists, using SCG’s expertise, innovation, and technology to swiftly develop a wide range of practical innovations against COVID-19 that can be utilized to reduce the risks of COVID-19 transmission for medical personnel, who are on the frontlines against the pandemic. Chief among the 31 COVID-19 innovations include modular screening & swab units, mobile isolation units, food and medicine delivery robots, soluble laundry bags, and cardboard beds that can be easily assembled. SCG has also provided a maintenance service for ventilators at hospitals engaged with Kubota and Toyota by pooling 230 networks to support and provide the service to 979 hospitals and facilities across Thailand rapidly during the peak of the COVID-19 crisis.

In response to H.M. the King and H.M. the Queen’s royal initiative, SCG has produced and installed modular swab units as part of the “Royal Relief Project to Support Ventilators and Medical Equipment” at 20 hospitals nationwide. The Chaipattana Foundation has also passed on a number of mobile isolation units and modular screening & swab units to hospitals in remote areas in line with the resolution of H.R.H. Princess Maha Chakri Sirindhorn to keep health workers safe so as to keep patients safe during the COVID pandemic.

### **“COVID-19 Vaccines” for Thailand**

SCG and SCG Foundation have liaised with the Thai government and Oxford University, which has been SCG’s long-standing research and development partner, and British-Swedish biopharmaceutical company AstraZeneca to manufacture COVID-19 vaccines to

enable the commencing of the vaccination of the Thai population in the first half of 2021. This will help boost confidence in health security and drive the Thai economy toward full recovery.

**Solving Drought Crisis through Cooperation**

In 2020, the worst drought in Thailand in 40 years dealt a severe blow to the way of life of people in many communities. To solve the drought crisis in a sustainable way, SCG, in cooperation with Utokapat Foundation, Hydro Informatics Institute, and Siam Kubota, carried out the “SCG Helps 108 Communities to Overcome the Drought Crisis” project in honor of His Majesty the King and to commemorate SCG’s 108th anniversary in 2021. The communities which have constantly faced drought but have stood in solidarity are encouraged to learn water management in line with His Majesty the late King’s teachings, empowering them to manage water resources through the use of information technology to solve the drought crisis by themselves and to store water for consumption and integrated farming to increase household income. They are closely supervised by the community leader from Utokapat Foundation and SCG to survive the crisis and to never face drought again.

**Creating Occupations That Generate Supplementary Income to Get through the COVID-19 Crisis**

The COVID-19 crisis has had severe impacts on the economy, forcing many businesses to lay off their

employees. This has caused workers to have no income and return to their hometowns. It is, therefore, an opportunity to reskill and upskill workers, enabling them to learn new skills needed in the market in the New Normal era. To accomplish the goal, SCG has carried out a wide range of projects to support the creation of occupations that generate supplementary income for those affected through different projects appropriate for each group. Examples are the “Community Power” project to develop skills and provide knowledge about operating community enterprises with virtue, the Gentleman Driver project to promote safe driving skills and mindfulness, and the Good Builders Have More Customers project to improve the skills of builders and home improvement technicians. All these will help the workforce survive the crisis and develop sustainable occupations.

As settling into the New Normal is inevitable for business, SCG has also prepared itself for the Next Normal. Quick and flexible decision making in response to change, enhancing operational efficiency with technology, using lessons learned to improve operation continually, and employee collaboration in adjusting themselves accordingly are key contributing factors that help drive the Company to discover new opportunities and lead all concerned parties and society to come through this crisis successfully.



# 04

## FINANCIAL OVERVIEW

The Siam Cement Public Company Limited  
and Its Subsidiaries

	2020	2019	2018	2017	2016
<b>Consolidated Income Statement</b>					
(Million Baht)					
Revenue from sales	399,939	437,980	478,438	450,921	423,442
Costs and expenses <sup>1</sup>	373,564	419,241	445,392	408,995	376,825
Profit before finance costs, income tax expense, depreciation and amortization and includes dividends from associates (EBITDA) <sup>1</sup>	74,600	75,105	86,641	102,080	97,816
Profit for the year <sup>2</sup>	34,144	32,014	44,748	55,041	56,084
Profit for the year before recognition of severance pay adjustment from the Labour Protection Act B.E. 2562.		34,049			
<b>Consolidated Statement of Financial Position</b>					
(Million Baht)					
Assets	749,381	634,733	589,787	573,412	539,688
Liabilities	353,255	306,990	271,918	271,587	258,070
Shareholders' equity	396,126	327,743	317,869	301,825	281,618
Equity attributable to owners of the parent	320,972	280,215	277,097	261,098	240,023
<b>Financial Ratio</b>					
Total number of shares issued (Million Shares)	1,200	1,200	1,200	1,200	1,200
Book value per share (Baht)	267.5	233.5	230.9	217.6	200.0
Earnings per share (Baht)	28.5	26.7	37.3	45.9	46.7
Dividends per share (Baht)	14.0	14.0	18.0	19.0	19.0
Dividends payout ratio on profit for the year (%) <sup>3</sup>	49.2	52.5	48.3	41.4	40.7
Return on revenue from sales (%)	8.5	7.3	9.4	12.2	13.2
Return on equity (%)	11.4	11.5	16.6	22.0	25.1
Return on assets (%)	4.9	5.2	7.7	9.9	10.7
EBITDA on total assets (%)	10.8	12.2	14.9	18.3	18.6
Debt to equity ratio (Times) <sup>4</sup>	0.9	0.9	0.9	0.9	0.9
Price earnings ratio (Times)	13.3	14.7	11.7	10.5	10.6
Net debt to EBITDA ratio (Times)	2.1	2.4	1.7	1.4	1.5

<sup>1</sup> The figures for year 2019 are reclassified according to the notification of the Department of Business Development.

<sup>2</sup> Profit for the year attributable to owners of the parent.

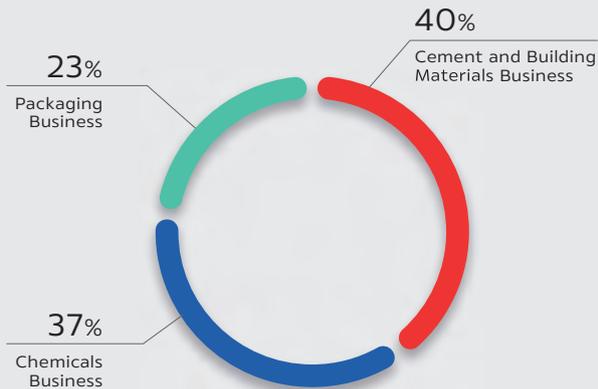
<sup>3</sup> Proportion of dividends for 2019 is 49.3% on profit before recognition of severance pay adjustment from the Labour Protection Act B.E. 2562.

<sup>4</sup> Debt to equity ratio = Liabilities divided by shareholders' equity.

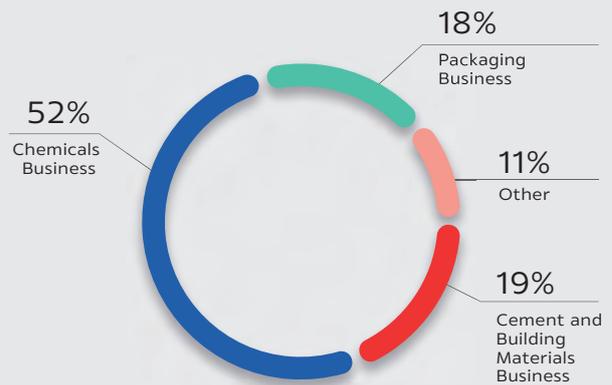
## OPERATING RESULTS

The Siam Cement Public Company Limited  
and Its Subsidiaries

### Revenue from sales breakdown 2020



### Profit for the year\* breakdown 2020



### Revenue from sales (Billion Baht)



### EBITDA (Billion Baht)



### Profit for the year\* (Billion Baht)



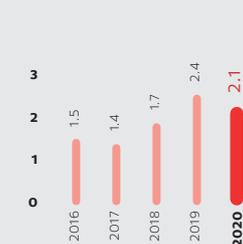
### Assets (Billion Baht)



### Liabilities (Billion Baht)



### Net debt to EBITDA ratio (Times)



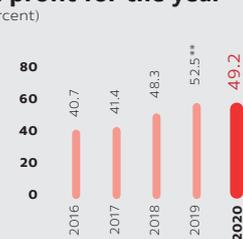
### Earnings per share (Baht/share)



### Dividends per share (Baht/share)



### Dividends payout ratio on profit for the year\* (Percent)



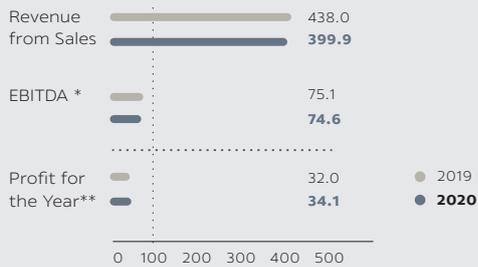
\* Profit for the year attributable to owners of the parent.

\*\* Proportion of dividends for 2019 is 49.3% on profit before recognition of severance pay adjustment from the Labour Protection Act B.E. 2562.

## BUSINESS HIGHLIGHTS

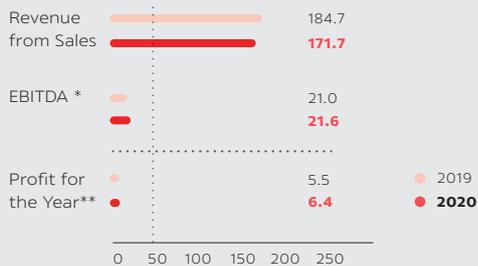
### SCG

(Billion Baht)



### Cement and Building Materials Business

(Billion Baht)



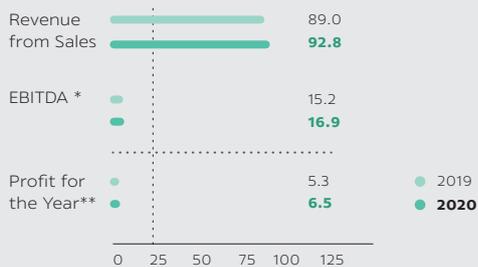
### Chemicals Business

(Billion Baht)



### Packaging Business

(Billion Baht)



\* Includes dividends from associates.

\*\* Profit for the year attributable to owners of the parent.

### SCG

Consolidated revenue from sales decreased 9% from the previous year to 399,939 Million Baht largely from lower chemical prices and sales volume. However, consolidated EBITDA decreased slightly by 1% from the previous year to 74,600 Million Baht, thanks partly to the continuous cost & efficiency improvements seen in Cement and Building Materials Business. Profit for the year was registered at 34,144 Million Baht, an increase of 7% from the previous year from better performance in all businesses despite the effect from COVID-19.

### Cement and Building Materials Business

Revenue from sales was 171,720 Million Baht, a decrease of 7% from the previous year due to the COVID-19 pandemic and challenging economic environment. However, EBITDA was 21,591 Million Baht, an increase of 3% from the previous year and profit for the year was 6,422 Million Baht, an increase of 18% from the previous year as a result of continuous efficiency improvements and lower production cost. The business continues to reinforce its strength in ASEAN by maintaining leadership in Construction Solutions, Living Solutions, and Active Omni-channel retail to fulfill customers' needs. Digitization is also used to streamline as well as enhance the operations.

### Chemicals Business

Revenue from sales was registered at 146,870 Million Baht, a decrease of 17% from the previous year, mainly from lower product prices and lower sales volume from planned Map Ta Phut Olefins (MOC) turnaround in Q4/20. EBITDA was 30,965 Million Baht, a drop of 4% from the previous year from lower dividends from associates. Nevertheless, profit for the year increased to 17,667 Million Baht or 14% from the previous year as a result of higher chemicals product spreads. The Chemicals Business continues to develop Higher Value Added products and solutions, particularly those that are geared toward circular economy, in order to enhance sustainability for the benefit of customers as well as stakeholders in the value chain.

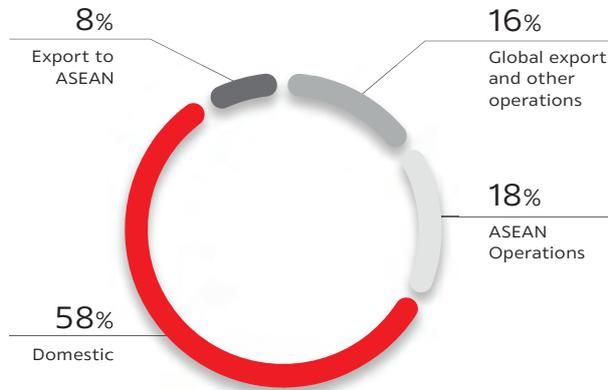
### Packaging Business

Revenue from sales was 92,786 Million Baht, up 4% from the previous year. EBITDA was 16,884 Million Baht, an increase of 11% from the previous year. Net profit was 6,457 Million Baht, an increase of 23% from the previous year. This was attributed to SCGP's diversified customer portfolio in FMCG, food and beverages, personal hygiene and E-Commerce industries, as well as synergy value realization from merger and partnership with companies in Thailand and Indonesia. Moreover, SCGP continues to execute its packaging solutions strategy to respond to customer needs with innovative and aesthetic packaging products, implement effective cost management measures, and adhere to the principle of sustainable development under ESG concept.

### Others

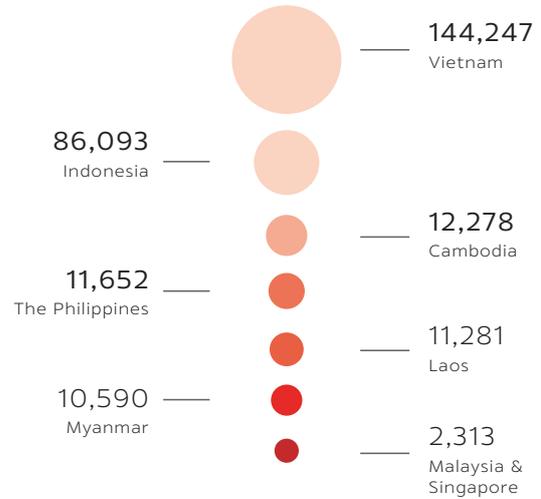
EBITDA was registered at 5,462 Million Baht and profit for the year was 3,862 Million Baht. This was attributed to the operating results of Investment Business that recorded EBITDA inclusive of dividend from associated companies of 3,234 Million Baht and profit for the year of 4,790 Million Baht after deducting general and administrative expenses.

## Revenue from Sales Breakdown



ASEAN Operations >> Subsidiaries in ASEAN (excluding Thailand)  
Export Destinations >> From Thai Subsidiaries

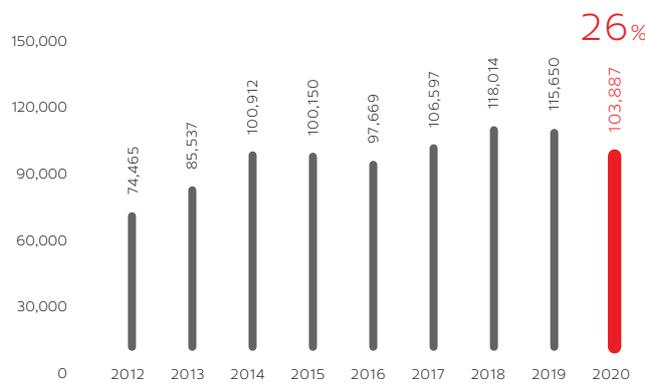
## Total Assets in ASEAN



Total assets in ASEAN amounting to 278,454 Million Baht (37% of total assets)

## SCG's Revenue from Export to ASEAN and ASEAN Operations

(Million Baht)

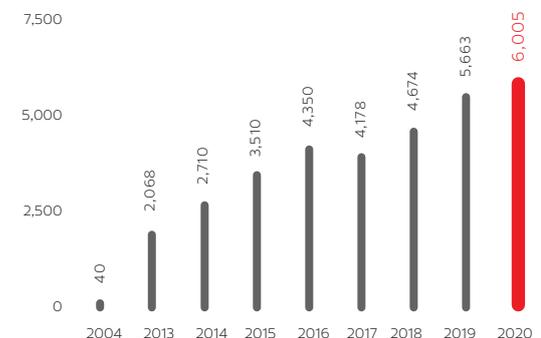


## Percentage of Revenue from Sales from ASEAN Operations



## Research and Innovation Spending

(Million Baht)



R&D spending as a percentage of Revenue from Sales



## Segmented Innovation Spending in 2020:



## Revenue from Sales of HVA

(Million Baht)



HVA as a percentage of Revenue from Sales



\*The drop in HVA sales and proportion in 2020 was attributable to the company's decision to redefine HVA and make the standards tougher. This was done to encourage continued focus on product innovation.



# BUILD RESILIENCE

BRING YOUR LIFE  
TO THE NEXT LEVEL



## **CEMENT AND BUILDING MATERIALS BUSINESS**

Amid the widespread transmission of COVID-19 compounded by the economic volatility in Thailand and overseas, Cement and Building Materials Business is quick to adjust and modify its business models to accommodate the changing lifestyles and consumer behaviors. The goal is to elevate the standards in construction and living solutions, encompassing products, services, solutions, and distribution channels to prospective customers. Cement and Building Materials Business is committed to conducting business in line with its vision to strengthen the ASEAN markets along with making swift adaptations to achieve sustainable growth alongside every society and community where Cement and Building Materials Business operates.

### **BUSINESS CHALLENGES**

- In 2020, the global business faced the swift and massive challenge of the COVID-19 pandemic. The lockdown measures implemented by authorities around the world to curb the spread of the COVID-19 brought much of the global economic activity to a halt, and Cement and Building Materials Business was no exception. The Business was pressured to prepare measures to ensure the maximum health safety of employees, trading partners, and customers while at the same time managing the business to ensure the least impacts.
- The challenges also came from significant changes in the construction industry as well as the constantly-changing lifestyles, needs, and behaviors of consumers and changes in business environments, both locally and internationally, including technological disruption and growing environmental concerns that have driven public environmental preservation awareness. All these prompted Cement and Building Materials Business to adapt swiftly to accomplish the goals.



## OPERATING RESULTS 2020



### Revenue from sales

171,720 Million Baht

↓ 7%

From year 2019



### EBITDA

21,591 Million Baht

↑ 3%

From year 2019



### Profit for the year

6,422 Million Baht

↑ 18%

From year 2019

### KEY ACHIEVEMENTS IN 2020

• Cement and Building Materials Business turned threats into opportunities by leveraging and developing operational efficiency in many areas as follows:

◦ For the short term, the focus was on ensuring the maximum safety of employees, trading partners, and customers during the spread of COVID-19 by implementing strict preventive measures in compliance with the government's COVID-19 control measures in offices, manufacturing facilities, stores, and at construction sites. This ran concurrent with taking various efforts to minimize impacts such as cost control as well as capital planning and investment control in response to the situation; preparing for production and supply chain to reduce repercussions from the lockdown measures; communicating effectively with all parties involved, resulting in no business disruption. On top of this was developing a broad array of products to answer every specific need of customers in addition to introducing more energy-saving and hygiene product offerings.

◦ Over the long term, Cement and Building Materials Business adjusted its business models to align with changes in consumer behavior and lifestyle. Emphasis was placed on developing High Value Added products and solutions that help solve problems and address the needs of consumers. The focus also extended to developing online distribution channels in response to customers' significantly growing preference for online shopping, adjustment of shareholding structures, and mergers in the retail business to enhance Cement and Building Materials Business' management efficiency on top of expanding business in the ASEAN region.



“Many industries today are experiencing increases in disruption. Likewise, the logistics industry has been impacted by series of challenges including highly intense market competition, changing consumer demand, digital disruption, and the spread of COVID-19, prompting our business to constantly adapt to survive any challenge that comes in the way and grow sustainably. To address the evolving customers' needs for low-price, fast, and quality logistics services and to enhance the competitiveness and business growth for our customers, we have implemented varied digital technologies such as Robotic & IoT, Logistics Control Tower and the AR/VR Mobile Application to enhance efficiency and minimize errors. We also developed the End-to-End Logistics Solution covered both domestic and international markets to meet with customers' requirements in all industries. Moreover, we have joined forces with a number of the country's leading startups to seek opportunities to build on a business as well as developing new potential businesses, using the data collected from our operations.”

**Paitoon Jiranantararat**  
Head of Logistics Business  
Cement and Building Materials Business, SCG

## Financial Information

(Million Baht)

	2020	2019	2018	2017	2016
<b>Information from Statement of Financial Position</b>					
Current assets	58,655	59,539	64,031	56,466	58,702
Assets	212,615	211,573	218,316	213,134	203,068
Liabilities	91,448	98,484	105,775	106,913	103,198
Shareholders' equity	121,167	113,089	112,541	106,221	99,870
<b>Information from Income Statement</b>					
Revenue from sales	171,720	184,690	182,952	175,255	170,944
Costs and expenses <sup>1</sup>	167,483	180,904	178,874	170,300	163,956
Profit for the year <sup>2</sup>	6,422	5,455	5,277	6,457	8,492
EBITDA <sup>3</sup>	21,591	21,009	20,382	21,450	23,639

<sup>1</sup> The figures for year 2019 are reclassified and the business segment information for year 2018 and 2017 are restated.

<sup>2</sup> Profit for the year attributable to owners of the parent.

<sup>3</sup> Profit before finance costs, income tax expense, depreciation and amortization and includes dividends from associates.



SCG Logistics Management

## OPERATING RESULTS

Cement and Building Materials Business recorded revenue from sales of 171,720 Million Baht, down 7% from the previous year while EBITDA was at 21,591 Million Baht, up 3% from the previous year. Profit for the year totaled 6,422 Million Baht, an increase of 18% from last year as a result of an improvement in cost management.

Domestic demand for cement dropped from the previous year on the back of the COVID-19 outbreak while demand mainly came from the construction of large-scale infrastructure projects. In the meantime, demand for building materials in the country was also impacted by the stagnant purchasing power at household level. The impact of COVID-19 carried over to other markets in ASEAN, resulting in a contraction in the cement and building materials markets, particularly in countries with high numbers of COVID-19 cases and lockdown measures including Indonesia, Myanmar, and the Philippines.

However, the Cement and Building Materials Business adapted swiftly to cope with the changes in the market circumstances and consumer behaviors in the wake of the COVID-19 pandemic. Multiple efforts taken included enhancing operational efficiency, fostering good relationships with customers through various channels, and developing innovative products and services that accommodate customers' evolving needs and align with the prevailing market conditions.

## RESILIENCE TO RECOVER AND CHANGE TO EMERGE STRONGER

### • Business

- o Stressed the importance of communicating and working constantly with trading partners especially during the city lockdown. CPAC Construction Solution, for example, streamlining its supply chain, putting in place a backup plan and adjusting work processes at the construction site in conformance with the COVID-19 control measures to enable the construction to proceed with no disruption.



CPAC Construction Solution



- Streamlined the product portfolio to accommodate the emerging needs of consumers and the changing economic landscapes together with offering energy-saving home products and solutions to cater to the changing behaviors of consumers who spend more time at home, and hygiene products in the light of consumers' enhanced focus on wellness.

- Integrated products and services to fully address the demands of consumers such as integrated roofing solutions services, garden design, installation, and maintenance services, and sanitary wares and faucets repair.

- Focused on expanding Active Omni-channel retail business. In Thailand, the number of franchise-based retail outlets has increased from 11 to 18 branches. Apart from teaming up with business partners to source new products that better accommodate the evolving needs of customers, diverse platforms for the online retail business such as nocnoc.com, SCGhome.com, and Q-Chang.com have been developed to enhance the capabilities to answer consumer needs. Added to this was enticing dealers to build an online presence to sell their products.

- Enhanced production efficiency and reduced costs by adopting the Industry 4.0 design principles and working with business partners with expertise to implement cutting-edge technologies such as automation and image processing detection.

- Utilized digital technologies in business operations. For example, SCG Logistics adopted Optimization/Robotic Process Automation (RPA) for B2B logistics customers to reduce costs and expand sales coverage while the B2C logistics service was able

to enhance service efficiency and better meet customer demand, resulting in improved operating results, especially during the spread of COVID-19, and making a huge impression and going viral on social media.

- Pushed more exports to new markets such as New Zealand and Australia, resulting in an increase of 70% and 47% in sales of cement products and iron ores and ferrous metal, respectively.

- **Human Resources**

- Shifted mindset to focus on agility and resilience to deal with the emerging uncertainties.

- Supported employees in continued self-learning through online learning and focused on developing a new set of needed skills such as digital skills, data analytics, etc.

- Implemented a hybrid workplace model to enable employees to work continually to deliver excellent quality products and services to customers.

- **Innovations**

- Expedited development of innovations that solve problems caused by the COVID-19 pandemic such as refractory bricks with virtually no water absorption that allow for longer storing of the bricks without compromising their properties, especially when international transport proved difficult.

- Developed the back end operations across the entire process such as site inspection, design, preparation of sales quotations, payment, supply chain management, and construction control to allow the business to offer more extensive services.



- o Developed modular swab unit innovations, using technologies from SCG HEIM and Living Solution. The units are designed to offer a pressure control and air flow quality system that is safe and clean as well as an airtightness system that prevents air from flowing in and out, lowering the risk of infection and ensuring the health safety among medical professionals.

**SUSTAINABLE DEVELOPMENT IN BUSINESS OPERATIONS**

- Cement and Building Materials Business pledges to adopt the circular economy principles in business operations continually with the focus on the following three strategies:

1. Designing green products & solutions. The number of products certified with the SCG Green Choice eco-label increased from 45 products to 54 products, or 20% in 2020, accounting for sales of 45,348 Million Baht.

2. Propelling the Circular Economy in Construction Industry (CECI) network. Emphasis was placed on exchanging knowledge and the practices of each business. CECI has established the vision, mission, and approaches to implementing the circular economy principles with the common goal of “Elevating the construction industry to achieve sustainable development by adopting the circular economy principles and maximizing resource efficiency to create a better quality of life and contribute to society.”

3. Turning waste into value. Cement and Building Materials Business is committed to the goal of turning waste from each plant into value by reprocessing production waste into value-added raw materials. For example, agricultural waste is reprocessed into energy pellets for use as alternative fuels in cement kilns, reducing field burning and generating more income for farmers.




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SCG Green Choice

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# RESILIENCE

## TECHNOLOGY FOR PROTECTION



### CHEMICALS BUSINESS

Chemicals Business has demonstrated its resilience and adaptability to consistently and sustainably deliver excellent performance both in the short-term by lessening the impact of the COVID-19 pandemic, and in the long-term by focusing on creating new innovative High Value Added products and solutions to serve the new normal demand and entering into circular economy-related businesses. Furthermore, the Business has developed and utilized digital technologies to manage the business across the value chain, enhancing the company's competitiveness efficiently.

#### **BUSINESS CHALLENGES**

In 2020, Chemicals Business confronted major challenges from the COVID-19 pandemic, which significantly impacted the global economy, notably in automotive and durable products segments that were tremendously affected by the lockdown policy to prevent the outbreak. Besides, an increase in the new petrochemical capacity also resulted in lower product prices compared to the previous year. At the same time, travel restriction policy consequently caused the drop in demand and prices of crude oil, resulting in decreased raw material costs and supported product price spreads.



## OPERATING RESULTS 2020



### Revenue from sales

146,870 Million Baht

↓ 17%

From year 2019



### EBITDA

30,965 Million Baht

↓ 4%

From year 2019



### Profit for the year

17,667 Million Baht

↑ 14%

From year 2019

## KEY ACHIEVEMENTS FROM TIMELY BUSINESS ADJUSTMENT

### Business Adjustment to Mitigate the Impact from the COVID-19

In the midst of the COVID-19 pandemic, Chemicals Business swiftly and timely adapted its working procedures aiming to minimize the risk of infection to employees and their families, and still enabling the business to continue operations efficiently. Some examples include allowing employees to work from home, supporting equipment and digital tools, and transforming towards the “New Way of Working” in terms of process, place, and technology.

For manufacturing, the operating procedures were redesigned to ensure the continuity in production by separating critical staffs working in critical areas to reduce the risk of infection. Consequently, none of the production lines, both in Thailand and overseas, was affected. For sales, Chemicals Business adjusted the product portfolios to support the rising demand of products related to food and beverage packaging and industrial packaging as well as increased the sales to countries with low-impact from lockdown. Additionally, the business improved the sales process flexibility with digital technologies, resulting in sales volume maintained at a high level.



“We have applied digital technologies such as artificial intelligence (AI) to our production process, which can analyze and prevent problems that may arise in the process, making it possible to operate the factory efficiently at all times. We have also applied the technology to manage operations across the supply chain, resulting in real-time optimization, which is an important factor to increase competitiveness.

Additionally from the angle of responding to customer waiting for price and product inventory data, we have developed and used Digital Commerce Platform (DCP) to manage real-time data visibility from ordering to delivering, allowing customers to make prompt decisions. Moreover, employees can work from anywhere and can utilize customer voice collected from the platform to analyze for new product development. By reducing information and documentation time, we can spend more time with our customers and become a better partner. This is partly why we could operate our business smoothly during the COVID-19 situation.”

**Sanya Chindaprasert**  
Digital Director  
Chemicals Business, SCG

## Financial Information

(Million Baht)

	2020	2019	2018	2017	2016
<b>Information from Statement of Financial Position</b>					
Current assets	55,275	49,258	55,241	45,183	49,463
Assets	283,614	230,543	213,263	193,183	193,465
Liabilities	125,102	76,364	57,028	49,257	64,321
Shareholders' equity	158,512	154,179	156,235	143,926	129,144
<b>Information from Income Statement</b>					
Revenue from sales	146,870	177,634	221,538	206,280	188,163
Costs and expenses <sup>1</sup>	130,668	167,539	197,693	170,317	147,209
Profit for the year <sup>2</sup>	17,667	15,480	28,410	41,273	42,084
EBITDA <sup>3</sup>	30,965	32,262	45,237	63,656	60,713

<sup>1</sup> The figures for year 2019 are reclassified and the business segment information for year 2018 and 2017 are restated.

<sup>2</sup> Profit for the year attributable to owners of the parent.

<sup>3</sup> Profit before finance costs, income tax expense, depreciation and amortization and including dividends from associates.

Key construction projects were able to progress smoothly without any interruption. Long Son Petrochemicals (LSP) project execution was adjusted by implementing a remote inspection and consultation with third-party experts to examine machines before importing to Vietnam, leading to project progression as planned without any outbreak in the project area. Similarly, to minimize the risk of the COVID-19, Map Ta Phut Olefins Company Limited postponed the schedule of plant turnaround from the second quarter to the fourth quarter of 2020. The Green Turnaround model was implemented throughout the maintenance process.

Moreover, Chemicals Business collaborated with a wide range of professionals, including engineers, designers, healthcare staffs and experts, to develop innovative products and solutions to prevent the outbreak and reduce the risk of contraction to the healthcare personnel. Some products included patient guard for dental work (Dent Guard), Negative Pressure Isolation Room, Negative Pressure Patient Isolation Capsule, etc.



Dent Guard  
The equipment helps prevent the spread of COVID-19 during dental work



Mobile Isolation Unit  
Behind the innovation

## OPERATING RESULTS

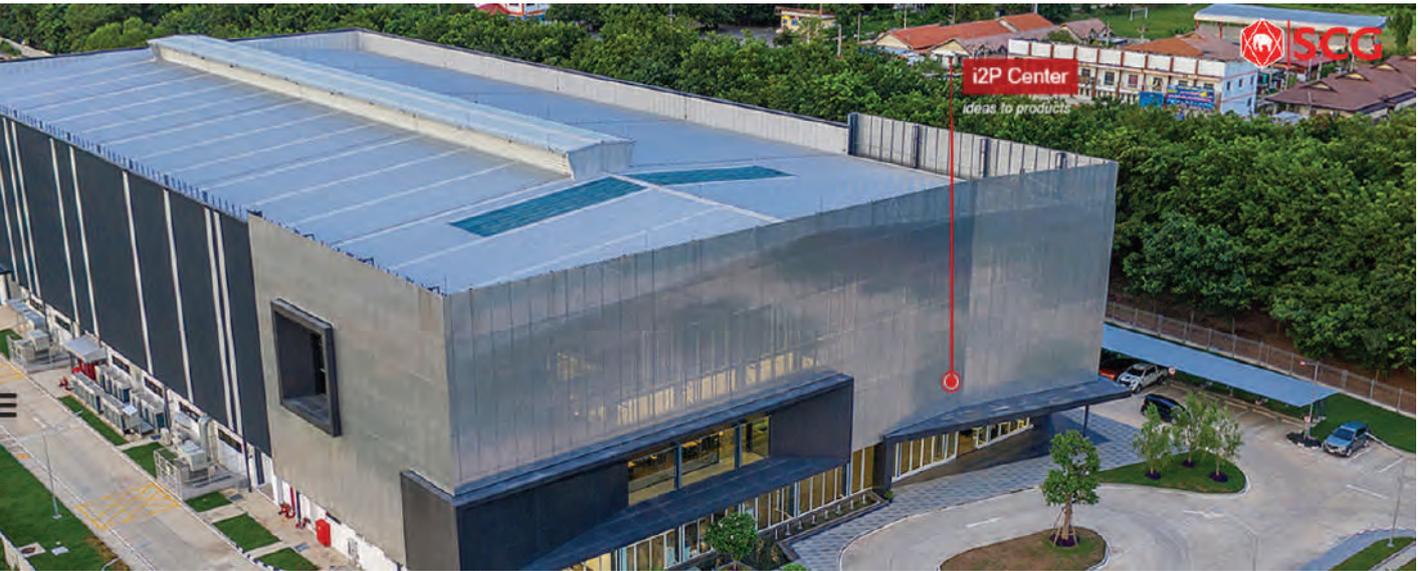
In 2020, Chemicals Business recorded sales revenue of 146,870 Million Baht, decreased 17 % from the previous year mainly from the drop in product prices and lower sales volume. EBITDA declined 4% from the previous year to 30,965 Million Baht due to lower dividends from associates. Profit for the period increased 14% from the previous year to 17,667 Million Baht as a result of higher product spreads.

## RESILIENCE TO RECOVER AND CHANGE TO EMERGE STRONGER

### Business Improvement through Digital Technology

- **Improvement in value chain management**

Chemicals Business applied the Digital Commerce Platform (DCP) to improve the connection between customer's purchasing orders and supply chain management, shortening customer response time by 70%. It also allowed customers to track their orders anytime and anywhere, which conformed to the "New Normal" working model. Besides, Chemicals Business could leverage the database from the system to improve value chain management speedily and precisely.



In addition, digital technology was implemented in market prices analysis both internally and externally in order to assess raw material prices and purchase timing making the raw material procurement more efficient and corresponding to the market situation. Furthermore, the business also developed a system prototype to collect new product development information and simulate production models, leading to shortened time in product development as well as speedy product launch in response to customer needs.

- **Improvement in production process**

Chemicals Business applied digital technology and Internet of Things (IoT) to increase the company's competitiveness in various ways, such as collaboration with a world-renowned partner to develop a predictive maintenance system using Artificial Intelligence and Machine Learning, and implement it with machines in all main manufacturing plants. As a result, the system could detect more than 100 times of machine malfunctions prior to machine failures occurring, and it could also be commercialized as a solution to external customers. Additionally, the business partnered with a global academic institute to produce IoT devices, such as a sensor to detect corrosion under insulation and a sensor to analyze electric motor condition using Data Analytics, and integrate with a digital platform to create a service solution as well as reporting application for quick decision-making.

### **Sustaining Leadership in ASEAN Market**

Chemicals Business is currently in the construction phase of the first petrochemical complex in Vietnam, which fully integrates upstream petrochemical plants with downstream units. The construction progress is on plan and the project is expected to start commercial operation within the first half of 2023.

Additionally, Map Ta Phu Olefins Company Limited is in progress of capacity expansion, which will increase olefins production by 350,000 tons per year as well as increase the flexibility in feedstock selection, enabling the business to be more competitive.

### **HUMAN RESOURCE**

Chemicals Business has prepared human resource readiness for both Thai and foreign employees to support the business growth. The business has built people capabilities with necessary knowledge and skills, to be prepared for any changes and challenges, through several learning channels and forms, such as individual capability analysis and development plan, online learning, scholarships for master's and doctoral degrees, etc. Chemicals Business focuses on customer needs in its people development plan. The business also believes in people value, embrace the social diversity and support human rights in every working process.

### **PRODUCT & INNOVATION**

#### **Development of Product and Solution Innovation**

Chemicals Business focuses on developing product and solution innovation to ensure customers and stakeholders along the value chain can meet their



sustainability goals as well as to solve environmental problems. The business has designated the guideline for product and innovation development for sustainability in 5 areas; hygiene and safety, circular economy, climate emergency, clean energy and water management

• **Innovation Management Process (IMP)**

Chemicals Business has continuously been successful in developing and executing the Innovation Management Process (IMP). In 2020, more than 400 ideas of product innovation were invented, leading to more than 100 new product development projects, an average of 15 new product launches per year with an expected EBITDA of more than 400 Million Baht per year. As for i2P (Ideas to Products) Center in Rayong province, it allowed customers to visit, both in virtual tour and on-site with new normal and physical distancing condition, and understand the business's product and service innovation. The i2P center received excellent responses from both domestic and foreign customers, resulting in more than 100 ideas of collaboration in product development.



Discover New Business Opportunities with i2P Center –The Hub of Innovative Ideas

• **Product innovation**

In 2020, Chemicals Business developed and commercialized 11 new grades of plastic resin to the market in order to meet customer demands in the

high-growth industries with product features aiming to support sustainability targets, such as reducing the amount of raw materials, saving time and energy in the production process, etc. Examples of new products included high strength and flowability polypropylene for plastic compound in the automotive bumper application, special polyethylene resin from SMX™ Technology for industrial product applications, such as industrial film, consumer packaging with impact resistant, lightweight cap for carbonated soft drinks, and intermediate bulk container (IBC) with high strength and chemical resistance, etc.



SMX™ 551BU  
Innovative, Eco-friendly Plastic Resin for the circular economy principles

Furthermore, Chemicals Business also continued to upgrade the floating solar solution in order to achieve the aim of enhancing renewable energy. The business developed pontoon systems which can be installed in various forms, connect with many types of solar cells, and support the weight up to 200 kilograms per square meter. In 2020, the floating solar business grew 260% and recorded a total of 25.8 megawatts installed capacity.



SCG Floating Solar Solutions  
Integrated Floating Solar Farms: Sustainable Energy Sources



• **Solutions for Circular Economy**

In response to the increasing demand of brand owners and consumers under the circular economy principles, Chemicals Business has partnered with a global recycling company to produce high quality post-consumer recycled (PCR) polyethylene resin from municipal waste. This solution is a combination of Chemical Business’s innovation and special formulating technology as well as the collaboration with the world-class partner, aiming to be the first company in Thailand to receive EuCertPlast certification.

Chemicals Business also promoted waste recycling in the community through “KoomKah”, a web application for data management targeting to increase waste banks’ efficiency and encourage waste sorting. KoomKah currently has more than 8,000 memberships with a record of 1,493 tons of sorted recycled waste. Besides, the business has cooperated with Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE) to promote KoomKah in waste banks in Loei province, and joined forces with the Amata Group in developing waste management system “KoomKah Smart Manifest” to be used in Amata’s industrial estate with more than 500 factories.



“KoomKah” - Innovation that makes waste management easier for everyone

Chemicals Business also invested in the development of new chemical recycling technology as an alternative for sustainable waste management. The product from the process can be used as a raw material in olefins and polyolefins production in order to produce high quality green polymer resins. The construction of the first demonstration plant was completed at the end of 2020, and it is expected to start trial operation in early 2021.

In addition, aiming to conform with circular economy principles, the business is currently in the process of developing new products to support 100% recyclable flexible packaging.

**SUSTAINABLE DEVELOPMENT IN BUSINESS OPERATIONS**

**Innovation for Society and Environment**

Chemicals Business conducts business aligning with the United Nations’ Sustainable Development Goals (SDGs) to achieve sustainable development in areas of economy, society and environment. Focused areas are to improve the quality of life in the community, to promote the use of resources to the maximum benefit according to circular economy principles, and to reduce global warming.

Moreover, Chemicals Business has been promoting “Online way of living” to communities by launching “Rayong Shop Hi”, an online marketplace on the Facebook platform and offering suggestions on how to promote products on the marketplace and deliver products in order to create income for communities during the COVID-19 crisis. The business also supported community enterprise projects to achieve continuous growths

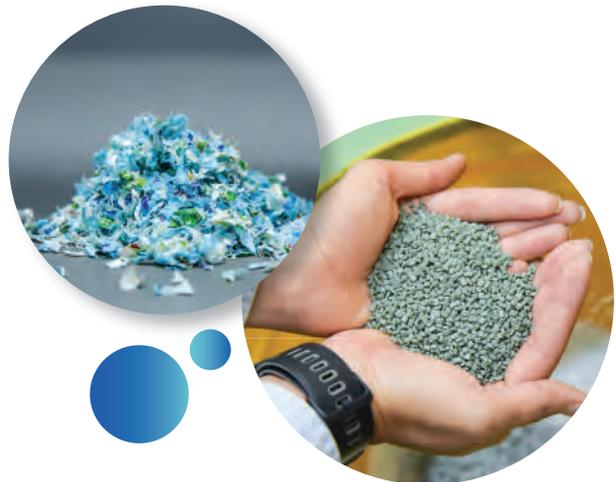
and collaborated with Map Ta Phut police and Don't Drive Drunk Foundation to continue to create a safe community in Rayong through 'The Lifesaver in School' project, building awareness and promoting road safety behaviors.

Chemicals Business has collaborated with various organizations and network of partners to undertake marine protection missions. Examples include The Ocean Cleanup, Alliance to End Plastic Waste (AEPW), and Ellen MacArthur Foundation, which the business has worked together to sustainably solve waste problems, especially in the ocean. The business has also moved forward to tackle marine debris problem with "SCG - DMCR Litter Trap Generation 2", a new innovation upgraded from the first model by using a special-grade plastic HDPE-Bone, resulting in higher efficiency of waste collection, UV resistance, and service life. Moreover, the litter trap is recyclable, in line with circular economy principles. 37 sets of the litter trap have been installed in 17 provinces nationwide and are able to collect more than 49 tons of waste. (as at the end of 2020)



SCG-DMCR Litter Trap Generation 2  
Using HDPE-Bone, an upgrade  
polyethylene compound of HDPE

Chemicals Business has also educated youths in sorting and collecting plastic wastes from the origin through "Recycled Chairs from Repurposed LLDPE Milk Pouches" project by washing and drying the school milk pouches, and then collecting the bags as LLDPE plastic that can be sold and reused as a material to produce "Recycled Chair" that is well-designed and durable. The business has also expanded the results of the "Recycled Plastic Road" project through cooperation with companies such as SC Asset Corporation Public Company Limited, Amata Corporation Public Company Limited and CP All Public Company Limited. Currently, the prototype of asphalt concrete road with plastic waste as a raw material has a total length of 7.7 kilometers, using recycled plastic waste by 23 tons. In addition, the business has signed a collaboration with Department of Highways, Department of Rural Roads, Dow Thailand Group and Chiang Mai University to explore and develop ways to use plastic waste in asphalt concrete for road construction to ensure improved performance and lifespan, in line with the government's BCG Economy (Bio - Circular - Green Economy) policy.



Let's join hands to build Waste-free  
Communities - Recycled Chairs  
from LLDPE Milk Pouches

In respect of continuously maintaining production process standards at a high environmental-friendly level, RIL Industrial Estate has been certified as eco-industrial estate at "Eco-World Class" level with the highest score from Industrial Estate Authority of Thailand (IEAT). RIL Industrial Estate is Thailand's first industrial estate to receive this award for 2 consecutive years, emphasizing the business position as a role model for industries that are responsible for the development of quality of life in communities and the environment.



SCGR

# RESILIENCE

FOR  
CONSUMER

## SOLUTIONS



### **PACKAGING BUSINESS**

Packaging Business (SCGP) continues to witness stable growth through working closely with customers amid the economic volatility caused by the COVID-19 pandemic and various government measures to contain the transmission in many countries. The efforts include creating innovative packaging solutions to accommodate customers' evolving needs, effective supply chain management to ensure business continuity, and caring for health of customers, business partners, and employees. In addition, SCGP stays focused on progressing to become a leading regional packaging solutions provider through capacity expansion and merger & partnership to respond to the Next Normal in the future.

#### **BUSINESS CHALLENGES**

SCGP has faced challenges from the economic volatility in ASEAN and across the world in the wake of the COVID-19 pandemic, resulting in a year-on-year decline of demand for durable goods, especially electronics and electrical appliances and automotive, as well as printing & writing paper. Meanwhile, demand from the consumer goods segment, particularly food and beverages, healthcare as well as E-Commerce have witnessed stronger growth, thanks to consumers growing health conscious and shift in consumer behavior towards online shopping.



## OPERATING RESULTS 2020



### Revenue from sales

92,786 Million Baht

↑ 4%

From year 2019



### EBITDA

16,884 Million Baht

↑ 11%

From year 2019



### Profit for the year

6,457 Million Baht

↑ 23%

From year 2019

### KEY ACHIEVEMENT IN 2020

- Expanded downstream capacity as well as focused on expanding customer base in the consumer goods segment to enhance growth. In 2020, SCGP has completed merger and partnership with Bien Hoa Packaging Joint Stock Company (SOVI), a leading manufacturer of fiber-based packaging in Vietnam, and has expanded capacity of Performance and Polymer Packaging at Tin Thanh Packing Joint Stock Company (BATICO) in Vietnam.

- Enhanced competitiveness by developing innovative packaging solutions and creating unique products and services to deliver value to customers. In 2020, SCGP was launched SCGP-Inspired Solutions Studio that offer packaging design and development services.

- Maintained leadership in sustainable development and social responsibility in ASEAN. SCGP operates business in line with the circular economy principles to reduce resources consumption and recapture production waste for recycling as much as possible. SCGP currently operates 68 recycling centers across Thailand, Vietnam, and the Philippines and has established a global network to source major raw materials for production process.



SCGP-Inspired Solutions Studio Behind the scene of packaging solution development to respond to every customers needs

Amid the fast-evolving challenges, SCGP has taken a proactive and swift management approach by adopting the customer-centricity strategy, allowing SCGP to better understand customer pain points and develop innovation capabilities to deliver integrated packaging solutions to customers.

To ensure that all involved parties including customers, and end-consumers, and employees are all on the same page about “solutions”, resulting in an effective development of solutions that best address specific demands of consumers, SCGP established SCGP-Inspired Solutions Studio to showcase diverse packaging solutions that visitors can interact with in order to create distinctive experience and inspire new packaging ideas for customers. SCGP takes great pride in the fact that the studio has supported and worked with universities and institutions involved with packaging promotion to inspire a new generation of young designers and others in the industry to enhance the packaging industries in Thailand and ASEAN to compete on an equal footing in international markets.

**Suchai Korprasertsri**  
Chief Operating Officer,  
Consumer and Industrial Packaging Business  
SCG Packaging Public Company Limited

## Financial Information

(Million Baht)

	2020	2019	2018	2017	2016
<b>Information from Statement of Financial Position</b>					
Current assets	62,919	35,383	30,074	29,317	24,574
Assets	172,429	139,513	93,246	91,312	85,369
Liabilities	62,588	76,697	39,986	35,661	32,617
Shareholders' equity	109,841	62,816	53,260	55,651	52,752
<b>Information from Income Statement</b>					
Revenue from sales	92,786	89,070	87,255	81,455	74,542
Costs and expenses <sup>1</sup>	85,148	83,147	79,661	76,617	70,469
Profit for the year <sup>2</sup>	6,457	5,268	6,066	4,651	3,565
EBITDA <sup>3</sup>	16,884	15,159	14,566	12,353	10,884

Consolidated financial performance of Fajar since July 2019 and Visy Thailand since September 2019.

<sup>1</sup> The figures for year 2019 are reclassified and the business segment information for year 2018 and 2017 are restated.

<sup>2</sup> Profit for the year attributable to owners of the parent.

<sup>3</sup> Profit before finance costs, income tax expense, depreciation and amortization and includes dividends from associates.

## OPERATING RESULTS

In 2020, SCGP recorded total revenue from sales of 92,786 Million Baht, an increase of 4% from the previous year, attributable to the constantly growing demand for consumer goods and the consolidation of PT Fajar Surya Wisesa Tbk. and Visy Packaging Thailand Limited's operating results. EBITDA was 16,884 Million Baht, up 11% compared to last year due to our continued focus on delivering a diverse range of products, services, and solutions as well as effective cost management. Net profit for the year amounted to 6,457 Million Baht, a growth of 23% compared to last year.

## RESILIENCE TO RECOVER AND CHANGE TO EMERGE STRONGER

### • Business

◦ Listed on the Stock Exchange of Thailand on October 22, 2020 with market capitalization of approximately 150,000 Million Baht (as at IPO price) and is listed in the SET50 index. The proceeds from the IPO (including over-allotment shares) of approximately 40,000 Million Baht will be used for business expansions both domestic and overseas, capital restructuring, and working capital.

◦ Entered into partnership with Rengo Co., Ltd (Rengo) in United Pulp and Paper Co., Inc (UPPC). This will result in SCGP and Rengo holding 74.8% and 25.0% stakes in UPPC, respectively. The partnership will provide opportunities for UPPC to expand its sales and customer base in the Philippines, while strengthen SCGP's integrated packaging chain position in ASEAN.



SCGP First Trading Day  
in the Stock Exchange  
of Thailand

- Acquired 94.1% shares in SOVI, a leading manufacturer of fiber-based packaging in Vietnam.
- Signed a share purchase agreement to acquire a 100% stake in Go-Pak UK Limited. The transaction has been concluded in January 2021.

### • Human Resources

- Prepared organizational capability that matches the business and designed a platform to develop people capability through various learning activities to ensure that employees are capable of applying the knowledge and skills to their work efficiently.
- Supported employees to develop themselves continually and promoted leadership development through useful knowledge and skills enrichment, coaching culture, and developing the mindset and behaviors of leaders who play a vital role in driving corporate value and culture. This ran concurrent with promoting project development and collaboration & teamwork as well as driving change and preparing for rapidly-changing circumstances.



- o Created a succession plan to allow for passing on leadership roles at SCGP and help develop their career paths. On top of this was developing functional and transformation leadership through various learning processes to ensure employees who possess future leadership potential are capable of supporting SCGP's business expansion overseas in particular and rising to the rank of future executive leaders.

- **Products and Innovations**

- R-1 flexible packaging, which consists of multi-layer mono material, offers excellent durability and product protection. It can be recycled into good quality plastic pellets and other materials for reuse in the production process.
- OptiSorb-X packaging provides an exceptional barrier against oxygen and moisture and also absorbs oxygen within the sealed package to preserve the packaged contents and extend shelf life, suitable for snacks, bakery products, processed meat, and etc.
- Odorlock packaging controls permeation of the odor of packaging contents such as durians to other products, allowing it to be transported and displayed on the same shelf as other products.
- The Detect Odor & Monitoring (DOM) system is designed to monitor and assess odor impacts at emission sources. It constantly detects and monitors odor emissions, gases, and pollutants, and the results in combination with weather conditions will be displayed on an easily-accessible web-based platform with an alarm system to signal risks. The system uses a learning tool to

create database for use in identifying the odors, allowing for more accurate and faster analysis and processing in the future.

### SUSTAINABLE DEVELOPMENT IN BUSINESS OPERATIONS

- Managed industrial waste continually following the 3R strategy (Reduce, Reuse, Recycle) and the circular economy principles by updating and developing production processes as well as driving research & development to fully utilize materials and production waste to achieve resource efficiency. To that end, materials are recycled for reuse across the supply chain or processed into value-added products to reduce natural resources consumption.
- Managed climate change risks through reducing energy consumption and greenhouse gas emissions. Efforts included enhancing energy efficiency in the manufacturing process, increasing the utilization of renewable and alternative energy, and performing reforestation around the production facilities and the communities to increase carbon capture.
- Met with the water situation monitoring and analyzing sub-committee comprising the Royal Irrigation Department and other involved agencies every two weeks to analyze water situations in different areas nationwide. At the same time, the Business Continuity Management function closely monitored water situations in areas where SCGP production facilities are located to jointly define measures to prevent water shortage at the plants.



- Joined forces with the Thai Chamber of Commerce to buy sugarcane leaves from farmers for use as alternative energy in the steam boilers equipped with highly efficient electrostatic precipitators to reduce emissions from sugarcane field burning and greenhouse gas emissions from coal combustion while generating income for farmers in line with the circular economy principles that promote resource efficiency.

- On top of this was the carrying out of reforestation and nature conservation projects, growing terrestrial plants both within and outside the plants' areas in Kamphaeng Phet, Khon Kaen, Kanchanaburi, Ratchaburi, and Prachinburi for a total of 48,170 trees; and joining hands with the communities to construct over 687 check dams in an attempt to restore watershed forest.

- **Social and Environmental Activities**

- The “Sang Boon” (Merit-making) Classroom project is designed to improve food security by teaching the locals about vegetable growing techniques to increase production efficiency, equipping them with knowledge and techniques to grow vegetables to provide food sources for families or to make a living as a means to ease financial hardship and uplift quality of life of the community in a sustainable way.

- Developed paper capes for barber shops and beauty salons nearby the plants to avoid reuse of a cape to prevent the transmission of COVID-19 and increase clients' health safety.

- Created 3-in-1 foldable paper desk in conjunction with World Vision Foundation of Thailand to hand over to students in rural areas throughout Thailand. Ergonomically designed, the 3-in-1 paper desk can also be repurposed as a bag and a box for storing school supplies.

- Organized the Conserving Water from Mountain to Mighty River project in collaboration with the HQ 9 Corps Infantry to construct 268 check dams in Kanchanaburi in honor of H.M. the King on the occasion of H.M. King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua's birthday anniversary on July 28, 2020 at Ban Mai Huai Nam Khao, Ban Kao Subdistrict, Mueng District, Kanchanaburi. The initiative has restored forest land to health, brought back biodiversity and the balance in nature, and generated more income for the community. It has also instilled awareness about the importance of water resources and forests, inspiring the collaboration in preserving natural resources.

- Supported the circular economy principles to make Ban Pong District as a zero waste community role model. The initiative was continued for the second year by setting a goal for all participating communities to achieve a reduction of 40% waste, resulting in 41 communities engaging in the initiative and a large number of people coming to study the execution.

## Significant developments during 2018 – 2020 are as followed:

### Year 2020

#### Cement and Building Materials Business

- Entered into a share purchase agreement to acquire all shares of Oitolabs Technologies Private Limited (“OITOLABS”) in India from the existing shareholders, to support SCG CBM’s digital technology and software development. This acquisition complemented SCG CBM’s strategy to expand active Omni-Channel retail platform for home building customers in ASEAN. The transaction was valued at 2 Million USD or approximately 62.4 Million Baht.
- Entered into a joint-venture agreement with SHO-BOND & MIT Infrastructure Maintenance Corporation (“SB&M”) to engage in Lifetime Solution for building and infrastructures in Thailand, catering to the growing trends in the repair and maintenance market in Thailand and across ASEAN. The total value of this investment was 150 Million Baht while CPAC held a 51% equity stake.
- Entered into a joint-venture agreement with Boonthavorn Group Company Limited and Boonthavorn Ceramic Company Limited to establish SCG-Boonthavorn holding Co., Ltd in order to expand home-related design solutions retail outlets in Thailand and Southeast Asia. The total registered capital was 525 Million Baht and SCG Retail held a 51% equity stake.
- Entered into a joint-venture agreement with PT Marindo Inticor (“MI”), a local holding company, to establish PT Renos Marketplace Indonesia (“New Company or Renos”), a digital marketplace platform for home & living products in Indonesia. This transaction aligned with SCG’s strategy to develop e-marketplace platform in Southeast Asia. The registered capital was 17.2 Billion Indonesian Rupiah or approximately 39 Million Baht. BetterBe will hold 49% equity in Renos.
- Entered into a joint-venture agreement with Builk One Group Company Limited (“BUILK”) to establish an integrated technology service company to provide cost control management system, B2B E-commerce platform, and customer relationship management system in the Philippines in response to the growing trend in construction

industry and the increasing accessibility to the internet of end-users. The transaction value was 25 million Philippine Peso or approximately 15.5 Million Baht. SCG Distribution held 70% equity in the new joint-venture.

- Entered into a joint-venture agreement with two local individual shareholders to co-invest and establish SCG Boonthavorn (Cambodia) Co., Ltd. (or “Joint Venture”) in Cambodia following SCG’s strategic plan to expand its Active Omni-Channel retail business across ASEAN. The Joint Venture was SCGBTV’s first flagship store outside of Thailand and will strengthen SCG’s reach to the end-user market segment. The total value of this investment was 383 Million Baht (approximately 12 million USD) while SCGBTV held 80% equity stake in the Joint Venture.
- Entered into a joint-venture agreement with BIMobject AB, Sweden (“BIMobject”) to provide the digitized Building Information Modeling (BIM) object and service platform that used in the conceptual design, material selection, and construction simulation of buildings and infrastructure projects. Progressively, this was in line with SCG’s strategic plan to extend its breadth of innovative construction solutions. The joint-venture had a registered capital of 5 Million Baht, while CPAC will held a 51% equity stake.

#### Chemicals Business

- Acquired 100% shares in HTEExplore S.R.L. (“HTEExplore”), a leading high throughput experimentation service provider and was headquartered in Naples, Italy. This acquisition would allow SCG to increase research and development capability.
- Acquired 9.22% shares in A.J. Plast Public Company Limited (“AJ”), one of the leading flexible packaging manufacturers in Southeast Asia, and established a joint-venture company with AJ that would engage in the production and distribution of Biaxially Oriented Film (“BO Film”) in Vietnam. The total capital value of this investment was 700 Million Baht while SCG Chemicals held 45% equity stake.

## Packaging Business

- Acquired 94.11% shares in Bien Hoa Packaging Joint Stock Company (or “SOVI”) at the price of 171,450 Vietnam Dong per share, which was equivalent to the total payment of 2,070 billion Vietnam Dong, or approximately 2,700 Million Baht. This purchase was through TCG Solutions Pte. Ltd., which was a wholly owned subsidiary of Thai Containers Group Company Limited (“TCG”). SOVI was one of the leading fiber based packaging company in Vietnam. This acquisition would enlarge SCGP’s customer base particularly in food, beverage and FMCG segments and reinforce internal integration with its packaging paper manufacturing.
- Acquired 100% stake in Go-Pak UK Limited (“Go-Pak”). The transaction details would release upon completion, by January 2021. Go-Pak was one of leading foodservice packaging solution providers in the UK, European and North American markets from its own production and global sourcing network of related products. This acquisition of Go-Pak was an expansion of SCGP’s foodservice packaging business which would elevate its consumer platform and gave access to Go-Pak’s client base in UK, Europe and North America. Furthermore, this would also broaden SCGP’s total packaging solutions and strengthen its production capabilities to grow the ASEAN market.
- SCGP’s Board of Directors resolved to approve the allocation of no more than 1,296,680,000 newly issued ordinary shares with a par value of Baht 1 each in its initial public offering (IPO) and the delegation of power. On 8 October 2020, SCGP determined a final price to be at Baht 35.00 per share. On 25 November 2020, after the registration of the change in the paid-up capital from the Over Allotment Agent’s exercise right to purchase the newly-issued ordinary shares, and SCG received the shares from the Over-Allotment Agent, As a result, the number of shares held by and the direct shareholding of the Company will be 3,095,882,660 shares in the proportion of 72.1% of the total shares.

- Entered into a conditional share subscription agreement with Rengo Co., Ltd., Japan (“Rengo”) whereby Rengo subscribed to the newly issued shares at the total value of approximately 2,500 Million Baht. The partnership would allow United Pulp and Paper Co.,Inc. (“UPPC”) to expand its sales and customer base in the Philippines, while strengthened SCGP’s packaging chain in ASEAN.

## 2019

### Cement and Building Materials Business

- Restructuring of the Indonesian ceramic business in order to improve the company’s competitiveness by ceasing the ceramic wall tiles operation of PT Keramik Indonesia Asosiasi in Cileungsi, West Java, whereby the operation will be consolidated at the other plant in Karawang, West Java, and dissolving and liquidating PT KIA Serpih Mas which is located in Cileungsi and Karawang, West Java.
- Establishing a port-related logistics joint-venture with PSA Thailand by transferring SCC stakes in Thai Connectivity Terminal Co., Ltd. (“TCT”) (formally : Thai Prosperity Terminal Co., Ltd.) and Bangkok Interfreight Forwarding (“BIFC”) to this newly established joint venture company having a registered capital of not exceeding 300 Million Baht. SCG’s investment in TCT and BIFC will come down from currently 100% to 51%.
- Acquisition of all Shares in Jumbo Barges (Cambodia) (“JBC”), the combined investment of these transactions is approximately 17 Million Baht. The acquisition of JBC will strengthen SCG’s logistics business expansion in Cambodia.

### Chemicals Business

- In progress to debottleneck Map Ta Phut Olefins Company Limited (MOC), which will enable MOC for more feedstock flexibility and allow opportunity to tap into competitive propane to be used as feedstock. MOC’s annual olefins production capacity will be boosted by 350,000 tons. The project is expected to complete in the second quarter of 2021.

- Established PT. Berjaya Nawaplastic Indonesia (BNI) to produce PVC finished products in Indonesia, 51% of shares is hold by subsidiary Nawaplastic Industries Co., Ltd. (NPI).
- Invested in startups related to deep technology in order to access and speed up innovation for new high value added products.
- The company has established and opened I2P (Ideas to Products) Innovation Center in Rayong to accelerate new innovation and product development process.
- Divested 25% stake in GTC Technology US, LLC and GTC Technology International which are technology licensor and engineering services provider in petrochemicals and refinery industries.

#### **Packaging Business**

- Acquired 55.24% stake in PT Fajar Surya Wisesa Tbk., a leading Indonesian packaging paper company. The acquisition of Fajar will allow Packaging Business to continue expanding in ASEAN, especially in Indonesia where future growth opportunity is tremendous.
- Expanded our Rigid plastic packaging business through the acquisition of 80% stakes in Visy Packaging (Thailand) Limited. Visy is a leading producer of thermoformed barrier food packaging, serving established global brand owners that require high quality packaging products. Also, Visy possesses global scale with a highly-automated production facility, including proprietary technology to produce packaging that can preserve food and fruit.
- Restructured Rigid plastic packaging business by forming a joint venture partnership with Toppan Printing Company Limited (“Toppan”), a Japanese packaging company, in SCGP-T Plastics Company Limited (“SCGP-T”). SCGP-T is a holding company for the rigid plastic packaging business which holds 75% stakes in Conimex Company Limited. With Toppan’s renowned capability in packaging technics, the restructuring will help Conimex to strengthen its operation and expand its customer base.

- The Board of Directors has approved the plan to issue and offer newly issued ordinary shares in SCGP as an initial public offering (IPO) and to list the ordinary shares in SCGP on the Stock Exchange of Thailand. The portion of the shares to be offered for sale in the IPO will not exceed 30 percent of SCGP’s paid-up capital after its capital increase, whereby the proceeds will be used by SCGP for investment in business expansions domestically and internationally, as well as for the purposes of financial restructuring and working capital of SCGP.

#### **2018**

##### **Cement and Building Materials Business**

- Joint-venture with JUSDA Supply Chain Management formed an integrated logistics and supply chain management company in southern China (Guangxi province) with linkages to ASEAN.
- Invested in “CSA” the operator of the modern retailer (“Mitra 10”) and distributor of home products in Indonesia.
- Joint-venture with Boonthavorn towards the home-related design solutions retail outlets.
- Approved the amalgamation of five companies and a new name as SCG Ceramics Public Company Limited, using the symbol “COTTO” from 1 August 2018 and started trading from 3 August 2018 onward.

##### **Chemicals Business**

- Increased indirectly stake from 71% to 100% in Long Son Petrochemicals Company Limited (LSP), Vietnam’s first petrochemicals complex.
- Approved capacity debottlenecking of Map Ta Phut Olefins Company Limited (MOC), a joint-venture company of SCG Chemicals Company Limited and The Dow Chemical Company (DOW) with an approximate budget of 15,500 Million Baht. The project will enable MOC for more feedstock flexibility and allow opportunity to tap into competitive propane to be used as feedstock. MOC’s annual olefins production capacity will be boosted by 350,000 tons.

- Increased stake to 54.29% in Binh Minh Plastics Joint Stock Company (BMP), a plastic pipes and fittings market leader in Vietnam, holding by Nawaplastic Industries (Saraburi) Company Limited.
- Co-invested in 50% shares of PT Nusantara Polymer Solutions (NPS), a newly established plastics trading company for High Value Added (HVA) products in Indonesia, holding by SCG Performance, a wholly-owned subsidiary of SCG Chemicals Company Limited.
- Expanded new business, Energy Business, developed the first “Floating Solar Farm” in Thailand with capacity of 1 megawatt at SCG’s complex in Rayong, which is an environmental innovation readily applicable to the industrial sector. The key strengths are well-thought-out design offering simple and quick installation, space efficiency, and streamlined setup compatible with various area types. The floating pontoons are made from durable and weather-proof plastic, which is environmental-friendly and recyclable.
- Invested in startup and venture capital funds related to deep technology as a way to speed up innovation in various areas involving circular economy.
- Divested entire 60% stake in Siam Stabilizers and Chemicals Company Limited (SSC), a manufacturer of stabilizers for PVC.
- Divested all of 64.68% stake in Alliance Petrochemical Investment (Singapore) Pte. Ltd. (API), a holding company in Singapore.
- Divested entire 50% stake in Siam Mitsui PTA Company Limited (SMPC), a Purified Terephthalic Acid (PTA) manufacturer and distributor, and entire 20% stake in Thai PET Resin Company Limited (TPRC), a manufacturer and distributor of polyethylene terephthalate (PET).

### **Packaging Business**

- Acquired additional stakes from existing shareholders from 75% to 100% in two packaging companies in Thailand, namely Dyna Packs Company Limited and Orient Containers Company Limited. Dyna and Orient are producers of high-quality corrugated containers that are used in a packaging of consumer products, mainly food and beverages.
- Acquired 68.3% stake in Interpress Printers Sendirian Berhad (or “IPSB”). IPSB is a sector-leading food-grade paper packaging company, highly accredited and vetted by the global leading fast food restaurant chain, located in Selangor state, Malaysia. Its main products include folding cartons, formed trays, clamshells, wrappers and bags, where its primary clients are well-established global quick service restaurant chains. This acquisition emphasizes Packaging Business’s commitment in becoming a total packaging solutions provider in ASEAN countries and will further enhance the overall portfolio while exhibiting its potential to serve the burgeoning region’s fast food consumption, evolving lifestyle and preferences of consumers.
- Expanded packaging paper line in United Pulp and Paper Co., Inc. (“UPPC”), a subsidiary of SCGP in the Philippines, with additional capacity of approximately 230,000 tons per annum to tap the Philippines’ continuous growth in demand of packaging paper. The new production facility is scheduled to start up in the fourth quarter of 2020.

## 07

### NATURE OF BUSINESS

#### Revenue

in Million Baht

Business Unit	2020					2019					2018				
	Revenue from sales	Other Income	Total Revenue	Sale Breakdown (%)	Equity in Associates*	Revenue from sales	Other Income	Total Revenue	Sale Breakdown (%)	Equity in Associates*	Revenue from sales	Other Income	Total Revenue	Sale Breakdown (%)	Equity in Associates*
Cement-Building Materials Business	171,720	2,446	174,166	39.94	1,012	184,690	2,371	187,061	38.82	947	182,952	2,400	185,352	35.08	924
Chemicals Business	146,870	1,981	148,851	36.55	5,033	177,634	1,928	179,562	40.17	7,225	221,538	4,393	225,931	46.08	11,183
Packaging Business	92,786	603	93,389	22.93	66	89,070	964	90,034	20.14	53	87,255	515	87,770	17.90	(15)
Other	122	8,965	9,087	0.58	3,346	117	10,544	10,661	0.87	3,407	100	9,133	9,233	0.94	2,951
<b>Total Consolidated</b>	<b>399,939</b>	<b>7,278</b>	<b>407,217</b>	<b>100.00</b>	<b>9,456</b>	<b>437,980</b>	<b>8,992</b>	<b>446,972</b>	<b>100.00</b>	<b>11,632</b>	<b>478,438</b>	<b>11,823</b>	<b>490,261</b>	<b>100.00</b>	<b>15,047</b>

**Remark :** Financial figures are classified according to business unit before intersegment elimination.

\* Share of profit of associates and jointly-controlled entities recognized by using equity method.

\*\* The figures for year 2019 are reclassified according to the notification of the Department of Business Development.

#### Key Operations of each Business Unit

##### Cement and Building Materials Business

Cement and Building Materials Business consists of cement, building materials and distribution business, focuses on developing High Value Added products and services (HVA) and aims to be the market leader in both domestic and ASEAN. The main products in the company are cement product group, building material product group, and ceramic product group.



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## Key Information

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Capacity	• Grey cement (Thailand)	23	million tons per year
	• Grey cement (Outside Thailand)	10.5	million tons per year
	• Ready-mixed concrete (Thailand)	756	plants
	• Roofing products	90	million Sq. M. per year
	• Ceiling/board/wood substitutions (Thailand)	101	million Sq. M. per year
	• Floor and wall ceramic tiles	187	million Sq. M. per year

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Brand	• Portland cement: SCG
	• Mixed / Masonry cement, Mortar cement, Decorative cement and Tile Adhesive cement: Tiger
	• Portland and mixed cement: K-Cement
	• Ready-mixed concrete: SCG, Jayamix by SCG and CPAC
	• Fireclay bricks and special refractory: SRIC
	• Compacting wall system : Tiger
	• Precast ,Fully precast, Post tension: CPAC Smart Structure
	• Construction solution: CPAC Construction Solution
	• Digital platform for structural design : CPAC BIM
	• Aerated Lightweight Concrete: Q-CON and SCG
	• PVC pipe and accessories: SCG
	• Concrete pipe and precast: SCG
	• Roofing products: SCG
	• Ceiling/board/wood substitutions: SCG
	• Concrete blocks, concrete floor tiles and precast concrete walls: SCG
	• Reinforcing steel: SCG
	• Thermal and acoustic insulations: SCG
	• Home building service: SCG HEIM
	• Solar roof system: SCG
	• Active AIRflow™ system: SCG Living Tech
	• Unit bathroom: SCG
	• Products/service/installation for elderly: SCG Elder Care Solution
	• Complete consulting service on eco-friendly buildings in line with international standards: SCG Green Building Solution
	• Ceramic floor and wall tiles: COTTO, SOSUCO, CAMPANA, Prime, KIA and Mariwasa
	• Pyrolithic stone: GEOLUXE
	• Sanitary ware, sanitary fittings and bathroom: COTTO
	• Total solution in tiles and sanitary wares: COTTO Life
	• Building materials flagship retail store: SCG Experience
	• Building material active omni-channel retail : SCG HOME
	• Logistics and delivery services: SCG Logistics and SCG Express
	• Import/export service: SCG International

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## Key Information

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### Strengths

- Major integrated producer of cement and building materials products in ASEAN
- The second world's largest production capacity in floor and wall ceramic tiles
- Sustainable development philosophy Embedment in parts of company policies and operations
- Rigorous in-house R&D efforts to create innovative products and services
- Integrate customer journey in home improvement and repair through SCG HOME active omni-channel which customer can be connected with different channel upon their convenient with single ID. Offer contractor and designer matching for home owner through the convenient platform.

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### Major Business Policy

- Expand business in ASEAN in order to be the regional market owner
- Accelerate to expand business focused on active omni-channel and ecosystem capture large opportunity in domestics and regional market
- Develop high value added products and services (HVA) and solution
- Continue to improve production efficiency with technology, automation and digital
- Continue to conserve and reduce natural resources consumption, protect environment and join social development program with local community for sustainable development



### 1. Product or Service Features

Products and services are primarily classified as follows:

#### Cement Group

1. Portland cement
2. Mixed cement
3. Mortar cement
4. Decorative cement
5. Tile Adhesive cement
6. Ready mixed-concrete
7. Fireclay bricks and special refractory
8. Compacting wall system
9. Precast, Fully precast and Post tension

#### Building Materials Group

10. Aerated Lightweight Concretes (ALC)
11. Roofing products (fiber cement roof, concrete roof, ceramic roof, metal roof, clay roof, and glasolit roof), roof truss and accessories
12. Ceiling, wall, floor, fiber cement board and cement board products



13. Wood substituted products
14. Landscape products (paving block, paving tile, wall tile and fence)
15. Reinforcing steel
16. Thermal and acoustic insulation
17. PVC pipe and accessories
18. Concrete pipe and precast
19. Solar roof system
20. Active Airflow™ system
21. Unit bathroom

#### **Ceramic Group**

22. Floor and wall tiles
23. Pyrolithic stone
24. Sanitary ware, sanitary fittings, and bathroom

#### **Other Products and Services**

25. Logistics service
26. Import/export service
27. Disposal of industrial waste
28. Other products and services such as roofing center, and home product and service
29. An expert consultant specializing in sustainability advice and services on both national and international green building standard practices
30. Products/service/installation for elderly
31. Home building service
32. Total solution in tiles and sanitary wares
33. Home and building material retail
34. Construction solution
35. Digital platform for structural design

## **2. Market and Competition**

### **(1) Policy and Market Features of Main Products and Services**

#### **- Policy and Market Features**

##### **1) Competitive Strategy**

- The business rigorously creates value to customers through High Value Added products and services (HVA) to differentiate and respond to customers' needs and enhance construction industry to increase wealth in community such as continuing products improvement through R&D, becoming a trendsetter, and developing eco-friendly products to reduce natural resources consumption. In addition, the business has its own Research and Development institution that allows business to efficiently develop its products and services to serve the needs of each customer segment. Moreover, the business can flexibly support the trend changes toward cement industries and consumer's behaviors by improving better quality of products. For instance, SCG hybrid cement (Eco-friendly), Tiger Plastering cement, SCG Precast Cement, SCG marine cement, SCG Portland Pozzolan cement, Tiger Mortar General and Lightweight Block Plastering Xpert Formula crack resistant mortar cement, Tiger Tile

Adhesive for ceramic granite marble granite tiles, GreyWhite skim coat, SCG wood plank cool plus, SCG roof tile for low slope & modern style roofing, thin ceramics technology ‘COTTOCERAM TM’ in COTTO sensation series which makes wash basins look slimmer, Modern design toilet ‘Simply Modish’, Smart toilet Tunio Laconic series which combined design and technology together, and soft paddle faucet designed with universal design concept. Not only core product offerings, the business also provides total range of products, services and solutions to serve agricultural sector, government infrastructure projects, commercial buildings and residential segment by joining with various SCG alliances and partners.

- The business has policy to continuously increase production efficiency and implement cost reduction, for example, energy cost reduction, and waste reduction. Furthermore, the business also has its own cement business solution team to provide professional consultant and recommendation to the business partners and direct customers. This is not limited to advices on more efficient and effective production process, quality control and cost reduction as well as possible solution of any related problems. Therefore, customers can promptly and directly notify their problems to the call center.
- The business gives priority to society, community and environment by providing many marketing and social activities, for example, “Membership program for contractors” as to improve their skills and living standard enhancement and “Project to educate architecture students” as to increase knowledge about building materials and construction technology.

## 2) Customer Features and Target Groups

- Cement product: products are sold to affiliate companies such as ready mixed

concrete, concrete roof, and board. Besides end-users, products are also distributed to dealers, major concrete building material producers, and major contractors.

- Building materials products: products are classified by pricing and target group of customers in each area. However, such products are value designed to respond to customer’s needs.
- Ceramic products can be classified into two customer segments: mass to medium and medium to high segments.

## 3) Channel of Distribution

- Domestic distribution: the business provides strong domestic distribution network through sales campaign and activities to 500 dealers nationwide. Project Management System, which is a one-stop solution, is also applied for managing project customers, allowing the business to efficiently follow up and provide services on our products used in the projects. The business has developed SCG Home Solution and COTTO Life for customers who want to purchase the products with additional services such as consulting, designing, price estimating, and installing services. In order to strengthen distribution system and expand to retail channel and decoration segment, the business has entered into a joint venture with Boonthavorn Group Co., Ltd. with the aim to satisfy customers’ needs in the form of a one-stop service. Customers throughout the country can now order building materials through online channel. Furthermore, the business has continuously developed applications that support the channel of distribution through “start up” business to enhance customer experience.
- ASEAN distribution: for strategic countries, the business provides distribution network and sales campaign and activities which focus on the market

situation in each country and also expand investment in retails business in Indonesia, Cambodia, Myanmar, and Vietnam.

- Distribution in other regions: SCG International Corporation Co., Ltd. (previously SCG Trading Co., Ltd.) as SCG's subsidiary, is the SCG exporting agent to other countries. The export will focus on needs of customers or dealers in each country.

In addition, the business focuses on increasing efficiencies of business dealers as follows:

- Wholesales channel: Distribution business strengthens its dealer networks by adopting transportation management software 'Giztix' to improve store's operations process as well as reduce warehouse operations and logistics costs. The business also carries on its loyalty program, SCG Chang Family, to sustainably maintain momentum in wholesale channel.
- Project channel: Rudy, a project sales assistant application, will play vital roles in exploring new sales opportunity and simplifying sell and after-sale processes to satisfy clients' needs. Besides the application, distribution business implements project database system to support manufacturers in demand planning and ensure customers to receive products in-full and on-time. The business also offers an onsite service to provide installation guides to clients.
- Retail channel: The business sustainably develops network through SCG Home solution and SCG Home Boonthavorn in order to respond householder's requirements. For example, design service, price estimation, material selection, service installation, and products warranty. The business also expands network through loyalty program "SCG Family Chang Puean Chang" as to educate installers to improve their professional skills. Lastly, SCG Home Contact Center is established

to provide solution and consultation directly to home owners.

#### - **Policy and Market Features of Main Products and Services**

Presently, the business has five grey cement plants in Thailand: 1) Ta Luang cement plant 2) Khao Wong cement plant 3) Kaeng Khoi cement plant (Saraburi) 4) Thung Song cement plant (Nakhon Si Thammarat) 5) Lampang cement plant (Lampang). Under total production capacity of 23 million tons, the business gains the highest market share in Thailand compared to other domestics cement producers. In terms of building materials group, the business has factories in Saraburi, Nakhon Pathom, Lampang, Lamphun, Chonburi, Khonkaen, Nakhon Ratchasima, and Nakhon Si Thammarat to produce roofing products, ceiling and board products. Recently, the business rigorously expands marketing activities of cement and housing products in 5 countries in ASEAN: Indonesia, Myanmar, Cambodia, Vietnam, and the Philippines by focusing on strengthening sales and distribution channels.

For Ceramic business, there are floor and wall tiles plant in domestic and regional with total capacity of 187 million Sq.meter per year: 1) Saraburi, Thailand 2) the Philippines 3) Indonesia and 4) Vietnam. Furthermore, the sanitary ware and fitting business are still being the leader in domestic market. The business emphasizes to continuously develop sanitary ware and fitting business for being well known in global market in the future. The innovative products launched to the market as follows;

- 1) Forming into construction sector by introducing CPAC Construction Solution; CPAC Floor solution, CPAC FillGood solution, CPAC Beam and column, CPAC Farm solution, and CPAC Wall solution to create better wealth to society and throughout

- value chain. SCG has developed solutions to serve various kind of projects, co-developed solutions with trustful partners for example CPAC Mat Foundation Solution for One Bangkok project, MOU signing with the Japanese company; SHOBOND & MIT Infrastructure Maintenance Corporation to expand into the service of maintenance medium to large structure; furthermore, SCG enhance usage of BIM platform in construction projects between CPAC and partners. Customers can consult for proper and up to date construction solution at 23 CPAC construction center across the country.
- 2) Create “Ready-to-use” concrete products to serve difficulty in transportation for northern northeastern and southern rural areas by providing “CPAC Instant Concrete” for local customers. Moreover, SCG also develop concrete mold releasing agent, “CPAC Moldera CX1” is co-developed by CPAC and PTT Oil and Retail Business Public Company Limited (PTTOR) for concrete product producers and contractors to have better surface concrete.
  - 3) Support standard of hydraulic cement by endorse SCG Hybrid Cement (Eco-Friendly) as the product has special feature of reducing CO2 emissions in the manufacturing process which is a major cause of global warming. Furthermore, the product contributes strength and durability to the concrete structures as well.
  - 4) Continue to increase competitive advantage of Silo & Spraying service by lifting up service standard towards “Professional and Smart team” and improve efficiency of Silo & Spraying system to serve high-rise building segment and expand in big cities throughout Thailand. The system provides convenient working condition, enhances project speed and solves labor shortage problem. In addition, SCG also developed new compacting wall system by using silo&spraying system with compacting mortar to assist customers need in reducing wall seams, reducing waste in construction site and reducing noise in living area.
  - 5) Increase production capacity of Tiger decorative cement under brand “Tiger Décor” which is for floor and wall decoration to serve customers that need unique and outstanding covering cement. Business continue to expand in renovation segment by expanding Tiger Decor Polymercement Loft wall to capture DIY customers. SCG has enlarge business opportunity through online channel by introducing Tiger Décor Polymercement Loft wall with specialty team service to build desired loft wall for customers in the online store.
  - 6) Enhance speed of work for decorative segment by providing new decorative “Ready-to-use” package; Easy Mix series which are Tiger Decor Easy Mix Terrazzo Tiger Decor Easy Mix Marble Render and Tiger Décor Easy Mix Pebble Washed
  - 7) Develop new formula and the first brand approved by TIS standard of Tiger Tile Adhesive for ceramic granito marble granite tiles. Tiger Tile Adhesive has been commercialized and sold throughout Thailand in wholesale, retail and project channel.
  - 8) Passive Stack Ventilation System and indoor air quality control system for better living standard in Thailand: the combination of natural ventilation concept, which depends on the amount of the movement of external air, and the external temperature and a ventilation system using a solar powered fan with a smart control to provide optimum cooling comfort and reduce the build-up of heat during the day. Furthermore, new products have been developed to improve indoor air quality – humidity, temperature, CO2 and VOCs, by controlling and monitoring the air quality with IoT technology.
  - 9) SCG Eldercare Solution, a housing innovation for the elderly has wide range of innovation solutions offering healthcare caution. The

concept is to focus on bedding solutions to solve problems or to ease pain associated with joints and muscles in the lower body problem, bed and chair that help elderly more convenient to get up, movable toilet, automatic turn-on intelligence light when leaving bed at night or special mattress to ease bedsore

- 10) Start to distribute mortar cement for 3D Printing Mortar in both domestic and international market such as Singapore. Furthermore, SCG recently innovated 3D printing mortar. The SCG 3D printing mortar has high quality and suitability to serve the extrusion 3D printers. This technology allows a freeform fabrication of designs with complicated patterns, easy onsite and fast installation. To further business advantage, SCG started to enlarge 3D printing business model towards “Service Solution” by co-creating and co-designing with customers to utilize the technology and response to customized demand from different customers such as coral substrate projects with Department of Marine, Coastal Resources, Faculty of Veterinary Science Chulalongkorn University, Tourism Authority of Thailand and 3D street furniture for One Bangkok project
- 11) Research and develop wood substituted product in new various applications such as decorative plank and skirt by using extrusion technology and fiber-reinforced composites to develop.

- **Domestics Market and Competition**

Domestic demand for cement decreased comparing to the previous year due to COVID 19 situation. Mainly cement consumption came from public investment such as infrastructure project while residential and commercial project slightly declined.

Domestic demand for building products were still under pressure from the sluggish household demand. Nonetheless, the business managed to maintain its leadership status in the building product business through the continued development of High Value Added products and services to better accommodate consumer needs.

The business focuses on maintaining its market leadership by creating value to customers and rigorous continuing enhances product quality and new product and service development. And the business sustains leadership by building good relationship with customers as well as implementing cost reduction program in order to be more competitive. In addition, we have also improved and expanded distribution network nationwide to increase points of purchase to facilitate our customers’ accessibility to our products.

- **Regional Market and Competition**

Overall market demand in ASEAN has decreased significantly due to widely spread of COVID-19 especially Indonesia, one of the countries that has the high rate of infection causing the temporary stop or delay at most construction sites. While Myanmar has been hit hard from second waves resulted to lockdown in many areas, causing dramatic decrease in construction market. Furthermore, Cambodia has been harm by the COVID-19 epidemic affecting Cambodia’s 4 Major economics engine. The Philippines faces a widespread epidemic, but the government has a policy of implementing road and rail construction projects to accelerate economic stimulus in accordance with the BUILD BUILD BUILD plan. Moreover, the government of Vietnam has a policy to support investment in infrastructure development projects such as building roads and airports, etc. in order to reduce the impact.

However, the cement and construction products business in the ASEAN region has accelerated transform and adapting its business model in order to respond to changing lifestyle and consumer behavior. It focuses on developing value-added products and solutions that support customer solutions in the market and expand distribution channels, as well as accelerate the development of online channels to meet the changing needs of customers.

## 2.3 Products and Services Procurement

### A) Product Procurement Feature

Type	Number of Sellers	Procurement method	Local / Foreign	Remark
<b>Main Raw Materials</b>				
Limestone	-	-	100% / 0%	Own supply sources and self-operated
Shale	-	Long-term contracts with external contractors	100% / 0%	Own supply sources. Long-term contracts with contractors
Sand	~ 3	Occasional purchase with external suppliers	100% / 0%	Own supply sources kept as reserve. Currently buy from external suppliers
Clay	~ 3	Long-term contracts with external contractors	100% / 0%	Own supply sources. Currently have long-term contracts with contractors
Copper Slag	2	1-year contract with external suppliers	0% / 100%	Buy from external suppliers
Gypsum	~ 7	Occasional purchase with external suppliers and partly operate from own sources	100% / 0%	Currently buy from external suppliers and partly operate from own sources
Kraft Paper	5	Yearly contracts with external suppliers and occasional purchase from SCG affiliates	10% / 90%	Currently buy from international vendors and partly from SCG affiliates
<b>Fuel</b>				
Lignite	~ 2	Long-term contracts with suppliers	40% / 60%	Self-operate from its supply sources and buy from external suppliers
Petroleum Coke	1	Occasional purchase	0% / 100%	Buy from external suppliers
Coal	~ 1	Long-term contracts with suppliers and occasional purchase	0% / 100%	Buy from external suppliers
Bunker Oil	2	Occasional purchase	100% / 0%	Buy from external suppliers
Biomass	22	Occasional purchase	100% / 0%	Buy from external suppliers



For other materials, the business has long-term contracts with many raw material producers both domestic and overseas. The company will not depend too much on any single supplier to prevent shortage of raw materials.

**B) Environment Protection**

**Sustainable Development in Business Operations**

Cement and Building Materials Business realizes an important of circular economy (CE) to be implemented in our business's operation. The direction is to focus on 3 directions: 1. Green Product & Solution design that is more comprehensive through the SCG Green Choice brand. 2. Driving the Circular Economy system in construction business throughout the value chain through a network of cooperation with Construction industry business organizations or "Circular Economy in Construction Industry- CECI" 3. Up-cycling or recycling any wastes to be raw material (Waste to Value)

- Green product & Service/Solution Design  
Cement and Building Materials Business has registered more SCG Green Choice to cover existing products and services as well as develop new products and services. In 2020, SCG Green Choice can be increased from 45 to 54 items or increased 20% by covering sales of approximately 45,348 MB.

- Circular Economy in Construction Industry- CECI  
The collaboration of CECI is moving toward by focusing on CE knowledge sharing and their execution. In this

year, we set the group's Vision & Mission "Collaboration to upgrade construction industry towards sustainability by applying Circular Economy and enhancing the ability to use resources efficiently for a good quality of life and social rewards". From this Vision, We have 5 core mission and 45 sub mission which will be the guideline for the group further. In addition we expanded the groups cover construction industry value chain by adding new members (Actual 21 members).

- Waste to Value "Turn industrial waste to be value" still be the key mission of Cement and Building Materials Business. We have try many project to treat our industrial waste to be good condition material for other factor or other business. In addition, we collaborate with other organization to looking for a specific characteristic of our waste that can turn to be value for another product. For example

- Turning plaster waste scrap to be raw material for decoration pottery.
- Collaborate with Sirindhorn School of Prosthetics and Orthotics for turning plaster waste scrap to be Mold material for Orthotics.
- Collaborate with King Mongkut University of Technology North Bangkok for analyzing possibility of turning Concrete roof waste scrap to be Subbase material for construction.

**2.4 Undelivered Projects or High-Valued Purchase Agreements**

None



## Chemicals Business

### 2.1 Product or Service Features

- **Olefins**

Olefins are the primary petrochemical product comprising of Ethylene and Propylene which are the main raw materials for downstream Polyolefin plastics and related products such as Polyvinyl Chloride and Styrene Monomer. The business's current Olefins capacity is 3,050,000 tons per year and by-products from the olefins plant such as Mixed C4, Benzene and Toluene. Main products are mainly consumed within the business's downstream plants.

- **Polyolefin and Related Products**

Polyolefin are the business's main products. The business has total polyolefin capacity of 1,912,000 tons per year, covering a wide range of applications as follows:

- 1) High Density Polyethylene (HDPE): outstanding features are good flow-ability, easy formation, and high resistance to chemicals. It is normally used as the main raw material for the production of plastic shopping bags, milk bottles, shampoo and cosmetics bottles, lubricant containers, bottle crates, fruit crates, trash bins, water pipes, power cord insulators, and etc.
- 2) Medium Density Polyethylene (MDPE): outstanding features are high dart impact strength, stable formation, and low temperature resistance. It is normally used as the main raw material for the production of coolers, water tanks, water treatment tanks, traffic cones, and etc.
- 3) Linear Low Density Polyethylene (LLDPE): outstanding features are high stiffness, high tensile strength, and puncture resistance. It is normally used as the main raw material for the production of industrial and agricultural films, plastic rice bags, and etc.
- 4) Low Density Polyethylene (LDPE): outstanding features are clarity, good adhesion strength and high stiffness. It is normally used as the main raw material for the production of Flexible packaging, Aseptic packaging, and etc.
- 5) Polypropylene (PP): outstanding features are good stiffness, high dart impact strength and high heat resistance. It is normally used as the main raw material for the production of hot food bags, general wrapping films, woven bags, household utensils, furniture, battery shells, electrical appliance parts, car components, and etc.
- 6) High Density Polyethylene Compound for Pipe: The product is normally in pellet form dry-blended with various additives to improve properties such as pressure resistance and UV resistance. It is used as the main raw material for the production of high pressure pipe; large size pipe for water work system and gas pipe system, mining pipe, buoy, and etc.

- **Polyvinyl Chloride (PVC) and Related Products**

PVC products from Thai Plastics and Chemicals Public Company Limited, the leading PVC producer in Thailand and ASEAN with total PVC resins production capacity of 886,000 tons per year (Thailand, Vietnam and Indonesia), can be divided into three main categories:

- 1) PVC Resin - a type of thermoplastic in pure powder form which can withstand heat and pressure without changing its original structure and can be reused in different productions. However, it cannot be directly formed into finished goods, thus needs various additives to adjust its properties according to customers' specifications.
- 2) PVC finished products – consist of PVC pipe and fittings, PVC tube, profiles for window and door, rain gutter, and other building material from PVC.
- 3) PVC Compound - normally in pellet or powder which has already been dry-blended with various additives such as additives to increase impact strength, additives to help the forming process, additives to increase heat resistance capability without changing its form, and etc. Due to its many outstanding features such as weather resistance, flame retardant, light weight, and rust-free material, it can be used as cable jacketing, pipe and fitting, window and door profile, and etc.

- **Jetty & Tank Terminal**

The business provides SCG affiliates services that include storage of petrochemical gases and liquids, such as Naphtha, Olefins, Benzene, and Mixed Xylene, as well as transport of raw materials and products via pipelines and terminals. At present, the business owns four jetties with deadweight tonnage of 100,000, 80,000, 20,000 and 10,000 tons.

- **Other Services** such as Industrial Furnace Coating service, Robotics Inspection service, Technology Licensing and Floating Solar Solutions

## 2.2 Market and Competition

### A) Policy and Market Features of Main Products and Services

- **Policy and Market Features**

Polyolefin and PVC are commodity products with a fairly volatile price cycle.

#### 1) Competitive Strategy

- **High Value Added Products**

The business has planned and developed High Value Added products in order to improve product quality and respond to customer needs. In this regard, the business has continually invested in the enhancement of research and development capability and efficiency. Currently, i2P (Idea to Product) Center in Rayong province allowed customers to visit, both in virtual tour and on-site with new normal and physical distancing condition, and understand the business's product and service innovation. The i2P center received excellent responses from both domestic and foreign customers, resulting in more than 100 ideas of collaboration in product development. In addition, the business has emphasized to develop and increase the portion in durable product applications which also serve circular economy concept.

At present, sales of High Value Added products and services accounts for 36% of total sales from subsidiaries.

1. High Value Added products:

- Food and Beverage business: Flexible packaging, retort pouch, consumer packaging with impact resistant, and lightweight bottle cap
- Building and Infrastructure and Formulation business
  - Building sector: Insulation for power cord and telephone cable, water tank from Rotational Molding, PVC pipe and fitting, plastic doors and windows
  - Infrastructure: Large HDPE pipe for water work system, mining and natural gas industry, insulation for power cord and fiber optic cable

- Formulation: Medical equipment, kayak boat, components of agricultural machinery, and intermediate bulk container (IBC) with high strength and chemical resistance
- Automotive business: Interior and exterior automotive parts and batteries
- Electrical Appliances business: Parts for refrigerator and washing machine

## 2. High Value Added services:

- Industrial Furnace Coating service: Coating in high-temperature industrial applications such as fired heaters and furnaces in refinery, petrochemical and steel industries.
- Robotics Inspection service: Carburization Inspection Robot (CiBot™), Tank Inspection Robot and Aerial Visual Inspection Robot
- Technology Licensing: License of High Density Polyethylene (HDPE) production process, license of functional material CIERRA™
- SCG Floating Solar Solutions

The business aims to further increase sales portion of High Value Added products to reduce impact of business volatility in the down cycle while enhancing overall competitiveness of the business.

### • Price and Cost

The business focuses on value creation for customers, business partners, and stakeholders, including technology development and innovation creation. As both domestic and export prices of Polyolefin and PVC resins move in-line with the global market prices, the business aims to create premium by offering high quality products, services, and innovations in response to customers' need in order to be competitive in the market.

In terms of cost management, the business also places importance to maintaining competitive cost position. As petrochemical industry requires high investment, the business has to constantly expand the plant capacities and improve productivity to achieve economy of scale with lowest investment cost per ton. The business's upstream and downstream integration also provides significant competitiveness. Business expands Integrated Business Excellence (IBE)

system which help reduce loss in production time which brought about higher plant productivity, cost reduction, improved product lines management and ability to set product prices to serve customer needs.

The business also utilizes Total Productivity Management (TPM), which emphasizes on equipment maintenance, production efficiency, and cost reduction. By following TPM concept, the business was awarded with Advanced Special Award for its achievement in production efficiency enhancement, energy conservation, accident and environmental impact reduction, as well as in development of the employees' capabilities.

The business also employs digital technology, and advanced information technology, in business processes and operations in e-Business platform, such as e-Procurement, Warehouse Management, Advanced Process Control, Advanced Planning and Scheduling, ReadyPlastic, CRM (Customer Relationship Management), and eDP (Electronic Delivery Paper), B2P (Blockchain for Procure-to-Pay, and Digital Commerce Platform (DCP) to achieve best-in-class efficiency and customer satisfaction. With RPA (Robotic Process Automation), the business is able to improve efficiency by automating repetitive manual tasks using robotic software. Moreover, the business has developed Smart Online Fault Analysis (SmartOFA) which can estimate risk and also send out alerts before potential problem occur. This helps reduce maintenance cost and reduce opportunity loss from machinery breakdown.

### • Product Quality Management

One of the business's main policies is to produce safe and high quality products without any effect on the environment and communities. The business has adopted Total Quality Management (TQM), which emphasizes on customer and quality. Therefore, it integrated Risk Management Policy and ISO system with TQM and TPM to come under one quality management resulted in being certified by the various international quality systems, namely ISO 9001, ISO 14001, ISO 13485, ISO 16949, OHSAS

and TIS 18001. The business also applied for ISO 17025 resulting to product assurance in both quality and safety throughout the process, such as procurement, production, storage, and logistics. Moreover, the business has supported in research and development which constantly improve and create its product with quality and safety to truly meet customers' needs in various product applications.

- **Service**

The business recognizes that "service is the heart of selling". Therefore, it has developed Customer Relationship Management system (CRM) through advanced IT technology, which gathers and analyzes customers' requirements to accurately and timely respond to those needs. The system is also designed to receive customer complaints to ensure that every problem will be recorded and solved systematically and sustainably.

Moreover, the business provides technical advices on plastic conversion, engages in collaboration with customers to co-create values from development of products and services to better satisfy customers' latent needs, develops and expands network of business (Business Matching), and hosts seminars or business panels to provide both business and technical information to increase customer's competency for their sustainable growth. The business also emphasizes on accuracy of the delivery. It also engages in continuous improvement to enhance the service efficiency in order to match the customers' business operations which vary by segments.

- **Management**

The business's main focus is on improving management practices in order to timely and accurately respond to market volatility. On a monthly basis, the business develops integrated forward-looking plan for the whole value chain, covering production and sales, demand and supply of both raw materials and end products, as well as new products in the pipeline. This is for the business to become more proactive in adapting to the fast-pacing market and

changing customers' needs. Moreover, the business constantly measures the effectiveness of the management plan for future improvement.

The business places high importance on cultural transformation to shape continuous improvement mindset of the employees. The business also selects high potential employees to work full-time on improvement projects.

The business elevates strategic workforce planning, starting from assessing the needs and readiness of human resources in terms of numbers, capability, and traits that are vital to business operations, readying them for business development both today and tomorrow. The business also aligns enterprise's goals to those of the employees', using the new Performance Management System (PMS) and creates organizational culture that promotes common understanding. Added to this is the development of a better performance evaluation between supervisors and subordinates, as well as the development of necessary skills for executives, enabling them to be role models for employees to work collaboratively in an efficient manner.

The business enhances the efficiency of Enterprise Resource Planning (ERP) system through the integration of all departments' systems to quickly response to the customers. The system consists of various functions, such as order forecast, sales and logistics planning, and inventory management.

Furthermore, the business invites world-class consultants whose expertise lies in supply chain management to co-develop and continuously improve its supply chain management with the emphasis on visibility of supply chain as a whole. In addition, the business also extends Business Continuity Management (BCM) system to all of its subsidiaries for ongoing customer responsiveness in case of emergency.

## 2) Customer Features and Target Groups

The business has rearranged target customers into groups of businesses, in order to directly respond to customer's need, which can be classified as building and infrastructure business, automotive business, electrical appliances business, food and beverages business, and general purpose business.

The business's customers are mostly small and fragmented so the business aims to diversify the customer base into diverse segment and region to reduce the risk from depending on a limited number of customers. However, the business has also collaborated with global leading players in order to be leader in technology for best responding to end users' needs in advance.

### 3) Channel of Distribution

In 2020, the business's domestic and export sales of polyolefin are accounted for 43% and 57%, respectively. Domestic and export sales of PVC are 41% and 59%, respectively. The business has expanded the distribution channel by setting up e-market place, namely ReadyPlastic, e-commerce platform for non-prime product trading, to cover recycled product.

- **Domestic**

Domestic customers can be categorized in 2 groups; customers who convert and sell in domestic market represent 98% of the total domestic sales, whereas those who convert and export (re-export customers) represent 2%. For sales of PVC are for customers who convert and sell in domestic market only.

- **Export**

The business mainly exports to the Asia-Pacific region. Products are distributed directly to end-users or local distributors so that customer needs are satisfied efficiently. The proportion for the export market is 48% in East Asia, 25% in Southeast Asia, 6% in South Asia, and 21% in other regions and PVC export to Southeast Asia 40% , South Asia 38% and the rest 22%.

The business exports this year around 1.2 million tons, of which are polyolefin 1 million tons and PVC 0.2 million tons, respectively. By diversifying its export destinations, the business is able to avoid risks from political or economic change in a particular country. In addition, by having global based customers, the business is able to manage export products volume for margin optimization as prices may differ depending on market conditions of each country.

## - Competition and Capacity

### 1) Domestic

Thailand has Polyolefin capacity of approximately 6.4 million tons per year while the country's demand in 2020 was approximately 2.8 million tons. Moreover, Thailand export Polyolefin around 65% of total production. However, when comparing with local producers, the business has around 30% of total domestic capacity. For PVC, Thailand has total PVC production capacity of 0.9 million tons per year. Thai Plastic and Chemicals Public Company Limited is the largest producer, accounting for 67% of total domestic capacity.

### 2) Foreign

In 2020, Polyolefin demand in Asia equaled 113 million tons, with China as the largest importer. Major exporters are producers in the Middle East, USA, and South Korea. For PVC, demand in 2020 was 30 million tons with India as the largest importer in Asia.

## 2.3 Products or Services Procurement

### A) Product Procurement Feature

#### - Production

The business has 2 Olefins plants, 9 Polyolefin plants located in Map Ta Phut Industrial Estate, Rayong Province and 14 PVC plants located in Thailand and regional countries. Nameplate capacities are displayed below:

<b>Company</b>	<b>Product / Service</b>	<b>Capacity (Ton / Year)</b>	<b>Year First Operated</b>	<b>% Shareholding</b>
Rayong Olefins	Ethylene Propylene	900,000 450,000	1999	68
Map Ta Phut Olefins	Ethylene Propylene	900,000 800,000	2010	67
Thai Polyethylene	HDPE 1 HDPE 2 HDPE 3 HDPE 4 LLDPE LDPE PP 1 PP 2 PP 3	140,000 180,000 200,000 400,000 120,000 152,000 140,000 180,000 400,000	1989 1997 2001 2010 1990 1995 1993 1997 2010	100
Thai Plastics and Chemicals	PVC Resin	530,000	1971	100
Nawaplastic Industries (Saraburi)	PVC Pipe and Fittings	227,810	1970	100
Binh Minh Plastics Joint Stock Company (BMP)	Plastic Pipe and Fittings	150,000	1977	54
Nawaplastic (Cambodia)	PVC Pipe and Fittings	17,400	2016	60
Grand Nawaplastic Myanmar	PVC Pipe and Fittings	16,000	2016	80
TPC Paste Resin	PVC Paste Resin	36,000	1993	100
PT. TPC Indo Plastic & Chemicals	PVC Resin PVC Pipe and Fittings	120,000 21,000	1996 2020	100
TPC Vina Plastic and Chemicals Corporation	PVC Resin	200,000	1995	70
Viet-Thai Plastchem	PVC Compound	16,500	1994	72
Map Ta Phut Tank Terminal	Jetty and Tank Terminal	-	1998	82
Rayong Pipeline	Pipe Transportation	-	1998	92
Rayong Engineering and Plant Service	Engineering and Plant Service	-	2001	100

## - Raw Material Procurement

### • Olefins Production

The key raw material in Olefins production is Naphtha. The business purchased 13% of total naphtha from local producers, and 87%, majority from producers in the Middle East. In addition, the crackers were designed to use alternative raw materials, such as liquid petroleum gas (LPG), raffinate, and condensate if Naphtha price is higher than other raw materials.

### • Polyolefins Production

The key raw material in Polyolefin production is Olefins. The business has olefins purchasing contracts with olefins producers in Chemicals business of 1,690,000 tons per year, while the rest of olefins production is sold to joint ventures and external customers who are the business's olefins plant shareholders. Moreover, the business is also able to procure more Olefins from PTT Global Chemical PLC. (PTTGC) or import in case of Olefins shortages.

### • PVC Production

The key raw material in PVC production is Vinyl Chloride Monomer (VCM). The business can produce VCM to fulfill all demand from its domestic PVC production. For its production facilities in Indonesia and Vietnam, the business obtains VCM from Thailand production base and additional overseas imports.

## B) Environmental Impact

Chemicals Business of SCG operates business with policies that support sustainable development by placing importance on the environment and communities to create the harmonious living between industry, environment, and communities. The business is the first company in Thailand to achieve Eco Factory certification on 100% of its production facilities in 2015. Besides, RIL Industrial Estate has been certified as eco industrial estate at "Eco-World Class" level with the highest score, from Industrial Estate Authority of Thailand (IEAT). The business has also engaged several sectors to develop Eco Community, Eco School, and Eco Temple, with a final aim to become Eco Industrial Town, in accordance with the government's policies to develop environmental friendly industries and build awareness of resource optimization, waste management and safety in community. Moreover, the business has also extended its internal waste sorting model to surrounding communities linking residences, temples, schools, and waste banks under

the campaign of "Zero-waste Community", creating collaboration among stakeholders. The business has also developed an application named "KoomKah" for waste bank management.

Chemicals Business has collaborated with various organizations and network of partners to undertake marine protection missions, as well as global cooperation with The Ocean Cleanup, Alliance to End Plastic Waste (AEPW), and Ellen MacArthur Foundation to work together to sustainably solve waste problem, especially in the ocean and move forward to tackle marine debris problem with "SCG-DMCR Litter Trap Generation 2", a new innovation upgraded from the first model by using a special-grade plastic HDPE-Bone, resulting in higher efficiency of waste collection, UV resistance, and service life. Moreover, the litter trap is recyclable, in line with circular economy concept. 37 sets of the litter trap have been installed in 17 provinces nationwide and are able to collect more than 49 tons of waste. (as of the end of 2020)

Chemicals Business has also educated youths in sorting and collecting plastic wastes from the origin through "Recycled Chairs from Repurposed LLDPE Milk Pouches" project by washing and drying the school milk pouches, and then collecting the pouches as LLDPE plastic that can be sold and reused as a material to produce "Recycled Chair" that is well-designed and durable. The business has also expanded the results of the "Recycled Plastic Road" project through cooperation with companies such as SC Asset Corporation Public Company Limited, Amata Corporation Public Company Limited and CP All Public Company Limited. Currently, the prototype of asphalt concrete road with plastic waste as a raw material has the total length of 7.7 kilometers and has recycled plastic waste by 23 tons. In addition, the business has signed a collaboration with Department of Highways, Department of Rural Roads, Dow Thailand Group and Chiang Mai University to explore and develop ways to use plastic waste in asphalt concrete for road construction to deliver the road with improved performance and lifespan, in line with the government's BCG Economy (Bio - Circular - Green Economy) policy.

## 2.4 Undelivered Projects on High-Valued Purchase Agreements

None

## Packaging Business

SCG Packaging PCL. and its subsidiaries is the leading comprehensive packaging solutions provider in Thailand and ASEAN. Packaging business main business

consists of Integrated packaging chain and fibrous chain.

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### Key Information

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#### Capacity

##### Integrated Packaging Chain

- Packaging paper 3,963,000 tons per year
- Fiber - based packaging 1,181,400 tons per year
- Flexible packaging 901,000,000 square meter per year
- Rigid packaging 25,100 tons per year

##### Fibrous Chain

- Pulp 556,000 tons per year
  - Printing and writing paper 490,900 tons per year
- 

#### Main Products

##### Integrated packaging chain

- Packaging paper, duplex, corrugated containers, flexible packaging, and rigid plastic packaging

##### Fibrous Chain

- Eucalyptus pulp, dissolving pulp, printing and writing paper
- 

#### Brand

- Packaging and supplies for mail and shipping solutions Doozy Pack
  - Packaging : Green Carton, SCGP-Inspired Solutions Studio
  - Printing and writing paper  
Idea Green, Idea Work, Idea Max, Supreme, Delight, Spring  
PRO Series – Offset PRO New, Card PRO, Note PRO, Text PRO  
Green Series – Green Offset, Green Card, Green Matt, Green MattCard, Green Plus
  - Foodservice Packaging: Fest
- 

#### Strengths

- Leading comprehensive packaging solutions provider
  - Packaging business are the partner of choice of multinational companies (“MNCs”) and other blue chip and established regional customers with whom Packaging business have long-standing relationships
  - Strong R&D capabilities which allows us to offer broad, diversified and innovative solutions and products to cater to our customers’ differentiated needs.
  - Large-scale vertically integrated packaging solutions providers in ASEAN, which creates operational efficiencies, cost competitiveness, security of supply and products and optimized resource allocation.
  - A leading proponent of sustainability, focused on maximizing the lifecycle of packaging materials through circular economy principles and implementing the principles of the circular economy in all of our operations.
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## Key Information

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### Major Business Policy

- Enhancing Packaging Business customers' brand and their value chain efficiency through innovating renewable products and services.
- Continuing Packaging Business expansion both in Thailand and overseas, product offerings and customer base to capture regional consumer growth and macroeconomic trends; and
- Committing to sustainability and proactively continuing to be the pioneer of the Circular Economy in ASEAN.

### Business Development Policy

- To increase sales in high-growth sectors including consumer products and E-commerce packaging.
  - To replicate Packaging Business successful vertical integration business model in overseas operations
  - Continue to deploy acquisition and investment strategy and collaborate with new partners as a mean to accelerate Packaging business growth strategy and extract operational synergy.
  - Continue to invest in product and solution innovation
  - Continue to enhance Packaging business operations and supply chain efficiency through automation and digitalization.
  - Continue to pioneer the Circular Economy
- 

## 2.1 Product or Service Features

Packaging Business is the leading comprehensive packaging solutions provider in Thailand and ASEAN, which has vertically integrated business model starting from pulp production to manufacturing of printing and writing paper, packaging paper, corrugated containers, flexible packaging and rigid plastic packaging. This allows us to appropriately allocate the production capacity and efficiently control cost. Thus, making it relatively less vulnerable to external changes, while continuing to add values to Packaging Business's products. Packaging Business consists of two major business chains as follows:

- **Integrated Packaging Chain**

The main products comprise of kraft paper for the manufacturing of corrugated containers, extensible sacks, shopping bag, paper core, processed and finished products, gypsum linerboard, coated duplex and various types of corrugated containers, flexible packaging, rigid plastic packaging, logistics packaging, folding carton, merchandising display, and total packaging design solutions.

- **Fibrous Chain**

The main products are eucalyptus pulp, dissolving pulp and printing and writing paper. Additionally, Packaging Business also produce specialty paper and food service products. The eucalyptus pulp can be used as raw materials for various kinds of paper, for example printing & writing paper, in which third party printing house uses for producing magazine, paper for notebooks, textbooks, copy paper, and specialty industrial paper such as paper for label, release liner, furniture products, medical & hygienic paper and food service products such as Fest, cupstock paper, cone cup, lunch box, paper bowl and tray.

## 2.2 Market and Competition

### A) Policy and Market Features of Main Products and Services

- **Policy and Market Features**

- 1) **Marketing Strategy**

Packaging Business aims to provide "Packaging Solutions" with diversified product portfolio including corrugated containers, flexible packaging, rigid plastic packaging, logistics packaging,



folding carton, and merchandising display to respond wider range of customers' requirements. In order to serve various printing quality demand, Packaging Business has developed capability and expanded capacity in Flexographic pre-printing, Offset printing and Digital printing.

For the packaging design services, Packaging Business continues to develop designer teams with comprehensive skills to work proactively with customers in designing logo, brand, merchandising display, exhibition, other printing materials and packaging. Packaging Business provides integrated services and network of production sites across Thailand and ASEAN, which enhance customers' confidence that excellent goods and services will be delivered consistently and will not interrupt their production line especially during the COVID-19 pandemic.

Furthermore, Packaging Business focuses on developing new products and services to meet with customers' needs, led by "Innovation" development which is key to Packaging Business strategy to increase competitiveness. This includes a newly developed packaging paper called "High Strength" paper, which has lower basis weight but higher strength compared to normal packaging paper, helped saving production cost and reducing use of environmental resources.

Moreover, Packaging Business also focuses on developing more environmental-friendly products. Many of Packaging Business products are certified with the "Green Label", which is the national level certification awarded to products that comparatively have lower environmental footprint, for promoting the reduction and reuse of materials. Additionally, SCG also has its own certificate, the "SCG Green Choice", which is given to innovative products and services that are environmentally friendly. For example, Packaging Business linerboard (KA,KE, KH, KT, KS, TA, TI, TR), corrugating medium (CA, CS, CSP), sack kraft, coated duplex board and gypsum linerboard were certified by SCG Green Choice for their higher recycled content comparing with other competitors' in the market.

Furthermore, Packaging Business also promotes production and sales of packaging paper, paper core, sack kraft, gypsum linerboard and coated duplex board with the FSC-CoC (Chain-of-Custody) certification, which is granted to products that are made from FSC-certified plantation and production processes. The FSC or the Forest Stewardship Council has taken into accounts the raw material selection, handling and storage, production volume control, sales and product delivery to ensure that the materials in the whole supply chain are sustainably sourced and do not get mixed up with uncertified items. Packaging Business products have earned several types of the FSC-CoC certification (FSC Recycled

100%, FSC Mix 100%, and FSC Mix 70%) in which Packaging Business customers can be confident that Packaging Business products are environmentally friendly, and that the Packaging Business remains fully committed to social responsibility.

For the Fibrous chain, printing and writing paper business has increased imports of coated paper to meet wider customers' needs and to expand customer base for photocopy paper in both domestic and export markets. For domestic market, Packaging Business have continuously deployed marketing promotion activities. For international market, key strategy is focusing on the market that demand start to recover from COVID-19 effect, targeting on Asia and North America.

Food service products "Fest", which are hygienic and safety food packaging product that are certified by Food Direct Contact standard, started with the attention to the health and safety of consumers. Demand from chain restaurants and food delivery businesses continued to grow supported by global trend for environmental-friendly. "Fest" focuses on developing new food service products which respond to consumers' needs through selection of high-quality raw material, package structure designs, and production process certified by international standard such as GMP-EU standard, BRC, HACCP and FDA from the United States of America. "Fest" aims to be a new alternative packaging for consumers with a variety of shapes and capacities to meet every usage; assurance on the cleanliness and safety by dividing "Fest" into 3 main categories which are "Fest Choice", "Fest Bio", and "Fest Chill".

## **2) Customer Features and Channel of Distribution**

### **Integrated Packaging Chain**

#### **Packaging and Containers**

Channel: Sell directly to customers through our account executives who work closely with the customers, starting from understanding their requirements and problems, providing consultation, developing

solutions and delivering quality products and services. Packaging Business continues to develop our account executives to connect our customers and internal teams; designers, marketing personnel, researchers, and production team to deliver innovative products and services that can truly serve the needs of Packaging Business customers.

#### **Packaging Paper**

Channel: Sells directly to both subsidiaries of the Packaging Business and external customers. Products include paper rolls for converting plants and converted products such as sheet board, shopping bags, ream paper, and small paper rolls. The products are also exported to several countries especially in Asia such as China, Malaysia, Myanmar, and India.

#### **Fibrous Chain**

##### **Pulp**

Channel: Sells directly to subsidiaries of the Packaging Business and external customers, and through agents for international customers.

#### **Printing and Writing Paper**

Channel: Printing and Writing business sells to both domestic and export markets. For domestic market, Packaging business sell through both agent and direct customers which include printing house, industrial users and also through modern trade stationery stores. For exports, which are the main market for copy paper, major destinations are Vietnam, USA, Myanmar, India, Cambodia, Hongkong and other ASEAN countries.

#### **Specialty Paper for Industrial Uses**

Channel: Sells directly to industrial customers and convertors, and through agents for exports.

#### **Food Service Products**

Channel: Sells through convertors, Food service products stores and modern trade stores, and through agents for export market, and online channel was added recently.

## - **Industry, Competition, and Trend**

### **1) Integrated Packaging Chain**

In 2020, Thailand's domestic demand for corrugated containers increased by 2%, compared to previous year. However, domestic demand for corrugated containers grew higher than Thailand's GDP. In 2020, private consumption shrank mainly from COVID-19 pandemic. Private investment also experienced a plunge. In addition, lockdowns in several countries due to COVID-19 pandemic, together with trade war between China and USA led to sluggish exports to many trading partners such as USA, China, EU and Japan. As a result, demand for corrugated containers dropped, compared to previous year.

In 2020, FMCGs segments have leapfrogged by 4-6% due to COVID-19 pandemic triggering consumers to make panic buying in the early stage of virus outbreak. Furthermore, COVID-19 pandemic propelled the booming of e-Commerce and Food Delivery business which considerably soared by 15-20%. On the contrary, beverage segment particularly alcoholic beverage has seen a plummet owing to government's COVID-19 containment measure to ban alcoholic beverage sales during the second quarter of 2020. Similarly, some segments that rely on imported raw material and export market such as electronics and electrical appliances has faced supply chain disruption couple with low demand of end-market resulting in lower demand for corrugated containers.

Meanwhile, ASEAN market affected by COVID-19 pandemic. For Indonesia, the demand for corrugated cartons decreased by 9% y-o-y due to economic recession, especially in vehicles, electrical appliances, footwear and garment industries. On the other hand, demand for corrugated containers in Vietnam increased by 3% y-o-y, mainly from the production-base relocation of electronics and electrical appliances, footwear and garment manufacturers.

In 2020, demand for packaging paper in Thailand decreased 2% y-o-y due to negative effects from COVID-19 pandemic and lockdown measures which directly affect to consumer confidence both domestic and international especially non necessary and durable goods. For ASEAN, the demand for packaging paper also decreased 3% y-o-y. However, there are both risk and opportunity from trade war between USA and China that might affect demand for packaging paper in ASEAN as packaging paper producers may have plans to relocate their capacity in and out of the region.

During the COVID-19 pandemic, producers are being pushed to increase organizational efficiency for service level improvement and cost reduction to stay competitive. However, developing packaging product that add value to customer's products is the key to sustain company's relationship with customers.

### **2) Fibrous Chain**

#### **Pulp**

In 2020, pulp demand increased 2% y-o-y supported by demand from producers of hygiene products such as tissue paper producers. On the other hand, demand for pulp in the printing and writing industry were lower due to COVID-19 effect. Meanwhile, Dissolving pulp demand dropped 8% y-o-y due to pressure from downstream industry, which affected by the US-China trade war and COVID-19 pandemic.

#### **Printing and writing paper**

In 2020, demand for printing and writing paper in Thailand decreased 20% y-o-y mainly due to the substitution of digital media. Moreover, demand for copy paper dropped as a result of COVID-19 effect which accelerate the progress of technology substitution in both government departments and private companies, couple with government's policy, called "Zero Copy" and "Thailand 4.0", that aims to reduce paper usage.

Thailand's imported printing and writing paper in 2020 decreased by 30% y-o-y due to COVID-19 pandemic which affected to less demand and less supply from global producers who affected by lockdown policy.

## 2.3 Product or Service Procurement

### A) Product Procurement Feature

#### - Raw Material and Suppliers

##### Integrated Packaging Chain

##### **Packaging**

Raw Material Type: Kraft paper for corrugated carton, plastic resin and film for flexible packaging and rigid plastic packaging.

Source: Kraft paper from Siam Kraft Industry Co., Ltd., a subsidiary of Packaging Business and plastic resin from Chemicals Business and other producers.

Obstacles: Raw materials sourcing are efficiently managed. Supply is adequate and of desired quality. Price is set in accordance with market price for fairness and competitiveness.

##### **Packaging Paper**

Raw Material Type: Wastepaper, pulp, and chemicals.

##### Source:

- Wastepaper: 47% from domestic and 53% from import
- Pulp: from local and import
- Main chemicals such as starch, sizing agent, color, and others: from domestic and import vendors

Obstacles: Part of consumed pulp is imported which needs 40-60 days lead-time. Domestic supply of wastepaper is also limited and purchase is highly competed among players, requiring us to resort to imported wastepaper to fulfill production needs.

##### **Fibrous Chain**

##### **Pulp**

Raw Material Type: Eucalyptus logs and chips.

Source: Eucalyptus logs and chips bought from open market and contract farmers.



### **Printing & Writing Paper and other Papers such as Specialty Paper for Industrial Uses and Food Service Products**

Raw Material Type: Bleached long fiber pulp, bleached short fiber pulp, and chemicals.

##### Source:

- Pulp from local and import
- Chemicals, synthetic latex, kaolin powder, calcium carbonate, and others from local and import

Obstacles: Some pulp is imported which has 30-45 days lead-time .

### **B) Environmental Impact**

Packaging Business places a high priority on environmental stewardship, which can be evident from the investment in recent years such as waste to energy plant and the efforts to implement the concept of sustainable development through entire production processes by selecting machinery and production technologies that are not only modern but also environmentally friendly to meet environmental conservation and deal with important environmental issues such as climate change. Packaging Business has set goals and measurable targets to reduce greenhouse gas emissions by 28% by 2030 (compared with business as usual (BAU) at the base year of 2007) and will reduce the amount of water used by 35% by 2025 (compared with business as usual (BAU) at the base year of 2014). There are 2 main priorities which was energy management and climate change, and water management.

### **Energy Management and Climate Change**

Packaging Business aimed to reduce greenhouse gas emissions by 10% by 2020 (compared with business as usual (BAU) at the base year of 2007) and 28% by 2030 (compared with business as usual (BAU) at the base year of 2007). At present, Packaging Business can reduce greenhouse gas emissions in accordance with its goals by improving, modifying processes and equipment to increase energy efficiency which can be reduced energy consumption 149,646 Gigajoule per year and greenhouse gas emissions 25,228 tons of carbon dioxide per year. Moreover, the increase in consumption of biofuels and solar energy, can reduced energy consumption 24,148 Gigajoule per year, and greenhouse gas emissions by 3,899 tons of carbon dioxide per year. In addition, economic measures have been applied in the implementation of the Greenhouse Gas Emission Reduction program.

Packaging Business adopted the NCS (Natural Climate Solution) concept which is plantation to absorb and store carbon dioxide to reduce greenhouse gas emissions. Packaging Business has a natural restoration and conservation project by plantation in the area of the factories and surrounding plant areas in various provinces.

### **Water Management**

Water is essential to pulp and paper manufacturing processes, including packaging. In 2020, Packaging Business aimed to reduce water consumption by 19.6% (base year 2014) and we're already reduced water consumption by 16.8% (Nov 2020) and plans to reduce water consumption by 35% by 2025 using the principle of 3R (Reuse, Recycle, Reduce) by using water in production process to maximize efficiency. We can reuse the water 14% of the total water consumption.

Packaging Business continuously increases the efficiency of water consumption by analyzing the entire cycle of water consumption from the beginning to the end of the production process and seeking ways to improve the water consumption by modifying the technology in the production process, machine modification and installation of new equipment to increase the efficiency of the water used in production

In addition, Packaging Business has a wastewater treatment process for water reuse in accordance with the circular economy principles such as Resource Maximization, Correct Sorting, and Proper Disposal. Packaging Business installed a modern and highly efficient biological wastewater treatment system to ensure the quality of effluent from wastewater treatment system are in accordance with standard. Packaging Business installed a real-time water quality monitoring system, which enables online monitoring of chemical oxygen demand (COD). The effluence water is suitable for the community's agriculture around the plant, the company operates water management for agriculture projects by delivering approximately 4 million cubic meters of treated water to farmland around the plant in Ratchaburi and Kanchanaburi provinces. The total area is approximately 3,535 rai, reducing the shortage of cultivation and increasing the income for farmers.

Not only energy management, climate change and water management, Environmental Conservation and Restoration Project, Packaging Business also emphasizing the circular economy principles by reducing industrial waste, and increasing the proportion recycled paper from consumers in production process. The business targets to increase sales volume of recycled polymer packaging by 70% in 2025, while the company has achieved 52% already in 2020. Furthermore, business has managed to recycle industry waste by 97% of total waste.

### **2.4 Undelivered Projects on High-Valued Purchase Agreements**

None

# 08

## RISK MANAGEMENT

Amid the rapidly-changing business environment with growing volatility, complexity, and uncertainties, SCG believes that effective enterprise risk management significantly contributes to the achievement of business goals, ensures the organizations' ability to adapt to changes, enables not only to capture business opportunities but also responds to changing customer needs. Besides, SCG continues to raise risk management awareness throughout the organization consistently and aims for better risk management efficiency of strategy formulation, operation and decisions on new investments to create value to the organizations, shareholders, and all stakeholders.

### SCG Enterprise Risk Management Framework

SCG has implemented its Enterprise Risk Management Framework in alignment with international standards. The framework consists of:

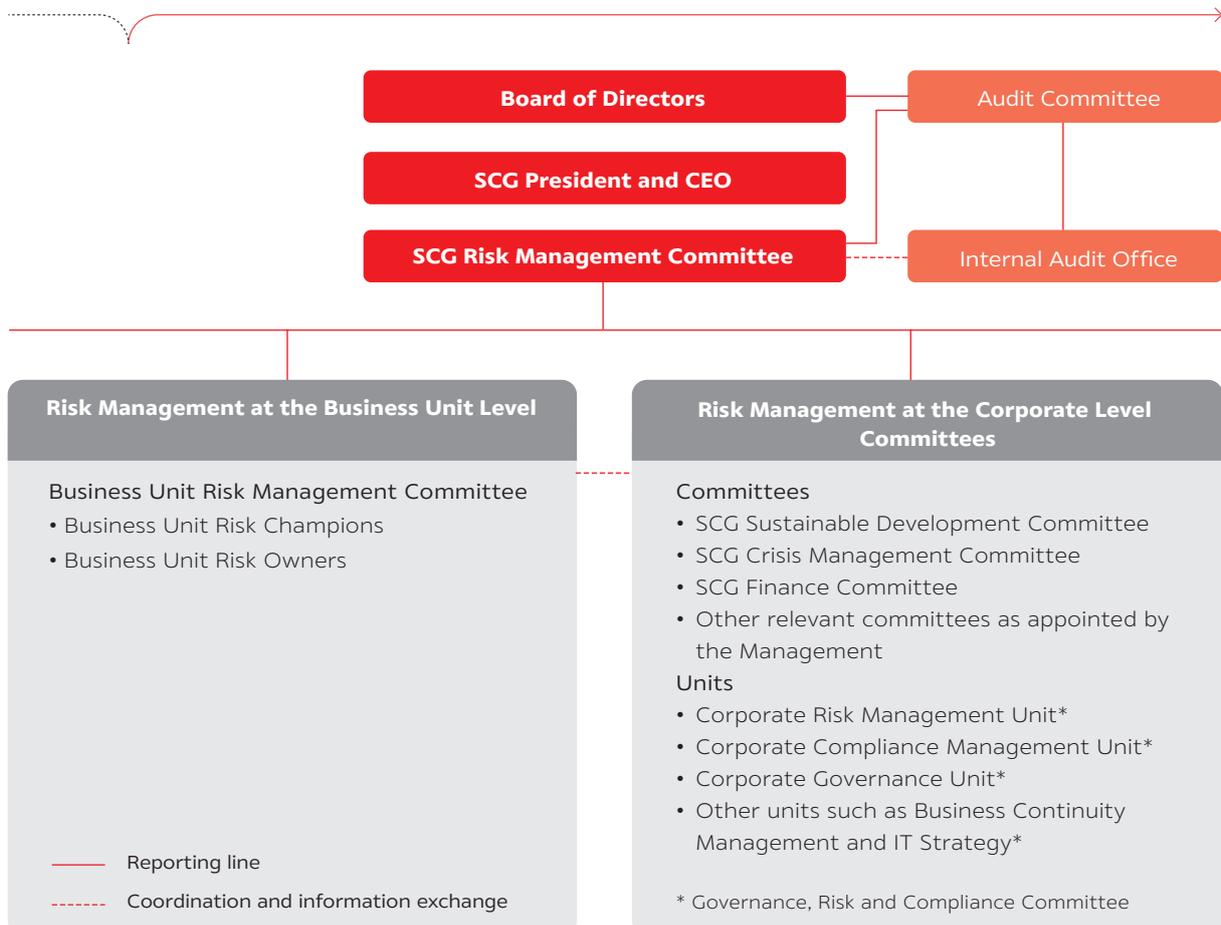
#### 1. Strategy Establishment

SCG has established explicit objectives and risk appetite in managing risks to ensure consistent risk management practice across the organization.

#### 2. SCG Risk Management Structure and Responsibilities

The organizational structure of SCG's risk management is illustrated below:

### Enterprise Risk Management Organizational Structure



### **The Board of Directors and the Audit Committee**

The Board of Directors is responsible for overseeing risk management. The Audit Committee, on behalf of the Board of Directors, establishes risk management policies and oversees the risk management process and practice of SCG. The Audit Committee also evaluates the risk management system to ensure efficiency and effectiveness with material risk identification as well as proper assessment and management. Added to this is entrusting the Management to responsible for risk management of SCG and report the outcomes to the Audit Committee and the Board of Directors, respectively.

### **Internal Audit Office**

SCG Internal Audit is responsible for conducting an audit of the first line (operating units) and the second line (management level, risk management and compliance, and other supporting functions) to provide assurance on the efficiency and effectiveness of risk management. The Internal Audit Office also reports the outcomes to the Audit Committee as well as provides consultation and communicates the Audit Committee's opinions and recommendations to the first line and functions that are being audited for improvement.

### **SCG Risk Management Committee**

SCG Risk Management Committee consists of the SCG President and CEO who serves as the Committee Chairman, the President and Vice President of each business unit. SCG Risk Management Committee has the following core responsibilities:

- Determine risk management structure and assign accountabilities for risk management
- Consider and approve risk management policies, strategies, framework, and plans
- Review and monitor the SCG risk profile

### **3. Risk Management Policy**

SCG has implemented risk management framework in alignment with international standards and integrated it into the corporate business operations. This allows SCG to identify risks or business opportunities in an appropriate and timely manner, and to reduce the risks to an acceptable level or identify opportunities to add value to the organization in an attempt to achieve the established goals, meet the expectations of stakeholders, promote sustainable business operation, and comply with the good corporate governance principles.

### **4. Risk Management Process**

SCG risk management framework is applied in three primary areas: medium and long-term strategic risk management, investment project risk management, and operational risk management. The risk management process for the above areas, documented in the "SCG Risk Management Manual," comprises: 1) Risk/Opportunity Identification, 2) Risk Assessment, 3) Risk Response (including defining the Key Risk Indicators and Key Performance Indicators, which are the leading and lagging indicators, in order to anticipate risk events and to manage risk levels to be in line with the targets), 4) Risk Reporting to the Business Unit Risk Management Committee, SCG Risk Management Committee, the Audit Committee, and the Board of Directors, respectively on a quarterly basis.

Moreover, to prepare for possible crises that could disrupt SCG' business function and/or processes, SCG has established Business Continuity Management Governance Structure and prescribed that companies under SCG implement a business continuity management system. They are required to analyze their business activities and material resources together with the possible impacts from the business disruption, assess, and prepare a risk management plan, a crisis management manual, an emergency response plan, and business continuity planning. SCG has also stipulated that executives at all levels and involved employees constantly practice, maintain, and revise the plans and manual so they can be implemented effectively during crises.

### **5. Building a Corporate Risk Culture**

SCG is committed to building a corporate risk culture. SCG has, therefore, assigned top executives to communicate the significance of risk management and be role models in risk management. They are also entrusted with establishing practical guidelines on effective risk management practices, the common risk language, risk appetite, common criteria for risk assessment systems, and accountability of each risk owner. Moreover, SCG encouraged each company to include risk management as part of the agenda in major meetings. Apart from that, risk management was designated as a component of training and development programs for directors, top executives, and SCG employees. SCG has also encouraged experience sharing across departments and companies to improve risk management practices through lessons learned. In

In addition, learning materials in digital format was developed to increase risk awareness and coverage for SCG employees from the commencement of employment. SCG has also stressed the importance of business management in line with an integrated GRC approach through various communication efforts. Examples are including questions about Integrated GRC in Ethics e-testing, preparing media and activities to promote understanding for employees to participate in all year round, setting up GRC Helpline where employees can inquire about Integrated GRC-related issues, preparing SCG GRC e-Rulebook, which is a handbook containing information about Integrated GRC, and prescribing GRC Expected Behaviors to provide concrete guidelines and methods to implement integrated GRC in employees' work

## Key Risks, Business Opportunities, and Risk Management Strategies

In 2020, SCG assessed the significant risks in alignment with sustainability issues, encompassing environmental, social, and corporate governance risks as described below.

### Environmental Risks

#### 1. Climate Change and Environmental Risks

The climate emergency has triggered a series of natural disasters such as droughts, wildfires, landslides, and flash floods, in many areas across the world. At the same time, stakeholders and investors have shown higher demand and expectations of the private sector regarding environmental, social, and governance (ESG) consciousness in its business management practices as well as the disclosure of risks associated with climate change. These challenges could affect the continuity of business operations and the organization's reputation as well as the increased costs and compensatory damages.

Therefore, SCG's Climate Change and Energy Committee has formulated the following strategies:

- Established a 5-year plan to decrease greenhouse gas emission by 20% by 2025 compared to the amount of 2007 and reviewed the mid- and long-term goals in line with the Paris Agreement which aims to keep the rise in the global average temperature under 1.5 degrees Celsius in accordance with the science-based target and to achieve net zero in 2050.

- Developed action plan for greenhouse gas emission reduction in accordance with TCFD (Task Force on Climate-Related Financial Disclosures) which includes relevant compliance processes, strategy formulation, risk management and goal and indicator establishment.

- Employed economic measures to drive greenhouse gas emission reduction projects by defining internal carbon pricing.

- Increases usage of alternative fuels and renewable energy such as solar energy and biofuels, with a focus on cutting emissions by launching the Waste Heat Power Generation Project and specific thermal and electrical energy consumption project.

- Develops low carbon products such as hydraulic cement which has properties comparable to Type 1 Portland cement but emits less carbon dioxide.

- Develops eco-friendly products such as a floating solar farm. Designed, developed, and manufactured by SCG Chemicals, the floating solar farm consists of buoys which allow for the installation of solar panels on different water surfaces. The product has been further developed into Thailand's first integrated solution business.

- Develops SCG Solar Roof Solutions to provide complete solutions that cater to the needs of customers for roof top solar energy.

- Joined the Natural Climate Solution Project to push for an increase of natural areas, which help absorb greenhouse gases.

- Promotes activities that help mitigate global warming such as mangroves reforestation to increase carbon capture and reduce greenhouse gas emissions. This includes fostering awareness and habits of resource efficiency in youths.

#### 2. Drought

In the past year, changes in seasonal precipitation due to climate change coupled with lower than average accumulated rainfall while the demand for water appeared to be on the rise in anticipation of industrial and investment expansion in areas where SCG operates, such as the Eastern Economic Corridor (EEC), leading to risks of water shortages, could affect SCG's ability to deliver products to customers and thus tarnish company's image.

- Founded a water management working team responsible for establishing policies, goals, and strategies to reduce reliance on external water sources as well as developing water management plan and keeping track of their implementation.

- Adheres strictly to water management policy by minimizing water consumption (Reduce), treating and reusing wastewater (Reuse/Recycle), and replenishing its water sources (Replenish) in the production process in its plants.

- Collaborates with government agencies to manage water and push water storage expansion projects to completion in a timely manner. Examples include joining the water management sub-committee in the Eastern Economic Corridor (EEC) to develop a risk management plan and work out solutions to managing possible crises. Added to this is meeting with the water situation monitoring and analyzing sub-committee at Smart Water Operation Center of the Royal Irrigation Department every week to prepare preventive measures and deal with drought or flooding that could affect the industrial sector.

- Organizes socially and environmentally responsible activities such as providing consultancy and joining the communities in Khao Yai Da area in Rayong to restore natural resources through the construction of over 6,800 check dams along with providing occupational knowledge by developing Ban Map Chan Community in Khao Yai Da area into an ecotourism destination.

## Social Risk

### 3. Safety and Health Risks

Overseas operations in countries where working environment, safety and health standards are the major concerns and the expansion of logistic and transportation business domestically and overseas may incur workplace, transportation, and road safety risks, may affect SCG's employees, business partners, communities, and society.

- Developed SCG Safety Framework and a safety performance assessment program which are the occupational health and safety standards of every company under SCG in Thailand and overseas and elevated them to move toward operating in which executives in every company take ownership and commitment over their work to ensure maximum safety based on corporate safety culture.

- Developed corporate standards to control high risk work and provide basic standards that must be practiced by every company to ensure safety in performing that high risk work. The Company also developed guidelines in corporate safety culture to ensure uniform safety culture across the organization.

- Extends contractor safety management to business partners and encourages them to put in place an occupational health and safety system. The Company's safety management practices have also been applied and expanded to community and societal levels.

- Enforced "9 Life-Saving Rules" to all employees and business partners to promote operational and road safety. Safety awareness is constantly promoted and

disciplinary actions are also imposed on violators to induce behavioral change and promote corporate-wide safety culture.

- Encourages top executives and supervisors on being a safety role model and prescribes performance assessment on operational and transportation safety for employees at management level.

- Introduced GPS technology to monitor SCG Logistics Management drivers' behavior. The system is also connected to the Logistic Command Center, which is staffed around the clock, to alert drivers, for instance, when they exceed speed limits, park on road shoulders, or have been driving for over four consecutive hours.

- Developed the Good Transportation Safety Standard and the Corporate Road Safety Standard. These standards are regularly communicated to all employees to elevate the transportation and road safety practice and to reduce accident cases of domestic companies. The safety efforts have extended to overseas companies.

- Developed carrier assessment whose outcomes will be used for design, planning, and development to elevate safety standards of carriers.

### 4. Human Rights Risks

SCG adheres to respect of human rights and consistently implements human rights due diligence process in compliance with SCG Human Rights Policy. According to the result monitoring of human rights across the value chain of SCG's operations in 2020, SCG gave priority to three key human right risks: compliance with personal data protection law, occupational and transportation safety, and community rights. The activities on key human rights risks include identifying risks, formulating preventive and mitigation plans, and monitoring results, details of which were published in SCG Sustainability Report 2020. SCG has established human right goals and formulated strategies in managing human right risks as follows:

- To be a role model in human rights and promote respect of human rights in society as a whole.

- To establish human rights policies to provide principles and guidelines for all activities in the management power of SCG together with supporting and encouraging business partners throughout SCG's value chains and joint venture businesses to realize, protect, and respect human rights in line with the policies.

In 2020, SCG announced two policies including Diversity and Inclusion Policy and Personal Data Protection Policy. The Company also announced the intention to promote equality and prevent gender-based discrimination to reflect its determination and to provide

human rights guidelines in conjunction with the Ministry of Social Development and Human Security. The efforts resulted in SCG's receiving Human Rights Awards from Rights and Liberties Protection Department, Ministry of Justice.

### **5. Human Resources Management to Cater to Growth and a Shift in Business Model**

SCG business expansion in Thailand and ASEAN region as well as a shift in business model and changing customer needs could lead to risks as employees' existing knowledge and skills might not accommodate such changes. Therefore, SCG has adjusted its human resources management strategies and made efforts to quickly enhance the capabilities of human resources to ensure that their knowledge and skills are in alignment with business strategies.

- Focuses on developing the capabilities of both local and overseas employees by revising the contents of Flagship Programs in response to the situations and rapidly changing business and to maintain the same standards such as the Business Concept Development (BCD) course, and professional courses on human resources management, safety, environment, marketing, and sales. Moreover, conventional classroom training for employees has been transformed into blended learning which incorporates virtual learning, digital learning as well as work practices via project-based learning in alignment with current situations.

- Supports quality standard Learning Management System (LMS) across the region.

- Develops employees to be able to cope with change in business landscape through courses and learning to reskill and upskill to prepare for rapid changes with the focus on future capability solutions and customer centricity such as Effective Problem Solving & Decision Making, Changeable Mindset for Success, Find Out Why and Business Strategy in VUCA World, etc.

- Prepares employee development plan in response to the rapid changes in each business under close supervision of the personnel development committee of each business unit.

- Recruits mid-career employees with capabilities that SCG cannot currently develop to enable the business operation to keep up with the changes and to enhance competitive potential.

- Signs a memorandum of understanding (MOU) with local and overseas institutions to recruit employees with special expertise to work for SCG. Moreover, after a merger, SCG will keep the former employees with high capability and expertise to ensure smooth and efficient business operations.

## **Governance Risks**

### **6. Regulatory Risks from Investment Expansion**

Business expansion in Thailand and overseas to seek opportunities for new business or market expansion can bring about governance risks such as the implementation of SCG Code of Conduct, good business practices in line with SCG's 4 Core Values with all new companies.

- Establishes policy on appointment of persons to serve as directors and executives in subsidiaries to oversee and manage their business to ensure that the subsidiaries comply with policies, goals, vision, mid-term business plans, and growth strategy efficiently.

- Defines delegation of authority and the subsidiary regulations according to Authority Handbook to enable directors and executives to oversee to ensure that before the subsidiaries that make the investment enter into any transactions or perform any acts that are significant and can impact their financial status and operating results, they are required to seek agreement / approval from the Board of Directors or shareholders' meeting prior to entering the transaction or carrying out any related acts.

- Requires every SCG employee to comply with the principles and guidelines prescribed in SCG Code of Conduct and take Ethics e-Testing.

### **7. Merger and Acquisition Risks**

Overseas business expansion through merger and acquisition can cause risks because the new company may have market dominance according to the law of the country of investment.

- Prescribes fair trading competition as a practice guideline in line with SCG Code of Conduct as well as establishes Antitrust Policy and communicates it to all SCG employees to comply.

- Prescribes trading competition issue as a criteria in selecting a company for merger and acquisition and ensures that the functions involved with local and overseas business understand and comply with relevant laws, regulations, policies, and trading competition guidelines of the country where SCG operates and has a merger and acquisition transactions.

- Encourages businesses to adhere to fairness, ethics, respect for rules, and strictly comply with laws on trading competition.

## **Compliance Risks**

### **8. Compliance Risks from Changes in Laws & Regulations**

Risks from noncompliance or partial compliance caused by changes in laws and regulations could negatively affect the company's reputation and result in significant penalties and fines or loss of business opportunities.

- Established SCG compliance policy and communicated to all SCG employees.

- Closely monitors and reports changes in government policies as well as laws and regulations in the countries where SCG operates. Added to this is the fostering of networks with government and the private sector in Thailand and overseas to ensure that operations remain in strict compliance with relevant laws and regulations.

- Regularly revises SCG Code of Conduct to align with updated laws and regulations and administers the “Ethics e-Testing,” based on SCG 4 Core Values, Anti-Corruption Policy, Human Rights Policy, Compliance Policy, Anti-Trust Policy, Insider Trading Policy, and Information Disclosure Policy.

- Communicates risk management and control practices in accordance with the “Three Lines Model” concept to SCG employees at all levels to prevent noncompliance.

- Complies with the personal data protection law by establishing SCG Privacy Policy to provide the framework for personal data management. To that end, SCG Risk Management Committee functions as Personal Data Protection Committee responsible for overseeing the data protection practices. As part of the efforts, various procedures have been put in place in compliance with the law to protect personal data. For instance, there shall be a legal base for personal data processing. Moreover, it is imperative that the Company provide a privacy notice as well as prepare the records of personal data processing and data subject rights management. Added to this are implementing security measures that meet accepted standards together with raising awareness and providing training for employees to create better understanding about the personal data protection approach.

## **Hazard Risks**

### **9. Risks from the COVID-19 Pandemic**

The prolonged COVID-19 pandemic has had a rapid and detrimental impact on both small and large businesses and could disrupt the business continuity.

- Assigns the Business Continuity Management (BCM) units at corporate and business unit levels to monitor and analyze the COVID-19 situation in the countries where SCG operates and has a production facility along with drawing up guidelines to take care of employees’ health and safety and to ensure efficient operations and decision making. The BCM units must keep the Management abreast of the COVID-19 situation periodically and communicate with both internal and external stakeholders to boost their confidence.

- Secures necessary resources to ensure business continuity including occupational health and safety kits such as face masks, hand sanitizers, information technology items such as apps for working remotely. Added to this is providing temporary accommodation close to work facilities and transportation to critical staff.

### **10. Geopolitical Risks**

Interstate conflicts have grown more severe, resulting in uncertainty in the global economy and business operations in countries besieged by these conflicts. This could potentially impact the safety of SCG’s employees and its business continuity.

- Closely monitors situations and builds a network of geopolitical experts locally and overseas to obtain up-to-date information in order to timely mitigate risks and review business continuity plans.

- Conducts scenario analysis to identify and assess likelihood and impacts that could affect SCG’s operations and prepare response plans accordingly.

- The Business Continuity Management (BCM) Units at corporate and business unit levels are responsible for identifying, assessing, and monitoring relevant situations as well as notifying those who might be impacted. This is to ensure they can timely make necessary preparations in accordance with business continuity plans.

## **Production Cost Risks**

### **11. Fluctuation in Energy and Major Raw Material Price Risks**

The volatility of global crude oil price from U.S.-China trade war coupled with geopolitical conflicts in the Middle East, the COVID-19 outbreak, and market hopes surrounding progress in COVID-19 vaccine development that have affected the oil demand, has resulted in the fluctuation of energy and commodity prices such as naphtha and fuel oil.

- Appointed the Commodity Hedging Committee in the Chemicals Business to deploy appropriate risk management strategies such as the use of hedging instruments to reduce the fluctuation of commodity prices and maintain competitive costs as well as inventory management.

- Applies the Integrated Business Excellence (IBE) system to enhance production efficiency and integrate plan throughout the value chain.

- Improves manufacturing process to accommodate a greater range of raw materials, which can help reduce raw material costs.

- Develops High Value Added (HVA) products and services capable of increasing sales and profits to reduce the risk of fluctuating raw material prices.

## Business Environment Risks

### 12. Foreign Exchange Rates Fluctuation Risks

In the fourth quarter of 2020, the Thai Baht experienced rapid appreciation and the momentum is expected to carry over to 2021. This could be attributable to internal and external factors encompassing a weakening US dollar, foreign fund inflows into emerging markets including Thailand following the successful development of COVID-19 vaccine, and Thailand's current account surplus.

However, despite the anticipation about the strengthening Thai Baht, it could otherwise weaken in the light of the recovery of the global and Thai economies that is more slowly than anticipated, COVID-19 vaccine production and transportation challenges, or possible local political violence.

- Holds SCG's Financial Committee's meeting every month to consider using financial instruments to hedge foreign exchange rate exposure when appropriate. This includes matching revenues and expenses in foreign currency (Natural Hedges), making agreements with trading partners using local currencies, and considering foreign exchange hedging for investment projects at an appropriate level.

### 13. Risks from Global and Thai Economic Slowdown

The global economy shows signs of recovery in 2021 on the back of COVID-19 vaccine rollout, economic stimulus through monetary policies in countries across the world, and the continuously easing monetary policies. However, despite a rebound, the global economy still faces several risk factors such as the rampant spread of COVID-19 especially in the first quarter 2021 which are winter months, challenges in production and distribution of COVID-19 vaccine, geopolitical risks, and the prolonged U.S.-China trade conflict.

For Thailand, the economy is expected to recover gradually, but at a slower pace than other ASEAN counterparts as Thailand relies heavily on income from tourism. Other challenges include a slow pick-up in exports if the global trade and economy bounce back slowly, container shortage and rising ocean freight charges in the first quarter 2021, the recovery of Vietnam which is a major rival, and Thai Baht appreciation.

For Vietnam, where SCG conducts business, its economy is expected to grow considerably on the back of strong exports, increase in global demand for electronics and computer products, trade privileges from several trade agreements, and the move of investments to Vietnam as a result of changes in the global production chain.

Therefore, SCG has adjusted its strategic plans in preparation for business opportunities as well as management strategies for risks related to these factors as follows:

- Focuses on employees' safety, continuity of supply chain, cash flow management, and preparation of cash reserves in case of deteriorating situations as a result of the COVID-19 pandemic or a new wave of COVID-19 infection.

- Monitors the situations continuously and prepares mechanism to enable employees at all levels from supervisors up to the management to discuss and make a quick decision in case of emergency.

- Develops High Value Added (HVA) products and services as well as product designs in accordance with the circular economy principles. On top of this is support development of new products and service solutions to accommodate customer needs.

- Implements digital technology in business operations at manufacturing facilities, stores, and offices. For instance, Industry 4.0 system and automation have been employed to reduce costs and enhance operational efficiency by digitizing most documents, which allows employees to work without going into the office. Also, business partners are encouraged to use blockchain in the procurement, billing, and payment process.

- Enhances the growth potential of the Packaging Business across ASEAN in terms of production bases and marketing to cater to the growing consumption rate and purchasing power.

- Seeks opportunities to expand business to ensure long-term growth in response to the emerging market trends such as eco-conscious trends toward circular use of plastics and use of recycled plastic materials, growing demand for health and wellness products, a quantum leap for e-commerce, and relocation of production to ASEAN countries. Examples also extend to opportunities for home improvements to accommodate the work from home, adopting technology to support the Omni-channel retailing for building materials and home product retail business, and innovations for safe home living such as air quality control products.

## Emerging Risks

### 1. Risks from Sluggish Demand Recovery and Changing Business Landscapes

The outbreak of COVID-19 in 2020 caused the global and ASEAN economies to contract sharply, resulting in decline in employment and investor confidence. This eroded household income and purchasing power. Despite signs of economic recovery, it is expected to be more protracted as there remain uncertainties surrounding

the COVID-19 situation, which may leave longer-lasting effects from the pandemic on the economy and depress the market demand to remain at a low level for at least in the medium run.

The pandemic has also brought about expedited changes in business landscapes such as transformation of business strategies and accelerated technology advancement and shift in consumer behaviors. These could have significant impacts on SCG's businesses:

**Chemicals Business:** With a decline in both demand and oil prices and the structural changes from the transition to renewable energy resources in replacement of conventional fossils in the long run, these could accelerate major global oil producers to join the petrochemical industry, leading to higher fluctuation of naphtha prices and increased supply of petrochemical products. In addition, the self-reliant policy in China that drives more petrochemicals production output could put pressure on the product-to-feedstock price spreads to be below the industry's long-term averages.

**Cement and Building Materials Business:** The Business has witnessed more intense competition owing to the economic slowdown and declining demand. Other challenges include shift in consumers' lifestyles and needs, especially home owners who are conscious for their health and well-being, and look for comfort and convenience in buying a wide array of building products anywhere and anytime. They also opt for total solutions and services from designing, constructing to fast and flexible delivery, allowing them to control construction or home improvement time and reduce construction cost.

**Packaging Business:** The COVID-19 pandemic has accelerated consumers to move more toward online shopping while many businesses have also jumped in online sales, resulting in a growing demand for packaging solution that can help prevent product damage during shipment and come in smaller sizes. Moreover, with consumers increasingly use food delivery services as a result of pandemic-control measures and greater health awareness, this has led to a growing demand for safe food packaging that minimizes contamination risks, and packaging for health and wellness products.

SCG strives to actively transform and adapt to these readjustments to capture opportunities and tackle challenges from impacts of the pandemic and changes in business landscapes, as well as mitigate impacts that the Company could face within three to five years. Potential impacts include increased competition in the industries and raw material procurement, higher costs of productions and provisions of services, decrease of profits and reduced competitive advantage if the Company could not appropriately

and timely transform business strategies and operations. Key mitigation strategies include the following:

**Chemicals Business:** Actively adjusts its portfolio to target customers in the industries that have been less impacted by the pandemic such as food & beverage packaging, medical equipment, or health-related industries. This runs concurrently with analyzing market demand and collaborating with product owners to accelerate development of High Value Added products and services that can offer solutions to better accommodate needs to customers. Added to this are development of solutions based on the circular economy principles such as recycling plastic materials for reuse, and expansion into a new business such as offering one-stop integrated industrial solutions. Moreover, the Company continuously improves facilities and production process to increase feedstock flexibility to reduce costs as well as deploys advanced digital technology in the manufacturing process and value chain management to enhance competitive advantage.

**Cement and Building Materials Business:** Enhances distribution channel by integrating technologies, offline and online marketing strategies, ecosystem and collaboration with business partners. Emphasis is also put on rapid development of solutions that address consumers' health and wellness needs, as well as solutions that are diversified and offer value for money (Good, Better, Best) and can provide end-to-end products and services. These include Construction Solution that utilizes technology to ensure construction efficiency and help with troubleshooting; Renovation Solution that offers home improvement services by skilled technicians; Smart Building Solution that provides energy-saving solutions and solutions for the healthy living of residents. Furthermore, the Business is dedicated to driving innovative and eco-friendly products (SCG Green Choice) together with streamlining production and work processes, using technology to enhance corporate efficiency.

**Packaging Business:** Increases sales to customers in the consumer product sector, which has been less affected by the pandemic along with working closely with customers to improve production process and transportation, and developing packaging solutions to meet specific application needs of each customer, especially those in the e-commerce industry with the considerably increasing demand for packaging. Moreover, various measures have been taken to ensure the food packaging is safe and hygienic, and meets the highest standards in compliance with good manufacturing practices (GMP). The efforts also extend to managing the supply chain to ensure continuous delivery of packaging

to consumers by coordinating the procurement of raw materials and logistics management in every operation. The endeavors have enabled the Business to have a closer relationship with customers and better understand their business needs.

## **2. Risks from Plastic Waste Crisis and Trend toward Low-carbon Economy Causing Changes in Consumer Behavior**

Issues caused by climate change has become more severe, resulting in a trend toward economic activities designed to reduce carbon pollution and to achieve the goal of net zero emission. In addition, the global plastic waste issue both on land and in the oceans inflicting vast adverse impacts on the environment has prompted stakeholders, investors, NGOs, and shareholders to wage a battle against single-use plastics and ineffective waste management. At the same time, governments in many countries have enforced laws in banning plastic bags while Europe has started to implement measures to raise tariffs for producers of plastic packaging.

These concerning issues could significantly cause consumer behaviors to shift in the next three to five years. For example, consumers have begun to opt for eco- friendly products and services that contribute to greenhouse gas emissions from raw material sourcing to production process, and product use, or to buy products and services that promote maximum resource efficiency from the start such as looking for products and services from manufacturers or providers who minimize resource consumption or use recycled materials in their productions. The changes and support by both public and private sectors in tackling the environmental and plastic waste issues present business opportunities for SCG to roll out new product offerings. However, these changes could also disrupt existing business models because products made from plastics are perceived as one of the causes of environmental pollution, potentially resulting in decreases in revenues of existing products. They could also increase production costs, expenditures on research and development activities, and operating costs from higher tariffs related to environmental issues, as well as have impact on the Company's reputation.

To address these issues, SCG has transformed business strategies accordingly to cope with the climate change and plastic waste issues, as well as the changes in consumer needs toward the circular economy principles. The efforts encompass strategy formulation, product and service development, production processes, and supply chains. SCG's key collective measures are as follows:

- Sets a long-term goal to reduce greenhouse gas emissions by 28% in 2030 (compared to the base year 2007) and takes aim at achieving net zero emission in 2050 by increasing production efficiency through various initiatives. Central to these are development of innovations that reduce carbon and greenhouse gas emissions, investment in renewable energy projects, focus on selling products that help minimize greenhouse gas emissions, and investment in new projects by taking into account the amount of carbon emission and costs associated with the efforts to reduce greenhouse gas emissions from the new business. Internal Carbon Pricing (ICP) is also introduced and taken into consideration when making investment in projects that contribute to greenhouse gas emission reduction.

- The Chemical Business has established plans to reduce the amount of single-use plastic sold locally to 9% and the Packaging Business aimed to increase production allocation of recyclable packaging to 100% by 2025.

- Reduces resource consumption in the manufacturing process and designs products with longer useful life. Key efforts include development of plastic resins using SMX Technology that allows for easy formability of thinner products with the same level of strength and facilitates recycling; polymer food packaging that is lightweight and recyclable; Prestige X-Shield concrete roof tiles that incorporate innovative special coating formulation to ensure longer lasting color than other concrete roof tiles; and building materials that minimize waste at the construction sites such as precast concrete slabs, cut-to-size autoclaved aerated concrete, modular toilets, and prefabricated building.

- Collects and manages waste for reuse. For example, broken plastic pallets can be crushed, shredded, and made into pellets for use to make new pallets. In addition to using cut-off portions of piles as aggregate in concrete, the Company collaborated with DOW Thailand Group on using plastic waste to build the recycled plastic road.

- Built new businesses in line with the concept of turning products into services. For example, ALLRENT is a marketplace platform that gathers the ecosystem of businesses' machineries for renting. The initiative promotes resource sharing in alignment with the circular economy principles.

## **3. Risks from Rapid Deep Technology and Digital Technology Transformation**

Technological advancement in today's business environments encompassing research & development, production, and delivering services to customers, together with the COVID-19 pandemic, has accelerated

technological transformation to accommodate the emerging needs of customers. In a long run, these could pose risks to SCG's current business model, making it obsolete amid today's evolving market circumstances and highly intense competition. Potential impacts on the Company could be as follows:

- Impact on SCG's business model and conventional distribution channel as there are a larger selection of products and services in the market, giving customers more options. Also, consumer behaviors have also changed. For example, instead of buying building and construction materials from traditional distributor outlets, more consumers are turning to purchasing from modern building and construction stores or via online channels. Some consumers could also opt for products made from recycled plastic, produced using advanced technology, instead of conventional plastic products.

- More competitions driven by rapid technological advancements that allow players from other industries to weigh in the market with less entry barriers such as owners of online building and construction distribution channels. It also affects cost competitive advantage since the emerging technologies can significantly increase efficiency and reduce operating costs.

- As SCG is a leading conglomerate with a traditional business model and most revenues coming from conventional businesses, the Company needs to adapt to the digital transformation trend in a timely manner to avoid losing competitiveness and potential decline in revenues and profits.

However, digital technology transformation opens up opportunities to create new value-added business for the organization. Therefore, SCG closely monitors and analyzes the changing trends as well as continuously assesses digital transformation strategies for use in business process improvement and ensures that these strategies are appropriate amid the unprecedented digital technology developments. SCG has adjusted its business strategies to increase competitiveness as follows:

- Invested in developing the potential of the Active Omni-channel and ecosystem by creating a digital platform and collaborating with business partners to connect and integrate various products, services, and systems into one platform to deliver a seamless experience for customers. The efforts will increase customer satisfaction, serve lifestyles of consumers in the digital age, and offer convenience for consumers, who can browse and purchase products or services via [www.scghome.com](http://www.scghome.com) and SCG Home Solution stores. The digital platform offers various arrays of services, jointly

developed or provided by SCG's business partners, to consumers such as technician for home services (Q-Chang.com), home design (DesignConnex.com), logistic services (SCG Logistic, SCG Express, and GIZTIX), and financial services (BuddyCredit, Siam Validus, and Saison Credit).

- Adopted technologies for data integration and analytics for planning and improving work efficiency, creating new business models, better addressing the needs of customers, and allowing for a rapid reach to customers. Moreover, automation and robots have been employed in production processes, material transport, packing, and maintenance to enhance business efficiency in every stage and competitiveness.

- Developed Digital Reliability Platform (DRP), a solution to improve total asset performance to eliminate unplanned downtime by integrating online and offline equipment data to visualize plant performance and enhance workforce efficiency, as well as applying Artificial Intelligence (AI) for predictive maintenance and problem solving.

- Expands investment continually in emerging technologies both within and beyond Southeast Asia. In 2020, AddVentures increased its investment portfolio by adding four start-ups and one venture capital fund and continued to seek new business opportunities for SCG and companies in the Group to cater to future market growth. For instance, the Company has joined forces with Validus, a peer-to-peer lending marketplace for SMEs, with operations in Singapore, Indonesia, and Vietnam and seeking for opportunities to further its reach into other countries.

- Drives business growth by initiating "Ignitor" as SCG Center for Excellence for Open Innovation, which adopts advanced and yet practical technologies to improve efficiency and increase opportunities for SCG to garner more revenues. The efforts encompass selecting the "pain point" of each business unit, seeking and establishing relationships with tech partners globally, and facilitating business digitization both during the pilot and scale-up stages.

- Prepares workforce to acquire skill sets necessary for responding to needs of customers in the age of digital disruption. For example, the establishment of a startup within the organization through the "Hatch-Walk-Fly" initiative allows employees to develop skills as entrepreneurs and expands to build new businesses for SCG. In 2020, SCG introduced the "Tech Talk" program to provide opportunities for employees from different business units to share experience and knowledge about developing solutions, using technological innovations.

#### 4. Cybersecurity risks

Changes in work patterns and business operations to be more reliant on technology such as work from home during the COVID-19 outbreak and digital workplace that allows employees to connect, communicate, and work together through various channels and devices; the adoption of digital technologies in the industry such as mechanization, automation, and robotics; and the implementation of other digital technologies to increase business efficiency in every step from production through to product delivery to customers could pose various types of cybersecurity threats. These include data spills or leakages and cyberattacks on critical infrastructure and production processes.

These adversaries could result in loss of the Company's critical information such as product and development information and trade secrets, as well as personal information of customers, business partners, and employees which could tarnish the Company's reputation and credibility. Other potential impacts could be financial damages from paying ransom for ransomware attacks, litigation and regulatory fines, or losing revenue or profit as a consequence of failing to maintain cybersecurity vigilance.

SCG has defined cybersecurity risk management measures as follows:

- Established SCG e-Policy in alignment with the ISO 27001 international standard and developed

cybersecurity plan that encompasses usage and measures to prevent cyber threats for domestic and oversea companies under SCG. Chief among them are data classification and management, guidelines for using social media effectively, and regulations on information technology use for employees involved with human resources.

- Appointed Cybersecurity Governance Committee to oversee SCG's information technology security practices and ensure that they are aligned with business directions and can effectively prevent business operations from cyber threats.

- Continuously promotes awareness on use of technology among employees through various trainings and other activities to ensure employees have knowledge and understanding on effective use of technology and to protect business from cyber threats. A test on employee awareness and understanding about the SCG e-Policy is also organized on an annual basis.

- Installed Web Application Firewall to increase data security and reduce risks from cyberattacks.

- Assesses cybersecurity risks on industrial control systems and implemented risk mitigation measures by both the Company's internal functions and third parties.

- Developed Disaster Recovery Plan (DRP) to handle emergency, enabling users to continue working through a backup site. The Cyber Incident Response Plan was also put into place and regularly drills are carried out to prevent business interruption from cyberattacks.

## SUSTAINABILITY PERFORMANCE IN 2020



In 2020, the world faced an unprecedented global challenge from the COVID-19 pandemic, which has led to a dramatic loss of human life in countries across the globe. While the healthcare sectors tried their best to treat and save lives of COVID-19 patients, governments took emergency measures to limit people's day-to-day activities to stem the spread of the virus. The impacts of the pandemic carried over to the businesses in multiple sectors, prompting them to swiftly adjust their operations to ensure business continuity.

SCG adapted to the pace of change by building resilience with the focus on agility, speed, and strict business continuity management (BCM) while, at the same time, working collaboratively with all stakeholders and sectors in society to face the impacts of the COVID-19 situation. Thanks to SCG's previous moves toward digital transformation as well as being proactive, SCG managed to turn the crisis into opportunities and satisfactorily overcome the challenges in 2020 by adopting the innovative High Value Added products and services (HVA) strategy, streamlining production efficiency, and implementing digital technologies across the supply chain. The efforts enabled SCG to create confidence among all stakeholders, deliver a good quality of life to society in a timely manner, and contribute to a sustainable environment with no disruption.

### Sustainable Development Goals and Policy

Over the years, SCG has committed to sustainable development to achieve a balance between economic, environmental, and social dimensions under good corporate governance principles. On top of this were the continual establishment of strategies, management, and enterprise materiality.

In 2020, in pursuit of driving the Company toward sustainability, SCG set forth four sustainable development goals to provide directions for operations amid the uncertainties and rapid changes in various dimensions as follows:

- To be a role model in good corporate governance, sustainable development, and the circular economy

- To achieve zero greenhouse gas emissions by 2050
- To reduce resource consumption and environmental impacts
- To uplift health and quality of life and strive for zero work-related injuries and illnesses

In 2020, the CSR Committee for Sustainable Development also prescribed SCG's enterprise materiality which encompassed three issues: climate change, circular economy, and well-being and safety, based on the 2019 corporate materiality. It also took into account key changing trends, both regionally and on a global scale, opinions of major stakeholders, corporate materiality in the same industry as well as potential risks and opportunities throughout the value chain.

These three issues are the most impactful upon the economy, environment, and society, and matter most to stakeholders. They are taken into consideration in formulating SCG's short- and long-term business plans.

Enterprise materiality is also related to and includes other sustainability issues that SCG has given key priority to and carried out continuously. Chief among them are innovation and technology development, product and service responsibility, water management, waste management, human rights initiatives, employee care and development, community and social development, etc.

The establishment of the four sustainable development goals and enterprise materiality attests to SCG's relentless commitment to incorporating the sustainable development approach into business operations out of the belief that it will enable the business to achieve stable growth and sustainability. It also demonstrates SCG's determination to be part of the global society to support the United Nation's Sustainable Development Goals (SDGs), especially the five major goals related to SCG's business operations including Goal 3 Good health and well-being, Goal 8 Decent work and economic growth, Goal 9 Industry, innovation and infrastructure, Goal 12 Responsible consumption and production, and Goal 13 Climate action.



The unwavering commitment to conducting business in line with sustainable development approach has enabled SCG to be well-equipped with the potential to adapt and deal with challenges efficiently. This resulted in SCG having been assessed and listed No.1 in the world as Industry Leader-Construction Materials on the Dow Jones Sustainability Indices (DJSI) and also ranked in Gold Class as well as jointly ranked Industry Group Leader-Materials. SCG was the first organization in ASEAN to be assessed as a member of DJSI since 2004 and to have been so for 17 consecutive years.

### **Management of Impact on Stakeholders across the Value Chain**

In the wake of the COVID-19 situation in 2020, SCG pledged to drive business in accordance with business continuity management (BCM) measures, based on the concept “Achieving a balance between people’s way of life and the business”. As part of the efforts, SCG closely monitored and assessed the highly volatile situations so as to adjust and prepare a plan to cope with any challenge. Added to this were adopting proactive strategies, enhancing management efficiency, and seeking opportunities from the evolving market demand propelled by changes in consumer behavior.

SCG prepared a COVID-19 guideline for employees and business partners detailing precautions such as physical distancing; practicing good hygiene by wearing a mask, cleaning hands with soap or hand sanitizer gel; and avoiding crowds through various forms of flexible work arrangements such as working from home, working

on an alternative work schedule, and separating employees into multiple work shifts. SCG also provided tools and devices to support working online and put in place a daily health check system to monitor employees’ health so help could be provided promptly.

For logistics partners dealing with activities that put them at high risk getting COVID-19, SCG announced policy and measures on logistics operations in compliance with the laws imposed by the government during the COVID-19 outbreak. They include measures on receiving products from the place of origin, shipping products to the place of destination, and transport of goods at border crossing points. They also extend to compliance with announcement of each province when transporting goods across provinces including practicing good hygiene by truck drivers and assistants, taking care of the cleanliness of trucks and workplaces, and preparing all the relevant documents ready for checking by the authorities on the route.

For customers and consumers, the spread of COVID-19 has prompted them to practice physical distancing and avoid public gatherings, resulting in changing consumer behavior toward a preference for online shopping. To accommodate the change, SCG has transformed its business model to deliver products, services, and solutions through Active Omni-channel retail that integrates the online platforms including websites and social media platforms and offline stores nationwide, enabling customers to search for information, ask questions, consult, and purchase products and services conveniently from any platform.



Throughout 2020, SCG managed to operate continually without disruption from the COVID-19 situation. At the same time, SCG strived to promote maximum workplace safety. Both SCG employees and business partners worked collaboratively to elevate health and safety management in pursuit of becoming an injury & illness free organization by adopting the same goods transportation safety standard across the Company. Other projects in the pipeline include updating and improving SCG Safety Framework and Safety Performance Assessment Programs (SPAP) as well as adopting technologies and innovations to reduce the risk of accidents on the road. For instance, 100% trucks are equipped with a front-facing camera on top of the application “Kubdee”, which detects the driver’s face and eyes for signs of drowsiness and dozing while driving. Every truck is monitored on a 24-hour basis by the Logistic Command Center (LCC) of SCG Logistics, which will alert the driver, using AI if any risk of accident is detected.

SCG firmly believes these efforts could contribute to better health and well-being, enabling SCG to accomplish its ultimate goal of becoming an injury & illness free organization.

### **Sustainable Management of the Environment**

Despite the COVID-19 pandemic being the biggest challenge this year, climate change and the loss of biodiversity have further intensified and become more severe. SCG has thus advanced its greenhouse gas emission goal to achieve net zero by 2050 in support of the Paris Agreement that aims to limit global average temperature to 1.5 degree Celsius. SCG is now in the process of reviewing mid-term goals as well as quantifying the potential of natural climate solutions (NCS) and decreasing indirect emissions that occur outside the production process (Scope 3).

SCG has committed to increasing the use of renewable energy such as solar energy, and energy from waste together with enhancing the energy efficiency of machinery and developing products, service, and solutions that reduce greenhouse gas emissions. Moreover, SCG has also adopted internal carbon pricing to support investment in projects that help reduce greenhouse gas emissions and implemented an integrated water management plan equipped with tools that meet international standards to handle climate change challenges each year.

The cumulative efforts in 2020 resulted in the reduction in greenhouse gas emissions by 10.9% compared with business as usual at the base year 2007 in line with the target of 20% in 2025.

In 2020, SCG introduced SCG Green Choice to replace SCG eco value, which was launched in 2009 and was the first self-declared environmentally friendly label in Thailand. Over 90 products have carried the SCG eco value label.

# SCG GREEN CHOICE



The new SCG Green Choice is based on the ISO 14021 standard. It helps ease consumers' buying decision for products that address their environmental concerns and provide them reassurance that these products are truly friendly to the environment and contribute to a better quality of life.

Green refers to a friendliness to the environment and consumers with concern for the needs of other stakeholders.

Choice refers to the option that consumers can choose for Earth and also can choose a better thing for themselves and their family.

To carry an SCG Green Choice label, the product, service, and solution must be a better environmentally-friendly option than others on the market. They may be certified to a 3<sup>rd</sup> party ecolabel or meet at least one of the 15 criterias of SCG Green Choice including reducing resource use, use of renewable energy, reducing water consumption, being friendly to health and hygiene, extended life product, reusability or refillability and compostability, etc.

SCG resolves to generate more revenue from sales of SCG Green Choice products and services with the goal that by 2030, or in 10 years' time, revenue from sales of

this line of eco-friendly products and services will account for two-thirds or 66.7% of SCG's total sales revenue.

To drive the line-up of eco-friendly products, services, and solutions under the SCG Green Choice label is in alignment with the circular economy principles which is one of the enterprise materiality that SCG has pledged to materialize both in Thailand and the ASEAN region. To that end, SCG has continued to expand its collaboration network with all sectors to ensure maximum resource efficiency from production through to end use.

Examples of circular economy projects in 2020 included CPAC Construction Solution designed to expedite construction and ensure quality by incorporating digital technologies to reduce waste in construction such as Building Information Modeling (BIM), a solution to reuse scrap concrete especially concrete pile head cut-offs as raw materials in production, turning waste into value for all concerned parties.

In late 2020, the Zero Burn project was organized to buy agricultural waste mainly rice stubble, sugarcane leaves, and corncobs from farmers in the areas nearby SCG's five cement plants in Saraburi, Lampang, and Nakhon Si Thammarat and later expanded to the areas in the vicinity of CPAC ready-mixed concrete batching



plants. The agricultural waste is processed into energy pellets for use in the cement kilns at the plants in place of coals to mitigate the PM2.5 problem and reduce greenhouse gas emissions from burning agricultural waste. The project has helped transform scrap or waste into alternative energy and generate income for farmers in line with the circular economy principles and reduce greenhouse emissions at the same time.

SCG commits itself to driving the sustainable management of the environment by integrating the goals to decrease resource consumption, reduce greenhouse gas emission, minimize environmental impacts, and promote the circular economy principles across the value chain of the development of products, services, and solutions to uplift the quality of life and the environment for all.

### Sustainable Management of Society

SCG has given top priority to creating participatory involvement with all sectors in society to achieve sustainability in line with the goals and the enterprise materiality of SCG in the areas of climate change, circular economy, and health and safety, using SCG's innovations, know-how, and experience to make a difference.

In 2020, SCG took part in multiple circular economy projects. For example, SCG joined forces with organizations and property developers such as Chewathai Public Company Limited, Sansiri Public Company Limited, Property Perfect Public Company Limited, Thailand Post Company Limited and communities in Bangkok, which were densely populated and generated enormous waste, to carry out a waste segregation project. 100% of the collected paper scraps and used packaging were recycled, using Paper X Digital Platform via the PaperX application developed by SCG. The project was attended by 40 PaperX partners and collected over 150 tons of paper scraps for recycling into new paper.

SCG also joined the Circular Economy Construction Industry (CECI) dedicated to fully utilizing the circular economy principles in operations since the construction industry relies heavily on virgin materials as raw materials and generates enormous amounts of material waste, leading to resource scarcity in the future. CECI has established guidelines to provide knowledge and understanding, and to expand on the implementation of the circular economy principles to a broader scale with the focus on reducing the use of virgin materials, increasing the use of recycled materials, reusing or adding value to construction waste, and managing to minimize construction waste.





On top of this, SCG joined Thailand Public Partnership for Plastic and Waste Management (PPP Plastic) established by Plastic Industry Club under The Federation of Thai Industries, and Thailand Business Council for Sustainable Development (TBCSD) in cooperation with many partners from government, business, and civil-society sectors. The goal is to reduce marine plastic debris by at least 50% by 2027. SCG is also a founding member of Alliance to End Plastic Waste (AEPW), joining forces with the world's leading conglomerates to tackle the marine plastic debris problem sustainably.

Over the years, SCG has provided constant support to human resources development through various initiatives such as providing scholarships, career development, etc.

In 2020, Cement and Building Materials Business, in conjunction with SCG Foundation, Office of Vocational Education Commission, and partner housing developers, conducted the Living Solution Expert project dedicated to developing a two-year high vocational certificate program to promote and develop the skills of vocational

students in construction and repair services for homes and buildings such as electrical systems, plumbing, doors and window systems, etc. which are in high demand and yet there has been a shortage of skilled technicians and contractors. For the academic year 2021, the project will provide 30 scholarships to students at Dusit Technical College.

“The ultimate goal of value creation is not just about making profits, but it focuses on creating mutual benefits for all parties involved.” is the underlining concept on sustainable development of society that SCG has long upheld and pledged to materialize.

SCG's four sustainable development goals and the enterprise materiality spanning across three issues will provide direction for SCG in operating business responsibly and being able to adapt to change swiftly as evidenced by SCG's endeavors to weather crises and challenges over the past 107 years. SCG is resolved to continue developing its organization to achieve excellence in all areas to create environmental sustainability and uplift a quality of life for all in society.

## Sustainability Performance in 2020



### High Value Added Products and Services

32 percent  
of revenue from sales



### Carbon Label Certified

524 items



### "SCG Green Choice" Products and Services

33 percent  
of revenue from sales



### Research and Innovation Spending

6,005  
1.5 percent  
of revenue from sales



### Environmental Expense and Investment

3,896 Million Baht  
1.0 percent  
of revenue from sales



### Green Procurement

5,073 Million Baht



### Energy Consumption Reduction

(compared with BAU at the base year of 2007)  
15.00 | 7.6  
petajoules | percent



### Alternative Fuel

14.3 percent



### GHG Emissions Reduction

(compared with BAU at the base year of 2007)  
2.86 | 10.9  
million tons | percent  
carbon dioxide



### Water Withdrawal Reduction

(compared with BAU at the base year of 2014)  
16.61 | 15.0  
million cu.m. | percent



### Recycled Water

11.6 percent



### Hazardous/ Non-Hazardous Waste to Landfill

0.0043/0.8915  
percent



### Lost Time Injury Frequency Rate

Employee/ Contractor  
0.113/0.216 cases  
per 1,000,000 manhours



### Environmental, Social and Governance (ESG) Risk Assessment for Suppliers

100 percent  
(For suppliers with procurement spending over 1 Million Baht)



### Number of Check Dam

100,466 units



### Logistics Drivers Trained from "SCG Skills Development School"

8,989 persons



### Sharing Opportunities, Drawing the Future Program

64 projects 3.02 Million Baht



### Social Contribution

669 Million Baht

## SOCIAL RESPONSIBILITY



SCG strives to achieve business growth alongside contributing to social and environmental development. Emphasis is placed on handling problems that impact people’s livelihood and quality of life as a means to strengthen economic stability, reduce social inequality and maintain ecological balance. In the wake of a string of challenges including environmental degradation, climate change, and the COVID-19 pandemic, SCG has pledged to support the community in the learning process, enabling them to realize the problems and their impacts and adjust themselves to survive, thrive, and develop self-reliance sustainably amid the evolving challenges. On top of this is encouraging the communities that achieved

success in developing and solving problems to share knowledge and experience, helping to expand the successful models to other communities on a broader scale.

SCG’s social responsibility performance aligns with EGS, the framework adopted by global business to measure sustainability including the environmental, social, and corporate governance factors. For the environmental dimension, SCG has carried out projects on the circular economy and climate change while its socially-beneficial activities include projects designed to improve the quality of life for the community, all of which are under the good corporate governance principles.



### Circular Economy Projects

#### Starting off with Employees and Expanding to a Community with Strong Waste Management

SCG is committed to promoting systematic waste management and driving changes in production and consumer behavior in accordance with the circular economy principles. The effort started off with SCG employees in 2018 through a Bang Sue Model, a waste management program implemented at SCG Headquarters at Bang Sue. The project met with an enormous success, instilling the idea and inspiring employees to manage waste at source in line with the concept “Maximize resources, segregate waste, and dispose of waste properly”. It was found that the employees achieved 100% accuracy in waste segregation, reduced over 22 tons of waste per month, and utilized 110% of waste. The successful model has been expanded to communities surrounding SCG plants to create a model community with integrated waste management and expand to other networks in every sector.

Building upon a waste management model at Ban Rang Phlub Community in Ban Pong, the Ban Pong Model is a successful expansion at the Amphoe level, winning the Zero Waste Community award in the large-scale village category in 2020 from the Department of Environment Quality Promotion. With support from SCG, 17 local administrative organizations in Amphoe



The Ban Pong Model

Ban Pong as well as government and private sectors and the locals, the Ban Pong Model aims to expand the zero waste community effort to cover all 183 communities in Amphoe Ban Pong by 2023. In 2020, the Model extended its coverage to 59 communities, resulting in a 40% reduction in organic waste and transforming the Amphoe once plagued with overflowing trash into a clean city. Three of the participating communities were chosen to represent the region for the national Zero Waste Community award including Ban Nong Mai Fao, Ban O I Khieo, and Ban Nong Takhaeng. Ban Nong Mai Fao, Moo 4, Khao Klung district received an honorable mention from the Zero Waste Community award at the national level in its first attempt.



SD Symposium 2020  
“Circular Economy:  
Actions for Sustainable Future”



Four Key Solutions for Driving  
Circular Economy



Waste to Wealth

### Waste to Wealth

To materialize the circular economy principles, promoting participatory engagement of all sectors is key to achieving sustainable development. To that effect, SCG has compiled lessons learned from multiple waste management efforts into a book entitled “Waste to Wealth”, consisting of 12 successful waste management models in line with the circular economy principles that can inspire and be expanded into an extensive waste management network at a national level. The key to success rests with the determination of the leader and the engagement of everyone in the community that can make change happen. As the amount of waste decreases, the quality of life improves as a result. Also, it creates sentimental value, fosters relationship, builds strength, and generates income for every community.

### SD Symposium 2020

SCG has committed to driving the circular economy principles to create awareness and promote resource efficiency by enhancing engagement of all sectors including government, business, and public sectors since 2018 through organizing SD Symposium under the theme “Circular Economy”. In 2020, to keep the momentum going, SCG staged SD Symposium 2020 “Circular Economy: Actions for Sustainable Future” in which SCG teamed with 180 partners to tackle environmental issues sustainably by adopting the circular economy principles. Four key solutions to the country’s issues included the following:

1. Developing water reuse system to handle severe drought in 2021 by supporting community water management along with educating farmers and those returning to their hometown due to the COVID-19 outbreak about agriculture and encouraging the government to extend the effort across the country as a means to restore community economy and increase agricultural output, enabling Thailand to become the kitchen of the world.

2. Promoting “100% Zero-burning Agriculture” by 2022 to minimize PM 2.5 dust and generate income for farmers by transforming agricultural waste such as rice straw, sugarcane leaves, and corncobs into biomass, animal feeds, and packaging together with providing technology support to increase farm output through the establishment of community funds to create steady income.
3. Advancing plastic waste management to be a national agenda by revamping laws on waste management, taking concrete actions, and engaging all sectors to operate concurrently

4. Supporting circular economy in building material industry to support Green and Clean Construction. To that end, the government will take the lead in establishing guidelines in procurement for large-scale infrastructure projects, using technology to ensure the highest resource efficiency, minimizing waste, or utilizing eco-friendly materials that can be circulated for reuse.



Constructing Check Dams to Restore Ecological Balance

### Climate Resilience Projects

#### Constructing Check Dams to Restore Ecological Balance

SCG has adopted His Majesty the Late King Bhumibol Adulyadej’s sustainable water management approach in its operations for more than 10 years and has continued, preserved, and built upon the royal legacy on “Water is life” through the “Conserving Water from Mountain to Mighty River” project. The initiative aims to empower communities to solve drought and flooding problems by engaging communities in the process, allowing the locals to fully understand water management in their areas. The construction of check dams in the once arid land helps retain moisture in watershed forest and restore ecological balance. It also helps solve drought and flooding as well as store water for consumption by navigating water down to connected

ponds in the foothills or distributing water on lowland through the ‘ Monkey Cheek’ water retention system to allow farmers to fully utilize water in agriculture.

Throughout the past 10 years, SCG and communities have constructed a total of 100,466 check dams, resulting in the restoration of nature and sustainable job creation. For instance, Ban Sa Phae Neur Community in Chae Hom, Lampang Province faced severe drought in 2005, causing rice paddies to die. By working collaboratively with SCG through the learning and sharing of knowledge and ideas, the community was engaged in solving the problem of water shortage, starting off with the construction of check dams, followed by sand dams, and concrete connected ponds to store water. The endeavor resulted in the community having water for irrigation all year round compared to the past when farmers could grow crops only three months a year during the rainy season, with their income increasing four times. The construction of check dams not only helps retain moisture and restore forest land to health, it also captures carbon dioxide, the main culprit of global warming.



Growing Trees to Reduce Global Warming

### Growing Trees to Reduce Global Warming

Natural Climate Solutions (NCS) which focus on using forests or growing trees to absorb carbon dioxide from the atmosphere are effective solutions to battle climate change and global warming. SCG, therefore, has pledged to reforest the unused limestone mining areas and support the growing of trees, mangroves, and seagrasses on top of restoring the degraded forests in cooperation with the community over the years.

In 2020, on the occasion of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua's 68<sup>th</sup> birthday anniversary, SCG organized the "Tree- Growing to Reduce Global Warming in Honor of His Majesty the King" project to grow trees all year round at SCG Headquarters and its plants across the country. The combined areas of 660 rais comprised 576 rais of terrestrial forest, 64 rais of mangrove forest, and 20 rais of seagrasses, amounting to 176,070 trees. Over the course of 10 years, these trees will absorb approximately 25,593 tons of carbon. Besides, to restore the unused limestone mining areas, SCG has grown over 194,000 trees, spanning over 680 rais, which will help absorb carbon dioxide and effectively mitigate global warming.



Zero Burn

### Zero Burn to Reduce PM 2.5 Dust

The problem of PM 2.5 dust and global warming from the burning of agricultural waste such as rice stubble have become increasingly intense, calling for the cooperation between the government and business sectors and the community to manage agricultural waste to reduce field burning. In response, the Cement and Building Materials Business, in conjunction with Siam Kubota, The Thai Chamber of Commerce and Board of Trade of Thailand, set up stations to buy rice stubble, sugarcane leaves, corncobs, and the like through the Zero Burn project for processing into energy pellets for use in the cement kilns at the plants. The project helps generate income for Thai farmers and maximize resource efficiency in line with the circular economy principles.

In 2020, the cement plants used energy pellets from the processing of over 42,000 tons of rice stubble, sugarcane leaves, and corncobs as alternative energy, reducing field burning of 40,000 rais and PM 2.5 dust emissions. This is equivalent to the reduction in the use of 21,000 tons of coals, or in the greenhouse gas emissions of 42,000 tonnes of carbon dioxide.



The SCG Helps 108 Communities to Overcome the Drought Crisis Project

### Advancing Community

#### The SCG Helps 108 Communities to Overcome the Drought Crisis project

In 2020, the worst drought in Thailand in 40 years had strong repercussions on the water sources and agriculture, damaging the crop yields and incomes of farmers, an occupation the largest percentage of the Thai population work in. To help solve the problem, SCG together with Utokapat Foundation and Hydro Informatics Institute (Public Organization) carried out the “SCG Helps 108 Communities to Overcome the Drought Crisis” project in honor of His Majesty the King. Community leaders from Utokapat Foundation and SCG served as the mentors, providing advice while the Communities learned water management in line with His Majesty the Late King’s teachings and applied information technology to survive the crisis by themselves. Apart from having enough water for consumption during this year’s drought, the communities could further manage water resources for agriculture, allowing workers returning to hometown to engage in farm work and reducing the burden on the government budget to give subsidies to farmers who were affected by drought and could not practice farming.

In 2020, 57 participating communities learned, took action, and survived the drought crisis, retaining 10 million cubic meters of water, increasing 9,664 rais of cultivable land, and benefiting 31,049 people from 9,491 households. The project will continue to cover all 108 communities to commemorate SCG’s 108<sup>th</sup> anniversary in 2021. The factor contributing to overcoming the drought crisis is that “People in the communities join hands to solve their problems, using knowledge and



Bueng Bang Sue: A Model of Strong City Community

morality” with support from the government and business sectors in inspiring the locals to learn water management, and engaging them in the process to instill a sense of ownership. After all, it is the communities that must stand in solidarity, share water resources fairly, and serve as a model in sustainable water management by themselves.

#### Bueng Bang Sue: A Model of Strong City Community

Spanning over 61 rais in the heart of Bangkok, the Bang Sue pond areas were once a raw material source for SCG’s cement production and provided shelters for generations of workers as well as other migrants for a total of 250 households, making it a crowded and deteriorating informal settlement. SCG kickstarted its efforts to improve the quality of life for people in the community in 2012 with the Stable Home project of the Community Organizations Development Institute (Public Organization) for 45 households. Later in 2017, SCG conducted the “Pracharat-Bang Sue Pond Development” project in which SCG donated land for the social and community benefits. Of which, 10 rais of land have been developed into a housing project, and 51 rais of pond area are being transformed into a recreational area for public use.

In 2020, SCG handed over 60 two-story townhouses spanning 48 square meters with a house registration document and four residential non-income elderly homes. Three 4-story condominiums with a total of 133 units slated for completion in the first quarter of 2021 will be open for residents to live in warmly and safely. Throughout the project, Bueng Bang Sue Community was fully engaged in the process, starting from confirmation of rights to participate in the project to ensure equality



Innovations and Assistance in the Wake of COVID-19



Village Health Volunteers (VHV) Recognition

and fairness, saving money for installments, jointly designing the housing that matches their lifestyles, setting co-living rules, and taking care of the environment and cleanliness of the community. The involvement has transformed their attitude and instilled a sense of caring for the community, enabling them to become a strong model community that inspires other communities.

**Innovations and Assistance in the Wake of COVID-19**

During the spread of COVID-19, medical professionals who have been at the frontline against the pandemic are at increased risk of COVID-19 transmission. Realizing the safety of medical personnel in taking care of patients, SCG and SCG Foundation have collaborated with medical specialists, using SCG’s innovations and technologies to develop a wide range of innovations against COVID-19 and have provided financial support and equipment to reduce transmission risks and protect the medical personnel in every step from screening patients to testing and treatment for the virus.

All SCG’s business units, by pooling their resources and working speedily, were able to drive over 31 COVID-19 innovations. Examples include modular screening & swab unit, mobile isolation unit, patient isolation capsule, negative pressure SWAB cabinet, mobile clinic, tele-monitoring, dent guard, modular bathroom, food and medicine delivery robot, soluble laundry bag, cardboard

bed, etc. SCG has also connected with 230 networks in the government, business, and civil society sectors to help support and deliver the assistance and supplies to 979 hospitals and facilities across Thailand. Moreover, in response to H.M. the King and H.M. the Queen’s royal initiative, SCG has produced and installed modular swab units as part of the “Royal Relief Project to Support Ventilators and Medical Equipment” at 20 hospitals nationwide. A number of mobile isolation units and modular screening & swab units were also handed over to The Chaipattana Foundation to pass on to hospitals in remote areas in line with the resolution of H.R.H. Princess Maha Chakri Sirindhorn to enable medical professionals to work safely and confidently.

With concern for the health of village health volunteers (VHV) who have played a vital role in providing care, screening, and collecting data to help control the spread of COVID-19 at the community level at the peak of the COVID-19 crisis, SCG Foundation distributed VHV kits consisting of face masks, disposable gloves, rain coats, and hand sanitizer gel to village health volunteers in over 500 areas with high COVID-19 infectors.



**Mitigating the Impacts of COVID-19 on Financial Hardship and Income Loss**

Out of concern for those financially affected, losing their income due to the COVID-19 outbreak, SCG Foundation carried out the “Pantry of Sharing” initiative in which the “Pantry of Sharing” cabinets were filled with food and daily life necessities placed at 66 locations in 23 provinces including Bangkok. SCG Foundation in collaboration with voluntary employees, surrounding communities, and the media, oversaw to ensure that necessities were constantly added to the cabinets for those in need during this difficult time.

Despite the economic slowdown amid the COVID-19 pandemic, skilled technicians are still in high demand in the industrial sector. In 2020, SCG Foundation signed a Memorandum of Agreement with the Office

of Vocational Education Commission (OVEC) launching the “Advancing Vocational Skills Toward Professional Excellence” program. As part of the partnership, SCG Foundation provided equipment and tools as well as the training of necessary skills for students of construction and civil engineering programs at 13 technical colleges in the northern, central, northeastern, and southern regions. Over 300 vocational students have participated in this training program, several of whom could earn extra income to help ease their parents’ financial burden. In addition, SCG also joined forces with OVEC and partners in real estate sector to carry out the “Living Solution Expert” project dedicated to developing a two-year high vocational certificate program to promote and develop the skills of vocational students in construction and repair services for homes and buildings such as electrical system, plumbing, which are in high demand and yet are short of skilled technicians and contractors.

Apart from this, SCG strived to advance professional skills of technicians through the “Good Builders Have More Customers” project, offering a training program for builders and home improvement technicians. The hybrid training program consisting of online lectures and on-site practical training aimed to assist those returning to hometown or losing income, and to advance

the skills and knowledge of construction technicians to provide more job opportunities. 1,071 participants attended the online session, and 144 underwent the practical training and received a certificate, 102 of whom have been listed to be contractors of SCG.

The dull economy has forced many people to lose their jobs while those returning to their hometown might have neither occupations nor income. To help ease the impact, SCG rolled out the “Power of Community” project to instill knowledge and virtues, inspiring people to develop themselves, process products to add more value and distinctive features, learn about marketing, brand building, and selling products online along with making a sustainable life plan. Since 2018, the project has provided training to more than 300 participants in communities surrounding SCG plants in Lampang, Nakhon Si Thammarat, Saraburi, and Kanchanaburi, enabling them to add value to their products, transform themselves into professional salespersons, and earn steady income. Take Ploenpit Maneesai for example. She has overcome much hardship in her life and turned it into power, developing value-added products from banana and crispy roti that are sold at over 350 shops in three provinces and which brings her 100,000 baht a month. This is a model that will inspire many other communities.



### Socially-beneficial Activities in ASEAN

Amid the COVID-19 crisis, aside from providing assistance in Thailand, SCG has also handed over COVID-19 innovations and equipment to several countries in ASEAN. For instance, in Indonesia, several negative pressure chamber units were given to the National Disaster Mitigation Agency to pass on to the hospitals in need across the country to reduce the risk of COVID-19 among health care workers. In the Philippines, 6 units of negative pressure isolation room were given to hospitals in Manila while 1 unit was given to the Cambodian Ministry of Health. SCG also donated money

and protective equipment for COVID-19 to Indonesia, Vietnam, Myanmar, and Laos.

Added to this is the Sharing the Dream scholarship program, which is organized every year in the six ASEAN nations of Vietnam, Indonesia, Cambodia, Myanmar, Laos, and the Philippines. In 2020, the number of scholarships offered was 331, amounting to 5.25 Million Baht in the wake of COVID-19. Since its inception, the program has offered a total of 15,017 scholarships. Social activities also extended to the Outdoor Gym Model program, which set up exercise playgrounds for communities, for example, Quang Binh in Vietnam.

SCG is committed to conducting business in tune with the EGS framework. For the corporate governance factor, SCG has faithfully upheld and practiced the good corporate governance principles, both the corporate governance at the domestic and international levels. The efforts also include encouraging employees to adhere to SCG’ s four core values with the SCG Board of Directors functioning as a good role model. SCG is determined to constantly update its corporate governance practices to reflect the world’s ever-changing economic and social circumstances.

## Environmental Accounting Report

SCG has realized and give priority to environmental conservation activities. As a management tool for environmental expense and investment and a communication tool for reaching the public on such environmental activities, this environmental accounting report was, therefore, prepared within the scope of environmental expense and investment.

In 2020, SCG's environmental expenses totaled 2,676 Million Baht, mostly related to pollution prevention, accounting for 1,653 Million Baht, or 62% of total environmental expenses, followed by resource circulation expenses, amounting to 754 Million Baht, equivalent to 28% of total environmental expenses. The remaining expenditure included environmental administration, environmental procurement, remediation, environmental research and development, and other environmental expenses.

As for environmental investments in 2020, total investment amounted to 1,220 Million Baht, comprising an investment of 780 Million Baht in Cement and Building Materials Business, 330 Million Baht in Packaging Business, and 110 Million Baht in Chemicals Business. Key environmental projects were as follows:

Cement and Building Materials Business increased dust collection efficiency at cement kiln by replacing electrostatic precipitators with bag filters, enhanced energy efficiency in production plants, improved dust collection and combustion efficiency to reduce NOx emissions at the white cement production plant, installed a solar energy system at the refractory plant, installed autoclaves, and relocated and installed crusher machines used for cement fiber roof tile.

Chemicals Business Improved the ground flares of the olefins plant and enclosed ground flares at the olefins plant and storage terminal and port, installed bio-scrubbers at the MMA storage at terminal and port, improved chemicals in the cooling systems using Purate technology to reduce waste water, and reduced energy consumption by efficiency improvement program in production plants.

Packaging Business installed solar energy system on the rooftop of the container production plants, improved the turbo vacuum system, enhanced efficiency of pulp screening system, installed bottom ash recirculation system, and improved efficiency of dust collection of the recovery boiler system.

### Environmental Accounting Report Table

(Million Baht)

Environmental Information	Year 2020
<b>1. Environmental Expense</b>	<b>2,676</b>
1.1 Pollution prevention expense	1,653
1.1.1 Water pollution prevention expense	828
1.1.2 Air pollution prevention expense	367
1.1.3 Waste disposal expense	391
1.1.4 Other pollution prevention expense	67
1.2 Resource circulation expense	754
1.3 Environment administrative expense	170
1.3.1 Measurement expense	130
1.3.2 Environment training expense	3
1.3.3 Environment permit/license/consultant expense	24
1.3.4 Other administrative expense	13
1.4 Remediation expense	23
1.5 Environmental research and development expense	3
1.6 Green procurement expense	71
1.7 Other environmental expense	2
<b>2. Environmental Investment</b>	<b>1,220</b>

## MANAGEMENT'S DISCUSSION AND ANALYSIS (MD&A)

### 1. Operating Results and Financial Status of The Siam Cement Public Company Limited and its Subsidiaries

#### 1.1 Business Overview

**SCG's revenue from sales decreased largely from lower chemical prices and sales volume, while profit increased from better performance in all businesses.**

In 2020, SCG's revenue from sales decreased 9% from the previous year to 399,939 Million Baht, largely from lower chemical prices and sales volume. However, EBITDA slightly decreased 1% from the previous year to 74,600 Million Baht, thanks partly to the continuous cost & efficiency improvements seen in CBM business. Profit for the year registered at 34,144 Million Baht, an increase of 7% from the previous year from better performance in all businesses.

Share of profit of joint ventures and associates accounted, by using equity method, for 2020 amounted to 9,456 Million Baht, a decrease of 2,176 Million Baht from the previous year with details as follows:

- Chemicals associates: Share of profit amounted to 5,033 Million Baht, decreased 2,192 Million Baht from the previous year.
- Other associates: Share of profit amounted to 4,423 Million Baht, increased 16 Million Baht from the previous year.

Total dividends received in 2020 was 7,158 Million Baht, a decrease of 56% from the previous year or 9,050 Million Baht, details as follows: a) 6,488 Million Baht from "Associated" companies (20%-50% stake), and b) 670 Million Baht from "Other" companies (less than 20% stake).

Continued solid financials, with cash and cash under management amounted to 107,150 Million Baht as at December 31, 2020, while amounted 46,002 Million Baht as at December 31, 2019, despite the CAPEX and Investments of 58,308 Million Baht.

#### 1.2 Operating Results of Strategic Business Segments Cement and Building Materials Business

In 2020, revenue from sales decreased 7% from the previous year to 171,720 Million Baht, due to COVID-19

pandemic and challenging economic environment. However, EBITDA grew by 3% from the previous year to 21,591 Million Baht and profit for the year increased 18% from the previous year to 6,422 Million Baht as a result of continuous efficiency improvements and lower production cost. However, without the asset impairments, EBITDA would register at 24,405 Million Baht or increased 10% from the previous year and without severance pay adjustment in year 2019 and asset impairments, profit for the period would register at 8,793 Million Baht or increased 18% from the previous year.

Amid the widespread transmission of COVID-19, Cement and Building Materials Business is quick to adjust and modify its business model to accommodate the changing lifestyles and consumer behaviors. The goal is to elevate the standards in construction and living solutions, encompassing products, services, solutions, and distribution channels to prospective customers. For example;

1. CPAC Construction Solution, streamlining its supply chain, putting in place a backup plan and adjusting work processes at the construction site in conformance with the COVID-19 control measures to enable the construction to proceed with no disruption.

2. Streamlined the product portfolio to accommodate the emerging needs of consumers and the changing economic landscapes together with offering energy-saving home products and solutions to cater to the changing behaviors of consumers who spend more time at home, and hygiene products in the light of consumers' enhanced focus on wellness.

3. Integrated products and services to fully address the demands of consumers such as integrated roofing solutions services, garden design, installation, and maintenance services, and sanitary wares and faucets repair or bathroom building services.

4. Focused on expanding retail business based on the Active Omni-channel concept. In Thailand, the franchise-based retail outlets have expanded from 11 to 18 branches. across 30 provinces and overseas. Added to this was collaborating with business partners in seeking new products that satisfy consumers' latent needs. For

the online retail business, diverse platforms have been developed to better answer customer needs such as nocnoc.com, scghome.com, and Q-Chang together with enticing dealers to build an online presence to sell their products.

5. Enhanced production efficiency and reduced costs by adopting the Industry 4.0 design principles and working with business partners with expertise to implement cutting-edge technologies such as automation and image processing detection.

### **Chemicals Business**

In 2020, revenue from sales decreased 17% from the previous year to 146,870 Million Baht from lower product prices and lower sales volume. EBITDA declined 4% from the previous year to 30,965 Million Baht from lower dividends from associates. Profit for the year increased 14% from the previous year to 17,667 Million Baht as a result of higher product spreads.

Chemicals business swiftly and timely adapted its working procedures aiming to minimize the risk of infection to employees and their families, and still enabling the business to continue operations efficiently. Some examples include allowing employees to work from home, supporting equipment and digital tools, and transforming towards the “New Way of Working” in terms of process, place, and technology.

For manufacturing, the operating procedures were redesigned to ensure the continuity in production by separating critical staffs working in critical areas to reduce the risk of infection. Consequently, none of the production lines, both in Thailand and overseas, was affected. For sales, Chemicals business adjusted the product portfolio to support the rising demand of products related to food and beverage packaging and industrial packaging, as well as increased the sales to countries with low-impact from lockdown. Additionally, the business improved the sales process flexibility with digital technologies, resulting in sales volume maintained at a high level.

Key construction projects were able to progress smoothly without any interruption. Long Son Petrochemicals (LSP) project execution was adjusted by implementing a remote inspection and consultation with third-party experts to examine machines before importing to Vietnam, leading to project progression as planned without any outbreak in the project area. Similarly, to minimize the risk of the COVID-19, Map Ta Phut Olefins Company Limited postponed the schedule of plant turnaround from the second quarter to the fourth quarter of 2020. The Green Turnaround model was implemented throughout the maintenance process.

Moreover, Chemicals Business collaborated with a wide range of professionals, including engineers, designers, healthcare staffs and experts, to develop innovative products and solutions to prevent the outbreak and reduce the risk of contraction to the healthcare personnel. Some products included patient guard for dental work (Dent Guard), Negative Pressure Isolation Room, Negative Pressure Patient Isolation Capsule, etc.

### **Packaging Business (SCGP)**

In 2020, revenue from sales increased 4% from the previous year to 92,786 Million Baht. EBITDA increased 11% from the previous year to 16,884 Million Baht. Profit for the year increased 23% from the previous year to 6,457 Million Baht.

SCGP has faced challenges from the economic volatility in ASEAN and across the world in the wake of the COVID-19 pandemic, resulting in a year-on-year decline of demand for durable goods, especially electronics and electrical appliances and automotive, as well as printing & writing paper. Meanwhile, demand from the consumer goods segment, particularly food and beverages, healthcare as well as E-Commerce have witnessed stronger growth, thanks to consumers growing health conscious and shift in consumer behavior toward online shopping. The following are key achievements in 2020;

1. Expanded downstream capacity as well as focused on expanding customer base in the consumer goods segment to enhance growth. In 2020, SCGP has completed merger and partnership with Bien Hoa Packaging Joint Stock Company (SOVI), a leading manufacturer of fiber-based packaging in Vietnam, and has expanded capacity of Performance and Polymer Packaging at Tin Thanh Packing Joint Stock Company (BATICO) in Vietnam.

2. Enhanced competitiveness by developing innovative packaging solutions and creating unique products and services to deliver value to customers. In 2020, SCGP was launched SCGP-Inspired Solutions Studio that offers packaging design and development services.

3. Maintained leadership in sustainable development and social responsibility in ASEAN. SCGP operates business in line with the circular economy principles to reduce resources consumption and recapture production waste for recycling as much as possible. SCGP currently operates 68 recycling centers across Thailand, Vietnam, and the Philippines and has established a global network to source major raw materials for production process.

Please find the details related to the operations of the group of business and risk management at pages 040 and 064

### 1.3 Financial Status

#### **Continued solid financials, with cash and cash under management of 107,150 Million Baht, while net debt decreased 27,197 Million Baht from cash proceeds from SCGP's IPO.**

Previously, the Group, as a lessee, recognized payments made under operating leases in profit or loss on a straight-line basis over the term of the lease. When TFRS 16 Leases is effective from January 1, 2020, it introduces a single lessee accounting model for lessees. A lessee recognizes a right-of-use asset and a lease liability. There are recognition exemptions for short-term leases or leases of low-value items.

The Group applied TFRS 16 for the first time on January 1, 2020 using the modified retrospective approach by recognizing cumulative impact of right-of-use assets and lease liabilities with no restatement of comparative information. The Group elected to use some practical expedients as stated by TFRS 16.

The Group made an assessment of TFRS 16 adoption. On January 1, 2020, the Group recognized the increase in right-of-use assets amounting to 18,240 Million Baht while the prepaid rental expenses decrease amounting to 6,754 Million Baht which affect to increase in lease liabilities amounting to 11,486 Million Baht. The nature of expenses related to those leases will change as the Group will recognize depreciation of right-of-use assets and interest expenses on lease liabilities. However, the asset after applied of TFRS 16 was increased approximately 1.7% of total asset which has no material impact.

#### **Assets**

Total assets of SCG as at December 31, 2020 was 749,381 Million Baht, with an increase of 18% from the previous year. Key components of total assets were property, plant and equipment at 48%, current assets at 29%, investments at 13% and other non-current assets at 10%. Ranking of asset values by business segments are Chemicals Business, Cement and Building Materials Business, and Packaging Business, respectively.

Current assets: amounted to 214,017 Million Baht as at December 31, 2020, with an increase of 30% from the previous year, comprising largely of cash and cash equivalents, trade and other current receivables, inventories, and investments in short-term debt instruments. At December 31, 2020, SCG's working capital was 66,880 Million Baht with working capital days at 62 days.

Cash and cash under management: amounted to 107,150 Million Baht as at December 31, 2020, an increase of 61,148 Million Baht from the previous year from cash proceeds from SCGP's IPO of 40,092 Million Baht, despite the CAPEX and investments of 58,308 Million Baht during the year.

Investments in joint ventures and associates: amounted to 97,375 Million Baht as at December 31, 2020, an increase of 3,023 Million Baht or 3% from the previous year with the following reasons:

- Increased from share of net profit of investments using equity method amounted to 9,456 Million Baht, attributed to earnings from the chemicals associates.
- Decreased from dividends received amounted to 6,487 Million Baht mainly from the chemicals associates' dividend income.

Property, plant and equipment: amounted to 363,425 Million Baht as at December 31, 2020, an increase of 57,439 Million Baht from the previous year due to the project constructions and CAPEX and Investments during the year.

#### **Liabilities and shareholders' equity**

Total liabilities as at December 31, 2020 amounted to 353,255 Million Baht an increase of 15% from the previous year. During the year, SCG had issued new debentures totaling 25,000 Million Baht to replace the matured debentures. Finance costs in 2020 were 7,082 Million Baht compared to 6,587 Million Baht in 2019, the increase stemmed mainly from the adoption of TFRS 16 (Leases) accounting standard.

Net debt (interest-bearing debt less cash and cash under management) of SCG as at December 31, 2020 decreased 27,197 Million Baht from the previous year to 154,214 Million Baht. EBITDA generation of 74,600 Million Baht and cash proceeds from SCGP's IPO of 40,092 Million Baht while significant cash outflow during 2020 amounted to 87,464 Million Baht, comprising CAPEX and investments of 58,308 Million Baht, dividend payments of 16,409 Million Baht, interest payment of 7,653 Million Baht and corporate tax of 5,094 Million Baht.

At the end of year 2020, SCG had significant commitments and contingent liabilities included commitments for purchase of raw material contracts, purchasing land, construction and installation of machinery and implementation project, information technology services, rental and service agreements, currency forward contracts, currency swap contracts, raw material and energy hedging contracts and interest rate swap contracts that had been disclosed in note 27 Financial instruments and note 28 Commitments and contingent liabilities of the Financial Report 2020.

Shareholders' equity as at December 31, 2020 amounted to 396,126 Million Baht, comprising Equity attributable to owners of the parent of 320,972 Million Baht, book value 267.5 Baht per share, and Non-controlling interests of 75,154 Million Baht.

#### 1.4 Taxes to government and local government authorities

Unit : MB	Year	Country					Consolidated
		Thailand	Vietnam	Indonesia	Cambodia	Philippines	
Revenue from sales *	2019	260,008	39,463	35,031	13,999	9,652	437,980
	<b>2020</b>	<b>231,220</b>	<b>35,795</b>	<b>30,505</b>	<b>13,815</b>	<b>7,398</b>	<b>399,939</b>
Profit (loss) before tax **	2019	23,073	3,254	(1,099)	1,878	297	27,731
	<b>2020</b>	<b>31,283</b>	<b>3,907</b>	<b>(2,873)</b>	<b>2,107</b>	<b>105</b>	<b>33,653</b>
Reported Taxes	2019	4,790	613	411	219	65	6,167
	<b>2020</b>	<b>5,147</b>	<b>673</b>	<b>(382)</b>	<b>224</b>	<b>65</b>	<b>5,809</b>
Effective Tax Rate (%) ***	2019	21%	19%	N/A	12%	22%	22%
	<b>2020</b>	<b>16%</b>	<b>17%</b>	<b>13%</b>	<b>11%</b>	<b>62%</b>	<b>17%</b>
Headline CIT Tax Rate (%)		20%	20%	22%	20%	30%	N/A
Cash Taxes Paid	2019	4,341	612	656	252	201	6,121
	<b>2020</b>	<b>3,665</b>	<b>731</b>	<b>301</b>	<b>221</b>	<b>103</b>	<b>5,094</b>
Cash Tax Rate (%)	2019	19%	19%	N/A	13%	68%	22%
	<b>2020</b>	<b>12%</b>	<b>19%</b>	<b>N/A</b>	<b>10%</b>	<b>98%</b>	<b>15%</b>
Additional information : Total liability of taxes to government and local government authorities							
Corporate Income Tax	2019	4,086	628	421	193	153	5,553
	<b>2020</b>	<b>5,570</b>	<b>684</b>	<b>233</b>	<b>179</b>	<b>59</b>	<b>6,821</b>
Property Tax	2019	205	1	2	-	32	255
	<b>2020</b>	<b>47</b>	<b>1</b>	<b>4</b>	<b>-</b>	<b>32</b>	<b>89</b>
Specific Business Tax	2019	2	-	15	0.1	29	47
	<b>2020</b>	<b>1</b>	<b>-</b>	<b>4</b>	<b>0.3</b>	<b>31</b>	<b>37</b>
Others Tax	2019	20	164	16	0.1	0.1	289
	<b>2020</b>	<b>17</b>	<b>151</b>	<b>52</b>	<b>0.1</b>	<b>0.3</b>	<b>243</b>
Total Taxes	2019	4,313	793	454	193	214	6,143
	<b>2020</b>	<b>5,636</b>	<b>836</b>	<b>294</b>	<b>179</b>	<b>122</b>	<b>7,190</b>

\* Revenue from sales from geographical segment

\*\* Represent profit before share of profit of joint ventures and associates and income tax expense

\*\*\* Calculated from reported taxes divided by profit before tax

In 2020, SCG recognized income tax expenses amounted to 5,809 Million Baht in consolidated financial statement and the calculated effective tax rate was 17%. The lower tax rate comparing to the corporation income tax rate in each country was mainly from tax privileges and the reduction of deferred tax of subsidiaries in Indonesia from the change in the corporate income tax rate from 25% to 22% in 2020 and 2021, and to 20% in 2022 onward. Total tax paid to government and local government authorities for the year 2020 amounted to 7,190 Million Baht.

## 1.5 Financial Ratios

### SCG's financial ratios remain solid.

In 2020, current ratio remained at 1.3 times, net debt to EBITDA ratio registered 2.1 times decreased from 2.4 times in the previous year and debt to equity ratio remained at 0.9 times.

SCG's gross profit margin was 22.5%, an increase of 3.7% from the previous year, net profit margin was 8.2%, an increase of 1.2% from the previous year. SCG's return on equity was 11.4% and return on total assets was 4.9% close to the previous year. SCG's return on fixed assets was 17.9%, a decrease of 1.8% from the previous year. However, without construction in progress, SCG's return on fixed assets would be 24.1% close to the previous year.

From the financial position and performance of 2020, the Board of Directors considered proposing the Annual General Meeting of Shareholders for approval of 2020 dividend payment of 14.00 Baht per share, representing a dividend payout ratio of 49% of consolidated profit for the year. SCG has already paid an interim dividend of 5.5 Baht per share on August 28, 2020. The final dividend will be paid at the amount of 8.5 Baht per share on April 24, 2021.

## 1.6 The Ability of Asset Management

The credit term granted by SCG was 15 - 90 days. As at December 31, 2020, the trade receivable amounting to 40,881 Million Baht was net of allowance for expected credit loss amounting to 1,550 Million Baht. The outstanding overdue amounts of accounts receivable have credit bank guarantees amounting to 3,505 Million Baht (2019: 1,275 Million Baht) as disclosed in note 27 Financial instruments of the Financial Report 2020.

In 2020, SCG has no significant deteriorated or obsolete inventories and impairment of investments as disclosed in note 8 Inventories of the Financial Report 2020.

## 1.7 Liquidity and Adequacy of Capital

At the end of year 2020, SCG had cash and cash equivalents amounted 64,399 Million Baht, an increase of 36,772 Million Baht from previous year. As a consequence of cash flows provided by operating activities amounted 70,415 Million Baht. Meanwhile, cash flows used in investing activities amounted to 71,185 Million Baht mainly from the CAPEX and investment activities while proceeds from sale of investment and dividend received. Moreover, cash flows provided by financing activities was 37,471 Million Baht mainly from cash proceeds from SCGP's IPO.

Regarding the liquidity ratios, SCG registered a current ratio of 1.3 times while the cash flow liquidity was 0.5 times. SCG's cash cycle was 31 days (average

collection period + inventory turnover period - average payment period). The cash flows and liquidity ratios ensured that SCG possessed adequate liquidity for business operation, ability of making payment, compliance with the loan conditions, as well as obtaining additional source of funds, and accompanying with overdraft lines with several banks amounting to approximately 5,347 Million Baht as disclosed in note 16 Interest-bearing liabilities of the Financial Report 2020.

## 1.8 CAPEX & Investment

In 2020, CAPEX & Investment amounted to 58,308 Million Baht, of which 66% from Chemicals Business, 16% from Cement and Building Materials Business, 14% was from Packaging Business, and 4% from others. For year 2021 CAPEX & Investment are expected to be 65,000 – 75,000 MB, consisting mainly of committed Petrochemicals Complex construction in Vietnam, and other efficiency and maintenance projects.

## 1.9 R&D Spending and Innovation Development

In 2020, SCG invested 6,005 Million Baht in R&D of technology and innovation, representing 1.5% of total revenue from sales. We aim to develop comprehensive innovation that create significant business impact, including product and service innovation, process innovation as well as business model innovation.

SCG puts emphasis on developing innovation strategy and portfolio that align with both short term and long term business strategy. We develop technology roadmap for planning long term technology development and improving R&D of innovation management process. Furthermore, to increase speed of technology development and commercialization, we collaborate with many leading universities and research institutes both in Thailand and other countries in terms of Open Innovation; for example, cooperate with Chinese Academy of Sciences – CAS in establishing “SCG-CAS ICCB Innovation Hub” As a result, SCG is able to access World-class technology and innovation focusing in five areas namely Smart City, AI/ML and Robotics, High Value Chemicals, New Energy Business and Environmental and sustainability. This will help accelerate the development of new product and services that promptly serve customers' need.

Moreover, SCG has recently established a Corporate Venture Capital (CVC) under the name AddVentures to invest in Fund of Funds and potential startups domestically and globally in order to enhance competitive advantages through digital technology and deep technology. In 2020, the company invested in 1 venture capital fund and 7 startups in both digital



and deep technology which relating to SCG’s business strategy. Also, the company engaged in more than 55 commercial partnership projects for adopting new innovations and digital technologies in order to strengthen its core businesses and create new business models.

Examples of SCG innovation includes, Chemicals Business I2P (Ideas to Products) Innovation Center to accelerate Innovations and High Value Added products development through co-creation with customers and stakeholders along the value-chain, starting from concept design to commercialization in response to customer’s need, together with applying digital technologies, e.g., Digital Commerce Platform which connects customers’ purchase order to supply management, By utilizing internal knowledge and expertise together with the collaboration with global partners, Chemicals Business aims to commercialize self-developed digital manufacturing solutions and become an Industrial Solutions Provider. For circular economy solutions, SCG has started the production of post-consumer recycled resins utilizing used plastics from community waste and constructed chemical recycling demonstration plant according to the SCG Circular Economy Way.

Cement and Building Materials Business has increased operational efficiency by adjusting operations and business models to be consistent with increased consumers’ appetite for hygiene products and e-commerce. The business has invested in the development of Active Omni-Channel, e.g., SCG HOME online, NocNoc, and Q-Chang. Meanwhile, it also offers products and services as well as total solutions. The service offerings cover construction solutions, living solutions, and COVID-19 protection solutions, i.e., Medical Solution by CPAC BIM that harnesses Building Information Modeling technology for isolation chamber and control

chamber for medical use; ventilation technology for negative and positive pressure room to ensure safety. The modular solutions offer the benefits of quick setup and budget control choice. Besides, the business has developed innovative products to cater to hygienic needs. This includes products such as Smart Touchless automatic sanitary wares and faucets to minimize contacts, or COTTO’s Hygienic Tile that inhibits bacterial growth in the house, SCG’s Solar Roof System is an energy-saving option for homeowners as people spend more time at home.

Packaging Business is committed to developing packaging innovation and solutions. It has launched SCGP-Inspired Solutions Studio to enhance customer’s experience with packaging design solutions and Circular Economy-based packaging development. The example is R-1, flexible packaging that comprises multiple layers to offer unique properties of high-impact resistance, content protection, and recyclability. Dow Thailand Group and Khao Tra Chat have collaborated to develop eco-friendly and 100% recyclable rice packaging bags.

SCG also focuses on the whole process of intellectual property management (IP management), include incorporating it as a part of business strategy, starting from IP Creation from the early stage of R&D, IP Protection for infringement risk management, to IP Commercialization that will increase the business value of IP utilization. At the end of 2020, SCG has 789 active registered patents, which include 325 invention patents, 116 petty patents, and 348 product design patents.

Continuous investment in R&D and Innovation is the key to increase SCG competitive advantages. SCG has raised the bar and made it tougher for its products and services to be classified as High Value Added products & Services (HVA) in response to fast-changing market, products and services that qualify as HVA under the new definition will have higher profitability. In 2020,



SCG had revenue from sales of High Value Added (HVA) products and services amounted 126,115 Million Baht, representing 32% of total revenue from sales as a result of this reclassification

## 2. Sustainability

SCG adheres to conducting its business with ethics, and responsibility to all stakeholders for sustainable mutual benefits. SCG has set its Sustainable Development Framework in accordance with global practices, covering three dimensions of economy, society and the environment, with corporate governance as an overarching principle. SCG Sustainable Development Committee or “SDC” has been appointed since 1995 to ensure that operations by our business units are aligned. SDC is responsible for defining sustainability strategy, targets and action plans for business and their own subsidiaries. “Sustainable Development Guideline” has been adopted since 2008 to encourage effective and collaborative practices across organization and responsible functions.

### 2.1 Environment: Being a Role Model in Tackling Climate Change and Support Circular Economy

SCG has set a long-term goal to reduce greenhouse gas emissions by 20% in 2025 and 28% in 2030 (compared to business as usual at the base year of 2007). Additionally, in 2020, SCG unveiled its commitment to achieve “Net Zero” emissions within 2050. This is in accordance with the Paris Agreement which aims to cap the increase in global average temperature to well below 1.5 degrees Celsius following the Science Based Targets. In addition, SCG also applies circular economy principles to our

operations from the design and production processes to the recovery of post-consumer materials for reuse in manufacturing.

SCG also collaborates with 180 alliances both domestically and internationally to pursue sustainability. Water management, for instance, is one of the key agenda under circular economy principles. SCG has set target to reduce water withdrawal by 23% within 2025 compared to business as usual (BAU) level in 2014. By investing in less water-intensive manufacturing processes and close-loop water system, SCG is following 3R principle (Reduce, Reuse and Recycle).

To help improve quality of life of the communities, SCG has been focusing on research, development and adoption of modern technologies to produce innovative products, services, and solutions that are environmentally friendly. SCG labels these products “SCG Green Choice” SCG is the first Thai organization to establish environmentally friendly labels for products and services by setting the criteria for consideration in accordance with ISO14021: Environmental Labels and Declarations-Self-Declared Environmental Claims. SCG Green Choice labels (Formerly: SCG eco value) were launched in 2009. SCG targets SCG Green Choice products and services to make up 2/3 of its sales by 2030.

### 2.2 Social: Elevating Corporate Social Responsibility during Time of Crisis

During the COVID-19 Pandemic in 2020, SCG donated innovative medical equipment and supplies needed to curb the risk of infection and protect healthcare professionals. The equipment included Modular Screening & Swab Units, Positive Pressure Isolation



Chamber, Patient Isolation Capsule, CT Scan, Tele – monitoring system and N95 medical mask as well as financial support to 979 institutions in 74 provinces in Thailand and ASEAN countries in which SCG operates.

With regards to human rights, SCG provides support and encourages suppliers and joint ventures to recognize, protect, and respect human rights in their business operations. We target to have 0 case of human rights violation.

### 2.3 Governance: Operating Business with Responsibility Transparency Fairness

SCG conducts business with responsibility, transparency, and fairness, adhering to the long-practiced business principles defined by the framework of the SCG Code of Conduct and dedication to sustainable and balanced benefits. The Board of Directors behave as role models in compliance with SCG’s Principles of Corporate Governance and Code of Conduct.

SCG is resolved to become a role model in corporate governance, encapsulating it in SCG Vision with the conviction that SCG’s corporate governance will ensure fairness, transparency, and long-term economic value for shareholders whilst creating confidence among all stakeholders and enhancing the Company’s competitiveness to achieve sustainable growth.

To strengthen the board composition on the principles of transparency, diversity and to have sufficient number of Independent Directors in order to ensure the Board’s ability to oversee the interest of the Company and every shareholder equitably, the Board of Directors has determined that the proportion of Independent Directors shall not be less than half of total number of the Board members.

### Awards and Recognitions in 2020

- Assessed and listed No. 1 in the world ranked in the Gold Class as Industry Leader– Construction Materials by the Dow Jones Sustainability Indices (DJSI) in 2020
- Earned Thailand Corporate Excellence Awards 2020 for our sustained commitment to drive long term growth through Circular Economy from Thailand Management Association (TMA) and Sasin School of Management
  - 2 royally-bestowed excellence awards in Human Resource for 18 consecutive years and in Financial Management
  - 3 distinguished awards in Leadership Excellence, Sustainable Development Excellence and Product / Service Excellence
- Granted “Outstanding” in the Human Rights Award 2020 as a role model organization for our best practices on human rights from Rights and Liberties Protection department, Ministry of Justice Thailand
- Rated “Excellent” in the Corporate Governance Report of Thai Listed Companies in 2020 from Thai Institute of Directors (IOD) for 6 consecutive years

### 3. Significant Financial Information

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated statement of financial position

As at 31 December 2020 2019 and 2018

in million Baht

Assets	2020	%	2019	%	2018	%
<i>Current assets</i>						
Cash and cash equivalents	64,399	8.6	27,627	4.4	28,789	4.9
Investments in short-term debt instruments	38,582	5.2	16,595	2.6	21,593	3.7
Trade and other current receivables	54,842	7.3	62,166	9.8	63,915	10.9
Short-term loans	110	0.0	151	0.0	169	0.0
Inventories	54,654	7.3	56,411	8.9	60,817	10.3
Other current assets	1,410	0.2	1,248	0.2	1,862	0.3
Non-current assets classified as held for sale	20	0.0	188	0.0	126	0.0
<b>Total current assets</b>	<b>214,017</b>	<b>28.6</b>	<b>164,386</b>	<b>25.9</b>	<b>177,271</b>	<b>30.1</b>
<i>Non-current assets</i>						
Investments in debt instruments	4,626	0.6	2,150	0.3	7,637	1.3
Investments in equity instruments	12,807	1.7	3,531	0.6	3,251	0.5
Investments in joint ventures and associates	97,375	13.0	94,352	14.9	99,377	16.8
Other non-current receivables	1,907	0.2	8,710	1.4	13,788	2.3
Long-term loans	82	0.0	93	0.0	107	0.0
Investment property	2,119	0.3	1,622	0.3	1,717	0.3
Property, plant and equipment	363,425	48.5	305,986	48.2	247,466	42.0
Goodwill	34,031	4.5	34,301	5.4	19,886	3.4
Other intangible assets	11,007	1.5	11,754	1.8	11,183	1.9
Deferred tax assets	5,001	0.7	4,618	0.7	5,073	0.9
Other non-current assets	2,984	0.4	3,230	0.5	3,031	0.5
<b>Total non-current assets</b>	<b>535,364</b>	<b>71.4</b>	<b>470,347</b>	<b>74.1</b>	<b>412,516</b>	<b>69.9</b>
<b>Total assets</b>	<b>749,381</b>	<b>100.0</b>	<b>634,733</b>	<b>100.0</b>	<b>589,787</b>	<b>100.0</b>

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated statement of financial position

As at 31 December 2020 2019 and 2018

in million Baht

	2020	%	2019	%	2018	%
<b>Liabilities and shareholders' equity</b>						
<i>Current liabilities</i>						
Bank overdrafts and short-term borrowings						
from financial institutions	21,510	2.9	18,797	3.0	21,752	3.7
Trade and other current payables	65,273	8.7	55,887	8.8	48,992	8.3
Current portion of long-term borrowings	16,649	2.2	2,706	0.4	679	0.1
Current portion of lease liabilities*	2,326	0.3	144	0.0	-	-
Current portion of debentures	49,933	6.6	49,935	7.9	31,430	5.4
Short-term borrowings	510	0.1	470	0.1	272	0.0
Corporate income tax payable	3,927	0.5	2,190	0.3	2,399	0.4
Other current liabilities	1,293	0.2	1,376	0.2	2,276	0.4
<b>Total current liabilities</b>	<b>161,421</b>	<b>21.5</b>	<b>131,505</b>	<b>20.7</b>	<b>107,800</b>	<b>18.3</b>
<i>Non-current liabilities</i>						
Long-term borrowings	35,880	4.8	30,440	4.8	1,586	0.3
Lease liabilities*	9,883	1.3	174	0.0	-	-
Debentures	124,673	16.6	124,748	19.7	149,729	25.4
Deferred tax liabilities	5,610	0.7	4,717	0.7	2,155	0.4
Non-current provisions for employee benefits	14,688	2.1	14,195	2.2	9,348	1.5
Other non-current liabilities	1,100	0.1	1,211	0.2	1,300	0.2
<b>Total non-current liabilities</b>	<b>191,834</b>	<b>25.6</b>	<b>175,485</b>	<b>27.6</b>	<b>164,118</b>	<b>27.8</b>
<b>Total liabilities</b>	<b>353,255</b>	<b>47.1</b>	<b>306,990</b>	<b>48.4</b>	<b>271,918</b>	<b>46.1</b>
<i>Shareholders' equity</i>						
Share capital						
Authorized share capital	1,600		1,600		1,600	
Issued and paid share capital	1,200	0.2	1,200	0.2	1,200	0.2
Retained earnings						
Appropriated						
Legal reserve	160	0.0	160	0.0	160	0.0
General reserve	10,516	1.4	10,516	1.6	10,516	1.9
Unappropriated	321,097	42.8	301,995	47.6	290,939	49.3
Other components of shareholders' equity	(12,001)	(1.6)	(33,656)	(5.3)	(25,718)	(4.4)
<b>Total equity attributable to owners of the parent</b>	<b>320,972</b>	<b>42.8</b>	<b>280,215</b>	<b>44.1</b>	<b>277,097</b>	<b>47.0</b>
Non-controlling interests	75,154	10.1	47,528	7.5	40,772	6.9
<b>Total shareholders' equity</b>	<b>396,126</b>	<b>52.9</b>	<b>327,743</b>	<b>51.6</b>	<b>317,869</b>	<b>53.9</b>
<b>Total liabilities and shareholders' equity</b>	<b>749,381</b>	<b>100.0</b>	<b>634,733</b>	<b>100.0</b>	<b>589,787</b>	<b>100.0</b>

\* Separate lease liabilities from long-term borrowing according to TFRS 16, effective from January 1, 2020 onward.

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated income statement

For the year ended 31 December 2020 2019 and 2018

in million Baht

	2020	%	2019	%	2018	%
Revenue from sales	399,939	100.0	437,980	100.0	478,438	100.0
Cost of sales	(309,947)	(77.5)	(355,752)	(81.2)	(383,463)	(80.1)
<b>Gross profit</b>	<b>89,992</b>	<b>22.5</b>	<b>82,228</b>	<b>18.8</b>	<b>94,975</b>	<b>19.9</b>
Other income	7,278	1.8	8,992	2.1	11,823	2.4
<b>Profit before expenses</b>	<b>97,270</b>	<b>24.3</b>	<b>91,220</b>	<b>20.8</b>	<b>106,798</b>	<b>22.3</b>
Distribution costs	(24,091)	(6.0)	(22,905)	(5.2)	(23,541)	(4.9)
Administrative expenses	(28,724)	(7.2)	(28,866)	(6.6)	(31,552)	(6.6)
Employee benefit expense from the amended severance pay of the Labor Law			(2,538)	(0.6)		
Other expenses*	(3,720)	(0.9)	(2,593)	(0.6)	-	-
<b>Total expenses</b>	<b>(56,535)</b>	<b>(14.1)</b>	<b>(56,902)</b>	<b>(13.0)</b>	<b>(55,093)</b>	<b>(11.5)</b>
<b>Profit from operations</b>	<b>40,735</b>	<b>10.2</b>	<b>34,318</b>	<b>7.8</b>	<b>51,705</b>	<b>10.8</b>
Finance costs	(7,082)	(1.8)	(6,587)	(1.5)	(6,836)	(1.4)
Share of profit of joint ventures and associates accounted for using equity method	9,456	2.4	11,632	2.7	15,047	3.1
<b>Profit before income tax</b>	<b>43,109</b>	<b>10.8</b>	<b>39,363</b>	<b>9.0</b>	<b>59,916</b>	<b>12.5</b>
Tax expense	(5,809)	(1.5)	(6,167)	(1.4)	(7,269)	(1.5)
<b>Profit for the year</b>	<b>37,300</b>	<b>9.3</b>	<b>33,196</b>	<b>7.6</b>	<b>52,647</b>	<b>11.0</b>
Profit attributable to						
Owners of the parent	34,144	8.5	32,014	7.3	44,748	9.3
Non-controlling interests	3,156	0.8	1,182	0.3	7,899	1.7
	<b>37,300</b>	<b>9.3</b>	<b>33,196</b>	<b>7.6</b>	<b>52,647</b>	<b>11.0</b>
<b>Basic earnings per share (in Baht)</b>						
Attributable to owners of the parent	<b>28.45</b>		<b>26.68</b>		<b>37.29</b>	

\* Year 2020 and 2019, separate other expenses from administrative expenses.

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated statement of comprehensive income

For the year ended 31 December 2020 2019 and 2018

in million Baht

	2020	2019	2018
Profit for the year	37,300	33,196	52,647
Other comprehensive income			
<i>Components of other comprehensive income</i>			
<i>that will be reclassified to profit or loss</i>			
Exchange differences on translating financial statement	(833)	(7,007)	(3,124)
Gain on measurement of financial assets	46	38	(42)
Share of other comprehensive income of joint ventures and associates accounted for using equity method	(184)	(1,513)	318
Income tax relating to components of other comprehensive income that will be reclassified to profit or loss	(6)	(8)	8
<b>Total components of other comprehensive income that will be reclassified to profit or loss</b>	<b>(977)</b>	<b>(8,490)</b>	<b>(2,840)</b>
<i>Components of other comprehensive income</i>			
<i>that will not be reclassified to profit or loss</i>			
Gain on investments in equity instruments measured at fair value	66	-	-
Defined benefit plan actuarial losses	(204)	(1,396)	(1,393)
Share of other comprehensive income of joint ventures and associates accounted for using equity method	44	(100)	(6)
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	20	257	211
<b>Total components of other comprehensive income that will not be reclassified to profit or loss</b>	<b>(74)</b>	<b>(1,239)</b>	<b>(1,188)</b>
<b>Other comprehensive income for the year, net of tax</b>	<b>(1,051)</b>	<b>(9,729)</b>	<b>(4,028)</b>
<b>Total comprehensive income for the year</b>	<b>36,249</b>	<b>23,467</b>	<b>48,619</b>
Total comprehensive income attributable to			
Owners of the parent	33,097	23,029	41,350
Non-controlling interests	3,152	438	7,269
	<u>36,249</u>	<u>23,467</u>	<u>48,619</u>

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated statement of cash flows

For the year ended 31 December 2020 2019 and 2018

	in million Baht		
	2020	2019	2018
<i>Cash flows from operating activities</i>			
Profit for the year	37,300	33,196	52,647
<i>Adjustments for</i>			
Tax expense	5,809	6,167	7,269
Depreciation and amortization	27,377	23,932	23,747
Loss on inventories devaluation	167	255	289
Employee benefit expense	1,312	3,751	1,261
Loss (gain) on foreign currency exchange	423	(119)	(33)
Share of profit of joint ventures and associates	(9,456)	(11,632)	(15,047)
Dividend income	(670)	(1,890)	(2,479)
Interest income	(1,117)	(937)	(956)
Interest expense	7,129	6,466	6,601
Loss on impairment of assets	3,054	853	1,509
Loss (Gain) on sale of investments and others	(542)	669	(2,588)
<b>Cash flows generated from operations</b>			
before changes in operating assets and liabilities	<b>70,786</b>	<b>60,711</b>	<b>72,220</b>
<i>Decrease (increase) in operating assets</i>			
Trade and other current receivables	4,995	5,975	(2,760)
Inventories	693	6,325	(3,039)
Other assets	345	404	(166)
<b>Net decrease (increase) in operating assets</b>	<b>6,033</b>	<b>12,704</b>	<b>(5,965)</b>

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated statement of cash flows

For the year ended 31 December 2020 2019 and 2018

	in million Baht		
	2020	2019	2018
<i>Increase (decrease) in operating liabilities</i>			
Trade and other current payables	(57)	(6,125)	2,281
Provisions for employee benefits	(1,008)	(856)	(782)
Other liabilities	(245)	(497)	485
<b>Net increase (decrease) in operating liabilities</b>	<b>(1,310)</b>	<b>(7,478)</b>	<b>1,984</b>
<b>Net cash flows generated from operations</b>	<b>75,509</b>	<b>65,937</b>	<b>68,239</b>
Income tax paid	(5,094)	(6,121)	(6,552)
<b>Net cash flows provided by operating activities</b>	<b>70,415</b>	<b>59,816</b>	<b>61,687</b>
<i>Cash flows from investing activities</i>			
Proceeds from sale of subsidiaries	766	180	1,141
Acquisition of subsidiaries, net of cash acquired	(2,946)	(24,469)	(3,844)
Proceeds from sale of interests in joint ventures and associates	286	2,858	-
Acquisition of interests in joint ventures and associates	(239)	(1,648)	(2,779)
Proceeds from sale of others' equity and debt instruments	56,059	59,190	51,790
Acquisition of others' equity and debt instruments	(81,036)	(49,706)	(58,103)
Proceeds from sale of property, plant and equipments	462	655	621
Acquisition of property, plant and equipment	(51,357)	(48,057)	(33,591)
Acquisition of intangible assets	(1,602)	(1,357)	(982)
Proceeds from repayment of loans	48	26	(4)
Dividends received	7,349	16,213	13,611
Interest received	1,025	1,061	852
Income tax paid from sales of investments	-	-	(288)
<b>Net cash flows used in investing activities</b>	<b>(71,185)</b>	<b>(45,054)</b>	<b>(31,576)</b>

The Siam Cement Public Company Limited and its Subsidiaries

Consolidated statement of cash flows

For the year ended 31 December 2020 2019 and 2018

	in million Baht		
	2020	2019	2018
<i>Cash flows from financing activities</i>			
Proceeds from changes in ownership interests			
in subsidiaries that do not result in a loss of control	43,107	467	377
Payments of changes in ownership interests in subsidiaries			
that do not result in a loss of control	(1,416)	(234)	(4,203)
<i>Proceeds from (payments of) borrowings</i>			
Proceeds from (payments of) bank overdrafts and			
short-term borrowings	2,476	(5,486)	2,118
Proceeds from long-term borrowings	27,063	26,794	448
Payments of long-term borrowings	(7,041)	(2,090)	(6,322)
Payments of lease liabilities	(2,625)	(118)	(177)
Proceeds from issuance of debentures	49,850	24,905	39,913
Redemption of debentures	(49,881)	(31,382)	(39,888)
<b>Net increase in borrowings</b>	<b>19,842</b>	<b>12,623</b>	<b>(3,908)</b>
<b>Dividends paid</b>			
Dividends paid to owners of the parent	(14,998)	(19,799)	(22,800)
Dividends paid to non-controlling interests	(1,411)	(973)	(7,425)
<b>Total dividends paid</b>	<b>(16,409)</b>	<b>(20,772)</b>	<b>(30,225)</b>
Interest paid and front-end fee	(7,653)	(7,366)	(7,027)
<b>Net cash flows provided by (used in) financing activities</b>	<b>37,471</b>	<b>(15,282)</b>	<b>(44,986)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>36,701</b>	<b>(520)</b>	<b>(14,875)</b>
Effect of exchange rate changes on cash and cash equivalents	71	(642)	(273)
Cash and cash equivalents at beginning of the year	27,627	28,789	43,937
<b>Cash and cash equivalents at end of the year</b>	<b>64,399</b>	<b>27,627</b>	<b>28,789</b>

## Financial Ratios of The Siam Cement Public Company Limited and its Subsidiaries

		Consolidated Financial Statements		
		2020	2019	2018
<b>Liquidity Ratio</b>				
Current Ratio	(Times)	1.33	1.25	1.64
Quick Ratio	(Times)	0.89	0.67	0.92
Cash Flow Liquidity	(Times)	0.48	0.50	0.55
Accounts Receivable Turnover	(Times)	9.16	9.27	9.83
Collection Period	(Days)	40	39	37
Inventory Turnover	(Times)	14.77	16.29	17.43
Inventory Turnover Period	(Days)	25	22	21
Accounts Payable Turnover	(Times)	10.68	11.48	12.09
Payment Period	(Days)	34	31	30
Cash Cycle	(Days)	31	30	28
<b>Profitability Ratio</b>				
Gross Profit Margin	(%)	22.50	18.77	19.85
Net Profit Margin*	(%)	8.19	6.98	8.86
Return on Equity	(%)	11.36	11.49	16.63
<b>Efficiency Ratio</b>				
Return on Total Assets	(%)	4.93	5.23	7.69
Return on Fixed Assets	(%)	17.92	19.70	27.05
Assets Turnover	(Times)	0.60	0.75	0.87
<b>Financial Policy Ratio</b>				
Debt to Equity Ratio	(Times)	0.89	0.94	0.86
Interest Coverage Ratio	(Times)	10.53	11.40	12.82
Cash Flow Adequacy	(Times)	0.82	1.04	1.60
Interest bearing debt to EBITDA	(Times)	3.50	3.03	2.37
Net debt to EBITDA**	(Times)	2.07	2.42	1.70
Dividend Payout Ratio***	(%)	49.20	52.48	48.27

Note:

\* Net Profit Margin = Profit for the year attributable to owners of the parent / Total revenue

\*\* Net debt to EBITDA = Total debt (interest bearing), less cash and cash under management / EBITDA

\*\*\* Proportion of dividends for 2019 is 49.3% on profit before recognition of severance pay adjustment from the Labour Protection Act B.E. 2562.

**LIST OF SUBSIDIARIES, JOINT VENTURES, ASSOCIATES AND OTHER COMPANIES OF WHICH THEIR OPERATIONS ARE SIGNIFICANT.**



Name	Principal Business / Products	Location (Head Office / Factory)
Cement-Building Materials Business Subsidiaries		
1 SCG Cement Co., Ltd.	Holding company / Energy service / Research and development	Bangkok
2 The Concrete Products and Aggregate Co., Ltd.	Holding company / ready-mixed concrete	Bangkok
3 The Siam Cement (Kaeng Khoi) Co., Ltd.	Cement and dry mortar	Saraburi
4 The Siam Cement (Ta Luang) Co., Ltd.	Cement, dry mortar and white cement	Saraburi
5 The Siam Cement (Thung Song) Co., Ltd.	Cement and dry mortar	Nakorn Sri Thamaraj
6 The Siam Cement (Lampang) Co., Ltd.	Cement and dry mortar	Lampang
7 Khammouane Cement Co., Ltd.	Cement	Lao PDR
8 The Siam Refractory Industry Co., Ltd.	Refractory	Bangkok
9 Eco Plant Services Co., Ltd.	Technical services and plant installation	Saraburi
10 SCI Eco Services Co., Ltd.	Industrial waste disposal	Bangkok / Saraburi / Nakorn Sri Thamaraj
11 Q Mix Supply Co., Ltd.	Ready-mixed concrete	Bangkok
12 Silathai Sanguan (2540) Co., Ltd.	Aggregates	Khonkaen
13 Silasanon Co., Ltd.	Aggregates	Saraburi
14 PT SCG Pipe and Precast Indonesia	Concrete products	Indonesia
15 PT Semen Lebak	Cement	Indonesia
16 PT SCG Readymix Indonesia	Ready-mixed concrete	Indonesia
17 PT CPAC Surabaya	Ready-mixed concrete	Indonesia
18 The Concrete Products and Aggregate (Vietnam) Co., Ltd.	Ready-mixed concrete	Vietnam
19 SCG Cement-Building Materials Vietnam Limited Liability Company	Cement distribution	Vietnam
20 Vietnam Construction Materials Joint Stock Company	Cement	Vietnam
21 Song Gianh Cement Joint Stock Company	Cement	Vietnam
22 Mien Trung Cement One Member Company Limited	Cement	Vietnam
23 Danang Cement One Member Company Limited	Cement	Vietnam
24 Phu Yen Cosevco Cement Company Limited	Cement	Vietnam
25 CPAC Construction Solution Co., Ltd. (Formerly: The CPAC Ready Mixed Concrete (South) Co., Ltd.)	Construction solution	Bangkok
26 SCG Building Materials Co., Ltd.	Holding company	Bangkok
27 Cementhai Gypsum Co., Ltd.	Holding company	Bangkok
28 MRC Roofing Co., Ltd.	Holding company	Bangkok

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam.  
The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
66-2586-3060-1	66-2586-3072	Ordinary shares	178	7,132	100
66-2555-5000	66-2555-5003	Ordinary shares	104	10,416	100
66-3624-0000-98	66-3624-0099	Ordinary shares	6	625	100
66-3628-8900	66-3628-8909	Ordinary shares	6	575	100
66-7553-8222	66-7553-8111	Ordinary shares	35	700	100
66-5423-7500	66-5423-7501	Ordinary shares	94	589	100
(856) 51-628-000	-	Ordinary shares	32	11,188	100
		Preferred shares	0.06	21	
66-2586-3230	66-2586-2982	Ordinary shares	3	300	100
66-3628-9103	66-3628-1212	Ordinary shares	1	50	100
66-2962-7295-7	66-2962-7298	Ordinary shares	2	187	100
66-2022-7888	66-2022-7889	Ordinary shares	8	800	100
66-4335-8031	66-4335-8033	Ordinary shares	1	54	100
66-2555-5000	66-2555-5003	Ordinary shares	3	280	100
(6221) 799-3068	(6221) 799-2208	Ordinary shares	15	466	100
(6221) 798-3751	(6221) 791-80919	Ordinary shares	0.04	1,193	100
(6221) 797-1190	(6221) 797-1090	Ordinary shares	12	365	100
(6231) 732-1512	(6231) 732-1512	Ordinary shares	1	43	100
(84) 28-3974-4380-3	(84) 28-3974-1888	**	-	196	100
(84) 93-3558-096	-	**	-	47	100
(84) 52-6262-666	(84) 52-6268-666	Ordinary shares	363	5,505	100
(84) 232-3535-098	(84) 232-3535-071	Ordinary shares	226	3,284	100
(84) 511-2227-803	(84) 511-3784-139	**	-	23	100
(84) 511-3481-302	(84) 511-3481-302	**	-	15	100
(84) 57-3790-178	(84) 57-3790-236	**	-	15	100
66-2555-5595	-	Ordinary shares	4	19	100
66-2586-3333	66-2586-2761	Ordinary shares	79	7,909	100
66-2586-3333	66-2586-2761	Ordinary shares	7	148	100
66-2586-3333	66-2555-0001	Ordinary shares	8	762	100

Name	Principal Business / Products	Location (Head Office / Factory)
29 Cementhai Ceramics Co., Ltd.	Holding company	Bangkok
30 Cementhai Ceramics Philippines Holdings, Inc.	Holding company	Philippines
31 Cementhai Gypsum (Singapore) Pte. Ltd.	Holding company	Singapore
32 The Siam Fibre-Cement Co., Ltd.	Holding company	Bangkok
33 Siam Fibre Cement Group Co., Ltd.	Fiber cement products / roofing ceiling wall floor and decorative materials	Saraburi / Lampang / / Nakorn Sri Thamaraj
34 SCG Landscape Co., Ltd.	Concrete paving block, fence and wall tiles	Bangkok / Saraburi / Chonburi / Khonkaen / Nakorn Sri Thamaraj / Lamphun
35 Siam Fiberglass Co., Ltd.	Insulation and glass wools / Translucent Roof Sheet	Saraburi
36 SCG Roofing Co., Ltd.	Concrete and Ceramic roof tiles	Nakhon Pathom / Saraburi / Lamphun / Khonkaen / Nakorn Sri Thamaraj / Chonburi
37 SCG Concrete Roof (Vietnam) Co., Ltd.	Concrete roof tiles	Vietnam
38 SCG Concrete Roof (Cambodia) Co., Ltd.	Concrete roof tiles	Cambodia
39 SCG Cement-Building Materials Philippines, Inc.	Concrete products	Philippines
40 PT SCG Lightweight Concrete Indonesia	Light-weight concrete	Indonesia
41 SCG Distribution Co., Ltd.	Holding company	Bangkok
42 SCG Cement-Building Materials Company Limited	Holding company / Domestic distribution	Bangkok
43 SCG International Corporation Co., Ltd.	International trading	Bangkok
44 SCG International Australia Pty. Ltd.	International trading	Australia
45 SCG International China (Guangzhou) Co., Ltd.	International trading	China
46 SCG International Hong Kong Limited	International trading	Hong Kong
47 SCG International (Philippines) Corporation Co., Ltd.	International trading	Philippines
48 SCG International USA Inc.	International trading	USA
49 PT SCG International Indonesia	International trading	Indonesia
50 SCG International Laos Co., Ltd.	International trading	Lao PDR
51 SCG Marketing Philippines Inc.	International trading	Philippines
52 SCG International Malaysia Sdn. Bhd.	International trading	Malaysia
53 SCG International (Cambodia) Co., Ltd.	International trading	Cambodia
54 SCG International Middle East Dmcc (Formerly: SCG Trading Middle East Dmcc)	International trading	UAE
55 SCG International Vietnam Co., Ltd.	Logistics service, international trading	Vietnam
56 SCG International India Private Limited	International trading	India
57 SCG Logistics Management Co., Ltd.	Logistics service	Bangkok
58 SCG Logistics Lao Co., Ltd.	Logistics service	Lao PDR
59 SCG Logistics Management (Cambodia) Co., Ltd.	Logistics service	Cambodia

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam / China.

The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
66-2586-3333	0-2586-1086	Ordinary shares	60	6,037	100
(632) 717-6901	(6343) 778-2934	Ordinary shares	174	192	100
(65) 6297-9661	(65) 6297-9662	Ordinary shares	7	143	100
66-2586-3333	66-2586-2761	Ordinary shares	110	11,000	100
66-5433-7301-5	66-5433-7300	Ordinary shares	22	2,230	100
66-2586-6822	66-2586-6800	Ordinary shares	3	290	100
66-3637-3441-4	66-3637-3445-6	Ordinary shares	13	205	100
66-2586-3333	-	Ordinary shares	14	1,430	100
(84) 274-3767-581-4	(84) 274-3767-686	**	-	235	100
(855) 23-454-3888	-	Ordinary shares	0.1	43	100
(632) 717-6901	(6343) 778-2934	Ordinary shares	14	136	100
(6226) 7861-0362	(6226) 7861-0360	Ordinary shares	4	1,253	100
66-2586-3333	66-2586-5454	Ordinary shares	275	16,452	100
66-2586-3333	66-2586-2961	Ordinary shares	976	22,257	100
66-2586-2222	66-2587-2159	Ordinary shares	4	400	100
(612) 9439-1441	-	Ordinary shares	0.2	5	100
(86) 208-365-2559	(86) 208-365-2595	**	-	65	100
(852) 2838-6456	(852) 3549-7219	Ordinary shares	45	220	100
(632) 501-8634	(632) 501-8635	Ordinary shares	0.5	38	100
(1310) 323-2194-106	(1310) 324-9528	Ordinary shares	0.1	36	100
(6221) 350-9488	(6221) 352-0718	Ordinary shares	8	8	100
(856) 21-454-596-7	(856) 21-454-598	Ordinary shares	0.02	11	100
(632) 501-8634	(632) 501-8635	Ordinary shares	1	90	100
(632) 501-8630					
(60) 35-632-0168	(60) 35-632-0158	Ordinary shares	2	14	100
(855) 23-990-401-5	(855) 23-990-400	Ordinary shares	0.0001	1	100
(971) 4-552-0293	(971) 4-552-0294	Ordinary shares	0.001	11	100
(84) 83-5269-001	(84) 83-5269-009	**	-	64	100
(91) 124-400-6413	-	Ordinary shares	1	27	100
66-2586-3333	66-2586-2158	Ordinary shares	33	3,340	100
(856) 20-9149-4545	-	Ordinary shares	0.1	13	100
(855) 23-966-206	(855) 23-966-205	Ordinary shares	0.03	11	100

Name	Principal Business / Products	Location (Head Office / Factory)
60 Unify Smart Tech Joint Stock Company	Information Technology service	Vietnam
61 Nexter Living Co., Ltd.	Elder Safety Product	Bangkok
62 Myanmar CBM Services Co., Ltd.	Business services	Myanmar
63 Nexter Digital Co., Ltd.	Business services	Bangkok
64 BetterBe Marketplace Co., Ltd.	Business services	Bangkok
65 Nexter Ventures Co., Ltd.	Holding company	Bangkok
66 Nexter Retail Co., Ltd.	Franchise - retail business	Bangkok
67 SCG Experience Co., Ltd.	Exhibition center, services and consultation	Bangkok
68 SCG Skills Development Co., Ltd.	Logistics skills development school for SCG business partners	Saraburi
69 SCG Retail Holding Co., Ltd.	Holding company	Bangkok
70 Prime Group Joint Stock Company	Holding company	Vietnam
71 Prime Trading, Import and Export One Member Limited Liability Company	Marketing and sales of floor and wall ceramic tiles	Vietnam
72 Prime International Import-Export and Service Trading Company Limited	Marketing and sales of sanitary ware	Vietnam
73 Prime - Ngoi Viet Joint Stock Company	Clay roof tiles	Vietnam
74 Prime Pho Yen Joint Stock Company	Floor ceramic tiles	Vietnam
75 Prime - Yen Binh Joint Stock Company	Wall ceramic tiles	Vietnam
76 Prime - Tien Phong Joint Stock Company	Floor and wall ceramic tiles	Vietnam
77 Prime - Vinh Phuc Joint Stock Company	Floor and wall ceramic tiles	Vietnam
78 Prime - Truong Xuan Joint Stock Company	Water heater and mechanical	Vietnam
79 Buu Long Industry and Investment Joint Stock Company	White cement, tile grout, tile fix, skim coat	Vietnam
80 PT Semen Jawa	Cement	Indonesia
81 Mawlamyine Cement Limited	Cement	Myanmar
82 Prime Dai An Joint Stock Company	Exploration and processing materials	Vietnam
83 PT KIA Serpilh Mas	Floor and wall ceramic tiles	Indonesia
84 Kampot Cement Co., Ltd.	Cement	Cambodia
85 PT KIA Keramik Mas	Ceramic roof tiles	Indonesia
86 PT Keramika Indonesia Assosiasi, Tbk.	Floor and wall ceramic tiles	Indonesia
87 PT Kokoh Inti Arebama Tbk.	Building materials distribution	Indonesia
88 The Siam Sanitary Fittings Co., Ltd.	Faucets and fittings	Bangkok / Pathumthani / Nakhon Ratchasima
89 SCG Ceramics Public Company Limited	Floor and wall ceramic tiles and Industrial Estate	Bangkok
90 Sosuco Ceramic Co., Ltd.	Floor and wall ceramic tiles	Saraburi
91 Prime Dai Viet Joint Stock Company	Floor and wall ceramic tiles	Vietnam
92 Prime Thien Phuc Joint Stock Company	Exploration and processing materials	Vietnam

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam.

The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
(84) 90-5559-562	-	Ordinary shares	1	7	100
66-2030-1000	66-2586-2250	Ordinary shares	1	105	100
(951) 966-2014	(951) 966-2014	Ordinary shares	0.02	66	100
66-2586-6950	-	Ordinary shares	37	187	100
66-2586-4111	66-2586-4017	Ordinary shares	33	823	100
66-2586-3333	66-2586-5625	Ordinary shares	1	100	100
66-2586-3333	-	Ordinary shares	0.5	47	100
66-2101-9922	66-2101-9920	Ordinary shares	5	500	100
66-3672-4377	66-3672-4378	Ordinary shares	0.1	5	100
66-2586-3333	-	Ordinary shares	24	2,400	100
(84) 211-3888-987	-	Ordinary shares	101	1,413	100
(84) 211-3888-987	-	**	-	420	100
(84) 211-3888-386	-	**	-	6	100
(84) 211-3597-696	-	Ordinary shares	25	350	100
(84) 280-3866-632	-	Ordinary shares	15	210	100
(84) 211-3866-152	-	Ordinary shares	13	182	100
(84) 211-3888-174	-	Ordinary shares	12	168	100
(84) 211-3866-637	-	Ordinary shares	25	350	100
(84) 211-3726-552	-	Ordinary shares	6	84	99
(84) 251-3965-475	(84) 251-3965-478	Ordinary shares	4	56	99
(6221) 350-9491	(6221) 350-9704	Ordinary shares	348	11,352	98
(959) 796-093-056	-	Ordinary shares	0.8	12,814	96
(959) 978-757-519	-	Ordinary shares	3	35	95
(84) 211-6535-659	-	Ordinary shares	3	35	95
(6221) 386-2322	(6221) 386-2253	Ordinary shares	3,768	1,614	94
(855) 23-996-839	-	Ordinary shares	13	4,275	92
(6221) 386-2322	(6221) 386-2253	Ordinary shares	2,926	2,162	92
(6221) 386-2322	(6221) 386-2253	Ordinary shares	14,929	5,603	92
(6221) 350-6227	(6221) 350-1767	Ordinary shares	981	350	91
66-2973-5040-54	66-2529-1608	Ordinary shares	2	200	91
66-2586-3333	66-2587-0162	Ordinary shares	5,963	5,963	90
66-3637-6300	66-3637-6309	Ordinary shares	0.01	800	90
(84) 211-3845-238	-	Ordinary shares	13	182	90
(84) 234-3626-282	-	Ordinary shares	5	70	90

Name	Principal Business / Products	Location (Head Office / Factory)
93 Prime Phong Dien Joint Stock Company	Manufacture of materials	Vietnam
94 Prime Dai Loc Joint Stock Company	Floor and wall ceramic tiles	Vietnam
95 CPAC Cambodia Co., Ltd.	Ready-mixed concrete	Cambodia
96 Saraburirat Co., Ltd.	Concrete paving tiles, terrazo tiles, wall tiles	Saraburi
97 Mariwasa-Siam Ceramics, Inc.	Floor and wall ceramic tiles	Philippines
98 SCG Myanmar Concrete and Aggregate Co., Ltd.	Ready-mixed concrete and related products	Myanmar
99 PT Surya Siam Keramik	Ceramic floor tiles	Indonesia
100 Green Conservation Solution Co., Ltd.	Municipal solid waste management service and use refuse derived fuel as alternative energy	Bangkok
101 Siam Sanitary Ware Co., Ltd.	Holding company	Bangkok
102 Siam Sanitary Ware Industry Co., Ltd.	Sanitary ware	Bangkok / Saraburi
103 Siam Sanitary Ware Industry (Nongkae) Co., Ltd.	Sanitary ware	Bangkok / Saraburi
104 Prime Hao Phu Joint Stock Company	Exploration and processing materials	Vietnam
105 Quality Construction Products Public Company Limited	Autoclaved aerated concrete blocks, reinforced wall panels, floor panels and lintels for construction uses	Phra Nakhon Si Ayutthaya
106 Q-Con Eastern Co., Ltd.	Autoclaved aerated concrete blocks, reinforced wall panels, floor panels and lintels for construction uses	Rayong
107 SCGT Automobile Co., Ltd.	Dealer	Bangkok
108 SCG Yamato Express Co., Ltd.	Logistics service	Bangkok
109 Rudy Technology Co., Ltd.	Business services	Bangkok
110 SCG-PSA Holdings Co., Ltd.	Holding company	Bangkok
111 Prime Dai Quang Joint Stock Company	Packaging	Vietnam
112 SCG-Shwe Me Logistics (Myanmar) Co., Ltd.	Logistics service	Myanmar
113 Panel World Co., Ltd.	Cement-bonded particleboard	Samutsakorn
114 Jumbo Barges and Tugs Co., Ltd.	Transportation by lighter	Bangkok
115 Jumbo Barges (Cambodia) Co., Ltd.	Transportation by lighter	Cambodia
116 Thai Connectivity Terminal Co., Ltd.	Shipping port	Samut Prakarn
117 Bangkok Interfreight Forwarding Co., Ltd.	Logistics service	Samut Prakarn
118 SCG-Sekisui Sales Co., Ltd.	Construction and interior service	Bangkok
119 SCG Home Retail Co., Ltd. (Formerly: SCG-Boonthavorn Co., Ltd.)	Franchise - retail business	Bangkok
120 SCG-Boonthavorn Holding Co., Ltd.	Holding company	Bangkok
121 Smart Build Bangladesh Co., Ltd.	Dealer	Bangladesh
122 Mingalar Motor Co., Ltd.	Dealer	Myanmar

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
(84) 234-3625-966	-	Ordinary shares	3	35	90
(84) 235-3509-999	-	Ordinary shares	30	414	90
(855) 12-222-102	-	Ordinary shares	0.002	128	90
66-2586-6822	66-2586-6800	Ordinary shares	1	96	83
(632) 717-6901	(6343) 778-2934	Ordinary shares	600	430	83
(959) 783-914-137	-	Ordinary shares	0.06	207	80
(959) 783-914-139	-	Ordinary shares	0.06	207	80
(6221) 5397-091	(6221) 5397-094	Ordinary shares	0.01	87	80
66-2586-3333	66-2586-2979	Ordinary shares	2	185	74
66-2973-5040-54	66-2551-3512	Ordinary shares	1	60	71
66-2973-5040-54	66-3626-3522	Ordinary shares	2	200	71
66-2973-5040-54	66-3637-3664	Ordinary shares	2	160	71
(84) 27-383-2270	-	Ordinary shares	3	35	70
66-3525-9131	66-3525-9130	Ordinary shares	400	400	68
66-3865-0515	66-3865-0517	Ordinary shares	59	590	68
66-2586-1402	66-2586-2203	Ordinary shares	15	146	67
66-2239-8999	66-2168-3230	Ordinary shares	0.6	633	65
66-97140-1669	-	Ordinary shares	1	12	61
66-2586-4173	66-2586-6904	Ordinary shares	3	256	60
(84) 235-3761-666	-	Ordinary shares	2	28	56
(959) 43-083-164	-	Ordinary shares	2	58	55
66-3447-3067-70	66-3447-3063	Ordinary shares	2	245	55
66-2872-3014-5	66-2872-3016	Ordinary shares	5	457	55
(855) 23-966-206	(855) 23-966-205	Ordinary shares	0.001	0.2	55
66-2754-4501-9	66-2754-4513	Ordinary shares	1	63	51
66-2754-4501-9	66-2754-4513	Ordinary shares	0.02	2	51
66-2586-1323	66-2586-4364	Ordinary shares	8	825	51
66-2693-1108-6010	-	Ordinary shares	4	377	51
66-2693-1108-6010	-	Ordinary shares	5	525	51
66-2586-1862	-	Ordinary shares	0.06	24	51
(951) 514-940	-	Ordinary shares	0.01	166	50

Name	Principal Business / Products	Location (Head Office / Factory)
123 PT Siam-Indo Gypsum Industry	Gypsum boards	Indonesia
124 PT Siam-Indo Concrete Products	Fiber cement roof tiles	Indonesia
125 PT Pion Quarry Nusantara	Aggregates	Indonesia
126 Home Center Quang Ninh Joint Stock Company	Retail store	Vietnam
127 PT SCG Barito Logistics	Logistics service	Indonesia
128 PT Renos Marketplace Indonesia	Marketplace	Indonesia
129 PT Tambang Semen Sukabumi	Limestone quarry	Indonesia
130 Kampot Land Co., Ltd.	Land investment	Cambodia
131 SCG-Boonthavorn (Cambodia) Co., Ltd.	Modern retail business	Cambodia
Joint Ventures, Associates and Other Companies		
132 Global House International Company Limited	Holding company	Bangkok
133 BIMobject (Thailand) Co., Ltd.	Digital platform	Bangkok
134 CPAC SB&M Lifetime Solution Co., Ltd.	Import production sales and providing consultancy service and repair solution for building and large-scale structure	Bangkok
135 SCG Nichirei Logistics Co., Ltd.	Cold Chain	Bangkok
136 Siam Smart Data Co., Ltd.	Holding company	Bangkok
137 Sekisui-SCG Industry Co., Ltd.	Modular housing components	Saraburi
138 China ASEAN Supply Chain Management Co., Ltd.	Logistics service	China
139 Survey Marine Services Co., Ltd.	Land rental	Bangkok
140 Green Siam Resources Corporation	Baling business	Philippines
141 Mariwasa Holdings, Inc.	Holding company	Philippines
142 CMPI Holdings, Inc.	Holding company	Philippines
143 Siam Global House Public Company Limited	Building materials and home improvement products distribution	Roi Et
144 Siam Saison Co., Ltd.	Financial service	Bangkok
145 PT Catur Sentosa Adiprana Tbk	Retailer and distributor of construction materials	Indonesia
146 PT Catur Mitra Sejati Sentosa	Modern retail business	Indonesia
147 PT Catur Sentosa Berhasil	Modern retail business	Indonesia
148 PT Catur Sentosa Anugerah	Distribution	Indonesia
149 Anhui Conch-SCG Refractory Co., Ltd.	Refractory	China
150 The Siam Gypsum Industry Co., Ltd.	Holding company	Bangkok
151 The Siam Gypsum Industry (Saraburi) Co., Ltd.	Gypsum board / product derived from gypsum and plaster	Saraburi
152 The Siam Gypsum Industry (Songkhla) Co., Ltd.	Gypsum board / product derived from gypsum and plaster	Songkhla

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in China.

The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
(6221) 8832-0028	(6221) 8832-0036	Ordinary shares	0.03	306	50
(6226) 743-2140	(6225) 743-2149	Ordinary shares	0.03	446	50
(6221) 797-1190	(6221) 797-1090	Ordinary shares	0.01	16	49
(84) 203-6520-959	-	Ordinary shares	0.6	8	49
(6221) 634-5668	(6221) 634-5666	Ordinary shares	4	103	49
(6221) 8051-1688	-	Ordinary shares	172	36	49
(6221) 350-9491	(6221) 350-9704	Ordinary shares	62	164	48
(855) 12-442-737	-	Ordinary shares	0.001	0.2	45
(855) 95-888-499	-	Ordinary shares	8	263	41
66-2586-3333	66-2586-5454	Ordinary shares	15	1,519	66
66-63270-4665	-	Ordinary shares	0.05	5	51
66-81750-6874	-	Ordinary shares	0.05	5	51
66-2555-5595	-	Ordinary shares	0.05	5	51
66-2706-1710	-	Ordinary shares	8	770	51
66-2586-3021	66-2586-2391	Ordinary shares	0.09	89	51
66-3637-3478	66-3637-3480	Ordinary shares	23	2,325	49
(86) 771-508-6999-30281	-	Ordinary shares	25	116	49
66-2296-1490-2	66-2296-1494	Ordinary shares	0.4	37	48
(632) 501-8631	(632) 501-8631	Ordinary shares	13	95	40
(632) 717-6901	(6343) 778-2934	Ordinary shares	248	235	40
(632) 813-1666	(632) 813-1704	Ordinary shares	48	55	40
66-4351-9597	66-4351-1492	Ordinary shares	4,402	4,402	32
66-2586-3021	66-2586-2391	Ordinary shares	0.1	146	31
(6221) 566-8801	(6221) 5696-5178	Ordinary shares	4,458	1,030	31
(6221) 5420-4999	(6221) 5421-7375 (6221) 5421-7383	Ordinary shares	7,000	1,617	31
(6221) 580-0757	(6221) 580-0758	Ordinary shares	130	300	30
(6221) 619-7255	(6221) 619-0009	Ordinary shares	0.1	185	30
(86) 553-839-9857	(86) 553-839-9888	**	-	816	30
66-2555-0055	66-2555-0001-6	Ordinary shares	2	150	29
66-3621-8200	66-3621-8201	Ordinary shares	5	470	29
66-7420-0400	66-7420-0401	Ordinary shares	1	120	29

Name	Principal Business / Products	Location (Head Office / Factory)
153 PT M Class Industry	Clay roof tiles	Indonesia
154 PT Caturaditya Sentosa	Distribution	Indonesia
155 PT Catur Logamindo Sentosa	Distribution	Indonesia
156 Siam Validus Capital Company Limited	Crowdfunding platform	Bangkok
157 Global House (Cambodia) Company Limited	Building materials and home improvement products distribution	Cambodia
158 PT Catur Hasil Sentosa	Modern retail business	Indonesia
159 PT Kusuma Kemindo Sentosa	Distribution	Indonesia
160 PT Caturadiluhur Sentosa	Distribution	Indonesia
161 PT Eleganza Tile Indonesia	Distribution	Indonesia
162 Asia Cement Public Company Limited	Cement	Bangkok
163 Noritake SCG Plaster Co., Ltd.	Manufacture and distribute plaster	Saraburi
164 Finfloor S.p.A.	Holding company	Italy
Chemicals Business Subsidiaries		
165 SCG Chemicals Co., Ltd.	Holding company	Bangkok
166 Thai Polyethylene Co., Ltd.	Polyethylene and polypropylene	Rayong
167 SCG Plastics Co., Ltd.	Trading	Bangkok
168 SCG Performance Chemicals Co., Ltd.	Trading	Bangkok
169 SCG Chemicals Trading Singapore Pte. Ltd.	International trading	Singapore
170 Rayong Engineering & Plant Service Co., Ltd.	Engineering and plant service	Rayong
171 Protech Outsourcing Co., Ltd.	Engineering and plant service	Rayong
172 Repco Maintenance Co., Ltd. (Formerly: Siam Paraffins Co., Ltd.)	Engineering and plant service	Rayong
173 RIL 1996 Co., Ltd.	Industrial Estate	Rayong
174 Texplora Co., Ltd.	Chemical technology services	Bangkok
175 Vina SCG Chemicals Co., Ltd.	Holding company	Bangkok
176 Long Son Petrochemicals Co., Ltd.	Raw materials for plastic resins	Vietnam
177 WTE Company Limited	Holding company	Bangkok
178 SCG Chemicals (Singapore) Pte. Ltd.	Holding company	Singapore
179 Tuban Petrochemicals Pte. Ltd.	Holding company	Singapore
180 Hexagon International, Inc.	Holding company	USA
181 SENFI Norway AS (Formerly: Norner Holding AS)	Holding company	Norway
182 Norner AS	Research and development	Norway
183 Norner Research AS	Research Institute	Norway
184 SCGN AS	Technology service and licensing	Norway
185 Norner Verdandi AS	Technology service and licensing	Norway

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam  
The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
(6202) 6743-6888	(6221) 539-7094	Ordinary shares	34	222	28
(6221) 4682-6456-58	(6221) 4682-6455	Ordinary shares	0.003	7	28
(6227) 445-2010	(6227) 445-2011	Ordinary shares	0.002	3	22
66-63651-554	-	Ordinary shares	10	29	20
(855) 23-232-232	(855) 23-232-231	Ordinary shares	0.002	521	18
(6272) 132-057	(6272) 132-058	Ordinary shares	0.001	2	17
(6221) 565-3736	(6221) 566-9443	Ordinary shares	2	5	16
(6221) 5694-2213	(6221) 560-2025				
(6271) 1564-5723-29	(6271) 1564-5730	Ordinary shares	0.01	23	16
(6221) 566-6360	(6221) 568-2081	Ordinary shares	0.03	58	16
66-2641-5600	-	Ordinary shares	778	3,892	10
66-3637-3578-82	66-3637-3577	Ordinary shares	4	405	10
(39) 05-3684-0111	(39) 05-3684-0322	Ordinary shares	11	429	10
66-2586-1111	66-2586-5561	Ordinary shares	344	32,277	100
66-3868-3393-7	66-3868-3398	Ordinary shares	52	5,190	100
66-2586-1111	66-2586-5522	Ordinary shares	0.1	10	100
66-2586-1111	66-2586-3676	Ordinary shares	0.1	5	100
(65) 6221-5368	(65) 6221-5346	Ordinary shares	1	23	100
66-3868-5040-8	66-3891-1309	Ordinary shares	0.04	4	100
66-3868-2632-3	66-3868-2633	Ordinary shares	0.01	1	100
66-3893-7000	66-3803-5380	Ordinary shares	2	215	100
66-3893-7010	66-3803-5575	Ordinary shares	11	1,100	100
66-2586-4779	66-2586-5453	Ordinary shares	0.01	1	100
66-2586-5435	-	Ordinary shares	673	67,313	100
(84) 283-911-8660	-	**	-	65,217	100
66-2586-3333	-	Ordinary shares	0.8	84	100
(65) 6221-5368	-	Ordinary shares	38	804	100
(65) 6297-9661	-	Ordinary shares	112	2,349	100
66-2586-4444	-	Ordinary shares	2	67	100
(47) 3557-8000	(47) 3557-8124	Ordinary shares	0.01	3	100
(47) 3557-8001	(47) 3557-8125	Ordinary shares	0.001	0.1	100
(47) 3557-8002	(47) 3557-8126	Ordinary shares	0.001	0.1	100
(47) 3557-8003	(47) 3557-8127	Ordinary shares	0.001	0.1	100
(47) 3557-8004	(47) 3557-8128	Ordinary shares	0.01	3	100

Name	Principal Business / Products	Location (Head Office / Factory)
186 CO2 Technologies AS	Holding company	Norway
187 SMH Co., Ltd.	Research and development and technology service	Bangkok
188 PT TPC Indo Plastic and Chemicals	PVC	Indonesia
189 Thai Plastic and Chemicals Public Company Limited	PVC	Bangkok
190 TPC Paste Resin Co., Ltd.	PVC paste resins	Bangkok
191 Nawaplastic Industries Co., Ltd.	PVC pipe and fittings	Bangkok
192 Nawa Intertech Co., Ltd.	Molding products	Rayong
193 Chemtech Co., Ltd.	Plastic compound	Vietnam
194 Total Plant Service Co., Ltd.	Holding company	Rayong
195 HTEExplore S.R.L.	Research and development	Italy
196 SENFI UK Limited	Research and development	UK
197 SENFI Swiss GmbH	Marketing service	Switzerland
198 Rayong Pipeline Co., Ltd.	Rights of pipe rack use	Rayong
199 SCG ICO Polymers Company Limited	Rotomolding compound	Bangkok
200 Map Ta Phut Tank Terminal Co., Ltd.	Tank and terminal service	Rayong
201 Grand Nawaplastic Myanmar Co., Ltd.	PVC pipe and fittings	Myanmar
202 Viet-Thai Plastchem Co., Ltd.	PVC compound	Vietnam
203 TPC Vina Plastic and Chemicals Corporation Ltd.	PVC	Vietnam
204 Rayong Olefins Co., Ltd.	Raw materials for plastic resins	Rayong
205 Map Ta Phut Olefins Co., Ltd.	Raw materials for plastic resins	Rayong
206 Nawaplastic (Cambodia) Co., Ltd.	PVC pipe and fittings	Cambodia
207 Circular Plas Company Limited	Plastic recycling	Rayong
208 PT Nusantara Polymer Solutions	Trading	Indonesia
209 Binh Minh Plastics Joint Stock Company	PVC pipe and fittings	Vietnam
210 North Binh Minh Plastics Limited Company (Formerly: Northern Binh Minh Plastics One Member Limited Company)	PVC pipe and fittings	Vietnam
211 PT Berjaya Nawaplastic Indonesia	PVC pipe and fittings	Indonesia
212 Flowlab & Service Co., Ltd.	Calibration service	Rayong
Associates and Other Companies		
213 SCG Plastics (China) Co., Limited	Trading	Hong Kong
214 SCG Plastics (Shanghai) Co., Ltd.	Trading	China
215 Siam Styrene Monomer Co., Ltd.	Raw materials for polystyrene	Rayong
216 Siam Synthetic Latex Co., Ltd.	Synthetic latex	Rayong
217 Siam Polyethylene Co., Ltd.	Polyethylene	Rayong
218 Siam Polystyrene Co., Ltd.	Polystyrene	Rayong
219 Rayong Terminal Co., Ltd.	Tank and terminal service	Rayong
220 PT Siam Maspion Terminal	Tank and terminal service	Indonesia

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam / China / Italy.  
The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
(47) 3557-8005	(47) 3557-8129	Ordinary shares	0.001	0.5	100
66-2586-4859	66-2586-6277	Ordinary shares	2	170	100
(6231) 395-2945	(6231) 395-2944	Ordinary shares	0.03	1,020	100
66-2586-4235	66-2827-7273	Ordinary shares	875	875	100
66-2827-7272	66-2827-7273	Ordinary shares	3	333	100
66-2555-0888	66-2586-2929	Ordinary shares	4	400	100
66-3889-2190-9	66-3889-2200	Ordinary shares	0.4	40	100
(84) 650-3784-992	(84) 650-3784-993	**	-	103	100
66-2827-7272	66-2827-7273	Ordinary shares	12	1,180	100
(39) 08-1674-051	-	**	-	1	100
66-2586-4444	-	Ordinary shares	1	43	100
66-2586-4444	-	Ordinary shares	0.0003	1	100
66-3893-7065	66-3803-5381	Ordinary shares	4	400	92
66-2586-2649	66-2586-5561	Ordinary shares	4	380	87
66-3868-9471-2	66-3891-1955	Ordinary shares	7	700	82
(959) 863-3988	-	Ordinary shares	0.68	237	80
(84) 650-3710-993	(84) 650-3740-065	**	-	75	72
(84) 83-8234-730	(84) 83-8234-725	**	-	1,013	70
66-3868-5040-8	66-3868-5036	Ordinary shares	108	10,820	68
66-3893-7000	-	Ordinary shares	225	22,520	67
(855) 23-882-072	(855) 23-885-172	Ordinary shares	1	179	60
66-2586-3333	-	Ordinary shares	2	165	60
(6221) 535-5678	(6221) 536-79185	Ordinary shares	1	23	55
(84) 83-9690-973	(84) 83-9606-814	Ordinary shares	82	1,123	54
(84) 321-3967-868	(84) 321-3967-869	**	-	213	54
(6221) 2956-6526-28	(6221) 2956-6529	Ordinary shares	0.1	151	51
66-3891-1321-2	66-3891-1381	Ordinary shares	0.02	4	51
(852) 2544-9991	(852) 2544-9992	Ordinary shares	0.1	4	60
(86) 216-888-6091	(86) 216-888-6092	**	-	25	60
66-3867-3000	66-3868-3991	Ordinary shares	48	1,189	50
66-3867-3000	66-3868-3991	Ordinary shares	59	5,789	50
66-3867-3000	66-3868-3991	Ordinary shares	44	4,366	50
66-3867-3000	66-3868-3991	Ordinary shares	10	995	50
66-3891-3133	66-3869-3134	Ordinary shares	14	1,325	50
(6231) 395-2945-8	(6231) 353-3218	Ordinary shares	0.01	327	50

Name	Principal Business / Products	Location (Head Office / Factory)
221 Bangkok Synthetics Co., Ltd.	Raw materials for synthetic rubber	Bangkok
222 Thai MMA Co., Ltd.	Raw materials for acrylic	Rayong
223 Grand Siam Composites Co., Ltd.	Polypropylene compound	Rayong
224 Thai MFC Co., Ltd.	Melamine compound	Rayong
225 Siam Tohcello Co., Ltd.	Packaging film	Rayong
226 PT Trans-Pacific Polyethylene Indonesia	Polyethylene	Indonesia
227 PT Trans-Pacific Polyethylindo	Polyethylene	Indonesia
228 Riken (Thailand) Co., Ltd.	PVC compound	Bangkok
229 PT Chandra Asri Petrochemical Tbk.	Raw materials for plastic resins	Indonesia
230 PT Styrimdo Mono Indonesia	Raw materials for polystyrene	Indonesia
231 Mitsui Advanced Composites (Zhongshan) Co., Ltd.	Polypropylene compound	China
232 Future Materials AS	Research and development	Norway
233 Da Nang Plastics Joint Stock Company	PVC pipe	Vietnam
234 Binh Minh Viet Trading Investment Real Estate Joint Stock Company	Real estate business	Vietnam
Packaging Business		
Subsidiaries		
235 SCG Packaging Public Company Limited	Holding company	Bangkok
236 Siam Kraft Industry Co., Ltd.	Packaging paper	Bangkok
237 Invenique Co., Ltd.	Asset and intellectual property management service	Bangkok
238 SCGP Excellence Training Center Co., Ltd.	Training and seminar	Bangkok
239 SCG Paper Energy Co., Ltd.	Energy and utilities	Bangkok
240 SCGP Solutions Co., Ltd.	Holding company	Bangkok
241 SCGP Solutions (Singapore) Pte. Ltd.	Holding company	Singapore
242 SCGP Rigid Plastics Company Limited	Holding company	Bangkok
243 SKIC International Company Limited	Holding company	Bangkok
244 Thai Cane Paper Public Company Limited	Packaging paper	Kanchanaburi
245 Visy Packaging (Thailand) Limited	Rigid packaging	Rayong
246 United Pulp and Paper Co., Inc.	Packaging paper	Philippines
247 Precision Print Co., Ltd.	Fiber-based packaging	Samutsakorn
248 Thai Containers Group Co., Ltd.	Fiber-based packaging	Bangkok / Ratchaburi / Samut Prakarn / Pathumthani
249 Thai Containers Khonkaen Co., Ltd.	Fiber-based packaging	Khonkaen
250 Thai Containers Rayong Co., Ltd.	Fiber-based packaging	Rayong
251 Vina Kraft Paper Co., Ltd.	Packaging paper	Vietnam
252 New Asia Industries Co., Ltd.	Fiber-based packaging	Vietnam
253 Alcamax Packaging (Vietnam) Co., Ltd.	Fiber-based packaging	Vietnam

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam  
The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
66-2679-5120	66-2679-5119	Ordinary shares	12	1,173	49
66-3891-1700	66-3868-4855	Ordinary shares	56	5,590	47
66-3868-4241	66-3868-4255	Ordinary shares	1	64	46
66-3868-3760	66-3891-4250	Ordinary shares	2	200	45
66-3301-0525	66-3301-0506	Ordinary shares	1	406	45
(6221) 574-5880	-	Ordinary shares	0.2	472	39
(6221) 574-5880	-	Ordinary shares	0.1	337	39
66-2501-1054	66-2501-1198	Ordinary shares	1	120	35
(6221) 530-7950	(6221) 530-8930	Ordinary shares	17,834	27,248	31
(6221) 530-8505	(6221) 530-8506	Ordinary shares	0.3	10,093	31
(86) 760-533-2138	(86) 760-389-8880	Ordinary shares	15	596	20
(47) 9320-3343	-	Ordinary shares	0.001	0.4	20
(84) 36-3714-460	(84) 36-3714-561	Ordinary shares	2	31	16
(84) 83-9690-973	(84) 83-9606-814	Ordinary shares	21	288	14
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66-2586-3333	66-2586-2164	Ordinary shares	4,293	4,293	72
66-2586-3333	66-2586-2164	Ordinary shares	35	3,450	72
66-2586-3333	66-2586-2164	Ordinary shares	1	70	72
66-2586-3876	66-2586-4507	Ordinary shares	1	49	72
66-2586-3333	66-2586-2164	Ordinary shares	9	890	72
66-2586-3333	66-2586-2164	Ordinary shares	2	170	72
66-2586-3333	66-2586-2164	Ordinary shares	962	21,736	72
66-2586-3333	66-2586-2164	Ordinary shares	62	4,403	72
66-2586-3333	66-2586-2164	Ordinary shares	0.01	1	72
66-3461-5800	66-3461-5899	Ordinary shares	358	3,583	71
66-3895-8200	66-3895-8078	Ordinary shares	5	497	58
(632) 870-0100	(632) 870-0409	Ordinary shares	200	1,462	54
		Preferred shares	1,108	4,105	
66-2105-4477	66-3445-2339	Ordinary shares	3	33	54
66-2586-5991	66-2586-4723	Ordinary shares	14	1,384	50
66-2586-3333	66-2586-2164	Ordinary shares	0.2	150	50
66-2586-3333	66-2586-2164	Ordinary shares	1	650	50
(848) 268-0240-2	(848) 268-0239	**	-	6,069	50
(84) 83-7294-160	(84) 83-7293-028	**	-	345	50
(84) 650-3743-031	(84) 65-0378-2816	**	-	607	50

Name	Principal Business / Products	Location (Head Office / Factory)
254 AP Packaging (Hanoi) Co., Ltd.	Fiber-based packaging	Vietnam
255 Packamex (Vietnam) Co., Ltd.	Fiber-based packaging	Vietnam
256 Orient Containers Co., Ltd.	Fiber-based packaging	Samutsakorn
257 PT Indoris Printingdo	Fiber-based packaging	Indonesia
258 PT Indocorr Packaging Cikarang	Fiber-based packaging	Indonesia
259 Phoenix Pulp & Paper Public Company Limited	Foodservice products / Pulp and paper products	Bangkok
260 Phoenix Utilities Co., Ltd.	Utilities	Khonkaen
261 Thai Paper Co., Ltd.	Foodservice products / Pulp and paper products	Bangkok
262 The Siam Forestry Co., Ltd.	Forestry products	Bangkok
263 Panas Nimit Co., Ltd.	Forestry products	Bangkok
264 Thai Panason Co., Ltd.	Forestry products	Bangkok
265 Thai Panadorn Co., Ltd.	Forestry products	Bangkok
266 Thai Panaram Co., Ltd.	Forestry products	Bangkok
267 Suanpa Rungsaris Co., Ltd.	Forestry products	Bangkok
268 Siam Panawes Co., Ltd.	Forestry products	Bangkok
269 Thai Panaboon Co., Ltd.	Forestry products	Bangkok
270 Thai Wanabhum Co., Ltd.	Forestry products	Bangkok
271 TCG Solutions Pte. Ltd.	Holding company	Singapore
272 Interpress Printers Sendirian Berhad	Foodservice products	Malaysia
273 PT Primacorr Mandiri	Fiber-based packaging	Indonesia
274 Bien Hoa Packaging Joint Stock Company	Fiber-based packaging	Vietnam
275 PT Fajar Surya Wisesa Tbk.	Packaging paper	Indonesia
276 PT Dayasa Aria Prima	Packaging paper	Indonesia
277 Tin Thanh Packing Joint Stock Company	Flexible packaging	Vietnam
278 Prepack Thailand Co., Ltd.	Flexible packaging	Samutsakorn Samut Songkhram / Rayong
279 TC Flexible Packaging Co., Ltd.	Holding company	Bangkok
280 SCGP-T Plastics Company Limited	Holding company	Bangkok
281 Tawana Container Co., Ltd.	Fiber-based packaging	Samut Prakarn
282 Conimex Co., Ltd.	Rigid packaging	Samut Prakarn
Associates		
283 Siam Toppan Packaging Co., Ltd.	Fiber-based packaging	Samut Prakarn
284 P&S Holdings Corporation	Holding company	Philippines
285 Siam Nippon Industrial Paper Co., Ltd.	Specialty paper	Bangkok
286 Sahagreen Forest Co., Ltd.	Energy and utilities	Kamphaengphet

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam.

The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
(84) 32-0375-3862	(84) 32-0375-2868	**	-	248	50
(84) 83-7291-030	(84) 83-7291-031	**	-	220	50
66-3488-3422-4	66-3488-3421	Ordinary shares	26	260	50
(6221) 596-0772-3	(6221) 596-0774	Ordinary shares	0.02	55	50
	(6221) 596-3076				
(6221) 893-6868	(6221) 893-6565	Ordinary shares	0.5	308	50
66-2586-3333	66-2586-2164	Ordinary shares	236	2,365	50
		Preferred shares	10	98	
66-4343-3104-6	66-4343-3101	Ordinary shares	15	1,500	50
66-2586-3333	66-2586-2164	Ordinary shares	78	7,770	50
66-2586-3333	66-2586-2164	Ordinary shares	2	184	50
66-2586-3333	66-2586-2164	Ordinary shares	0.02	2	50
66-2586-3333	66-2586-2164	Ordinary shares	0.02	2	50
66-2586-3333	66-2586-2164	Ordinary shares	0.02	2	50
66-2586-3333	66-2586-2164	Ordinary shares	0.02	2	50
66-2586-3333	66-2586-2164	Ordinary shares	0.02	2	50
66-2586-3333	66-2586-2164	Ordinary shares	0.03	3	50
66-2586-3333	66-2586-2164	Ordinary shares	0.03	3	50
66-2586-3333	66-2586-2164	Ordinary shares	0.03	3	50
66-2586-3333	66-2586-2164	Ordinary shares	124	2,756	50
(60) 35-542-1716	(60) 35-542-1703	Ordinary shares	47	384	49
		Preferred shares	28	225	
(6221) 596-2345	(6221) 596-2000	Ordinary shares	0.1	294	49
(84) 61-3836-121	(84) 61-3832-939	Ordinary shares	13	165	48
(6221) 344-1316	(6221) 345-7643	Ordinary shares	2,478	2,713	40
(6221) 344-1316	(6221) 345-7643	Ordinary shares	250	547	40
(84) 72-3779-747	(84) 72-3779-750	Ordinary shares	17	254	38
66-3444-0600-5	66-3444-0606-7	Ordinary shares	3	322	38
		Preferred shares	1	90	
66-2586-5991	66-2586-4723	Ordinary shares	21	2,108	38
66-2586-3333	66-2586-2164	Ordinary shares	4	386	37
66-2324-0781	66-2324-0079	Ordinary shares	3	300	36
66-2738-0305	66-2326-6275	Ordinary shares	4	420	28
66-2709-3110-7	66-2324-0336	Ordinary shares	5	500	35
(632) 870-0100	(632) 870-0409	Ordinary shares	28	263	29
66-2586-3333	66-2586-2164	Ordinary shares	11	1,100	23
66-5585-8033	66-5585-8031	Ordinary shares	19	190	13

Name	Principal Business / Products	Location (Head Office / Factory)
Other Subsidiaries		
287 Cementhai Holding Co., Ltd.	Holding company	Bangkok
288 Cementhai Property (2001) Public Company Limited	Holding company	Bangkok
289 Property Value Plus Co., Ltd.	Land business and land lease service	Bangkok
290 SCG Accounting Services Co., Ltd.	Accounting, financial and tax services	Bangkok
291 SCG Legal Counsel Limited	Legal consultant	Bangkok
292 CTO Management Co., Ltd.	Marketable securities investment	Bangkok
293 Cementhai Captive Insurance Pte. Ltd.	Insurance	Singapore
294 Siam Innovation Product and Solution Co., Ltd.	Provide innovative technology products and services	Bangkok
295 SCG Learning Excellence Co., Ltd.	Training service	Bangkok
296 SCG HR Solutions Co., Ltd.	Consulting in business and human resource management and training service	Bangkok
297 SCG Vietnam Co., Ltd.	Management consulting service	Vietnam
298 PT SCG Indonesia	Management consulting service	Indonesia
299 Bangsue Industry Co., Ltd.	Provide products and services on new online platform and others	Bangkok
300 Add Ventures Capital Co., Ltd.	Venture capital	Bangkok
301 Add Ventures Capital International Co., Ltd.	Overseas venture capital	Bangkok
302 Siam GNE Solar Energy Co., Ltd.	Manufacturing and sales the electricity from renewable energy	Bangkok
Associates and Other Companies		
303 Siam Kubota Corporation Co., Ltd.	Agricultural machinery	Pathumthani
304 Kubota Cambodia Co., Ltd.	Agricultural machinery	Cambodia
305 Kubota Lao Sole Co., Ltd.	Agricultural machinery	Laos
306 Siam Kubota Metal Technology Co., Ltd.	Cast iron	Chachoengsao
307 Siam Kubota Leasing Co., Ltd.	Leasing	Pathumthani
308 Kubota Leasing (Cambodia) Plc.	Leasing	Cambodia
309 Siam AT Industry Co., Ltd.	Automotive parts	Chonburi
310 Thai Engineering Products Co., Ltd.	Automotive parts	Pathumthani
311 The Nawaloha Industry Co., Ltd.	Cast iron	Saraburi
312 Aisin Takaoka Foundry Bangpakong Co., Ltd.	Cast iron	Chonburi
313 The Siam Nawaloha Foundry Co., Ltd.	Cast iron	Saraburi
314 Lysando AG	Research and development	Liechtenstein
315 IT One Co., Ltd.	Technical services	Bangkok
316 Toyota Motor Thailand Co., Ltd.	Automotives	Samut Prakarn
317 Siam Yamato Steel Co., Ltd.	Structural steel	Rayong
318 Siam Toyota Manufacturing Co., Ltd.	Automotive engines and automotive parts	Chonburi

\* Directly and indirectly holding through the Company, subsidiaries, joint ventures, associates and other companies.

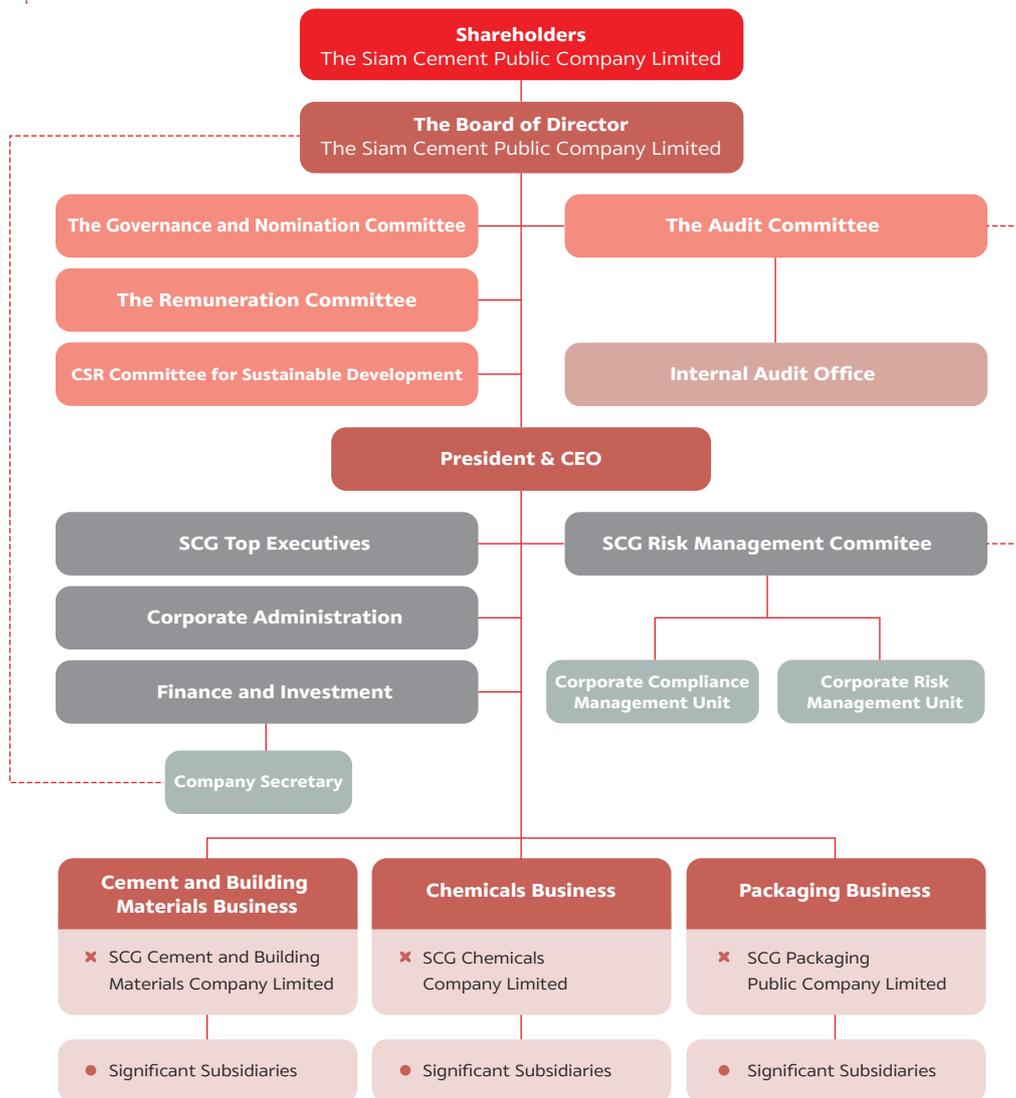
\*\* No issuance of share for the Limited Liability Company incorporated in Vietnam.  
The capital contribution is as stipulated in the investment certificate of the invested company.

Telephone	Facsimile	Type of shares	Number of paid-up shares (Million shares)	Issued and paid-up shares (Million Baht)	Total Direct / Indirect Holding * (Percent)
66-2586-2104	66-2586-2008	Ordinary shares	0.01	1	100
66-2586-2104	66-2586-2008	Ordinary shares	7	72	100
66-2586-2104	66-2586-2008	Ordinary shares	8	820	100
66-2586-3333	66-2586-2398	Ordinary shares	1	5	100
66-2586-5777	66-2586-2976	Ordinary shares	0.2	15	100
66-2586-3333	66-2587-2157	Ordinary shares	25	380	100
(65) 6411-9374	(65) 6333-6116	Ordinary shares	0.3	34	100
66-2586-3333	66-2587-2157	Ordinary shares	1	13	100
66-2586-3333	66-2586-2684	Ordinary shares	0.2	20	100
66-2586-3333	-	Ordinary shares	0.05	5	100
(84) 83-526-9011-13	(84) 83-526-9014	**	-	16	100
(6221) 576-1646	-	Ordinary shares	0.1	26	100
66-2586-1920	-	Ordinary shares	4	303	100
66-2586-3333	-	Ordinary shares	12	305	100
66-2586-3333	-	Ordinary shares	18	1,774	100
66-2586-5684	66-2586-6284	Ordinary shares	0.2	16	50
66-2909-0300-1	66-2909-1698	Ordinary shares	31	2,739	40
(855) 23-971-133	-	Ordinary shares	0.001	38	40
(856) 21-454-944	-	Ordinary shares	0.3	30	40
66-3885-5115	66-3885-5110	Ordinary shares	9	900	40
66-2909-0300	66-2909-1697	Ordinary shares	80	2,000	40
(855) 23-901-475	-	Ordinary shares	0.2	598	40
66-3845-4266-8	66-3845-4266	Ordinary shares	2	240	30
66-2529-3518-22	66-2529-1677	Ordinary shares	1	85	30
66-3633-6531-4	66-3622-3209	Ordinary shares	3	300	30
66-3845-4671-7	66-3845-4670	Ordinary shares	5	475	30
66-3628-8300	66-3628-8309	Ordinary shares	3	308	25
(423) 262-5753	(423) 262-5752	Ordinary shares	1	39	20
66-2271-5111	66-2271-5112	Ordinary shares	1	80	20
66-2386-1000	66-2386-1883	Ordinary shares	8	7,520	10
66-3868-3723-30	66-3868-3200	Ordinary shares	30	3,000	10
66-3821-3451-5	66-3874-3310	Ordinary shares	29	2,850	4



## SHAREHOLDING STRUCTURES OF MAJOR SUBSIDIARIES OF THE CORE BUSINESSES

### SCG CORPORATE GOVERNANCE STRUCTURE



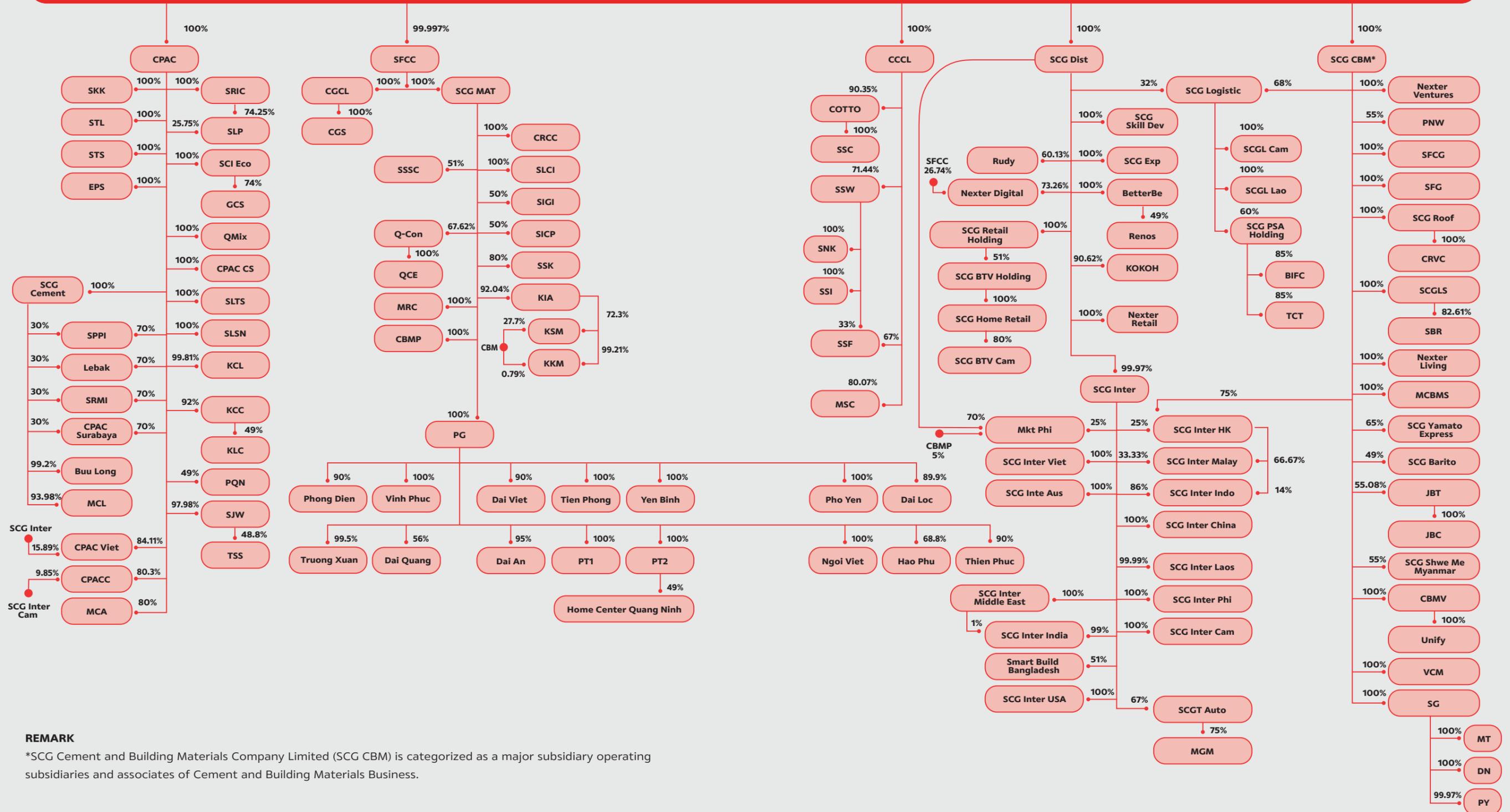
----- Reporting Line

✘ Major Subsidiary (holding company) operating the Core Business

● Significant Subsidiaries of Major Subsidiary (with revenue 10%) as compared with size of holding company

# SHAREHOLDING STRUCTURE: CEMENT AND BUILDING MATERIALS BUSINESS

## THE SIAM CEMENT PUBLIC COMPANY LIMITED



**REMARK**  
 \*SCG Cement and Building Materials Company Limited (SCG CBM) is categorized as a major subsidiary operating subsidiaries and associates of Cement and Building Materials Business.

<b>Abb.Internal</b>	<b>Com Name</b>	<b>Abb.Internal</b>	<b>Com Name</b>
SCG Cement	SCG Cement Co., Ltd.	SFG	Siam Fiberglass Co., Ltd.
CPAC	TheConcreteProductsandAggregateCo.,Ltd.	SCG Roof	SCG Roofing Co., Ltd.
SKK	The Siam Cement (Kaeng Khoi) Co., Ltd.	CRVC	SCG Concrete Roof (Vietnam) Co., Ltd.
STL	The Siam Cement (Ta Luang) Co., Ltd.	CRCC	SCG Concrete Roof (Cambodia) Co., Ltd.
STS	The Siam Cement (Thung Song) Co., Ltd.	CBMP	SCG Cement-Building Materials Philippines, Inc.
SLP	The Siam Cement (Lampang) Co., Ltd.	SLCI PT	SCG Lightweight Concrete Indonesia
KCL	Khammouane Cement Co., Ltd.	SCG Dist	SCG Distribution Co., Ltd.
SRIC	The Siam Refractory Industry Co., Ltd.	SCG CBM	SCG Cement-Building Materials Company Limited
EPS	Eco Plant Services Co., Ltd.	SCG Inter	SCG International Corporation Co., Ltd.
SCI eco	SCI Eco Services Co., Ltd.	SCG Inter Aus	SCG International Australia Pty. Ltd.
QMIX	Q Mix Supply Co., Ltd.	SCG Inter China	SCGInternationalChina(Guangzhou)Co.,Ltd.
SLTS	Silathai Sanguan (2540) Co., Ltd.	SCG Inter HK	SCG International Hong Kong Limited
SLSN	Silasanon Co., Ltd.	SCG Inter Phi	SCG International (Philippines) Corporation Co., Ltd.
SPPI	PT SCG Pipe and Precast Indonesia	SCG Inter USA	SCG International USA Inc.
Lebak	PT Semen Lebak	SCG Int Indo	PT SCG International Indonesia
SRMI	PT SCG Readymix Indonesia	SCG Inter Laos	SCG International Laos Co., Ltd.
CPAC Surabaya	PT CPAC Surabaya	Mkt Phi	SCG Marketing Philippines Inc.
CPAC Viet	The Concrete Products and Aggregate (Vietnam) Co., Ltd.	SCG Inter Malay	SCG International Malaysia Sdn. Bhd.
CBMV	SCG Cement-Building Materials Vietnam	SCG Inter Cam	SCG International (Cambodia) Co., Ltd.
VCM	Vietnam Construction Materials Joint Stock Company	SCG Inter	SCG International Middle East Dmcc Middle East
SG	Song Gianh Cement Joint Stock Company	SCG Inter Viet	SCG International Vietnam Co., Ltd.
MT	Mien Trung Cement One Member Company Limited	SCG Inter India	SCG International India Private Limited
DN	Danang Cement One Member Company Limited	SCG Logistic	SCG Logistics Management Co., Ltd.
PY	Phu Yen Cosevco Cement Company Limited	SCGL Lao	SCG Logistics Lao Co., Ltd.
CPAC CS	CPAC Construction Solution Co., Ltd.	SCGL Cam	SCG Logistics Management (Cambodia) Co., Ltd.
SCG MAT	SCG Building Materials Co., Ltd.	Unify	Unify Smart Tech Joint Stock Company
CGCL	Cementthai Gypsum Co., Ltd.	Nexter Living	Nexter Living Co., Ltd.
MRC	MRC Roofing Co., Ltd.	MCBMS	Myanmar CBM Services Co., Ltd.
CCCL	Cementthai Ceramics Co., Ltd.	Nexter Digital	Nexter Digital Co., Ltd.
CGS	Cementthai Gypsum (Singapore) Pte. Ltd.	BetterBe	BetterBe Marketplace Co., Ltd.
SFCC	The Siam Fibre-Cement Co., Ltd.	Nexter Ventures	Nexter Ventures Co., Ltd.
SFCG	Siam Fibre Cement Group Co., Ltd.	Nexter Retail	Nexter Retail Co., Ltd.
SCGLS	SCG Landscape Co., Ltd.		

<b>Abb.Internal</b>	<b>Com Name</b>	<b>Abb.Internal</b>	<b>Com Name</b>
SCG Exp	SCG Experience Co., Ltd.	SSI	Siam Sanitary Ware Industry Co., Ltd.
SCG Skill Dev	SCG Skills Development Co., Ltd.	SNK	Siam Sanitary Ware Industry (Nongkhae) Co., Ltd.
SCG Retail Holding	SCG Retail Holding Co., Ltd.	Hao Phu	Prime Hao Phu Joint Stock Company
PG	Prime Group Joint Stock Company	Q-CON	Quality Construction Products Public Company Limited
PT1	Prime Trading, Import and Export One Member	QCE	Q-Con Eastern Co., Ltd.
PT2	Prime International Import-Export and Service	SCGT Auto	SCGT Automobile Co., Ltd.
Ngoi Viet	Prime - Ngoi Viet Joint Stock Company	SCG Yamato Express	SCG Yamato Express Co., Ltd.
Pho Yen	Prime Pho Yen Joint Stock Company	Rudy	Rudy Technology Co., Ltd.
Yen Binh	Prime - Yen Binh Joint Stock Company	SCG PSA Holding	SCG-PSA Holdings Co., Ltd.
Tien Phong	Prime - Tien Phong Joint Stock Company	Dai Quang	Prime Dai Quang Joint Stock Company
Vinh Phuc	Prime - Vinh Phuc Joint Stock Company	SCG Shwe	SCG-Shwe Me Logistics (Myanmar) Co., Ltd.
Truong Xuan	Prime - Truong Xuan Joint Stock Company	Me Myanmar	
Buu Long	Buu Long Industry and Investment Joint Stock Company	PNW	Panel World Co., Ltd.
SJW PT	Semen Jawa	JBT	Jumbo Barges and Tugs Co., Ltd.
MCL	Mawlamyine Cement Limited	JBC	Jumbo Barges (Cambodia) Co., Ltd.
Dai An	Prime Dai An Joint Stock Company	TCT	Thai Connectivity Terminal Co., Ltd.
KSM	PT KIA Serpih Mas	BIFC	Bangkok Interfreight Forwarding Co., Ltd.
KCC	Kampot Cement Co., Ltd.	SSSC	SCG-Sekisui Sales Co., Ltd.
KKM	PT KIA Keramik Mas	SCG Home Retail	SCG Home Retail Co., Ltd.
KIA	PT Keramik Indonesia Asosiasi, Tbk.	SCG BTV Holding	SCG-Boonthavorn Holding Co., Ltd.
COTTO	SCG Ceramics Public Company Limited	Smart Build	Smart Build Bangladesh Co., Ltd.
SSC	Sosuco Ceramic Co., Ltd.	bangladesh	
KOKOH	PT Kokoh Inti Arebama Tbk.	MGM	Mingalar Motor Co., Ltd.
SSF	The Siam Sanitary Fittings Co., Ltd.	SIGI	PT Siam-Indo Gypsum Industry
Dai Viet	Prime Dai Viet Joint Stock Company	SICP	PT Siam-Indo Concrete Products
Tien Phuc	Prime Thien Phuc Joint Stock Company	PQNPT	Pion Quarry Nusantara
Phong Dien	Prime Phong Dien Joint Stock Company	Home Center	Home Center Quang Ninh Joint Stock Company
Dai Loc	Prime Dai Loc Joint Stock Company	Quang Ninh	
CPACC	CPAC Cambodia Co., Ltd.	SCG Barito	PT SCG Barito Logistics
SBR	Saraburirat Co., Ltd.	Renos	PT Renos Marketplace Indonesia
MSC	Mariwasa-Siam Ceramics, Inc.	TSS	PT Tambang Semen Sukabumi
MCASCG	Myanmar Concrete and Aggregate Co., Ltd.	KLC	Kampot Land Co., Ltd.
SSK	PT Surya Siam Keramik	SCG BTV Cam	SCG-Boonthavorn (Cambodia) Co., Ltd.
GCS	Green Conservation Solution Co., Ltd.		
SSW	Siam Sanitary Ware Co., Ltd.		

SHAREHOLDING STRUCTURE: CHEMICALS BUSINESS

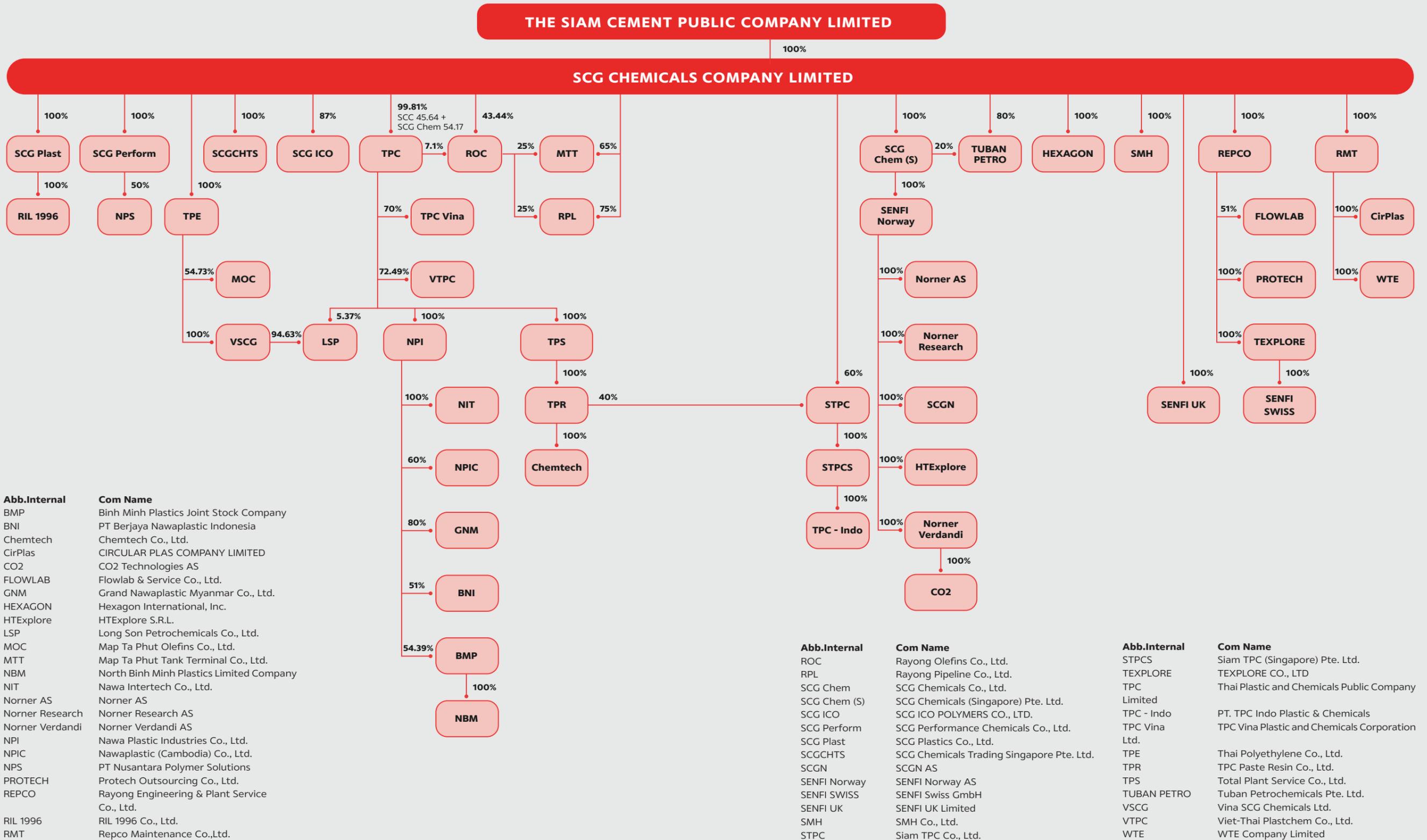


Abb.Internal	Com Name
BMP	Binh Minh Plastics Joint Stock Company
BNI	PT Berjaya Nawaplastic Indonesia
Chemtech	Chemtech Co., Ltd.
CirPlas	CIRCULAR PLAS COMPANY LIMITED
CO2	CO2 Technologies AS
FLOWLAB	Flowlab & Service Co., Ltd.
GNM	Grand Nawaplastic Myanmar Co., Ltd.
HEXAGON	Hexagon International, Inc.
HTEExplore	HTEExplore S.R.L.
LSP	Long Son Petrochemicals Co., Ltd.
MOC	Map Ta Phut Olefins Co., Ltd.
MTT	Map Ta Phut Tank Terminal Co., Ltd.
NBM	North Binh Minh Plastics Limited Company
NIT	Nawa Intertech Co., Ltd.
Norner AS	Norner AS
Norner Research	Norner Research AS
Norner Verdandi	Norner Verdandi AS
NPI	Nawa Plastic Industries Co., Ltd.
NPIC	Nawaplastic (Cambodia) Co., Ltd.
NPS	PT Nusantara Polymer Solutions
PROTECH	Protech Outsourcing Co., Ltd.
REPCO	Rayong Engineering & Plant Service Co., Ltd.
RIL 1996	RIL 1996 Co., Ltd.
RMT	Repco Maintenance Co.,Ltd.

Abb.Internal	Com Name
ROC	Rayong Olefins Co., Ltd.
RPL	Rayong Pipeline Co., Ltd.
SCG Chem	SCG Chemicals Co., Ltd.
SCG Chem (S)	SCG Chemicals (Singapore) Pte. Ltd.
SCG ICO	SCG ICO POLYMERS CO., LTD.
SCG Perform	SCG Performance Chemicals Co., Ltd.
SCG Plast	SCG Plastics Co., Ltd.
SCGCHTS	SCG Chemicals Trading Singapore Pte. Ltd.
SCGN	SCGN AS
SENFI Norway	SENFI Norway AS
SENFI SWISS	SENFI Swiss GmbH
SENFI UK	SENFI UK Limited
SMH	SMH Co., Ltd.
STPC	Siam TPC Co., Ltd.

Abb.Internal	Com Name
STPCS	Siam TPC (Singapore) Pte. Ltd.
TEXPLORE	TEXPLORE CO., LTD
TPC	Thai Plastic and Chemicals Public Company Limited
TPC - Indo	PT. TPC Indo Plastic & Chemicals
TPC Vina	TPC Vina Plastic and Chemicals Corporation Ltd.
TPE	Thai Polyethylene Co., Ltd.
TPR	TPC Paste Resin Co., Ltd.
TPS	Total Plant Service Co., Ltd.
TUBAN PETRO	Tuban Petrochemicals Pte. Ltd.
VSCG	Vina SCG Chemicals Ltd.
VTPC	Viet-Thai Plastchem Co., Ltd.
WTE	WTE Company Limited

SHAREHOLDING STRUCTURE: PACKAGING BUSINESS

THE SIAM CEMENT PUBLIC COMPANY LIMITED

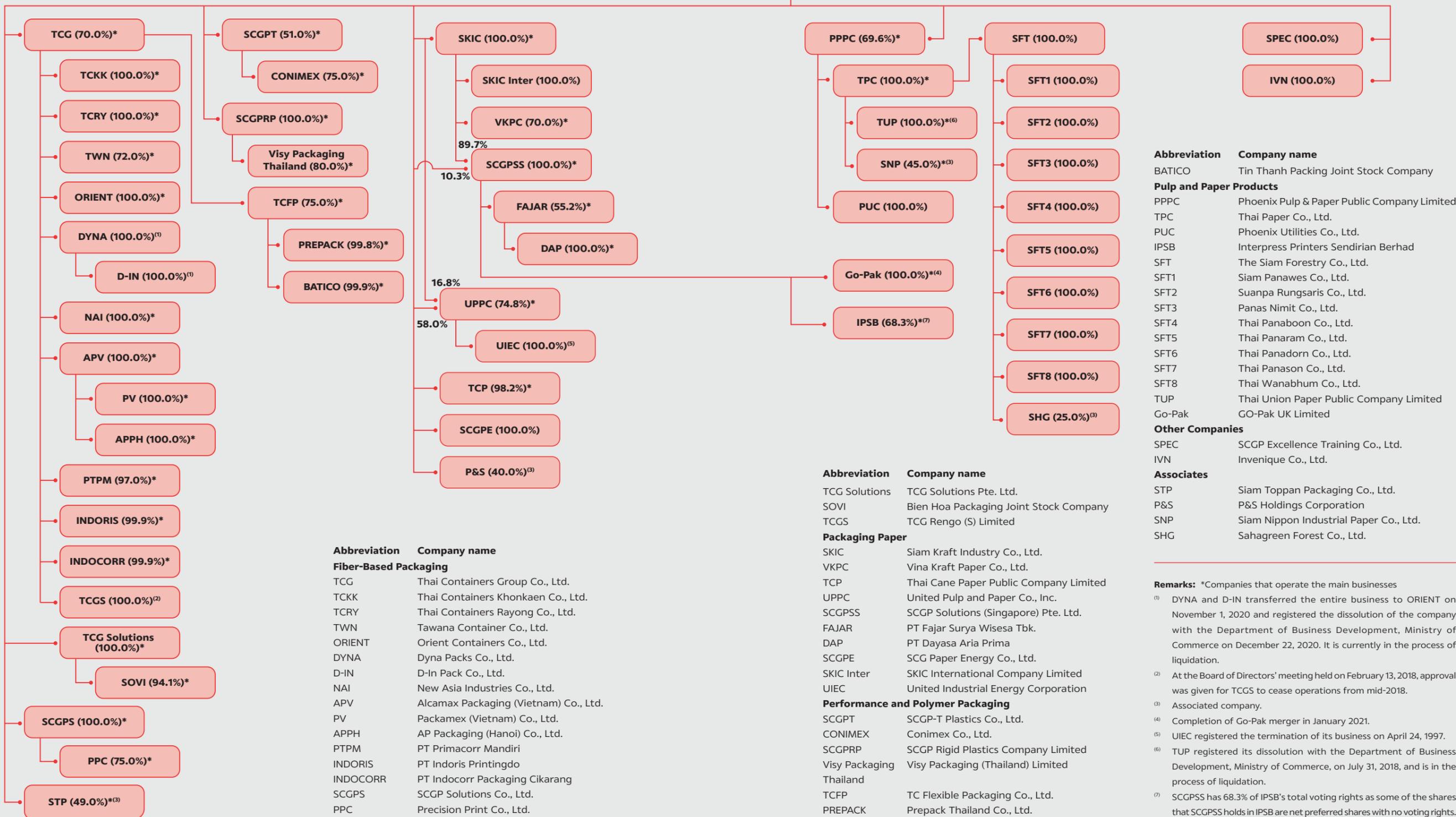
72.1%

SCG PACKAGING PUBLIC COMPANY LIMITED

Integrated Packaging Chain

Fibrous Chain

Others



# 13

## SECURITIES AND SHAREHOLDERS

### The Company's Securities

- Registered Capital: 1,600 Million Baht.
  - Issued and fully paid share capital: 1,200 Million Baht, comprising 1,200 Million ordinary shares.
  - Ordinary shares at 1 Baht par value per share
- (At the Annual General Meeting of Shareholders held on March 26, 2003, the shareholders unanimously

approved to change the par value of ordinary shares of the Company from 10 Baht per share to 1 Baht per share. The Company registered the change with the Ministry of Commerce on April 17, 2003.)

- The Company does not issue other types of shares, except from ordinary shares.

### Shareholders

1) First 10 major shareholders (as of December 31, 2020)

No.	Shareholders	No. of Ordinary Shares	% of Total Shares
1	HIS MAJESTY KING MAHA VAJIRALONGKORN PHRA VAJIRAKLAOCHAOUHUA	403,647,840	33.64
2	THAI NVDR CO., LTD.*	132,907,712	11.08
3	SOCIAL SECURITY OFFICE	48,923,850	4.08
4	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	32,225,407	2.69
5	STATE STREET EUROPE LIMITED	26,975,321	2.25
6	RANDERY BARAH MAKAN CO., LTD.	15,205,600	1.27
7	SCG FOUNDATION	13,347,300	1.11
8	THE BANK OF NEW YORK MELLON	10,634,953	0.89
9	MR. SAK NANA	7,652,400	0.64
10	SIAM CEMENT GENERAL MANAGER FOUNDATION	7,647,800	0.64

#### Remark:

- \* Thai NVDR Co., Ltd. (Thai NVDR) is a subsidiary owned by the Stock Exchange of Thailand (SET) and regarded as listed securities in the SET who is responsible for issuing and selling Non-Voting Depository Receipts (NVDRs) to investors, and investing the money gained from selling the NVDRs in the Stock Exchange of Thailand. The service is offered to all, irrespective of the number of securities held or the holder's nationality. NVDR holders receive the same full financial benefits as they would receive had they invested directly in shares (i.e. dividends, rights, and warrants) but there are no voting rights for NVDR holders. Further information regarding Thai NVDR Co., Ltd. can be found on [www.set.or.th](http://www.set.or.th).

As of September 11, 2020, the major NVDR holders were:

No.	NVDR Holders	No. of Ordinary Shares	% of Total Shares
1	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	17,291,445	1.44
2	STATE STREET BANK AND TRUST COMPANY	15,217,500	1.27
3	STATE STREET EUROPE LIMITED	14,457,433	1.20

2) A group of the major shareholders whose movement has a marked influence on the establishment of corporate policy and strategy. (As of December 31, 2020)

No.	NVDR Holders	No. of Ordinary Shares	% of Total Shares
1	HIS MAJESTY KING MAHA VAJIRALONGKORN PHRA VAJIRAKLAOCHAOUHUA	403,647,840	33.64
2	CPB EQUITY CO., LTD.	980,200	0.08

**Remark:**

- Among major shareholders, the company does not have any shareholding agreement which might affect its management.

3) Minor Shareholders (As of May 13, 2020)

The total number of Minor Shareholders (Free float) is 46,820 equivalent to 66.11%.

4) The Company has imposed limitations on the number of shares which can be held by the foreigners (Foreign Limit) at 25% of the fully paid-up capital. As at December 31, 2020, the Company declared that 13.95% of the fully paid-up capital shares are held by the foreigners.

### 9.3 Issuance of Other Securities

The Siam Cement Public Company Limited issued 9 series\* of debentures valuing 175,000 Million Baht as follows:

Lots of Debentures	Total Issue Amounted (Million Baht)	Outstanding Debentures (Million Baht)	Maturity Date	Coupon Rate (%)	Credit Rating
1/2017	25,000	25,000	April 1, 2021	3.25	A+
2/2017	10,000	10,000	August 30, 2024	2.97	A+
3/2017	25,000	25,000	October 1, 2021	3.05	A+
1/2018	30,000	30,000	April 1, 2022	3.00	A+
2/2018	10,000	10,000	October 1, 2022	3.10	A+
1/2019	15,000	15,000	April 1, 2023	3.10	A+
2/2019	10,000	10,000	November 1, 2023	3.00	A+
1/2020	25,000	25,000	April 1, 2024	2.80	A+
2/2020	25,000	25,000	November 1, 2024	2.80	A+
<b>Total</b>	<b>175,000</b>	<b>175,000</b>			

**Remark:**

- \* All debentures were rated as credible from Fitch Ratings (Thailand) Limited. (As of January 11, 2020)

### Information on the Utilization of Proceeds from Debenture Offering

In 2020, the Company issued two series of debentures, namely No. 1/2020 and No. 2/2020. The objectives of proceeds utilization were as follows:

Lots of Debentures	Objectives of Proceeds Utilization	Approximate Amount Utilized	Approximate Period of Proceeds Utilization	Details
1/2020	Repayment of loans or debts incurred by the issuance of debentures	25,000 Million Baht	April 1, 2020	The issuer would use the proceeds from the offering and issuance of debenture to pay off Debenture SCC204A.
2/2020	Repayment of loans or debts incurred by the issuance of debentures	25,000 Million Baht	November 1, 2020	The issuer would use the proceeds from the offering and issuance of debenture to pay off Debenture SCC204A.

### Dividend Policy

The company has a dividend payout policy to the shareholders at 40% - 50% of the consolidated net profit. However, when reviewing the dividend payout for any potential changes for the respective period, the company may take into account all irregular situations, and uncontrollable factors accordingly. In 2020, the consolidated net profit amounts at 16,800 Million Baht, resulting in the retained earnings for appropriation at the ordinary general meeting of shareholders on

31 March, 2020 the Board of Directors resolved to declare the annual dividends at 14.00 Baht per share or equal to 49.20% of net profit as per consolidated financial statements.

For dividend policy of subsidiaries which mostly are 100% owned by the Company, the Company takes into consideration their operating results, financial structure, financial position and investment plan, with no policy of transferring the interests.

### Details of Dividend Distribution in the past 5 years

Year	Interim Dividends (Baht/share)	Final Dividends (Baht/share)	Annual Dividends (Baht/share)	Dividend Payout Ratio on Net Profit* (%)
2016	8.50	10.50	19.00	41
2017	8.50	10.50	19.00	41
2018	8.50	9.50	18.00	48
2019	7.00	7.00**	14.00	52***
2020	5.50	8.50	14.00****	49

#### Remarks:

- \* Net profit represents profit for the year attributable to owners of the parent.
- \*\* The Board of Directors resolved to propose the Annual General Meeting of Shareholders on March 1, 2020, to approve the dividend distribution for the year 2020 at 7.00 Baht per share.
- \*\*\* Proportion of dividends is 49% on profit before recognition of severance pay adjustment from the Labor Protection ACT B.E. 2562
- \*\*\*\* The Board of Directors resolved to propose the Annual General Meeting of shareholders on March 31, 2021, to approve the dividend distribution for the year 2020 at 14.00 Baht per share.



## CORPORATE GOVERNANCE POLICY

### Corporate Governance Policy

SCG conducts business with responsibility, transparency, and fairness, adhering to the long practiced business principles defined in the SCG Code of Conduct and dedication to sustainable and balanced benefits, with the Board of Directors serving as role models in compliance with SCG's Principles of Corporate Governance and Code of Conduct.

SCG strives to become a role model in corporate governance and has incorporated this resolution in SCG Vision with the conviction that SCG's corporate governance will ensure fairness, transparency, and long-term economic value for shareholders while inspiring confidence in all stakeholders and enhancing the Company's competitiveness to achieve sustainable growth.

The Governance and Nomination Committee is entrusted with the duty of overseeing SCG's corporate governance matters, encompassing the establishment of policy and guidelines as well as monitoring the performances of the Board of Directors and the Management to ensure their compliance with SCG's corporate governance policy. The Committee also monitors and evaluates corporate governance practices as well as periodically reviews related guidelines to ensure their alignment with business operations and corporate governance practices at national and international levels. Moreover, corporate governance is specified as one of the main items on the agenda at the Board of Directors Meeting.

### Practices in Accordance with SCG's Corporate Governance

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 and the Stock Exchange of Thailand, 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 (ASEAN CG Scorecard) and DJSI Sustainability Assessment. The Governance and Nomination Committee takes charge of considering and proposing to the Board of Directors

the establishment and implementation of the policy and guidelines for their approval. For issues that have yet been covered or implemented, the Management is to report to the Governance and Nomination Committee for review on an annual basis.

The Board of Directors compiled knowledge and practices in management passed down from generation to generation and proven to be in alignment with the corporate governance principles. They were codified into SCG's corporate governance guidelines, first published in 2003. Last updated in 2020, the booklet is now also published on the Company's website ([www.scg.com](http://www.scg.com)).

In 2020, SCG was rated on corporate governance practice by various agencies and achieved awards as follows:

- Rated "Excellent" in the Corporate Governance Report of Thai Listed Companies (CGR) 2020, carried out by the Thai Institute of Directors Association (IOD).
- Scored 100 points in the evaluation of the quality of Annual General Meeting of Shareholders for the year 2020 (AGM checklist) of listed companies by the Thai Investors Association.
- Received Sustainability Excellence Awards at SET Awards 2020, hosted by the Stock Exchange of Thailand, marking its sixth consecutive year of being a SET Award recipient. The Thailand Sustainability Investment Award was given to listed companies that demonstrate outstanding commitment to sustainable development and are models of respect towards stakeholders and contributions to society and the environment.
- Received Human Rights Award 2020 in the private sector category by the Rights and Liberties Protection Department of the Thai Ministry of Justice.
- Recognized as a leading company in the "Low Carbon and Sustainable Business Index" for the second consecutive year by the Thailand Greenhouse Gas Management Organization (Public Organization)
- Received ASEAN CG Scorecard 2019 Award in "ASEAN Asset Class PLCs", sponsored by The ASEAN Capital Markets Forum (ACMF) and The Asian Development Bank (ADB) to honor and commemorate listed companies across the region that have operated business based on good corporate governance principles.



SCG won 5 Awards at Thailand Corporate Excellence Awards 2020

- Won excellence awards bestowed by Her Royal Highness Princess Maha Chakri Sirindhorn at the Thailand Corporate Excellence Awards 2020, hosted by the Thailand Management Association (TMA) and Sasin Graduate Institute of Business Administration of Chulalongkorn University for having received the highest votes from top executives in the following categories.

- Human Resource Management Excellence (18<sup>th</sup> consecutive year)
- Financial Management Excellence  
SCG also earned distinguished awards, presented to runners-up, in the following categories;
- Leadership Excellence
- Sustainable Development Excellence
- Product / Service Excellence

### **SCG's 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 following 8 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) as follows:

#### **Principle 1 Establish Clear Leadership Role and Responsibilities of the Board**

The Board of Directors understand and recognize their roles 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,



SCG received "HUMAN RIGHTS AWARD 2020"

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 highest 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 monitoring to ensure compliance and being 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 has responsibility to review the operating plan, budgets, business goals, and business policies, and to enhance the capabilities of SCG to reach a globally competitive level. They are also in charge of overseeing the Management Team's operation to ensure efficiency with budgets, business goals, and business policies, which will advance the best interest of the Company, its subsidiaries, and shareholders. The Management is tasked with the formulation of strategies and operating plans in accordance with SCG's objectives and targets, taking into account environmental factors, opportunities, and risk appetite. They are also responsible for reviewing SCG's medium-term objectives, goals, and strategies in the next 3-5 years and establishing the materiality assessment process.

### **Principle 3 Strengthen Board Effectiveness**

#### **• Defining and Reviewing the Structure of the Board of Directors**

Defining and reviewing the structure of the Board of Directors, number of directors, proportion of Independent Director as well as diversity and qualifications including knowledge, expertise, experience, and specializations to align with SCG's business operations; and appointing the sub-committees to assist and support the Board's discharge of duties.

#### **• Nomination and Appointment of Directors and Independent Directors**

##### **Independent Directors**

The Company mandates that at least half of the total number of directors be Independent Directors. Currently, the Board of Directors consists of six Independent Directors as follows: Mr. Chumpol NaLamlieng, Mrs. Tarisa Watanagase, Mr. Prasarn Trairatvorakul, Mr. Pasu Decharin, Mrs. Parnsiree Amatayakul and Mr. Thapana Sirivadhanabhakdi

The Board of Directors resolved to revise the qualifications of Independent Directors of SCG on July 26, 2019. This provision is more stringent than the requirements of the Office of Securities and Exchange Commission, as follows:

##### **Qualifications of Independent Directors of SCG**

SCG's qualifications for Independent Directors are as follows

1. Shall not hold shares exceeding 0.5% of the total number of voting shares of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, including shares held by related persons of such Independent Director.

2. Shall neither be nor have ever been a director with management authority, employee, staff member, advisor who receives a salary or is a controlling person of the Company, its parent company, subsidiary, associate, same-tier subsidiary company, major shareholder or controlling person unless the foregoing status has ended not less than two years prior to the date of becoming a director. Such prohibitions shall not, however, include cases where the Independent Director previously served as a government officer or an advisor to a government agency which is a major shareholder or controlling person of the Company.

3. Shall not be a person related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of child of other directors, executives, major shareholders, controlling person, or person to be nominated as director, executive or controlling person of the Company or its subsidiary.

4. Shall neither have nor have ever had a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, in a manner that may interfere with his/her independent judgment, and neither is nor has ever been a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of becoming an Independent Director.

The term "business relationship" in the preceding paragraph shall include any normal business transaction, rental or lease of immovable property, transaction related to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantees, providing assets as collateral, and any other similar actions, which result in the applicant or his/her counterparty being subject to indebtedness payable to the other party in the amount of 3% or more of the net tangible assets of the applicant or 20 Million Baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions. The consideration of such indebtedness shall include indebtedness incurred during the period of one year prior to the date on which the business relationship with the person commences.

5. Shall not be nor have ever been an auditor of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of becoming an Independent Director.

6. Shall not be nor have ever been a provider of any professional services including legal advisor or financial advisor who receives service fees exceeding 2 Million Baht per year from the Company, its parent company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of becoming an Independent Director.

7. Shall not be a director appointed as representative of the Board of Directors, major shareholder or shareholder who is related to a major shareholder of the Company.

8. Shall not undertake any business in the same nature and in competition with the business of the

Company or its subsidiary, nor be a significant partner in a partnership or director with management authority, employee, staff member or advisor who receives salary or holds shares exceeding 1% of the total number of shares with voting rights of another company which undertakes business in the same nature and in competition with the business of the Company or its subsidiary.

9. Shall be able to attend meetings of the Board of Directors and make independent judgment.

10. Shall not have any other characteristic that limits his or her ability to express independent opinions regarding the Company's operations.

11. Shall be able to look after the interests of all shareholders equally.

12. Shall be able to prevent conflicts of interest.

13. Shall not have been convicted of violating security or stock exchange laws, financial institution laws, life insurance laws, general insurance laws, anti-money laundering laws or any other financial law of a similar nature, whether Thai or foreign, by an agency with authority under that certain law. Such wrongful acts include those involved with unfair trading in shares or perpetration of deception, fraud or corruption.

After being appointed as an Independent Director with all qualification items 1-13 specified above, such Independent Director may be assigned by the Board of Directors to make decisions related to business operations of the Company, its parent company, subsidiary, associate, same-tier subsidiary or any juristic person which may have a conflict of interest on the basis of collective decision, whereby such actions of the Independent Director are not deemed partaking of management.

In case that the appointed Independent Director is the person who has or used to have a business relationship, or provision of professional services at a value exceeding the specified amount under item 4 or 6, the Company shall be granted an exemption from such prohibition of having or having had a business relationship or provision of professional services at such excessive value, provided that the Company has obtained an opinion of the Board of Directors indicating that after a consideration in accordance with Section 89/7 of the Securities and Exchange Act, the appointment of such person does not affect the performance of duties and the giving of independent opinions, and that the relevant information is disclosed in the notice of shareholders' meeting under the agenda of the appointment of an Independent Director.

In 2020, all the six Independent Directors neither had involvement in any business nor provided any professional service whose value exceeded the specification in the Notification of Capital Market Supervisory Board Re: Application for and Approval of

Offer for Sale of Newly Issued Shares.

However, Mr. Thapana Sirivadhanabhakdi currently hold his directorship in companies that may be deemed to have the same nature of business as and to be in competition with the Company, and whose business relations with SCG are worth in excess of 20 Million Baht, which require to inform the meeting of shareholders prior to the appointment. Upon reviewing the candidate's qualifications for director and Independent Director in relation to the Public Limited Companies Act B.E. 2535 and Section 89/7 of the Securities and Exchange Act B.E.2535, the Board of Directors was of the view that the business relations would not affect the candidate's ability to fulfill his duties nor his independence of opinion. Therefore, his qualifications of Independent Director regarding the restriction related to the candidate's previous or existing business relations was 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).

#### **Nomination of Board Members Guideline**

The Governance and Nomination Committee is responsible for the nomination of candidates qualified for director and Independent Director to serve as a succession pool and for reviewing candidates proposed by shareholders and the Company's directors as well as IOD Chartered Directors to ensure that they are knowledgeable and have expertise as required by the Company's Board Skill Matrix, which is reviewed annually to maintain its correspondence with SCG's business strategies and directions.

In 2020, on the suggestion of the Governance and Nomination Committee, the Board of Directors revised the Board Skill Matrix, stipulating the core qualifications and the diversity of skills and experiences of the Board. In addition, several areas of expertise were also added to the Board Skill Matrix, namely expertise on Cybersecurity, Data Management, Supply Chain, Merger & Acquisition, Retail Business / E-commerce and Health and Safety.

In 2018, on the suggestion of the Governance and Nomination Committee, the Board of Directors formulated the Policy on Director Qualifications and Nomination, based on the Corporate Governance Code for Listed Companies of SEC, Corporate Governance guideline of IOD and the corporate governance criteria in the DJSI Sustainability Assessment (DJSI). The policy also takes into account the diversity in the Board's composition; as well as the qualification, knowledge, and expertise of the directors required by the Board Skill Matrix and in line with SCG's business strategies. In 2020, the Board of Directors resolved to revise the Policy on Director Qualifications and Nomination as well as the nomination

and selection processes and record them in writing, with the goal of improving systematicity, clarity, and transparency and ensuring that both the policy and the processes take into account the needs of the business and its stakeholders. The revision also ensures that the qualifications and characteristics required are in line with SCG's business strategies, so that the nominated candidates would have the preferred qualifications, expertise, skills, and experience.

## **Policy on Director Qualifications and Nomination**

### **1. Principle**

In accordance with SCG Corporate Governance Principle, director nomination and selection is of paramount importance as the Board of Directors plays a critical role in formulating strategies and business directions for the sustainable growth of SCG. As such, the Board of Directors has deemed it appropriate to establish a Policy on Director Qualifications and Nomination.

### **2. Policy on Director Qualifications and Nomination**

The Board of Directors must be composed of Directors who have all qualifications and possess none of the prohibited characteristics prescribed by the law and the Company's Article of Association, and should consist of a diverse range of skills, experiences, knowledge, and expertise beneficial to the Company, without any discrimination on the grounds of gender, age, ethnicity, nationality, religion, country of origin, cultural background and tradition, so to enable to the Company to achieve its objectives and business goals and promote a management system guided by SCG Corporate Governance Principle in order to bring about fairness and transparency as well as the ability to generate returns and added values in the long term to shareholders and inspire trust in all stakeholders, all of which will lead SCG towards sustainable growth.

### **3. Director Nomination**

The Board of Directors has entrusted the Governance and Nomination Committee with the task of nominating qualified candidates for directorship to replace Directors retiring by rotation or under other circumstances to the Board of Directors and/or the meeting of shareholders for appointment. The Governance and Nomination Committee selects candidates from a pool of qualified individuals with expertise from various disciplines who possess leadership, a breath of vision, integrity and ethics, clear and unblemished career records, as well as the ability to express opinion independently, without any discrimination on the grounds of nationality, ethnicity, gender, and cultural background.

In 2020, in the nomination of qualified candidates to replace directors due to retire by rotation in 2020,

the Governance and Nomination Committee selected the qualified candidates without discrimination based on gender, age, ethnicity, nationality, country of origin, skin color, religion, cultural background, or customs, consisting of those nominated by the Company's directors and those listed as IOD's chartered directors, consistent with the Company's policy on director qualifications and nomination.

In addition, the following key components were also taken in the nomination of directors.

#### **3.1. Required qualifications of individual directors**

The Governance and Nomination Committee should consider and prescribe a set of qualifications of individual candidates for directorship, such as:

- Integrity and accountability
- Ability to make informed judgments
- Maturity, firmness, and the ability to listen well and express independent opinion
- Commitment to principles and professionalism
- Other qualifications as the Governance and Nomination Committee deems vital

#### **3.2. Required knowledge and expertise of the Board of Directors**

The Governance and Nomination Committee should prescribe a set of knowledge and expertise requirements for the Board of Directors and formulate a Board Skill Matrix to help inform the selection and nomination of qualified candidates. These requirements should encompass knowledge and areas of expertise that will enhance the ability of the Board of Directors to formulate strategies and policies as well as ensure their effective implementation, such as:

- Accounting and finance
- Organization and human resources management
- Risk management
- Crisis management
- Industry knowledge
- International marketing
- Vision and strategic planning
- Knowledge and specializations in areas that the Governance and Nomination Committee believes will become critical in the next 3-5 years, such as E-commerce, Research and Development, Merger and Acquisition, Technological Skills, Cybersecurity, Data Management, Retail Business, Supply Chain, Health and Safety, and Experiences in Regional and International Organization Management

#### **3.3. Diversity of the Board of Directors**

In addition to the two aforementioned factors, the Governance and Selection Committee may consider

prescribing other qualification requirements relevant to the diversity of the Board of Directors, such as gender, age, ethnicity, nationality, religion, country of origin, cultural background and tradition.

#### 4. Nomination of Current Directors

If the Governance and Nomination Committee nominates current directors, their performance should be considered.

#### 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

#### 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. Assessment of the Board’s Performance

SCG has stipulated a performance assessment and a review of the performance results of the Board of Directors and Sub-committees at least once a year on annual 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.

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 distributed 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 summarized and presented the results of the performance assessment to the Governance and Nomination Committee and the Board of Directors for acknowledgment and later submitted the assessment results to the Chairman of the Board and the Chairman of each Sub-committee.

In 2020, the performance assessment results of the Board of Directors and the Sub-committees were summarized as follows:

Board of Directors/Sub-committees	Performance Assessment Results (As a Whole) (%)	Performance Assessment Results (Self-Assessment) (%)
1. The Board of Directors	95	96
2. The Audit Committee	97	96
3. The Governance and Nomination Committee	99	96
4. The Remuneration Committee	94	100
5. The CSR Committee for Sustainable Development	99	99

• **Performance Assessment of the Board by Independent External Consultants**

In addition to the annual performance assessment of the Board of Directors both as a whole and self-assessment, the Board of Directors has also introduced a policy subjecting itself to a performance assessment by independent external consultants every three years to develop guidance for enhanced efficiency and to ensure compliance with the Corporate Governance Code stipulated by the Securities and Exchange Commission (SEC) B.E. 2560 and DJSI's governance assessment guidelines. The policy was first implemented in 2015.

In 2020, SCG began the nomination of an independent external consulting firm in late 2020 to evaluate the performance of the Board in addition to the evaluation undertaken annually by the Board of Directors, the committees, and the Chairman to ensure the performance of the Board of Directors is in accordance with good corporate governance and global best practices and Corporate Governance Code. The performance assessment is scheduled for 2021.

**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 taking into account the following information regarding the current and previous years:

1. The business unit's operating results based on percentage of EBITDA on operating assets. The target EBITDA percentage for each business unit of SCG shall be set forth each year for assessment and comparison purposes.
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**

SEC's Corporate Governance Code for Listed Companies 2017 includes a guideline stating that the Board of Directors should ensure that the Board and each individual director understand their roles and responsibilities, the nature of the business, the company's operations, and relevant laws as well as encourage all directors to enrich their skills and knowledge on a regular basis. In addition, SCG's Charter of the Board of Directors stipulates that it is the Board's duty to regularly develop its knowledge and competency through training sessions or courses relevant to their directorial duties or seminars that enhance their knowledge.

The Board of Directors approved the formulation of a systematic director training and development plan in writing. In addition, training records would also be kept to inform the knowledge and competency development plan for each director.

The Governance and Nomination Committee deemed it appropriate to arrange activities to enhance knowledge beneficial to the performance of duties and responsibilities of the Company's Directors. As a consequence, the Company has held many dialogs, allowing for an exchange of experience and views among the directors, top executives and outside experts since 2011.

In 2020, the Governance and Nomination Committee organized two directors and executives development activities as follows:

1. Two seminars on How deep & How long of COVID-19 Outbreak in Views of Economist and US-China Relationship with the Impact in Thailand and South East Asia were held on June 24 and September 24, 2020, respectively. The objective was to keep the directors and executives informed of the global situation, which could grow more severe in impact. During the seminars, which were led by experts on international affairs, the directors and executives exchanged their opinions extensively and were given advice on preparations for potential impact on SCG.
2. An exhibition showcasing innovations, products, and services developed by the R&D arms of both SCG and its core businesses was organized on August 28, 2020 to coincide with Medium Term Plan workshop meeting for the Board with the goal of sparking an exchange of ideas among the Board of Directors, executives, researchers, developers, and innovation executives and obtaining suggestions that could help expand SCG's projects and increase their business value.

In addition, SCG encourages all members of the Board and the top executives to attend seminar and courses beneficial to the fulfillment of their duties as well as exchange ideas with the Board of Directors and top executives of different organizations. The courses that they are encouraged to attend include both those hosted

by the SCG Human Capital Institute and those organized by governmental regulating bodies or independent organizations, such as the courses for the Board of Directors offered by the Thai Institute of Directors (IOD). This is so that they can apply the knowledge and experience gained to the development of the organization.

## Development Activities and Training Attended by Each Director in 2020

Directors	Development and Consulting
1. Air Chief Marshal Satitpong Sukvimol ●	<ul style="list-style-type: none"> <li>- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.</li> <li>- Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.</li> <li>- Attended the seminar "How deep &amp; How long of COVID-19 Outbreak in Views of Economist"</li> </ul>
2. Mr. Chumpol NaLamlieng ● ▲ ■	<ul style="list-style-type: none"> <li>- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.</li> <li>- Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.</li> <li>- Attended the seminar "How deep &amp; How long of COVID-19 Outbreak in Views of Economist"</li> <li>- Attended the seminar "US-China Relationship with the Impact in Thailand and South East Asia"</li> </ul>
3. Kasem Watanachai ●	<ul style="list-style-type: none"> <li>- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.</li> <li>- Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.</li> <li>- Attended the seminar "How deep &amp; How long of COVID-19 Outbreak in Views of Economist"</li> <li>- Attended the seminar "US-China Relationship with the Impact in Thailand and South East Asia"</li> </ul>
4. Police Colonel Thumnithi Wanichthanom ●	<ul style="list-style-type: none"> <li>- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.</li> <li>- Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.</li> <li>- Attended the seminar "How deep &amp; How long of COVID-19 Outbreak in Views of Economist"</li> </ul>
5. Mrs. Tarisa Watanagase ●	<ul style="list-style-type: none"> <li>- Shared her vision and provided consultation on the medium-term business plans of every business of SCG.</li> <li>- Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.</li> </ul>

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**Directors****Development and Consulting**

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- Attended the seminar “How deep & How long of COVID-19 Outbreak in Views of Economist”
  - Attended the seminar “US-China Relationship with the Impact in Thailand and South East Asia”
  - Attended “Director Briefing: China Economic Outlook Pathway to Recovery” - IOD
  - IT Governance and Cyber Resilience Program (ITG) 13/2020 – IOD
  - Attended “Director Briefing COVID-19: Business implications and the New Normal” - IOD
- 
6. Mr. Kan Trakulhoon ● ▲ ■
- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG’s core businesses.
  - Attended the seminar “US-China Relationship with the Impact in Thailand and South East Asia”
- 
7. Mr. Prasarn Trairatvorakul ●
- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG’s core businesses.
  - Attended the seminar “How deep & How long of COVID-19 Outbreak in Views of Economist”
  - IT Governance and Cyber Resilience Program (ITG) 15/2020 – IOD
- 
8. Mr. Pasu Decharin ●
- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG’s core businesses.
  - Attended the seminar “How deep & How long of COVID-19 outbreak in views of Economist”
  - Attended the seminar “US-China Relationship with the Impact in Thailand and South East Asia”
  - Attended Chairman Forum “Leading Boardroom Through Disruption: What Directors should know” – IOD
  - Attended “Director’s Briefing: Demonstrating Corporate Purpose” - IOD
- 
9. Mrs. Parnsiree Amatayakul ●
- Shared her vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG’s core businesses.
  - Attended the seminar “How deep & How long of COVID-19 Outbreak in Views of Economist”
  - Attended the seminar “US-China Relationship with the Impact in Thailand and South East Asia”
  - Attended “ID Forum 1/2019 - Tips and Tricks for dealing with questions in AGM” - IOD
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## Directors

## Development and Consulting

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10. Mr. Cholanat Yanaranop ● ▲ ■
- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.
  - Attended the seminar "How deep & How long of COVID-19 Outbreak in Views of Economist"
  - Attended the seminar "US-China Relationship with the Impact in Thailand and South East Asia"
11. Mr. Thapana Sirivadhanabhakdi ● ■
- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.
  - Attended the seminar "How deep & How long of COVID-19 Outbreak in Views of Economist"
  - Attended the seminar "US-China Relationship with the Impact in Thailand and South East Asia"
12. Mr. Roongrote Rangsiyopash ● ▲ ■
- Shared his vision and provided consultation on the medium-term business plans of every business of SCG.
  - Provided support and consultation for an exhibition showcasing innovation, products and services and the development of research of SCG's core businesses.
  - Attended the seminar "How deep & How long of COVID-19 outbreak in views of Economist"
  - Attended the seminar "US-China Relationship with the Impact in Thailand and South East Asia"
  - Attended "Director Briefing COVID-19: Business implications and the New Normal" - IOD

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### REMARK

The experience of each director in the material industry meets the criteria of the Global Industry Classification Standard (GICS Level 1 sector classification), divided into four categories, namely ■ Management, ▲ Academia, ● Consulting, ★ Research

The attendance of the directors in courses offered by the Thai Institute of Directors (IOD) is shown in the individual profile of each director on the Company's website ([www.scg.com](http://www.scg.com)).

To support the Board's responsibilities, SCG has assigned the Secretary to the Board and Company Secretary to work in coordination with the Board and the top executives. In addition, the Corporate Secretary Office is responsible for serving as coordinator for the legal matters, relevant standard practices and activities of the Board to ensure implementation of the Board's resolutions.

SCG has prepared a Director Manual, which includes the summary of laws, rules and regulations related to the directors as well as Charter of the Board of Directors and Sub-committee, policies on SCG corporate governance and practices to keep directors informed of roles, duties, principles, responsibilities and practices for a director. The Manual is distributed to all directors for use as reference regarding basic information. In addition, directors are also kept abreast of laws related to or promoting good corporate governance.

- **SCG Director Induction**

In 2020, SCG 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:

- 1) To compile necessary information for directors to ensure their compliance with laws, rules, and regulations related to directors.
- 2) To provide important information essential for the directors' performance of duty, such as the Memorandum of Association and the Articles of Association, Director Manual, the handbook for directors of listed companies, a summary of operating results, a summary of SCG corporate governance principles, and other relevant handbooks, for use as quick references.
- 3) To arrange for a meeting with the Chairman and directors and the executives or head of each function to stay informed and make queries about SCG's business in depth.

**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 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 of SCG**

SCG has put in place a proper and transparent nomination process for key management positions at every level in order to ensure that all of our top executives are professionals who perform their duties independently from the major shareholder and other shareholders. The succession plan for the President & CEO and top executives is carried out by the Governance and Nomination Committee and considered by the Board of Directors. SCG's nomination process commences with the process of recruiting candidates who possess both talent and integrity. Young talents are the focus of

recruitment, so that they can be groomed to become leaders in the future. Qualified employees will undergo a high potential assessment and pursue development courses following individual career development plan. These talents will be assigned challenging tasks, and their positions will be rotated periodically in order to further develop their leadership skills and all-round knowledge in every area of SCG's business. The plan is implemented at every level of employment to ensure that staff members are ready to fill any positions that become vacant.

**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 to ascertain shareholders' involvement in the decision making of SCG's important matters, respecting the rights of shareholders, ensuring the equitable and transparent treatment of shareholders and other stakeholders, establishing a clear process and channels for receiving and handling complaints from informants or stakeholders effectively and ensuring an opportunity for every stakeholder to contact or lodge complaints about potential issues directly to the Board of Directors.
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.

- **Roles to 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, in 2011, the Board of Directors approved the formulation of engagement policy and guidelines for each stakeholder group in a formal written form, which serve as a clear guidance for employees on engaging each stakeholder.

The Board of Directors in 2017 approved the review and revision of engagement policy and guidelines for each stakeholder to ensure more comprehensive policy, strategies, guidelines, and management procedures. In addition to reducing risks that may cause damage to the corporate image and reputation, the efforts also help enhance the brand and competitive advantages, adding value to the Company by demonstrating its commitment to stakeholders. The revised policy and guidelines are published on the SCG websites.

Stakeholder engagement guidelines are summarized below:

### **1) Shareholders**

SCG attaches great significance to the shareholders, who are the business owners. As a result, the Board of Directors, which represents the shareholders, as well as the executives and employees are committed to carrying out business in line with the principles of good corporate governance and SCG business philosophy to ensure maximum benefits and long-term value for shareholders.

SCG respects the rights of its shareholders and recognizes its duty in ensuring equitable treatment of all shareholders as well as the fundamental rights stipulated by laws and Articles of Association of the Company, such as the rights to attend the Annual General Meeting of Shareholders, request extraordinary general meetings of shareholders, propose agenda items in advance, elect directors, receive fair remunerations, and voice opinions on the Company's business conduct through Independent Directors, all of which will be compiled and presented to the Board of Directors for review.

In addition to these aforementioned fundamental rights, SCG also carried out other measures to promote and facilitate the exercise of the rights of shareholders. The rights that shareholders are entitled to disclose under "Principle 7: Ensure Disclosure and Financial Integrity and Principle 8 : Ensure Engagement and Communication with Shareholders" of the Annual Registration Statement/the Annual Report.

### **Fostering Good Relations with Shareholders**

#### **• 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. To this effect, the Company sends out invitation letters, with reply forms included, to shareholders via post to provide an opportunity for shareholders expressed their interest to participate in for these activities. For each activity, the Company randomly chooses eligible candidates and announces the list of chosen participants on the SCG website as well as notify them via phone to confirm their participation.

In 2020, while the government relaxed some of its preventive measures for the Coronavirus Disease 2019 (COVID-19) pandemic to stimulate the economy, agencies and organizations across all sectors were still concerned about possibility of resurgence. As a result, SCG decided to adjust the format of its activities and instead delivered pamphlets to 1,100 shareholders having registered for the activities. The pamphlet detailed innovations that SCG had developed to prevent the spread of COVID-19 and protect medical professionals and Thai people. These innovations were offered to Rajavithi Hospital, Ramathibodi Hospital, Chulabhorn Hospital, and other hospitals in need nationwide. The different business units of SCG also designed various innovations to prevent COVID-19 transmission, including health tele-monitoring system, the Smart Serve Robot for the long-distance delivery of food and medicine, and PURA water-soluble laundry bags.

The pamphlet also included information on SCG's role as a coordinator between the University of Oxford, its long-standing research and development partner in the UK; AstraZeneca Public Company Limited (Astra), the leading British-Swedish medical product manufacturer, the Ministry of Public Health; and Siam Bioscience Company Limited in the production and distribution of COVID-19 vaccines. On October 12, 2020, the Ministry of Public Health, Siam Bioscience, SCG, and AstraZeneca jointly signed a Letter of Intent for the production and distribution of COVID-19 vaccines for Thailand, with a portion allocated to its neighboring countries, which would contribute to the economic recovery of Thailand and other ASEAN nations. The vaccines are expected to be ready to roll out across Thailand in mid-2021, which will make Thailand the first ASEAN country to receive COVID-19 vaccines.



An overseas trip to Oman “the Wonder of the Arabian Desert” (January 2020)



SCG Debenture Club Seminar (February 2020)

### Debenture Holder Activities

Since 2000, SCG has consistently demonstrated its commitment to its debenture holders through a vast array of activities and privileges that cater to their lifestyles. However, to ensure the health and safety of all members during the COVID-19 pandemic, SCG was required to suspend or change the format of certain activities in accordance with the situation and the government’s measures. A summary of the activities carried out in 2020 is given below:

- A seminar entitled “An In-depth Analysis of “the Revised Land and Building Tax Act, B.E. 2562”
- An overseas trip to Oman “the Wonder of the Arabian Desert” and a domestic trip to the Geopark in Satun
- CSR Workshops: SCG Debenture Club members made and donated 150 sets of wooden blocks and 107 sets of educational flashcards (10 cards per set) to the Rajanukul Institute under the Department of Mental Health and the Sirindhorn National Medical Rehabilitation Institute, respectively, to promote learning in children with cerebral palsy.
- The SCG Debenture Club for Schools Project: SCG and its debenture holders raised over 1.4 Million Baht to purchase school supplies and support basic education for two small primary schools in Pichit, namely Wat Sattasila-at School and Wat Nong Khla Yang Panied Community School.
- Additional privileges via mobile application between May and July 2020: An exclusive food set from Si Fah, a LINEMAN delivery discount, and an exclusive discount at Momo Paradise
- SCG Debenture Club Exclusive Lunch 2020: The 100 top debenture holders and their attendants were invited to join a meal with SCG’s executives at the reception hall, Bang Sue

Headquarters to receive updates on the Company’s situation and operating results.

In addition, SCG Debenture Club members are eligible for exclusive discounts from long-term business partners, such as Central Food Hall – Tops Market, Au Bon Pain, Samitivej Hospital, Bumrungrad International Hospital, Fuji Restaurants, Bangchak Petrol Stations, (redeemable with SCG-Bangchak Partnership Card only) B2S and SCG Home Solution Stores, among many others, through SCG Debenture Club mobile application. More information on these privileges can be found on the application and in the quarterly magazine Delight. These activities and privileges bear testament to the significance that SCG has consistently attached to its debenture holder and society at large.

## 2) Employees

### • Human Rights Respect and Protection

SCG recognizes the importance of respect for human rights of all individuals. To this end, the Company treats everyone equally without discrimination, adheres to the core values in ethical business conduct, and applies its respect for diversity and inclusion strictly to personnel management, from recruitment to employee training and development, career growth, performance management, and remuneration, and retirement. SCG’s personnel treat each other with respect and equitably, without discrimination regarding differences in physical attributes, race, nationality, country of origin, religion, gender, age, social status, culture, customs, or any other matters.

SCG has strictly complied with the laws of each country, treaties, international human rights principles, and particularly the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO).

SCG has continuously developed and implemented its human rights due diligence process to identify issues and assess risks and impacts of human rights abuses, define the affected groups or persons, plan and establish corrective and preventive measures, manage, correct, and prevent human rights violations, as well as follow up on results of these implementations. In this regard, appropriate mitigation procedures are put in place in the event of human rights violations.

In 2020, the Board of Directors approved the announcement of a Diversity and Inclusion Policy in addition to the Human Right Policy introduced in 2017 to ensure that SCG's business operations would embrace diversity and individual differences according to human rights practices. Furthermore, the Board of Directors introduced a Personal Data Protection Policy, complying with The Personal Data Protection Act 2019 to put in place clear and suitable criteria, mechanisms, and standards for personal data management. The policy applies to SCG, its employees, and all parties relevant in the processing of personal data according to an order or on behalf of SCG. In addition, the Company joined the Human Rights Role Model Organization Project by the Rights and Liberties Protection Department, the Ministry of Justice, to ensure that its business operations respects and promotes human rights in a sustainable manner.

- **Care of Employees**

- Remuneration Management

SCG's remuneration management is based on knowledge, competency, experience, and achievements according to assigned duties and job titles, and adheres to the principle of fairness both across the organization and in comparison to other organizations, taking into account the economic conditions, inflation rates, and external employment conditions. This is to promote stability, create incentives, and build morale for employees. A clear remuneration structure for salaries, bonuses, variable pays, and other benefits has been put in place and is constantly improved to maintain SCG's position as a leading company in the market.

To determine remuneration, SCG takes into consideration both its annual performance, such as sales generation, net profit and EBITDA, and its long-term performance for the Company's sustainable growth and ability to retain employees, which includes factors such as business expansion, profit growth rates, market share, sustainable development performance, and continuous operational efficiency enhancement.

SCG also places great emphasis on high-potential and outstanding talents. Employees with outstanding abilities and proven track records are identified and selected as high performers. The Company ensures

commensurate remuneration for such employees and maps out suitable career paths or level of growth for them.

- Employee Benefits Management

SCG has put in place an employee benefit policy. The employee benefit scheme is regularly reviewed to ensure suitability and compatibility with current situations, with the goal of elevating the quality of life for employees at all levels and easing their burdens so as to foster employee engagement. Employee benefits include work-related benefits (allowances, travel expenses, accommodation expenses), medical benefits (medical and dental expenses, annual health checkups, and sports and fitness centers), and other forms of assistance that enhance stability in life, such as loans, accident insurance, and other subventions.

In 2020, SCG introduced chatbots and mobile applications to offer greater convenience to employees, streamline and shorten processes, as well as enhance efficiency and employee satisfaction. Furthermore, SCG began rolling out a flexible employee benefit scheme in the Chemicals Business, which each individual employee could choose and tailor to their needs, without incurring additional expenses. The initiative boosted employee satisfaction in employee benefits and supported the development of the hybrid workplace. In addition, new benefits and remuneration schemes have been introduced to suit new forms of employment in some positions, especially in the field of digital and technology development.

As for employee care during the COVID-19 pandemic, SCG has prioritized the health and safety of all employees. Out of concern for potential impact on employees, SCG has introduced various preemptive measures, such as providing COVID-19 insurance for all employees and offering other forms of assistance in support of the work-from-home directive, such as internet packages, an office equipment borrowing scheme that allows those wishing to create a home office to borrow chairs and desks, telemedical consultation services via mobile application, online employee activities, and COVID-19 check-in via the mobile application "Employee Connect".

- Long-term Employee Care

SCG takes care of its employees throughout their career life, from the formulation of individual development plans between employees and superiors to the development of employees' professional skills that will allow them to keep up with the advancement of technology. In addition to appropriate employees benefits to employees throughout their working life, SCG provides after-retirement benefits to enable them to maintain a high quality of life. This includes provident funds, retirement preparation programs that help

employees in the areas of health, finance management, and investment; career promotion; and reimbursements of medical expenses after retirement according to the criteria and conditions prescribed by the Company

In 2020, SCG introduced new long-term incentives for employees in certain new businesses, such as those in startup teams and digital commercial platform teams. These incentive programs included an employee stock ownership plan (ESOP), which offered incentives in the long term, while existing benefit and compensation schemes were adjusted on a mark-to-market basis.

## **Other Developments in Human Resources Management**

### **1. Employee Development**

The COVID-19 pandemic is a crisis that has undeniably affected business operations and brought about changes and fluctuations that are more rapid and intense than ever before, such as intense business competition and significant changes in consumer demand. SCG has adapted to keep pace with every change by emphasizing the importance of employee development both at home and abroad, so that employees at all levels are ready and can stay up to speed with every change.

SCG continues to gear itself towards new normal learning to accommodate the changing learning behavior of current employees. For the best learning outcome, the Company has reduced the proportion of classroom training and increased the proportion of digital learning, while maintaining the effectiveness of learning. The Company is also committed to continually improving the learning experience for employees, such as by developing a new learning model called “Blended Learning” through digital applications like MS Team and Zoom, which integrates virtual learning, digital learning, and project-based learning. An example is the Flagship Program: Young Leader with Abridged Business Concept (ABC), which enables employees of all levels to develop their potential continuously, regardless of whether they are working from home or on site.

In addition, SCG has further extended its “Re-Skill and Up-skill” development to employees at all levels, focusing on customer centricity, customer insights, customer behavior, design thinking, and agile process in every flagship program, such as Business Concept Development (BCD), and future capability program, such as Changeable Mindset for Success, Find Out Why, and Business Strategy in VUCA World.

SCG also continuously develops employee development plans, with a committee of representatives from every business unit closely overseeing employee development. The Company also cooperates with leading institutions, both at home and abroad, to recruits talents with

knowledge, competency, and expertise to further strengthen the business, thus ensuring the business runs smoothly and efficiently.

Furthermore, to ensure workforce readiness for changing business operations, SCG has adjusted its recruiting practices by increasing the proportion of experienced and skilled mid-career workers from outside the Company to support SCG’s future businesses, such as digital business, retail, and logistics. This is to enable SCG to create innovations that meet the needs of its consumers and adjust operations to keep up with any changes that may arise.

In addition, SCG has educated employees on healthcare, virus prevention, and daily conduct during the COVID-19 outbreak. SCG has also put in place an employee monitoring system and provides weekly COVID-19 situation updates through various digital channels.

In 2020, each SCG employee had 16 days of training on average. The learning and development expenses, both internal and external, amounted to 784 Million Baht.

### **2. Human Resources Transformation in Accordance with Business**

The rapidly changing situation and challenges brought on by the COVID-19 pandemic had accelerated the transition to new ways of working. In response, SCG has launched a series of human resources transformation in line with its business strategy in 2020 as follows:

- Manpower management – SCG has prioritized manpower management to promote business growth and thrive in the new normal. SCG introduced job redesign and new forms of employment in search of suitable entrants. The recruitment criteria are adjusted to focus on recruits’ competencies. Employment models was revised to increase flexibility in working time and workplace for existing employees.

- Transformation in Human Resources – A series of human resource improvements were introduced weighting in Lean, Automation, and Digitization. SCG has consistently worked with world-class consultants and adopted best practices as a guideline for process improvement to reduce data redundancy or storage space. The approach is to streamline data storage and retrieval, resulting in speedier operation and decreased errors. The improvements brought about practice standards conducive to effectiveness measurement and performance efficiency to raise par with international standards. SCG put extra effort into reinventing and digitizing the workplace and supporting necessary equipment and resources to ensure adequate remote working to maintain employee engagement and coordination. SCG has carried out the following operations:

1. Develop “Employee Connect” application to simplify access to company services and benefits with wide-ranging functions from personal information updating, request for leave, request for overtime, welfare and benefits management, HR Q&A, health check-up, COVID-19 test, seat reservation, office check-in/check-out, etc.
2. Implement Robotic Process Automation (RPA) to reduce process time for overwhelming data retrieval and repetitive processes such as standard practice reporting, transaction records, or reimbursements, etc. The power app is extensively used in the Cement and Building Materials Business to track operational activities.
3. Provide software for the performance evaluation process with useful features from recording KPI performance, monitoring performance progress, recording consultation, to recording advice between supervisors and subordinates in digital format.
4. Prepare human resource management dashboard for business decisions. The dashboard can automatically track KPI performance and corporate operational status. Power BI is used to simplify the repetitive and time-consuming process of preparing data for updates.
5. Introduce new recruitment practices and integrate digital devices for online data collection and relevant activities via online platforms such as interviews and introduction programs. Provide job applicants with enhanced recruitment experience and collaborate with LinkedIn to improve the recruitment process and search for better-matched applicants.
6. Implement an e-platform to handle talents’ profiles for talent management and succession planning.
  - Performance Management – New performance evaluation system of remote working during the COVID-19 pandemic was introduced in the conditions where employees are allowed to work remotely and be accessible virtually. The performance evaluation system has shifted to results-focused and communications between supervisors and subordinates.
  - Talent Management – and New Normal Leadership – SCG has changed its leadership and talent management approach by putting greater focus on professional competences and leadership in talent criteria. The goal is to select a future leader with the ability in line with the new normal. Besides, SCG has promoted local employees in the invested countries to succeed in top-ranking positions.

### 3) Customers

SCG is committed to continuously creating innovations to offer products and services that meet true needs of its customers in terms of both quality and fair prices. SCG products and services must be safe as per international safety standards and environmentally-friendly, as well as promotes sustainable growth through excellence strategies in operating and human value marketing to ensure customer confidence and highest satisfaction. To this end, SCG has established a unit responsible for customer relations management in every business in order to offer suggestions on the Company’s products and services, provide counsel regarding troubleshooting and after-sales services, and handle complaints when problems arise. Suggestions are then used to inform future operation plans to enhance operation efficiency.

Furthermore, SCG has put in place a management system to foster good customer relations, the main factor of which is the voice of customers. As such, customer satisfaction in each business group is surveyed on a yearly basis to gauge the expectation and satisfaction level of customers, and customer insights discovered in the process are then further developed into new innovations. An example is the development of an innovation encompassing the knowledge management system, e-Service, e-Selling, and the business Warehouse for the customer feedback process, resulting in a central database of customer information to facilitate sales and service providing. Also invented is a customer consumption behavior analysis system in order to learn customers’ needs and create long-term satisfaction for customers. According to the 2020 customer satisfaction survey through SCG Contact Center, the result of overall customer satisfaction survey of SCG was 100%

### 4) Suppliers/Business Partners

SCG adheres to a framework of fair and transparent trade competition and strictly complies with the trading terms and conditions agreed upon, SCG Code of Conduct, and pledges given to its suppliers. To this effect, the Company determines appropriate and fair sale prices, taking into account the reasonableness, the quality, and the entailed services. In addition, regulations regarding procurement and operations are clearly established. These include refraining from demanding or accepting benefits from suppliers, supporting environmental-friendly procurement, avoiding purchasing products from suppliers that violate human rights or intellectual property law as well as dealing business with suppliers that carry out illegal acts.

As for its business partners, SCG has a policy of taking good care of its business partners regarding the

environment, work safety, and remunerations through provision of knowledge, counsel, and motivation in order to bring about development in the environmental management system through a supplier safety certification system and consideration of appropriate and fair remunerations. In addition, the Company is resolved to develop the capabilities and knowledge of its business partners both within and outside their lines of work to enable them to work more efficiently. At the same time, SCG also encourages its business partners to enhance their knowledge to achieve highest efficiency in their work.

SCG drew up the SCG Supplier Code of Conduct, in which suppliers are defined as any suppliers, contractors, and/or service providers for SCG, to ensure an accurate understanding among SCG suppliers. Please find more details in “Code of Conduct” at page 167.

The Board of Directors approved the implementation of SCG Procurement and Vendor Selection Policies and Guidelines, in which the policy regarding the selection and screening, the required qualifications, and the application of SCG suppliers/business partners, as well as the procedures involved in carrying out business with SCG are clearly prescribed. This is in order to ensure ethical business conduct and responsibility toward society and the environment. The Company also refuses to conduct business with a person or a juristic person who violates the law or demonstrates behavior involving corruption. The policy is published on the SCG website.

#### **5) Joint Venture Partners**

SCG respects the rights of joint venture partners, treats every partner equitably and fairly, and does not exploit partners. The Company also collaborates with joint venture partners to promote, support, and strengthen the operation of joint ventures; encourage exchange of opinions and suggestions; formulate business plans; determine an appropriate and transparent allocation of interest and monitor and drive the operation of the joint ventures to be in accordance with the laws and sustainable development guidelines, in order for the joint ventures to achieve the shared goals.

#### **6) Creditors**

The Board of Directors takes into account equality for all concerned parties and honesty in carrying out its business. The Board is also committed to creating confidence and ensuring fair treatment to creditors. Policies and guidelines regarding the treatment of creditors are as follows:

1. The Company enters all types of agreement with each creditor in compliance with the law in a fair and transparent way, without taking advantage of the parties to the agreement.

2. Any fraudulent method or concealment of material facts or information that may damage the creditors are prohibited.

3. The Company strictly complies with any agreed terms and conditions with all types of creditor accurately and straight forwardly.

4. The Company will pay loans plus interests to all types of creditor at the full amount when due.

To maintain the creditors’ confidence, the Company stresses the importance of managing its finances to create an appropriate financial structure. The Company also strives to constantly keep creditors abreast of the Company’s business status and maintain sustainable relations with creditors.

#### **7) Community**

Throughout its business years, SCG has held social responsibility as a core value that governs its business conduct. The Company places emphasis on business development alongside social development and quality of life improvement in communities because it believes that a strong community and society is the foundation of the country’s prosperity. Therefore, SCG strives to support activities to improve the quality of life and create benefits in line with the needs of the communities and society where the Company operates both in Thailand and other ASEAN nations. Furthermore, SCG seeks to cultivate social responsibility in its employees and all parties involved, with the goal of fostering harmonious and sustainable co-existence between the industry and communities. To this end, the CSR Committee for Sustainable Development is tasked with formulating policies, directing projects, promoting the participation of employees, government agencies, affiliated organizations, and communities in carrying out activities. SCG has divided its community development management into two parts as described below.

- Communities around the plants: It is SCG’s policy to take care of the quality of life of the communities surrounding its plants, in terms of health, education, community development, and knowledge dissemination to enhance their capabilities and enable its plants to meet eco-industry standards, with the aim of fostering sustainable coexistence between the industry and communities. To this end, SCG’s community relation teams have been working on collaboration with network partners, both government and local to encourage communities to learn, adapt, and cope with global changes or crises that have arisen to achieve sustainable self-reliance and the ability to handle crises, such as the severe drought in the past year, which led to water shortages in many areas, and heavy rain and flooding that affected the agricultural products of various other communities.



Community dialogues have been held to promote learning and engagement



Communities have learned to improve their water resource management

In response, SCG has educated communities on water management, invited them to take part in solving the problems of drought and flooding in their areas, as well as encouraged communities to manage water systematically using data and information technology, enabling communities to solve water problems independently and create a water reserve for consumption and farming. The Company has plans to extend the success of this community initiative to other areas.

- Society at large: SCG seeks to solve the problems facing society at their roots. An example is the issue of waste overflow, in response to which SCG has applied the circular economy principles to the community context in the Waste-free Community Project, which encourages communities to change their way of thinking, behavior, and start sorting and managing their waste at the source as well as recycle sorted waste to create value. This project has given rise to waste management model communities in many areas, such as Ban Pong in Ratchaburi, Ban Sa in Lampang, and Ban Mod Tanoi in Trang. Furthermore, in response to the COVID-19 pandemic, SCG has developed various and timely innovations to prevent the spread of COVID-19 and help reduce the risk of infection among healthcare professionals who are important frontline workers that care for the public. The Company has also offered financial support and coordinated with various networks to bring these innovations to hospitals and aid people across the country.

Additional details on SCG's community, environmental, and social responsibility are provided in the Sustainability Report.

### 8) Governmental Agencies

SCG has clearly defined guidelines for engaging in transactions with government agencies in the SCG Code of Conduct and SCG Anti-corruption Policy. Furthermore, SCG ensures strict compliance with relevant laws and regulations despite varying conditions, procedures, or practices in each locality. In addition to refusing to engage in an act that could provide an incentive for officers in government agencies to commit an inappropriate or unlawful deed, the Company also cooperates with government agencies in providing academic assistance or support for various activities and is opened for comments, suggestions, and complaints from government agencies.

### 9) Media

SCG attaches significance to the timely, accurate, and transparent disclosure of information to the media, so they can communicate the information to the public with accuracy and in a timely fashion. To create continuous media engagement, a number of activities catering to the interests of the media have been held such as press conferences, CSR activities. The Company is also committed to fostering good relations with the media through opinion exchange sessions to further develop and provide supports for their academic activities based on the media code of conduct.

### 10) Competitors

SCG has a policy to treat competitors fairly under an honest competition framework. The Company is committed to carrying out business fairly in compliance with the law and SCG Code of Conduct and with concern for trade ethics and transparency. The Company also refuses to gain an unfair advantage over its competitors through unlawful activities, seek confidential information through unethical or inappropriate means, engage in any action

that violates competitors' intellectual properties rights, or destroy competitors' reputations with defamatory and untruthful statements. In addition, the Company supports and promotes free trade, avoiding any acts that monopolize the market, impede or limit fair competition.

### **11) Civil Society Sector, Scholars, and Thought Leaders**

SCG conducts business with concern for social responsibility and all stakeholders. In addition to full, accurate, transparent, verifiable disclosure of information, the Company recognizes the importance of comments and suggestions from the civil society sector, which reflects issues that the Company can improve to create values and benefits for society. Since 2010, the Sustainable Development Committee has held opinion panels comprising esteemed figures from government and private sectors, as well as independent entities. These panels focus on the care and the creation of value for society and communities as well as strive to include the industry and the entire SCG supply chain in order to create a shared business practice for sustainability.

#### **Contacts for Stakeholders**

SCG has opened up channels through which stakeholders can offer suggestions, which will then be compiled, screened, and reported to the Company's top executives and the Board of Directors, as follows:

Company Secretary  
Tel: 66-2586-6098  
E-mail: corporatesecretary@scg.com  
Investor Relations  
Tel: 66-2586-4299  
E-mail: invest@scg.com

In addition, the Company has also provided channels which employees and external stakeholders can contact, offer opinions, lodge complaints, and report violation cases, namely the Whistleblowing System via SCG intranet (for employees) and www.scg.com (for other stakeholders) for further actions to be taken. The procedures are as follows:

- Employees or stakeholders file reports via the designated channels. The information provided is considered confidential and revealed only as necessary. The Company has also put in place informant/complaint lodger protection measures, and the investigation does not require the revelation of the informant's identity or the information source. In addition, informants can demand appropriate protection measures or the Company might implement extra protection measures without having received any demand informants if the issue can potentially cause damage or dangers.

- The Internal Audit Office receives complaints, verifies the validity, and conducts a preliminary investigation

with meticulousness to reach a conclusion within 30-60 days. Progress reports are also made to the informants if their identities are identified.

- In the event that a violation is proven, an investigation committee will be formed to pass judgment and determine the punishment. Then, the corruption or complaint will be reported to the Audit Committee and the Board of Directors.

Should stakeholders desire to contact the Board of Directors directly without going through the management in order to report cases of rights violation, corruption, non-compliance with laws or ethical practices which might be related to an executive, they can file reports to the Independent Directors via ind\_dir@scg.com

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

To ensure that the Company and subsidiaries have 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. Specifying risk management policies and overseeing to ensure effective risk management systems and internal control together with reviewing and assessing the systems periodically and in the wake of a change 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, and efficiency. The Audit Committee can act and exercise independent judgement in the interest of the Company.

3. Establishing the 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 Risk Management 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 Management, 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 unit that can operate efficiently 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.

In 2020, to make certain that SCG had a risk management system and internal control that would enable it to achieve goals effectively and ensure compliance with relevant rules and standards, the Board of Directors approved a Risk Management Policy to clearly establish in writing a framework for SCG's risk management procedure in line with SCG's good corporate governance principles and international practices.

### **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 to ensure that the preparation of financial statements and disclosure of material information are accurate, sufficient, timely and complying with the 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 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, revised in 2017 under the resolution of the Board of Directors to keep it in alignment with the current laws and best practices of the Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand (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 SCG website for all stakeholders and the public.

Furthermore, the Disclosure Checklist was developed, revised and disseminated to relevant units for used 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 obey the law, regulations, and obligations mandated by the Securities and Exchange Commission (SEC), the SET and relevant government bodies. Regular amendment takes place to ensure accurate information disclosure and to guarantee SCG's transparency in conducting business. For example, the Company:

1. Compile reports as required by laws related to directors and top executives and submit such reports to the Securities and Exchange Commission and the relevant regulatory agencies.

2. Establish 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.

3. Establish 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 Company's debentures, ordinary shares and debentures in the Company's subsidiaries, as well as the ordinary shareholdings of their spouses, partners in a de facto relationship, and underage child 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 the Company's Annual Report.

4. Prepare a report on the Board's responsibility for financial statements and present it along with the Audit Committee's report in the Annual Report.

5. Publish Notice of Annual General Meeting of Shareholders and Annual Report within 120 days after each financial year-end.

6. Publish minutes of the latest and previous Annual General Meeting of Shareholders on the Company's website.

7. Disclose the roles and responsibilities of the Board of Directors and Sub-committee, the number of meetings held, and the number of meetings each individual director and Sub-committee member attended.

8. Disclose the date of the director's appointment in the Company's Annual Report.

9. Disclose the Board member selection process and the Board's performance assessment.

10. Disclose the policy on the remuneration of directors and top executives, including forms, types and amount of remuneration for each committee member.

11. Disclose details of each individual director's attendance of courses offered by the Thai Institute of Directors Association (IOD).

12. Disclose detailed information on the operations and investment structure of subsidiaries, associates, joint ventures and other companies.

13. Disclose the audit fee and other fees in the Company's Annual Report.

14. Disclose the Company's Memorandum of Association and Articles of Association on the Company's website.

15. Disclose policy on environmental and social responsibility and related performance.

16. Disclose corporate governance policies and related performance.

17. Reveal 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.

Furthermore, the Board of Directors approved the establishment of the Code of Conduct for Investor Relations (IR) to ensure that SCG's investor relations practices are appropriate and fair to all stakeholders. The Code of Conduct for IR compiled all SCG's best practices related to investor relations to provide clear guidelines for IR officers in their performance of duties in compliance with SCG Corporate Governance Principles. The endeavors will add value to the Company and create confidence among shareholders, investors, the general public, and all stakeholders, leading to sustainable business operations.

#### **The Company's 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:

- The Investor Relations Department, which is responsible for direct communication with both local and international investors.
- Press conference on a quarterly basis to announce operating results, and regular press briefings to announce significant investment projects and activities.
- Analyst conference to announce quarterly operating results to investors and analysts.
- Activities to disseminate policy and operational guidelines to employees.

- Activities to meet both local and international investors and other stakeholders.

- Knowledge sharing with others on a certain topic in national and international forums.

- Company visits and plant tours for shareholders, investors, analysts, NGOs, communities, the media, and other stakeholders.

- Systematic distribution to the media of press releases, photo captions, news stories, advertisements, and social media.

- Periodical publications and media, such as annual reports, sustainability reports, debenture holder magazines, customer journals, dealer journals, and employee journals.

- Electronic channel for communications with employees, such as intranet, e-mail and social media.

- Website: "www.scg.com" and social media.

#### **Investor Relations Department**

SCG's Investor Relations Department communicates with institutional investors, retail investors, shareholders, analysts and relevant government bodies on an equal and fair basis. In 2020, SCG organized various activities in order that the President & CEO and the Vice President could meet retail 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. To maintain continuity in providing information to investors given the circumstances, the Investor Relations Department opted for virtual conferences. The investor relations activities conducted are summarized below:

- Domestic Roadshows and Virtual Conferences for the President & CEO and Vice President to meet with domestic institutional investors to offer relevant explanations, communicate with them, and create an accurate understanding regarding SCG's business approach and general information. A total of sixteen such events were held.

- Two briefings by the President of each business unit, aimed at providing analysts and institutional domestic investors with knowledge and insights into SCG business units with respect to their strategies and business directions

- Four Analyst Conferences and Press Conferences, held on a quarterly basis

- Fourteen overseas Roadshows

- One-on-one meetings, group meetings, and conference call, which allowed investors to inquire about the business conduct and strategies of the Company. Investors' inquiries are also directly responded to via e-mail and telephone on a regular basis.

## **Principle 8 Ensure Engagement and Communication with Shareholders**

Overseeing and supporting the creation of innovations that create value for SCG as well as all stakeholders. Acting with social and environmental responsibility, and ensuring that the Management manages and allocates resources effectively and efficiently.

SCG has the policy to provide support and facilitation 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, etc.

Apart from the above mentioned rights of the shareholders, SCG has made additional efforts to encourage and facilitate shareholders to exercise their rights as follows:

1. SCG provides essential, clear, and up-to-date information for shareholders regarding the Company's business. The Company will notify shareholders of the information through SCG's website and the Stock Exchange of Thailand

2. To ensure that all shareholders receive clear and sufficient detailed information, allowing them to have adequate time to study the information before attending the Shareholders' Meeting, SCG has clearly notified shareholders of the venue, date, time, and proposed agenda items, both in Thai and English, approximately two months prior to the meeting.

For the meeting notice, the Company provides a detailed description of each agenda item together with the opinion of the Board of Directors. A notice of the meeting and attachments including the registration form, documents and evidence required prior to attending the Meeting, proxy procedure, registration, and proxy forms, in Thai and English, will be posted on SCG's website more than 30 days before the Meeting. Such documents are submitted to shareholders not less than 21 days prior to the Meeting.

3. For the convenience of shareholders unable to attend a Meeting, the Company provides 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 in advance to facilitate registration on the date of the meeting.

The 2018 Annual General Meeting of Shareholders resolved to amend Clause 19 of the Articles of Association, enabling a shareholder or shareholders holding shares amounting to no less than 10 percent 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.

4. The Company provides opportunities for the shareholders to submit questions related to items on the agenda or other information prior to the meeting to the email address [corporatesecretary@scg.com](mailto:corporatesecretary@scg.com) or to the Company's address. For more information, please contact Corporate Secretary Office via the following channels:

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Address: 19<sup>th</sup> Floor, SCG 100th year Building  
1 Siam Cement Road, Bangsue,  
Bangkok 10800  
Tel: 66-2586-3605, 66-2586-6456  
Fax: 66-2586-3007  
E-mail: [corporatesecretary@scg.com](mailto:corporatesecretary@scg.com)

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5. In 2020, 12 members of the Board of Directors, or an equivalent of 100% of the Board, attended the Annual General Meeting of Shareholders.

6. Due to the outbreak of the novel Coronavirus Disease 2019 (COVID-19) in 2020, the Company postponed the Annual General Meeting of Shareholders, previously scheduled on April 2020 at the hotel to be held on June 8, 2020 at the Company's headquarter (Bang Sue), Bangkok. The Company requested the permission and organized the meeting in a way that complied with all relevant guidelines and recommendations issued by government agencies and related organizations and strictly followed the safety protocols which was introduced to the shareholders in advance.

7. On the date of the Meeting, the Company used a barcode system for registration based on the reference number already included in the registration form and



Staffs and all attendees were requested to wear their facemask at all time while in the meeting venue.



The company maintained social distancing in the 2020 Annual General Meeting of Shareholders

proxy form to ensure convenience for shareholders and facilitate the registration. In addition, in the case of the appointment of another person as a proxy, the Company facilitated the affixing of the stamp duty on all proxy forms registering at the document check counter. The Company's officers were available at all times to provide assistance during the registration. Registration for the meeting started no less than two hours prior to the meeting.

8. To ensure transparency and verifiability, the Company provided voting cards for each agenda item. In casting votes, the Chairman requested shareholders or proxies who voted to disapprove or abstain for such agenda item to mark the voting cards and raise their hands to notify the Company's officers so as to have their barcodes scanned and their voting cards collected. All shareholders who voted to approve needed to mark the voting cards but were not required to raise their hands. All the voting cards were collected when the meeting adjourned. As for a large number of shareholders who authorized their proxies to the Independent Directors, the Company needed to cast votes of approval, disapproval, or abstention for each agenda item according to their requisition.

9. The results of the vote count shall be announced at the Meeting after the completion of the counting of votes for each agenda item. However, vote counting for some agenda items might take longer. In such cases, the Chairman might request the Meeting to proceed with the consideration of the next item on the agenda to avoid disruption in the meeting. The meeting shall be informed of the result as soon as the vote counting has finished.

10. The Company assigned 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.

11. During the meeting, Shareholders who has arriving after the meeting had commenced and were allowed to vote on the agenda item being considered provided that a resolution has not yet made. They constituted part of the quorum starting from the agenda item for which they were in attendance and can exercise their rights. As a consequence, the number of shareholders in each agenda item might vary.

12. During the outbreak of the novel Coronavirus Disease 2019 (COVID-19) in 2020, the Company was required to keep its meeting short and concise to diminish the length of time that a large number of people gather in one place, therefore requesting from the shareholders as the following:

- 1) Shareholders are requested to indicate their wish to attend the meeting in advance by using the Company's form and submitted such form prior to the meeting.
- 2) Shareholders required to submit questions in advance prior to the Annual General Meeting of Shareholders via channels provided. Questions then be gathered together with the remaining questions and suggestions will be summarized and attached to the minutes of the Annual General Meeting of Shareholders, which had disclosed on the SET portal and published on the Company's website within 14 days from the date of the Annual General Meeting of Shareholders.
- 3) To ensure hygiene for all, microphones will not be provided for shareholders and proxies during Q&A session. Questions will then be gathered, and only those directly related to the agenda items where voting is involved will be addressed in the meeting hall.
- 4) Shareholders are requested to remain in their seats while maintain 1.5-2 meters physical distance between individuals at all times.

13. For any item on the agenda at the Shareholders' Meeting, the shareholders can call for a casting of votes by secret ballot, if at least five shareholders have made such request and the Shareholders' Meeting resolve to approve the casting of votes by secret ballot upon a majority of votes.

14. The agenda of the 2020 Annual General Meeting of Shareholders was considered chronologically as it appeared in the invitation letter submitted to shareholders prior to the meeting, without any changes in order or request the meeting to consider any agenda item rather than those specified in the invitation letter. Moreover, after all agenda items were considered, the Chairman welcomed shareholders' additional queries of their interest before declaring the meeting adjourned.

15. The Company disclosed the voting results and resolutions for each agenda item at the 2020 Annual General Meeting of Shareholders to the public via SET portal link and SCG website after the meeting ended.

16. The Company prepared the minutes of the Shareholders' Meeting completely encompassing all material information: names of Directors and the

Management attending the Meeting, voting procedure, resolutions of the Meeting, voting results for each agenda item, key questions, clarification, and shareholders' comments. The Company prepared the Minutes of the 2020 Annual General Meeting of Shareholders within 14 days from the date of the meeting, posted the minutes on the Company's website and submitted them to the Stock Exchange of Thailand and the Ministry of Commerce as stipulated by law.

17. Following the Annual General Meeting of Shareholders, the Governance and Nomination Committee will consider the questions and suggestions made by shareholders and propose them to the Board of Directors to determine appropriate response measures and improve the next shareholders' meeting. For the 2020 Annual General Meeting of Shareholders, the suggestions made by the shareholders were compiled by the Management and proposed to the Governance and Nomination Committee as well as the Board of Directors for consideration. The response measures were determined as follows:

Topic	Shareholders' Suggestions	Response Measures
(1) Promoting SCG's CSR activities and investment on TV	SCG should create a television program promoting its CSR activities as well as its overseas investments to show that SCG not only generates income for Thailand but also represents the country in a positive way by demonstrating Thailand's capabilities on an international level. This is to highlight that SCG and its personnel have set a good example as a company and as Thai citizens.	Acknowledged
(2) Expansion of health-related businesses	SCG should take advantage of its expertise in chemicals and other areas to expand more into health-related businesses, such as manufacturing medical equipment, vaccines, and medicine, which would lead to improvements and reduce medical expenses for Thai people.	Taken under advisement
(3) Developing modular traditional and modern Thai houses	SCG should develop modular Thai houses (similar to international-style models such as SCG HEIM) in both traditional and modern styles, so that new generations of Thai people can build Thai homes with greater ease at lower prices.	Taken under advisement

### Code of Conduct

- **SCG Code of Conduct**

SCG has established SCG Code of Conduct to provide principles and guidelines to which all SCG employees must adhere, with the directors serving as role models in accordance with SCG's 4 Core Values: Adherence to Fairness, Dedication to Excellence, Belief

in the Value of the Individual, and Concern for Social Responsibility. SCG employees must also conduct themselves in compliance with the code of conduct of the company that SCG conducts business with and as good citizens in countries where SCG operates to create value and maximize benefits for the Company.

### **Raising Awareness of Corporate Governance, Risk, and Compliance (Integrated GRC)**

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 owes its current prosperity, success, and stability to its ethical business conduct and core values, which the Board of Directors, the Management, and employees at all levels have adopted in strict adherence, namely:

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

In 1987, the Board of Directors compiled a list of principles 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. It has been constantly updated to better correspond with the evolution of SCG and suit the shifting economic and social climate.

To further raise awareness of and to promote strict adherence to SCG Code of Conduct among employees, the Company provides lessons on SCG Code of Conduct to employees at all levels and gives new employees SCG Code of Conduct Handbook on their first day of employment. In addition, SCG regularly organizes activities to foster code of conduct awareness and has included it as one of the key factors in the annual employee evaluation. In 2020, due to the COVID-19 pandemic, the Company has redesigned operational activities to align with situations and government measures by harnessing online platforms to communicate with employees. In 2020, the following activities were carried out:

- Promote the meaning of GRC in the SCG context and carry out activities to increase awareness of GRC (Governance, Risk, and Compliance) through various channels for further adoption as a practice guideline.
- Create awareness and encourage opinion expression and sharing in accordance with SCG Code of Conduct and practice guidelines. "GRC Helpline" is advocated as a platform to provide consultation to employees about governance, risk, compliance, and

internal control to promote performance in a work from home setting.

- Raise awareness of ethics of accepting gifts and hospitality and a better understanding of proper practice concerning offering or accepting gifts or hospitality on various occasions.

Moreover, 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.

SCG also established the whistleblowing policy, to protect any employee who files a complaint or reports on improprieties or suspected violations of laws, rules and regulations, the Company's Articles of Association, SCG Code of Conduct, and Anti-corruption Policy. In this regard, the Company has formed a working team responsible for devising policies and providing consultancy regarding compliance with SCG Code of Conduct. This 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 which employees can voice their opinions and make inquiries about SCG Code of Conduct, which can be found on SCG intranet called "GRC Helpline System".

#### **• Investor Relations Code of Conduct**

The Company has compiled this Investor Relations Code of Conduct to establish guideline 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 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 drew up the SCG Supplier Code of Conduct, in which suppliers are defined as any suppliers, contractors, and/or service providers for SCG, to ensure an accurate understanding among SCG suppliers. The Code serves as guideline 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 environment. The Code of Conduct also serves as mutual standards for business conduct and SCG suppliers are required to sign the acknowledgment of the SCG Supplier Code of Conduct before conducting business with the Company.



Please find more details in "Attachment 5 Corporate Governance Guidelines, Policies and SCG Code of Conduct on the Company's website (www.scg.com)"

### Reviewing the Implementation of SEC's Corporate Governance Code

As suggested by the Governance and Nomination Committee, the Board of Directors has been reviewing the implementation of the 2017 Corporate Governance Code (CG Code) issued by the Securities and Exchange Commission (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. The CG Code consists of eight main principles as follows.

Principle 1: Establish Clear Leadership Role and Responsibilities of the Board

Principle 2: Define Objectives that promote Sustainable Value Creation

Principle 3: Strengthen Board Effectiveness

Principle 4: Ensure Effective CEO and People Management

Principle 5: Nurture Innovation and Responsible Business

Principle 6: Strengthen Effective Risk Management and Internal Control

Principle 7: Ensure Disclosure and Financial Integrity

Principle 8: Ensure Engagement and Communication with Shareholders

For Principles that are not readily applicable to SCG'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 2020, areas which may not have fully covered the criteria of the Corporate Governance Report of Thai Listed Companies in full details were shown in "Corporate Governance Development of SCG in 2020"

### Corporate Governance Development of SCG in 2020

The Company has applied the Corporate Governance Code for Listed Companies 2017 (the CG Code) developed by the Securities and Exchange Commission (SEC) to SCG business operations where deemed appropriate. In 2020, the areas where the CG Code had yet been adopted and were governed by comparable replacement measures were as follows:

1. The Chairman of the Board is not an Independent Director.

The current Chairman of the Board is an executive of the major shareholders. However, the Board of Directors has clearly specified the duties of the Chairman so that the emphasis is placed on the interests of the company, shareholders, and stakeholders. In addition, all Board members 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.

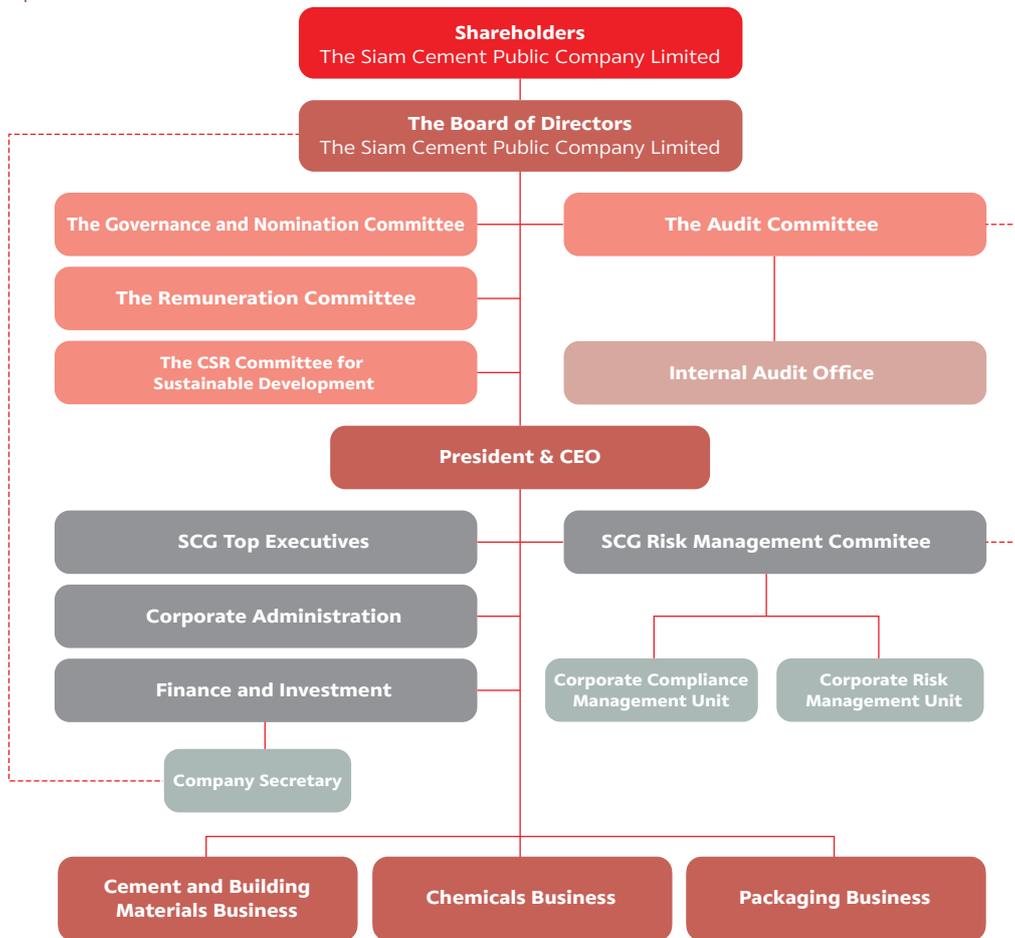
The Board of Directors meeting on October 29, 2020 resolved to specify the director term of Independent Director in case that any Independent Director hold the independent directorship more than 9 consecutive years. The Board, if necessary, may propose to re-elect him/her to retain the office by considering based on the necessity, and his/her qualification of independence.

In 2020, to ensure that SCG had a corporate governance system at all times, to improve its corporate governance efficiency, and to enhance its corporate governance standards in accordance with CG Code 2017, SCG carried out seven important activities related to the review of its corporate governance policy, guidelines, and system or the charters of the Board of Directors and the Sub-committees, as detailed below

- 1) Reviewing SCG Corporate Governance Handbook
- 2) Reviewing the charters and performance assessment forms of the Board of Directors and the Sub-committees
- 3) Reviewing the limit on the number of listed companies SCG's directors may take directorship
- 4) Reviewing the Board Skill Matrix
- 5) Establishing the Diversity and Inclusion Policy and amending the Human Rights Policy
- 6) Establishing SCG Personal Data Protection Policy
- 7) Establishing SCG Risk Management Policy

## CORPORATE GOVERNANCE STRUCTURE

### SCG CORPORATE GOVERNANCE STRUCTURE



----- Reporting Line

As of 31 December 2020

### The Sturcture of the Board of Directors

The Board of Directors comprises respected, knowledgeable and competent persons who 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.

The Articles of Association of the Company prescribe that there shall be no fewer than nine but no more than twelve directors, all of whom are appointed and removed at the meeting of Shareholders.

### The Board of Directors

The names of the directors are as follows:

1. Air Chief Marshal  
Satitpong Sukvimol Chairman
2. Mr. Chumpol NaLamlieng Vice Chairman and  
Independent Director

3. Mr. Kasem Watanachai Director
4. Police Colonel  
Thumnithi Wanichthanom Director
5. Mrs. Tarisa Watanagase Independent Director
6. Mr. Kan Trakulhoon Director
7. Mr. Prasarn Trairatvorakul Independent Director
8. Mr. Pasu Decharin Independent Director
9. Mrs. Parnsiree Amatayakul Independent Director
10. Mr. Cholanat Yanaranop\* Director
11. Mr. Thapana Sirivadhanabhakdi\* Independent Director
12. Mr. Roongrote Rangsiyopash President & CEO

The twelve members of the Board of Directors have no forbidden qualification as follows:

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against SCG during the year.

#### Remarks:

- \* Assumed the directorship on June 8, 2020  
Average Board tenure is 6.1 years



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For more information about the Board of Directors, please see the profiles in " Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance, and Company Secretary" on the Company's website ([www.scg.com](http://www.scg.com))

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## Composition of the Board of Directors

The Board of Directors is composed of an executive director, which is the President & CEO, and eleven non-executive directors, who have prior experience related to the Company's main business, the industrial sector, or the management of a large organization beneficial to the directing of the Company. None of the non-executive directors were the President & CEO in the past two years.

Among the Board of Directors, the directors authorized to sign for and with binding effect on the Company are any two of the five directors, namely Mr. Kasem Watanachai or Mr. Chumpol NaLamlieng or Mr. Prasarn Trairatvorakul or Mr. Cholanat Yanaranop or Mr. Roongrote Rangsiyopash, jointly sign their names together.

The six Independent Directors are Mr. Chumpol NaLamlieng, Mrs. Tarisa Watanagase, Mr. Prasarn Trairatvorakul, Mr. Pasu Decharin, Mrs. Parnsiree Amatayakul and Mr. Thapana Sirivadhanabhakdi constituting half of the Board of Directors and two of these Independent Directors are female directors. In addition, the six Independent Directors meet all the requirements specified in the Company's list of qualifications of an Independent Director, which is more stringent than the qualifications stipulated by the Capital Market Supervisory Board.

The duties of these Independent Directors include auditing the management, providing opinions and comments, supporting policies beneficial to shareholders or opposing any inequitable or non-transparent decisions that may affect the benefits of shareholders or stakeholders, overseeing the establishment and disclosure of policies regarding connected transaction supervision to ensure the maximum benefit of the Company and its shareholders.

In compliance with international corporate governance standards, the Company has made the diversity of the Board structure which consists of a diverse range of skills, experiences, knowledge, and expertise beneficial to the Company, without any discrimination on the grounds of gender, age, ethnicity, nationality, religion, country of origin, cultural background and tradition in order to enhance its ability to nominate individuals with qualifications for directorship in line with the Company's business.

In addition, based on the nomination of the Company's directors and IOD's list of chartered directors, the Governance and Nomination Committee nominated qualified candidates to replace the directors due to retire by rotation in 2021, consistent with the Company's policy on director qualification and nomination.

## The Sub-committees

Directors	The Audit Committee (3 members)	The Governance and Nomination Committee (3 members)	The Remuneration Committee (4 members)	The CSR Committee for Sustainable Development (9 members) *
1. Air Chief Marshal Satitpong Sukvimol	-	-	-	Member
2. Mr. Chumpol NaLamlieng	-	Chairman	-	-
3. Mr. Kasem Watanachai	-	-	-	Chairman
4. Police Colonel Thumnithi Wanichthanom	-	-	-	Member
5. Mrs. Tarisa Watanagase	Chairman	Member	-	-
6. Mr. Kan Trakulhoon	-	-	-	Member
7. Mr. Prasarn Trairatvorakul	-	-	Chairman	Member
8. Mr. Pasu Decharin	Member	Member	-	-
9. Mrs. Parnsiree Amatayakul	Member	-	Member	-
10. Mr. Cholanat Yanaranop	-	-	Member	-
11. Mr. Thapana Sirivadhanabhakdi	-	-	Member	-
12. Mr. Roongrote Rangsiyopash	-	-	-	Member

**Remark:**

- Independent Directors that meet all the requirements specified in the Company's list of qualifications of an Independent Director and the provision of the Capital Market Supervisory Board are number 2, 5, 7, 8, 9, and 11.
- Independent Directors that meet all the criteria of an Independent Director defined by DJSI Sustainability Assessment are number 1, 2, 3, 4, 5, 7, 8, 9 and 11, which can be found on the Company's website (www.scg.com).
- \* The CSR Committee for Sustainable Development comprises nine members, six of whom are the Company's directors and three of whom are SCG Management, namely Mr. Tanawong Areeratchakul, Mr. Yuttana Jiamtragan, and Mr. Chaovalit Ekabut.
- The structure of the Board of Directors is the One-tier Board system comprising an executive director and non-executive directors. Part of non-executive directors are Independent Directors.

**Report of Changes in Securities Holdings of Directors**

Directors	Name	Ordinary shares (shares)			Debentures (units)*			Ordinary** shares of affiliated companies (shares)
		As at January 1, 2020	As at December 31, 2020	Increase/ (decrease) during fiscal year	As at January 1, 2020	As at December 31, 2020	Increase/ (decrease) during fiscal year	
1	Air Chief Marshal Satitpong Sukvimol	-	-	-	-	-	-	-
2	Mr. Chumpol NaLamlieng	201,000	201,000	-	20,000	-	(20,000)	28,329
3	Mr. Kasem Watanachai	-	-	-	-	-	-	-
4	Police Colonel Thumnithi Wanichthanom	-	-	-	-	-	-	-
5	Mrs. Tarisa Watanagase	-	-	-	-	-	-	-
	Spouse	41,900	41,900	-	-	-	-	-
6	Mr. Kan Trakulhoon	-	-	-	-	-	-	-
7	Mr. Prasarn Trairatvorakul	-	-	-	5,000	25,000	20,000	-
8	Mr. Pasu Decharin	-	-	-	-	-	-	-
9	Mrs. Parnsiree Amatayakul	400	-	(400)	-	-	-	-
10	Mr. Cholanat Yanaranop*	18,500	18,500	-	56,000	59,000	3,000	2,607
11	Mr. Thapana Sirivadhanabhakdi*	-	-	-	-	-	-	-
12	Mr. Roongrote Rangsiyopash	30,000	30,000	-	98,000	102,000	4,000	-

**Remark:**

- 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).
  - According to the Public Limited Companies Act, an "affiliated company" means a public limited company with a relationship to a private company, a public limited company, or companies in the following manners:
    - Any company that has the authority to control the appointment and removal of directors with full management authority or that has majority management authority.
    - Holds more than 50% of issued shares.
\*\* Affiliated company means SCG Packaging Public Company Limited.
  - According to SEC regulation, ordinary shares of a company held by the directors include those held by a spouse, partners in a de facto relationship and minor children.
  - The Public Limited Companies Act requires divulging the ordinary shares and debentures in the company and in affiliated companies held solely by a Board member as an individual.
  - The Siam Cement Public Company Limited debentures are 1,000 Baht per unit.
- \* Mr. Cholanat Yanaranop and Mr. Thapana Sirivadhanabhakdi have been appointed as directors on June 8, 2020

### **Scope of Authority of the Board of Directors**

(Revised as per the Board of Directors charter dated November 25, 2020)

#### **The Board of Directors has the following authority: Take Responsibility as the Leaders who Sustainably Bring Value to the Company's Business**

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

- 1) Perform its duties with care and prudence (Duty of Care).
- 2) Perform its duties with faithfulness and honesty (Duty of Loyalty).
- 3) Perform its duties in compliance with the laws, objectives, Company's Articles of Association, the resolution of the Board of Directors, and resolutions of Shareholders' Meetings (Duty of Obedience).
- 4) Disclose information to shareholders accurately, completely, and transparently with verification and timeliness. (Duty of Disclosure).

2. Direct 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. Direct the Company's operation in compliance with the laws, objectives, Company's 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 highest interests of the Company with fairness to all stakeholders.

4. Oversee and develop SCG's corporate governance in alignment with international standards to provide guidelines for business operations while monitor to ensure compliance and be a role model in complying with the principles of good corporate governance and SCG Code of Conduct.

#### **Define Key Objectives and Business Goals that Promote Sustainable Value Creation**

5. Review the major operating plan, budgets, business goals, and business policies and enhance the capabilities of SCG to reach a global competitive level.

#### **Strengthen Board Effectiveness**

6. Define and review the structure of the Board of Directors in terms of number of directors, proportion of Independent Directors as well as Board diversity and director qualifications, including knowledge, expertise, experience, and specializations to align with SCG's business operations; and appoint the chairmen and

members of Sub-committees to assist and support the Board's delegation of duties.

7. Assess the performance of the Board of Directors annually by performing three types of assessments, namely that of the Board of Directors (as a whole), that of each individual director (Self-Assessment), and that of the Chairman of the Board, as well as regularly review and monitor the assessment results of the Board and its Sub-committees which will be jointly deliberated by the Board of Directors.

8. Oversee to ensure the selection and nomination process of a director is carried out transparently and the remunerations for directors and Sub-committee members are determined appropriately.

9. Devote sufficient time to perform their duties, attend all Board of Directors' Meetings and Shareholders' Meetings, except in unavoidable circumstances. The directors who are unable to attend a meeting must notify the Chairman or the Secretary to the Board in advance of the meeting.

10. Develop their knowledge and competency related to their duties through courses or curricula related to directorial duties or seminars that enhance their knowledge.

#### **Nominate Top Executives and Encourage Development of Their Skills, and Manage the Company Personnel**

11. Review top executive development plans and the succession plan for the President & CEO while oversee to ensure the effective performance assessment of top executives on an annual basis and determine their remuneration method that is prudent, transparent, and consistent with their duties and the Company's operating results to provide both short-term and long-term incentives.

#### **Promote Innovation and Responsible Business Conduct**

12. Oversee and support the creation of innovation that brings value to SCG and provides benefits to all stakeholders. Perform social and environmental responsibility, and ensure the Management allocate and manage resources efficiently and effectively.

13. Oversee and monitor IT management and the implementation of the IT security system.

14. Oversee and monitor the implementation of the Company's strategies; oversee and monitor the performance of each business unit and overall SCG by requiring their performance reports periodically; and set policies to develop and improve the business operations with concern for safety, hygiene, social and environmental responsibility, and development of SCG's employees.

### **Monitor the Implementation of Effective Risk Management and Internal Control Systems**

15. Define risk management policies and oversee to ensure effective risk management systems, as well as review and assess the systems periodically and in the wake of a change in risk levels.

16. Encourage 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 oversee the proper internal control system and internal audits to reduce the risk of fraud and abuse of authority and prevent any illegal act.

17. Monitor and manage any potential conflicts of interest between the Company, the Management, the Board of Directors, or shareholders as well as oversee to prevent misuse of SCG's assets and the entering into inappropriate transactions with persons connected with SCG.

### **Ensure Disclosure and Financial Integrity**

18. Oversee and monitor the Company's liquidity and debt service coverage together with plans and mechanisms in case of problems arising.

19. Oversee and monitor to ensure that the preparation of financial statements and disclosure of material information are accurate, sufficient, timely and in compliance with the relevant regulations and guidelines.

### **Ensure Engagement and Communication with Shareholders**

20. Oversee to ensure shareholders are involved in SCG's important decision makings, rights of majority and minority shareholders and all stakeholders are respected and that they are treated equitably and transparently. Oversee to ensure that the process and channels for receiving and handling complaints from whistleblowers are effective and provide opportunities for all stakeholders to directly contact or file complaints to the Board of Directors about any potential issues.

In performing its duties, the Board of Directors may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate.

### **Scope of Authority of the Chairman of the Board of Directors**

(Revised as per the Board of Directors Charter dated November 25, 2020)

The Chairman of the Board of Directors has the following authority:

1. Set Board meeting agenda in consultation with the President & CEO and oversee to ensure Board members receive accurate, complete, timely, and clear information prior to the meeting to assist in their decision-making process.

2. Provide leadership to the Board of Directors and chair meetings of the Board.

2.1 Conduct a Board meeting according to the agendas, the Company's Articles of Association, and applicable laws.

2.2 Allocate sufficient time and encourage each Board member to discuss and freely and independently express their opinion with due care concerning all stakeholders.

2.3 Clearly summarize the Board meeting resolutions and any action agreed upon.

2.4 Arrange a Board meeting without the presence of the executive director.

3. Chair meetings of shareholders according to the agendas, the Company's Articles of Association, and relevant laws by allocating time appropriately along with providing opportunities for shareholders to express their opinions equitably and ensuring that shareholders' inquiries are responded to appropriately and transparently.

4. Support and be a role model in compliance with SCG's Principles of Corporate Governance and Code of Conduct.

5. Foster a positive working relationship between the Board of Directors and the Management and support the performance of the duties of the President & CEO and the Management in accordance with the Company's policy.

6. Oversee to ensure the transparent disclosure of information and management in the event of conflicts of interest.

7. Oversee to ensure the Board of Directors has appropriate structure and composition.

8. Oversee the Board of Directors as a whole, Sub-committee members, and each individual director to perform their duties efficiently and effectively.

### **Authority of the Board of Directors**

The Board of Directors is empowered to authorize various matters in accordance with the scope of authority stipulated by laws, the Company's Articles of Association, the Board Charter, and the Shareholders' Meeting resolutions. Such matters include defining delegation of authority, defining and reviewing corporate vision, mission, operating strategies, operating plans, risk management policy, annual budget and business plans, and medium-term business plan. Added

to this is the defining of the target operating results, following up and assessing the operating results to ensure they are consistent with the plan, and overseeing capital expenditure, material connected transactions, merger and acquisition, corporate spin-off, and joint venture deals.

### **Separation of the Roles of the Board of Directors and the Management**

The Company has defined clear roles and responsibilities for the Board of Directors and the Management 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 Management, on the other hand, shall be responsible for implementing the policies 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 Management 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 management is authorized to manage the Company's operations in accordance with the policies 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 Service**

#### **• 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 the longest are the most eligible to retire. As the Board comprises 12 members, four 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 Directors' and Top Executives' Directorship in Organizations outside SCG**

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

The Board of Directors has set a limit to the number of listed companies in which each director may hold a 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 on The Stock Exchange of Thailand. The Board of Directors has followed this policy strictly, and none of the directors currently hold directorship in over four other listed companies on The Stock Exchange of Thailand. 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.

The President & CEO shall seek approval from the Board of Directors prior holding a directorship in other companies or external organizations. As for management level 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 level employees of the aforementioned policy and process.

### **The Sub-Committees**

The Board has established the Sub-committees, namely the Audit Committee, the Governance and Nomination Committee, the Remuneration Committee, and the CSR Committee for Sustainable Development to be responsible for their specific areas and report directly to the Board for its consideration or acknowledgement. In this regard, SCG put in place its Charter of the Board of Directors and Charter of the Sub-committees specifying rights and duties, which are published on the Company's website ([www.scg.com](http://www.scg.com)). Moreover, the Board of Directors is entitled to form other sub-committees to handle any specific situations as deemed appropriate.

#### **1. The Audit Committee**

The Audit Committee comprises three independent directors, all of whom are widely accepted to have a full understanding of and experience in accounting or finance fields, and have extensive knowledge and

experience to review the reliability of the financial statement. The Audit Committee members' duties include a review to ensure that operations have been carried out in accordance with the Company's policies, Articles of Association as well as the laws and regulations of compliance-related agencies. Moreover, the Committee is committed to promoting the advancement of SCG's financial and accounting report system to meet international standards and to ensure that the Company has an appropriate, modern and efficient internal control system, internal audit system and risk management system. The Audit Committee acts and expresses opinions independently.

The Audit Committee of the Company comprises the following three members:

1. Mrs. Tarisa Watanagase	Chairman
2. Mr. Pasu Decharin	Member
3. Mrs. Parnsiree Amatayakul	Member

The Internal Audit Office, with Mr. Pitiya Chanboonmi as its Director, acts as an operation unit reporting directly to the Audit Committee. The Audit Committee also consults regularly with external auditors, consultants and specialists in the areas of law and accounting. The Audit Committee shall set up meetings with the Company's external auditor, without the presence of the management, at least once a year in order to hear their comments. In addition, the Committee may seek external consultation and professional advice from independent consultants as deemed appropriate, at the Company's expense.

#### **The Audit Committee's Term of Office**

The Audit Committee is subject to a three-year term. The directors shall retire from office by rotation at the Annual General Meeting of Shareholders. However, a retiring director is eligible for re-election.

If there is a vacancy on the Audit Committee due to reasons other than retirement by rotation, the Board of Directors shall appoint a qualified individual as director to fill the vacancy to ensure the Audit Committee is composed of the number of directors prescribed by the Board of Directors. The appointed individual shall hold the directorship only for the duration of the remaining term of the director he or she replaces.

### **Scope of Authority of the Audit Committee**

(Revised as per the Board of Directors Charter dated July 29, 2020)

The duties of the Audit Committee are as follows:

#### **Governance, Risk Management, Oversight of Performance, and Internal Control**

1. Review the appropriateness of the financial reporting system and disclosure of information in its financial statements in accordance with the legally defined Financial Reporting Standards and promote the development of financial reporting systems in compliance with International Financial Reporting Standards.

2. Consider connected transactions, acquiring or selling of assets, or those with possible conflict of interest to ensure compliance with all pertinent laws and requirements of the Securities and Exchange Commission, Thailand.

3. Review the presence of the Company's risk management process, work processes, control, oversight of performance, IT governance, as well as Information and Integrated Network Security to ensure their effectiveness and compliance with international standards.

4. Review the Company's effective Anti-corruption procedures to ensure the compliance with relevant governing bodies' guidelines such as Thailand's Private Sector Collective Action Coalition Against Corruption (Thai CAC), The Thai Institute of Directors Association (IOD) and The National Anti-Corruption Commission starting from promoting and raising the awareness, assessing the risks, internal control, developing preventive measures, offense reporting, auditing, as well as reviewing the self-assessment form regarding anti-corruption measures as assessed by Internal Audit Office.

5. Review the Company's Compliance Procedure to ensure compliance with the Securities and Exchange Act, rules, regulations and other laws relevant to the Company's business.

6. Review the compliance of the Company's Internal Control System with Internal Control Framework (COSO 2013) and the appropriateness and the effectiveness of the Company's Internal Audit System in accordance with internationally accepted approaches and standards. Also, review "The Assessment Form of the Adequacy of the Internal Control System" as audited and assessed by the Internal Audit Office to ensure that the Company has sufficient internal control system and propose to the Board of Directors for consideration.

7. Review the results of fraud investigation, establish the preventive measures in organization and review the internal processes of whistleblowing system.

8. Review the presence of preventive system to enhance operating effectiveness and efficiency.

#### **Others**

9. Select and propose the appointment or discharge an independent person to perform the duties of the Company's auditor and also propose the remuneration of the Company's auditor and evaluate the effectiveness of auditor's performance.

10. Prepare the audit committee's report to be disclosed in the Company's Annual Report and duly signed by the Chairman of the Audit Committee and containing opinions on various matters as required by SET.

11. Review and give the opinion toward the audit practices of the Internal Audit Office and coordinate with the Company's auditors. Also, organize meetings with the Company's auditor, without the attendance of management, at least once a year.

12. Approve the internal audit plan, budget and manpower of the Internal Audit Office. Also, provide recommendations in respect of appointment, removal, transfer, or dismissal of the Director of Internal Audit Office.

13. Consider the independence of the Internal Audit Office based upon the execution of work, reports, and line of command. Also, ensure the performance assessment process of the Internal Audit office is in accordance with international standards.

14. Review the presence of the Audit Committee's performance assessment as a whole and as an individual self-assessment on an annual basis.

15. Perform other actions as required by law or as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the Audit Committee is authorized to call for and order management, heads of offices, or employees concerned to present opinions, attend meetings, or submit necessary documents. In addition, the Committee may seek independent opinion from professional consultants as deemed appropriate, at the Company's expense.

The Audit Committee performs duties within its authority and responsibilities under the order of the Board of Directors. The Board of Directors is responsible for the Company's operations and is directly accountable to shareholders, stakeholders, and the public.

### Responsibilities of the Audit Committee

1. In case the Audit Committee is informed by the auditor about suspicious behavior of directors, managers or persons responsible for business operation of the Company, which may violate paragraph 2 of Section 281/2, Section 305, 306, 308, 309, 310, 311, 312 or 313 of the Securities and Exchange Act, the Audit Committee is to investigate the case and submit a preliminary report to the Securities and Exchange Commission (SEC), as well as to the auditor, within 30 days of the date it is informed.

2. Upon finding or having doubt about the following actions or transactions, which may significantly affect the financial position and performance of the Company, the Audit Committee is to report such events to the Board of Directors in order to find remedy within a period deemed appropriate by the Audit Committee:

- (1) Transaction which may cause conflicts of interest.
- (2) Fraud or irregular events or material flaws in the internal control system.
- (3) Violations of laws pertaining to Securities and the Stock Exchange, the regulations of the Stock Exchange, or laws pertaining to the Company's business.

Should the Board of Directors or management fail to remedy the issues within the timeline specified by the Audit Committee, a member of the Audit Committee may report the issue to the SEC or the SET

### 2. The Governance and Nomination Committee

The Governance and Nomination Committee comprises three Independent Directors. The Committee is responsible for proposing, revising, and supervising the Company's corporate governance matters. The Committee is also in charge of the nomination of persons qualified to become directors to replace those who are retired by rotation, or as the case may be. In addition, the Committee reviews the performance evaluation system of the Board of Directors and the Sub-committees, as well as the succession plan for the position of president.

The Governance and Nomination Committee of the Company comprises the following three members:

1. Mr. Chumpol NaLamlieng	Chairman *
2. Mrs. Tarisa Watanagase	Member
3. Mr. Pasu Decharin	Member

#### Remark:

\* Appointed as the chairman of the Governance and Nomination Committee in replacement of Mr. Sumet Tantivejkul on June 8, 2020

### Term of Office of the Governance and Nomination Committee

The Governance and Nomination Committee is subject to a three-year term. The Directors shall retire from office by rotation at the Annual General Meeting of Shareholders. However, a retiring director is eligible for re-election.

### Scope of Authority of the Governance and Nomination Committee

(Revised as per the Board of Directors Charter dated July 29, 2020)

The duties of the Governance and Nomination Committee are as follows:

1. Define the scope and policy of SCG's corporate governance and propose to the Board of Directors on a regular basis.
2. Make recommendations on the practice of SCG's corporate governance and give advice on corporate governance to the Board of Directors.
3. Oversee and monitor the performance of the Company's Board of Directors and the executive committee to ensure their compliance with SCG's corporate governance policy.
4. Review the practice of corporate governance within SCG to ensure it is appropriate for the Company's business operations and consistent with international best practices and make recommendations to the Board of Directors for further improvement and keeping it up-to-date.
5. Oversee the presence of appropriate and sufficient anti-corruption policy for business operations.
6. Review the independence of the Board of Directors, as well as any potential conflicts of interest in the performance of its duties.
7. Review the appropriateness of retaining the directorship should there be any change in a director's qualifications.
8. Develop director development plans to enhance the knowledge and skills of directors and foster their understanding of the roles and duties of directors, business, economic conditions, standards, risks, business environment, information technology, as well as laws and rules relevant to SCG's businesses; and formulate the Board Skill Matrix, taking into account the diversity of the board to suit SCG's business operations.
9. Recommend methods for performance assessment of the Board of Directors, Sub-committees, and the Chairman on an annual basis as well as follow up and report the assessment results to the Board of Directors, enabling directors to enhance their performance and competency.

10. Report regularly a progress and performance results to the Board of Directors after every meeting of the Corporate Governance and Nomination Committee.

11. Define nomination and selection procedures and guidelines in accordance with applicable regulations and laws. Nominate qualified candidates for directorship to replace a director retiring at the end of their terms, or whatever the case may be, as well as nominate directors as Sub-committees, to which authority and responsibilities are directly assigned by the Board of Directors, with the diversity of the board regarding knowledge, expertise, experience, and specializations beneficial to the Company taken into consideration, and submit a list of candidates to the Board of Directors and/or Shareholders' Meeting for approval.

12. Develop a succession plan of the Company's President & CEO and the top executives to the Board of Directors for consideration.

13. Review and give advice to the Board of Directors on the structure, roles and responsibilities, and practices of the Board of Directors and the Sub-committees. Review the suitability of the Charter of the Board of Directors and the sub-committees, annually.

14. Review the performance appraisal of the Governance and Nomination Committee on a regular annual basis as a whole and as an individual self-assessment.

15. Promote ethics, integrity, as well as compliance with SCG Code of Conduct and good corporate governance principles.

16. Perform other duties as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the Governance and Nomination Committee is authorized to call for and order the management, heads of offices or employees concerned to give opinions, attend meetings or submit necessary documents. In addition, the committee may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate, at the Company's expense.

### 3. The Remuneration Committee

The Remuneration Committee comprises four of the Company's directors, all of whom are non-executive directors and three of whom are independent directors. The chairman of the Remuneration Committee is an Independent Director. The Committee is responsible for monitoring and studying changes and trends in the remuneration of the Board of Directors and SCG top executives to suggest remuneration policies that can motivate these executives to lead the Company toward

success as well as to retain smart and ethical employees within the organization.

The Remuneration Committee of the Company comprises the following four members:

1. Mr. Prasarn Trairatvorakul	Chairman
2. Mrs. Parnsiree Amatayakul	Member
3. Mr. Cholanat Yanaranop	Member *
4. Mr. Thapana Sirivadhanabhakdi	Member *

#### Remark:

\* Appointed as the member of the Remuneration Committee on June 8, 2020

#### Term of Office of the Remuneration Committee

The Remuneration Committee is subject to a three-year term. The Directors must retire from office by rotation at the Annual General Meeting of Shareholders. Nevertheless, a retiring director is eligible for re-election.

#### Scope of Authority of the Remuneration Committee

(Revised as per the Board of Directors Charter dated July 29, 2020)

The Remuneration Committee is authorized to fulfill the following duties:

1. Propose guidelines and methods for remuneration to be paid to the Board of Directors and the Sub-committees appointed by the Board of Directors, including bonus and attendance fee.

2. Recommend the policy on SCG management remuneration including salary and annual bonus, in line with the Company's operating results and the performance of each top executive. Whenever it deems appropriate, the Committee shall consider the hiring of consulting firms to advise.

3. Assess the performance of the President & CEO on an annual basis in order to determine his/her remuneration before proposing the Board of Directors for approval.

4. Assess the performance of each SCG top executive on an annual basis, based on the recommendation of the President & CEO, in order to determine his/her remuneration before proposing this to the Board of Directors for approval.

5. Consider the annual budget for the salary increase, changes of wage and compensation, and bonus of top executives before proposing to the Board of Directors.

6. Review, study, and track regularly the changes and trends in remuneration for the Board of Directors and

SCG top executives in order to propose for the approval of the Board of Directors.

7. Consider the remuneration of the Board of Directors and SCG top executives, as compared to the remuneration offered by other listed companies operating in the same business, to ensure that SCG retains its leadership in that industry and to motivate them to foster the Company's continuing development.

8. Report regularly on progress and performance results to the Board of Directors after every meeting of the Remuneration Committee.

9. Assess the performance of the Remuneration Committee and report the assessment results to the Board of Directors for acknowledgement.

10. Review and recommend for the Board of Directors' approval if there may be any alteration to the Charter of the Remuneration Committee in keeping it appropriate and up-to-date.

11. Perform other duties as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the Remuneration Committee is authorized to call for and order the management, heads of offices or employees concerned to give opinions, attend meetings or submit necessary documents. In addition, the Committee may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate, at the Company's expense.

#### 4. The CSR Committee for Sustainable Development

The CSR Committee for Sustainable Development comprises nine members, six of whom are the Company's directors and three of whom are SCG Management. The Committee is responsible for establishing policies and guidelines on CSR activities for sustainable development, proposing the setting of annual CSR budget as well as monitoring the Committee's performance and reporting to the Board of Directors.

The CSR Committee for Sustainable Development comprises the following nine members:

1. Mr. Kasem Watanachai	Chairman
2. Air Chief Marshal Satitpong Sukvimol	Member *
3. Police Colonel Thumnithi Wanichthanom	Member *
4. Mr. Prasarn Trairatvorakul	Member
5. Mr. Kan Trakulhoon	Member
6. Mr. Roongrote Rangsiyopash	Member

7. Mr. Yuttana Jiamtragran	Member
8. Mr. Chaovalit Ekabut	Member
9. Mr. Tanawong Areeratchakul	Member

#### Remark:

\* Appointed as the member of the CSR Committee for Sustainable Development on October 29, 2020

#### Term of Office of the CSR Committee for Sustainable Development

The CSR Committee for Sustainable Development is subject to a three-year term. The Directors must retire from office by rotation at the Annual General Meeting of Shareholders. Nevertheless, a retiring director is eligible for re-election.

#### Scope of Authority of the CSR Committee for Sustainable Development

(Revised as per the Board of Directors Charter dated July 29, 2020)

The duties of the CSR for SD Committee are as follows:

1. Define the policy, direction and budget for socially-responsible activities and propose to the Board of Directors for approval on a yearly basis.

2. Follow up to ensure that the policy implementation is effective according to plan and target set by the Company's Board of Directors and the CSR for SD Committee.

3. Report regularly a progress and performance to the Board of Directors after every meeting of the CSR for SD Committee.

4. Conduct the performance appraisal of the CSR for SD Committee and report the performance results to the Board of Directors.

5. Review and recommend the revision of the Charter of the CSR for SD Committee to the Board of Directors for approval in order that the Charter retains its appropriateness and up-to-date.

6. Perform other duties as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the CSR for SD Committee is authorized to call for and order management, heads of offices, or employees concerned to present opinions, attend meetings, or submit necessary documents. In addition, the CSR for SD Committee may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate, at the Company's expense.

The expenses related to the performing duties of the CSR for SD Committee shall be paid by the Company.

### SCG Top Executives

**SCG Top Executives** (As of December 31, 2020)

1. Mr. Roongrote Rangsiyopash  
President & CEO, SCG

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2. Mr. Tanawong Areeratchakul  
President, Chemicals Business

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3. Mr. Sakchai Patiparnpreechavud  
Vice President-Polyolefins and Vinyl Business,  
Chemicals Business

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4. Mr. Mongkol Hengrojanasophon  
Vice President-Olefins Business and  
Operations, Chemicals Business

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5. Mr. Suracha Udomsak  
Vice President-Chemicals Business and in  
charge Chief Technology Officer-Innovation  
and Technology, Chemicals Business

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6. Mr. Nithi Patarachoke  
President, Cement and Building Materials  
Business and In charge of  
Vice President-Living  
Solution and Housing Products Business,  
Cement and Building Materials Business

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7. Mr. Chana Poomee  
Vice President-Cement and Construction  
Solution Business, Cement and Building  
Materials Business

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8. Mr. Paramate Nisagornsen  
Vice President-Regional Business,  
Cement and Building Materials Business

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9. Mr. Yuttana Jiamtragan  
Vice President-Corporate Administration, SCG

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10. Mr. Thammasak Sethaudom  
Vice President-Finance and Investment & CFO, SCG

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11. Mr. Aree Chavalitcheewingul  
President, Cement Thai Holding Company  
Limited



For more information about top executives, please see the profiles in "Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" on the Company's website ([www.scg.com](http://www.scg.com))

The above-mentioned top executives of SCG are "Executive" according to the Notification of the Capital Market Supervisory Board No. Tor Jor 23/2551.

The eleven members of top executives have no forbidden qualification as following:

1. Never dishonestly committed an offence against property.

2. Never entered into any transaction which may cause conflicts of interest against SCG during the year.

SCG top executives are empowered with an authority to operate business under the policy, strategies and goals directed by the Board of Directors, which approves a clear and definite scope of responsibilities to ensure transparency and flexibility of operation. Their duties also encompass controlling and keeping expenses and capital expenditures within the limits approved by the Board in the annual operating plan; managing human resources in line with the prescribed policy; resolving problems or conflicts that affect the Company; and maintaining effective communication with related parties.

## SCG Top Executives

(As of December 31, 2020)

**1 Mr. Roongrote Rangsiyopash**  
President & CEO, SCG

**2 Mr. Tanawong Areeratchakul**  
President, Chemicals Business

**3 Mr. Sakchai Patiparnpreechavud**  
Vice President-Polyolefins and Vinyl Business, Chemicals Business

**4 Mr. Mongkol Hengrojansophon**  
Vice President-Olefins Business and Operations, Chemicals Business

**5 Mr. Suracha Udomsak**  
Vice President-Chemicals Business and in charge Chief Technology Officer-Innovation and Technology, Chemicals Business

**6 Mr. Nithi Patarachoke**  
President, Cement and Building Materials Business and In charge of Vice President-Living Solution and Housing Products Business, Cement and Building Materials Business

**7 Mr. Chana Poomee**  
Vice President-Cement and Construction Solution Business, Cement and Building Materials Business

**8 Mr. Paramate Nisagornsen**  
Vice President-Regional Business, Cement and Building Materials Business

**9 Mr. Yuttana Jiamtragan**  
Vice President-Corporate Administration, SCG

**10 Mr. Thammasak Sethaudom**  
Vice President-Finance and Investment & CFO, SCG

**11 Mr. Aree Chavalitcheewingul**  
President, Cementhai Holding Company Limited



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## List of SCG Top Executives in Major Subsidiaries of the Core Businesses (As of December 31, 2020)

Companies	Mr. Roongrote Rangsiyopash	Mr. Tanawong Areeratthakul	Mr. Sakchai Patiparnpreechavud	Mr. Mongkol Hengrojanasophon	Mr. Suracha Udomsak	Mr. Nithi Patarachoke	Mr. Chana Poomee	Mr. Paramate Nisagornsen	Mr. Yuttana Jiamtragan	Mr. Thammasak Sethaudom	Mr. Aree Chavalitcheewingul
<b>Cement and Building Materials Business</b>											
SCG Cement-Building Materials Company Limited	●	●			●	●	●	●	●	●	●
<b>Chemicals Business</b>											
SCG Chemicals Company Limited	●	●	●	●							●
<b>Packaging Business</b>											
SCG Packaging Public Company Limited		●									●

### The Company's Chief Officers in Accounting and Finance

#### • Corporate Accounting Director

Mr. Pichit Leelaphantmetha, Corporate Accounting Director, has been assigned to oversee SCG's accounting policy, control accounting and the preparation of financial statements, and ensure that SCG's accounting transactions are executed efficiently in relevant regulations, requirements, and criteria.

#### • Corporate Planning and Finance Director

Mrs. Chantanida Sarigaphuti, Corporate Planning and Finance Director, has been assigned to oversee strategic planning and corporate risks and investor relation management as well as ensure that the financial and actuarial principles and management of SCG and its subsidiaries are in compliance with SCG's financial policy.



For more information about top executives, please see the profiles in " Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" on the Company's website ([www.scg.com](http://www.scg.com))

## Report of Changes in Securities Holdings of Executives

No.	Executives	Ordinary Shares of The Siam Cement Public Company Limited (shares)		
		As of January 1, 2020	As of December 31, 2020	Increase / (Decrease) during fiscal year
1.	Mr. Roongrote Rangsiyopash	30,000	30,000	-
2.	Mr. Tanawong Areeratchakul	-	-	-
3.	Mr. Sakchai Patiparnpreechavud	-	-	-
4.	Mr. Mongkol Hengrojanasophon	2,000	2,000	-
5.	Mr. Suracha Udomsak	-	-	-
6.	Mr. Nithi Patarachoke Spouse	4,000 15,000	4,000 15,000	- -
7.	Mr. Chana Poomee Spouse	5,800 500	5,800 500	- -
8.	Mr. Paramate Nisagornsen	-	-	-
9.	Mr. Yuttana Jiamtragan	2,000	2,000	-
10.	Mr. Thammasak Sethaudom	-	-	-
11.	Mr. Aree Chavalitcheewingul	-	-	-
12.	Mr. Pichit Leelaphantmetha	-	-	-
13.	Mrs. Chantanida Sarigaphuti	2,000	2,000	-

### Notes:

- 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 Jor 23/2551, "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 top executives according to the Notification of Capital Market Supervisory Board comprises the above-mentioned 13 members.
- According to SEC regulation, ordinary shares of a company held by the directors and executives include those held by spouses, partners in a de facto relationship and underage child.
- No. 12 and 13 are the Management of accounting and finance.

## Remunerations for the Board of Directors and the Top Executives

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

- **Remunerations of the Board of Directors**

### Policy on the Remuneration for the Board and the 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.

### Remuneration for the Board of Directors

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.

As for remuneration for the Sub-committees, the Board of Directors is entitled to set the remuneration for each Sub-committee according to Clause 40 of the Company's Articles of Association. However, to ensure transparency in line with good corporate governance, the Board of Directors resolved that all forms of remuneration for the Directors shall be disclosed at the Annual General Meeting of Shareholders and added to the regular agenda for approval. The 2020 Annual General Meeting of Shareholders (The 27th Meeting) held on June 8, 2020, resolved to approve the same rate of the remuneration of Directors and Sub-committee members.

### The Apportionment of Board Remuneration and Bonuses

**Monthly Remuneration** The Board of Directors passed a resolution to pay the chairman a 1.5 portion, or 216,000 Baht per month, and the other 11 board members one portion, or 144,000 Baht per month.

**Directors' Bonus** The Board of Directors passed a resolution to pay the chairman a bonus of 1.5 portions and each of the other board members bonuses of one portion of the total bonuses as approved in 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:

Type of Remunerations	Position	Annual Fixed Fee (Baht)	Attendance Fee (Baht)
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 Remuneration for the Board of Directors and the Sub-committees in 2020 (January 1 – December 31, 2020)

Directors	The Board of Directors	The Audit Committee	The Governance and Nomination Committee	The Remuneration Committee	Directors' Bonus paid in 2020* (Baht)	Total (Baht)
1. Air Chief Marshal Satitpong Sukvimol	2,592,000.00	-	125,000.00	-	4,740,000.00	7,457,000.00
2. Mr. Chumpol NaLamlieng	1,728,000.00	-	265,521.98	118,956.04	3,160,000.00	5,272,478.02
3. Mr. Kasem Watanachai	1,728,000.00	-	-	-	3,160,000.00	4,888,000.00
4. Police Colonel Thumnithi Wanichthanom	1,728,000.00	-	125,000.00	-	3,160,000.00	5,013,000.00
5. Mrs. Tarisa Watanagase	1,728,000.00	495,000.00	200,000.00	-	3,160,000.00	5,583,000.00
6. Mr. Kan Trakulhoon	1,728,000.00	-	-	-	3,160,000.00	4,888,000.00
7. Mr. Prasarn Trairatvorakul	1,728,000.00	-	-	412,500.00	3,160,000.00	5,300,500.00
8. Mr. Pasu Decharin	1,728,000.00	330,000.00	200,000.00	-	3,160,000.00	5,418,000.00
9. Mrs. Parnsiree Amatayakul	1,728,000.00	330,000.00	-	275,000.00	3,160,000.00	5,493,000.00
10. Mr. Cholanat Yanaranop Appointed as a director since June 8, 2020	969,600.00	-	-	156,043.96	207,912.09	1,333,556.05
11. Mr. Sumet Tantivejkul Retired by rotation, term ended on June 8, 2020	758,400.00	-	103,434.07	-	2,952,087.91	3,813,921.98
12. Mr. Thapana Sirivadhanabhakdi Appointed as a director since June 8, 2020	969,600.00	-	-	156,043.96	207,912.09	1,333,556.05
13. Mr. Pricha Attavipach Retired by rotation term ended on June 8, 2020	758,400.00	142,747.25	68,956.04	-	2,952,087.91	3,922,191.20
14. Mr. Roongrote Rangsiyopash	1,728,000.00	-	-	-	3,160,000.00	4,888,000.00
<b>Total</b>	<b>21,600,000.00</b>	<b>1,297,747.25</b>	<b>1,087,912.09</b>	<b>1,118,543.96</b>	<b>39,500,000.00</b>	<b>64,604,203.30</b>

#### Remark:

- Director No.1 is the Chairman of the Board.
- Director No.2 is the Vice Chairman of the Board and served as Chairman of the Governance and Nomination Committee.
- Director No.3 served as the Chairman of the CSR Committee for Sustainable Development.
- Director No. 5 served as Chairman of the Audit Committee.
- Director No. 6 served as the Chairman of the Management Advisory Committee, received remuneration amounted to 270,000 Baht per month.
- Director No. 7 served as the Chairman of the Remuneration Committee.
- Director No 10 served as the Advisor to the President and Chief Executive Officer, received remuneration amounted to 180,000 Baht per month.
- Director No. 2 and 7 received remuneration from being the Independent Directors of SCG Packaging Public Company Limited, the Company's subsidiary, amounted to 1,639,067 Baht and 2,095,522 Baht respectively.
- The CSR Committee for Sustainable Development has no remuneration.

\* The directors' bonus paid in 2020 consisted of the bonus payment based on the final dividend of the year 2019 paid to shareholders on April 17, 2020 and the interim dividend of the year 2020 paid on August 28, 2020 as represented in the item of "Administrative expenses" on the consolidated statements of income.

- **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, 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 for approval, taking into account the following information regarding the current and previous years:

1. The business unit's operating results based on percentage of EBITDA on operating assets. The target EBITDA percentage for each business unit of SCG shall be set forth each year for assessment and comparison purposes.

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 unit 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 for environment aspect e.g. reducing Greenhouse Gas Emission, reducing Energy and Resource Consumption, Water withdrawal reduction, Zero Waste to Landfill, Revenue from sales of eco value products and services and, for social aspect e.g. Occupational Health and Safety.

- **Remuneration of the Top Executives**

The total remuneration for eleven executives, including the President & CEO whose office was held during 2020, in the form of salaries, bonuses, variable pay and others amounted to 221,536,423 Baht. For 2020, the Company made contributions of 17,656,600 Baht to the provident fund for the executives as the employees of the Company.

- **Directors and Executives of Major Subsidiaries of the Core Businesses**

(As of 31 December 2020)

- **Cement and Building Materials Business**

- **List of the Board of Directors of SCG Cement and Building Materials Company Limited**

1. Mr. Roongrote Rangsiyopash	Chairman
2. Mr. Thammasak Sethaudom	Director
3. Mr. Yuttana Jiamtragan	Director
4. Mr. Nithi Patarachoke	Director
5. Mr. Chana Poomee	Director
6. Mr. Paramate Nisagornsen	Director
7. Mr. Suracha Udomsak	Director

- **List of Executives and positions of SCG Cement and Building Materials Company Limited**

1. Mr. Nithi Patarachoke	President
2. Mr. Chana Poomee	Vice President
3. Mr. Paramate Nisagornsen	Vice President
4. Mrs. Nattha Buranawit	Chief Financial Officer

- **Chemicals Business**

- **List of the Board of Directors of SCG Chemicals Company Limited**

1. Mr. Roongrote Rangsiyopash	Chairman
2. Mr. Thammasak Sethaudom	Director
3. Mr. Tanawong Areeratchakul	Director
4. Mr. Sakchai Patiparnpreechavud	Director
5. Mr. Mongkol Hengrojanasophon	Director

- **List of Executives and positions of SCG Chemicals Company Limited**

1. Mr. Tanawong Areeratchakul	President
2. Mr. Sakchai Patiparnpreechavud	Vice President
3. Mr. Mongkol Hengrojanasophon	Vice President
4. Mr. Suracha Udomsak	Vice President

## Packaging Business

### List of the Board of Directors of SCG Packaging Public Company Limited

1. Mr. Prasarn Triratvorakul	Chairman and Independent Director
2. Mr. Cholanat Yanaranop	Vice Chairman
3. Mr. Chumpol NaLamlieng	Independent Director
4. Mrs. Kaisri Nuengsigkapan	Independent Director
5. Mr. Chalee Chantanayingyong	Independent Director
6. Mrs. Pongpen Ruengvirayudh	Independent Director
7. Professor Kitipong Urapeepatanapong	Independent Director
8. Mr. Vanus Taepaisitphongse	Independent Director
9. Mr. Vibul Tuangsitthisombat	Director
10. Mr. Tanawong Areeratchakul	Director
11. Mr. Thammasak Sethaudom	Director
12. Mr. Wichan Jitpukdee	Director and Chief Executive Officer

### List of Executives and positions of SCG Packaging Public Company Limited

1. Mr. Wichan Jitpukdee	Chief Executive Officer
2. Mr. Sangchai Wiriyumpaiwong	Chief Operating Officer, Packaging Paper Business
3. Mr. Suchai Korprasertsri	Chief Operating Officer, Consumer and Industrial Packaging Business
4. Mr. Karan Tejasen	Chief Operating Officer, Performance and Polymer Packaging Business

5. Mr. Wichan Charoenkitsupat  
Chief Operating Officer, Fibrous Business

6. Mr. Danaidej Ketsuwan  
Chief Regional Officer

7. Mr. Kulachet Dharachandra  
Chief Financial Officer

8. Mrs. Nadarat Pomtri  
Accounting Director

### Remunerations for the Board of Directors and the Executives of Major Subsidiaries of the Core Businesses

#### • Remunerations for the Board of Directors and the Executives of SCG Cement and Building Materials Company Limited

SCG Top Executives assigned to be directors of SCG Cement-Building Materials Company Limited shall not be subject to remuneration paid for being the directors as they have already served as the Top Executives of SCG.

#### • Remunerations for the Board of Directors and the Executives of SCG Chemicals Company Limited

SCG Top Executives assigned to be directors of SCG Chemicals Company Limited shall not be subject to remuneration paid for being the directors as they have already served as the Top Executives of SCG.



For more information about the directors of major subsidiaries of the core businesses, please see the profiles in “ Attachment 2 Information of Directors of Major Subsidiaries of the Core Businesses” on the Company’s website ([www.scg.com](http://www.scg.com))

• **Remunerations for the Board of Directors and the Executives of SCG Packaging Public Company Limited**  
Remunerations for the Board of Directors 2020

<b>Directors</b>	<b>The Board of Directors</b>	<b>The Audit Committee</b>	<b>The Governance and Nomination Committee*</b>	<b>The Remuneration Committee*</b>	<b>Directors' Bonus paid in 2020* (Baht)</b>	<b>Total (Baht)</b>
1. Mr. Prasarn Triratvorakul	1,800,000	-	-	-	295,522	2,095,522
2. Mr. Cholanat Yanaranop	1,200,000	-	102,033	180,000	219,590	1,701,623
3. Mr. Chumpol NaLamlieng	1,200,000	-	-	240,000	199,067	1,639,067
4. Mrs. Kaisri Nuengsigkapan	1,200,000	510,000	-	-	219,590	1,929,590
5. Mr. Chalee Chantanayingyong	1,200,000	340,000	270,000	-	199,067	2,009,067
6. Mrs. Pongpen Ruengvirayudh	1,200,000	340,000	-	62,033	199,067	1,801,100
7. Professor Kitipong Urapeepatanapong	1,200,000	-	200,000	-	136,474	1,536,474
8. Mr. Vanus Taepaisitphongse (appointed as a director since March 24, 2020)	925,806.50	-	-	117,967	-	1,043,773.50
9. Mr. Vibul Tuangsitthisombat (appointed as a director since March 24, 2020)	925,806.50	-	97,967	-	-	1,023,773.50
10. Mr. Tanawong Areeratchakul	1,200,000	-	-	-	219,590	1,419,590
11. Mr. Thammasak Sethaudom	1,200,000	-	-	-	219,590	1,419,590
12. Mr. Wichan Jitpukdee	1,200,000	-	-	-	219,590	1,419,590
13. Mr. Roongrote Rangsiyopash **	-	-	-	-	35,400	35,400
<b>Total</b>	<b>14,451,613</b>	<b>1,190,000</b>	<b>670,000</b>	<b>600,000</b>	<b>2,162,547</b>	<b>19,074,160</b>

**Remarks:**

- Director No. 1 is the Chairman of the Board.
  - Director No. 2 served as a member of the Corporate Governance and Nomination Committee until June 2, 2020, and received remuneration between January 1, 2020 – June 2, 2020.
  - Director No. 3 served as the Chairman of the Remuneration Committee.
  - Director No. 6 served as a member of the Remuneration Committee until June 2, 2020, and received remuneration from January 1, 2020 – June 2, 2020.
  - Director No. 8 has been appointed as an Independent Director in the 2020 Annual General Meeting of Shareholders (27th) since March 24, 2020, and appointed as a member of the Remuneration Committee in the Board of Directors Meeting No.220 (4/2563) since June 2, 2020.
  - Director No. 9 has been appointed as a Director in the 2020 Annual General Meeting of Shareholders (27th) since March 24, 2020, and appointed as a member of the Corporate Governance Committee in the Board of Directors Meeting No.220 (4/2563) since June 2, 2020.
- \* The Directors' bonus paid in 2020 is calculated based on the annual dividend for 2019 that was paid to shareholders on April 23, 2020, which not exceeding 0.3% of such paid dividend.
- \*\* Director No. 13 served as a Director of SCG Packaging PCL until June 23, 2020.

### Remuneration for the Top Executives of Major Subsidiaries of the Core Businesses

1) Remuneration paid as money 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 of the core businesses are as follows:

Major Subsidiaries of the Core Businesses	Number of the Executives	Total remuneration in the form of money (Baht)	Benefit-in-kind (Baht)
1. SCG Cement-Building Materials Co., Ltd.	6	47,468,557	3,588,471
2. SCG Chemicals Co., Ltd.	5	32,667,890	2,660,652
3. SCG Packaging PCL	7	59,266,472	4,844,344

The above-mentioned number of executives and the remuneration excluded those of the Presidents and Vice Presidents of major subsidiaries of SCG's core businesses since they were included in the number and remuneration of SCG top executives.

### Human Resources

Employees are another crucial part who will thrive alongside business growth reinforced by company direction and operational strategies. SCG operates three core businesses: Cement and Building Materials Business, Chemicals Business, and Packaging Business. Over 55% of the employees are affiliated with Cement and Building Materials Business, aligning with a multitude of its operational facilities and industry nature that requires greater workforce than other industries, followed by 29% for Packaging Business and 12% for Chemicals Business.

SCG has devised a human resource plan according to business operations and kept pace with economic fluctuations at different times. The plan is to ensure adequate human resource capacity that appropriately

aligns with operational objectives at disparate times. This approach will enable the business to achieve target goals and develop human resource plans to ensure optimal operational excellence.

Over the past years, SCG has tapped into foreign markets by weighing its investment in ASEAN, the region that shows high market potential. About 33% of total SCG employees are based overseas. SCG has a tendency to expand business in those emerging markets on a continuing basis.

At the end of 2020, The Siam Cement Public Company Limited had 1,684 employees, while the total number of SCG employees was 49,754.



Number of Employees in Each Business Unit As of December 31, 2020

(Person)

SCG Employees (as of 31 December 2020)	The Siam Cement PCL.			Cement and Building Materials Business			Chemicals Business			Packagings Business			Other			Total		
	Thai	Overseas	Total	Thai	Overseas	Total	Thai	Overseas	Total	Thai	Overseas	Total	Thai	Overseas	Total	Thai	Overseas	Total
Number of Employees	1,684	-	<b>1,684</b>	17,888	9,695	<b>27,583</b>	4,778	1,078	<b>5,856</b>	8,723	5,800	<b>14,523</b>	75	33	<b>108</b>	33,148	16,606	<b>49,754</b>
Management Level	311	-	<b>311</b>	910	25	<b>935</b>	429	19	<b>448</b>	355	97	<b>452</b>	20	2	<b>22</b>	2,025	143	<b>2,168</b>
Supervisory Level and Professional Level	1,038	-	<b>1,038</b>	5,844	2,797	<b>8,641</b>	2,024	434	<b>2,458</b>	2,376	699	<b>3,075</b>	51	31	<b>82</b>	11,333	3,961	<b>15,294</b>
Operation Level	335	-	<b>335</b>	11,134	6,873	<b>18,007</b>	2,325	625	<b>2,950</b>	5,992	5,004	<b>10,996</b>	4	-	<b>4</b>	19,790	12,502	<b>32,292</b>

**Other Important Information**

• **The Secretary to the Board of Directors and the Company Secretary**

**The Secretary to the Board of Directors**

The Board appointed Mr. Worapol Jennapar as the secretary to the Board of Directors responsible for providing advice to the Board regarding the performance of duties in compliance with the law, preparing the minutes of the Board's meetings, and attending every Board's meeting. He is deemed appropriate by the Board since he is highly knowledgeable and experienced, especially in legal matters, allowing him to provide appropriate advice to the Board regarding compliance with the laws, rules, regulations and the SCG Corporate Governance Policy.

**The Company Secretary**

The Board appointed Mrs. Pattarawan Tunsakul as the company secretary and assistant secretary to the Board of Directors responsible for organizing the meetings of the Board, Sub-committees and shareholders. The company secretary is also in charge of preparing the minutes of the Board's meetings, the minutes of the shareholders' meetings, and Annual Report as well as filing documents as stipulated by law. She is deemed appropriate by the Board since she is knowledgeable in managing corporate secretarial work, having served as the director of the corporate secretary office, which supports the corporate secretarial work involving compliance with laws, rules and regulations as well as overseeing and supervising works in regard to the SCG Corporate Governance Policy.

The Company constantly supports the company secretary to undergo training and development in the

areas of law, accounting, or corporate secretarial work. In 2020, the company secretary underwent training session on Company Reporting Program (CRP) 26/2020 and Effective Minutes Taking (EMT) 47/2020 held by Thai institute of Directors Association. The qualifications and experience of the company secretary are disclosed in



Attachment 1 Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary" on the Company's website (www.scg.com)

• **Head of Internal Audit**

The Company has the Internal Audit Office which directly reports to the Audit Committee. The Internal Audit Office is responsible for corporate governance of 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. Kittit Tangjitmaneesakda, Managing Director - SCG Legal Counsel Limited which is a subsidiary of SCG, 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.



For more information, please see the profiles in “ Attachment 3 Information of Head of Internal Audit and Head of Compliance and Legal” on the Company’s website (www.scg.com)

• **Investor Relations**

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: 66-2586-4299  
Email: invest@scg.com

• **Audit Fees**

For the fiscal year 2020, The Siam Cement Public Company Limited and its subsidiaries paid for audit fees of to 75.55 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 audit firm. This audit fee amount excluded the remuneration paid by associates.

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

In 2017, 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 2018-2022 and fixed their audit fee for the next 5 years. When compared to the scope of services offered, workload and the audit fee rate of other listed companies in the same level of business, KPMG apparently offered appropriate audit fees and the utmost benefits to the Company.

In this regard, KPMG in Thailand and KPMG member firms in overseas and its auditors do not have any relationship or interest involving the company, management, or major shareholders, including their related persons.

**Audit fees for the year 2020**

1. Annual audit fees and the quarterly review fees for the Company’s financial statements and consolidated financial statements totalling 4.58 Million Baht.

**Audit Fees**

1. Annual audit fee for the Company’s financial statements	282,000	Baht
2. Annual audit fee for consolidated financial statements, and quarterly review fee for the financial statements of the Company and consolidated financial statements	4.30	Million Baht

**Total audit fees of the Company 4.58 Million Baht**

2. Annual audit fees for the financial statements of the Company’s subsidiaries, and the quarterly review fees of listed subsidiaries audited by KPMG in Thailand and other countries, the fees of which are borne by each subsidiary as follows:

**Audit fees of the subsidiaries**

1. Annual audit fees of the Company’s subsidiaries in Thailand and quarterly review fees of listed subsidiaries		
- Number of subsidiaries	135	Companies
- Amount	33.27	Million Baht
2. Annual audit fees of the subsidiaries outside Thailand		
- Number of subsidiaries	87	Companies
- Amount	37.70	Million Baht

**Total audit fees of subsidiaries 70.97 Million Baht**

**Non-audit fees**

The Company paid for the assurance fee of Sustainability Development Report amounting to 2.03 Million Baht. The subsidiaries paid for tax consulting, reviewing compliance with the conditions of the Thai government’s Board of Investment Promotion Certificate and other services amounting to 18.71 Million Baht, to the audit firm and persons or businesses related to the auditors and the audit firm.

## IMPORTANT KEY CORPORATE GOVERNANCE PERFORMANCE REPORT



### The Board of Directors' Performance in 2020

SCG has continuously carried on its business under the thorough supervision of the Board of Directors to fulfill its commitment to fair and responsible business conduct toward every stakeholder and adherence to the long-standing principles observed and practiced since the Company's establishment. All of this is achieved under the Code of Conduct, which is constantly reviewed and adjusted to reflect economic and social changes on the basis of balanced and sustainable growth.

In 2020, The Board of Directors had played a significant role in formulating policies and strategies which has led to an increase in competitiveness, corporate culture and value creation and a series of enhancement in corporate governance, internal controls and enterprise risk management. The Board of Directors also provided beneficial suggestions conducive to business development as follows:

- Established Diversity and Inclusion Policy and improved Human Rights Policy which respect human rights throughout SCG's value chain.
- Established SCG Privacy Policy to specify clear and proper criteria, mechanisms, governing measures, and personal data management where the privacy of customers, shareholders, SCG employees, and persons involved with the Company are fully protected. The policies aim to ensure that the persons will receive the absolute protection of their rights under the Personal Data Protection Law.
- Established SCG Risk Management Policy to ensure that SCG Risk Management is practiced under the defined framework and in line with business objectives and corporate goals. Such policies are communicated to all employees.
- Reviewed the adoption of the Corporate Governance Code for Listed Companies 2017 (CG Code), developed by the Securities and Exchange Commission (SEC) to ensure sustainable value creation by examining the operational performance with reference to the

CG code to ensure that such performance and development plan are pertinent with business nature. The company has introduced comparable replacement measures for the areas where CG Code had not yet been adopted.

- Reviewed the Charter of the Board of Directors and Charter of the Sub-committees to specify duties following the Corporate Governance Code for Listed Companies 2017 (CG Code) and improve business competitiveness amid dynamic circumstances.
- Encouraged to hold the "Ethics e-Testing" to test employees on their knowledge of ethics, SCG's 4 Core Values, Code of Conduct, and Anti-Corruption Policy. The employees must pass the test with a score of 100%. The test aims to promote awareness of good corporate governance practices.

### 1. Directors' Nomination, Development and Performance Assessment

According to SCG's Principles of Corporate Governance, the nomination, development, and assessment of the Board of Directors are of paramount importance as they play a key role in establishing business strategies and guidelines for sustainable growth. The criteria and processes for director nomination are detailed under "Nomination and Appointment of Directors and Independent Directors" on page 142 and under "Development of Directors and Top Executives" on page 146

### 2. 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 eight 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.

The Board of Directors' Meeting Attendance Policy was reviewed and amended by the Board in 2018 to be in line with the advancement of technology and the effective management. The online meetings' attendance of each director is recorded and revealed in the Annual Report. The quorum shall be considered in accordance with the laws since it is determined that it will bring the Company great benefits if the directors give importance to and attend the Board's meetings through the use of electronic media. In April 2020, The Board of Directors' meeting in April 2020 has approved e-Meeting Rules for The Board of Directors' meeting. Chairman of the Board or a designated chairman shall have the power to convene an e-Meeting under the emergency decree on electronic meetings or the Board of Directors' meeting where directors are allowed to attend the meeting via electronic media or channels. The quorum shall be counted in accordance with relevant rules.

It was determined by the Board that the meeting schedules for the whole year had to be set in the preceding year prior to the actual meeting dates. In 2020, the Board held 10 meetings, scheduled since 2019, which 99% of the Board of Directors attended. While some directors attended by teleconference held through the use of electronic media, in which the directors present and expressing their opinions through such media in the manner that is consistent with the aforementioned policy and e-Meeting Rules. Each director, excluding the directors have been appointed or resigned during the year, individually attended more than 75% of all the meetings. Prior to each meeting, all members received the agenda and supporting documents not less than seven days prior to the date of the meeting, or not less than five working days if it is necessary or urgency, to allow adequate time for their preparation.

When considering the 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 managing the conflicts of interest of the concerned parties with prudence, fairness and transparency. The information shall be fully disclosed. Any director with 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. 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.

In addition, the Company holds a meeting between non-executive directors without the Management 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 2020, a meeting without the Management was held on August 28, 2020

## The Attendance of Directors in 2020 (January 1,2020 – December 31,2020)

Directors	Board of Directors (Total 12 directors)	The Audit Committee (Total 3 members)	The Governance and Nomination Committee (Total 3 members)	The Remuneration Committee (Total 4 members)	The CSR Committee for Sustainable Development (Total 9 members)	The 2020 General Meeting of Shareholders (Total 12 members)	Date of appointment as a director in 2020
1. Air Chief Marshal Satitpong Sukvimol	9/9	-	2/2	-	1/1	1/1	
2. Mr. Chumpol NaLamlieng *	9/9	-	4/4	3/3	-	1/1	
3. Mr. Kasem Watanachai	8/9	-	-	-	6/6	1/1	
4. Police Colonel Thumnithi Wanichthanom	9/9	-	2/2	-	1/1	1/1	
5. Mrs. Tarisa watanagase*	9/9	7/7	4/4	-	-	1/1	
6. Mr. Kan Trakulhoon	9/9	-	-	-	6/6	1/1	
7. Mr. Prasarn Trairatvorakul *	9/9	-	-	7/7	6/6	1/1	
8. Mr. Pasu Decharin*	9/9	7/7	4/4	-	-	1/1	
9. Mrs. Parnsiree Amatayakul*	9/9	7/7	-	7/7	-	1/1	
10. Mr. Cholanat Yanaranop (replaced Mr. Sumet Tantivejkul)	4/4 4/4	- -	- 1/1	4/4 -	- 2/2	- 1/1	June 8, 2020 Retired by rotation June 8,2020
11. Mr. Thapana Sirivadhanabhakdi * (replaced Mr.Pricha Attavipach)	4/4 4/4	- 3/3	- 1/1	4/4 -	- -	- 1/1	June 8, 2020 Retired by rotation June 8,2020
12. Mr. Roongrote Rangsiyopash	9/9	-	-	-	6/6	1/1	
The Total Number of the Meetings	9	7	4	7	6	1	
The Average Meeting Attendance (percent)	99	100	100	100	100	100	

### Remark:

\* Independent Directors

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. Such meetings include those held through the use of electronic media which are considered a quorum with effect from April, 2020

In 2020, the directors of Sub-Committee were changed as follow

- Director No.1 and 4 were appointed as members of The CSR Committee for Sustainable Development and resigned from The Governance and Nomination Committee.
- Director No.2 was appointed as the Chairman of The Governance and Nomination Committee and resigned from The Remuneration Committee .

### **3 Directors' Remunerations**

The Board of Directors has established the Remuneration Committee to propose guidelines and methods for remuneration to be paid to the Board of Directors and the Sub-committees and consider whether the remuneration structure is appropriate for the directors' respective roles and responsibilities, and provide incentives for the board to lead the company in meeting its objectives, both in the short and long term. The details of Directors' Remunerations are under "Remunerations for the Board of Directors and the Top Executives" on page 182

### **4. Oversight of Company's Subsidiaries and Associates**

In 2019, 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 the Corporate Governance Code for Listed Companies 2017 issued by SEC, which recommends that listed companies put in place frameworks and mechanisms for the oversight of the compliance and operations of their subsidiaries or other businesses in which they have a significant investment, as appropriate for each business.

#### **1. Principle**

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. As such, the Board of Directors approved the formulation of the policy for the appointment of directors and executives to subsidiaries.

#### **2. 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 add value for shareholders, inspire confidence in all stakeholders, promote proper auditing and the system of check and balance in the subsidiary, as well as support the sustainable implementation of the Company's policies.

### **3. 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 delegation of authority manual.

### **4. 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 are consistent with those 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 from the subsidiary appropriately

The company oversees disclosure of financial information and operating results; connected transactions between subsidiaries and/or associates and related parties; disposal or acquisition of assets; or material transactions to completely and accurately comply 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 delegation of authority manual, the Audit Committee, in fulfilling the role as a supervisor, is responsible for assessing the effectiveness of the governance, 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 risks 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 the business self-audit system, as a preventive measure against errors, the system 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 change in risks, the internal control system must be modified to accommodate such a change. The assessment reports are then presented to the management, with a copy submitted to the Audit Office as supporting information for future audit plans according to the level of risk. In addition, external audits are to submit assessment reports on the internal control system to the Audit Committee every quarter.

In addition, as suggested by the SCG Risk Management Committee, the Audit Committee has set forth oversight measures for innovation-related businesses to be applied to projects that require indicators, such as OKR (Objective & Key Result) and the Stage Gate. Under these measures, such projects are subject to quarterly review and report to the management in accordance with the approved criteria. The Corporate Risk Management unit will also be notified of such projects, so that they can be exempted from the risk warning criteria imposed on regular businesses.

The key to effective and efficient operational management between the Company and other business partners is the mutual understanding on 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 established the 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.

## **5. Preventing Conflicts of Interest**

The Company realizes the importance of managing the conflicts of interests of related persons, namely, the Board of Directors, SCG top executives, and employees in a prudent, fair, and transparent manner. As a consequence, the Board of Directors has established policies and measures regarding conflicts of interests as follows:

- Directors, top executives, and their related persons must 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 manner for the utmost benefit of shareholders.

- 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.

## **6. Internal Information Control**

The Company has established measures to prevent misuse of internal information and incorporated them into SCG Code of Conduct and Regulations for Employees in writing. 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 policy includes a measure prohibiting the directors, top executives, employees, and those responsible for related functions, as well as their spouses, partners in a de facto relationships, or minor children, 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) of SCG or other companies related to insider information (blackout period) 30 days before the public disclosure of quarterly and annual financial statements and until 24 hours after the disclosure of the information.



Other measures include reporting of any changes in shareholding of the Board of Directors and top 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 managing internal information that could have any impact on the Company’s share price. They prescribe how the internal information can be appropriately managed and handled to minimize the risks associated with the misuse of such information. The policy and guidelines regarding the use of internal information are published on the Company’s website ([www.scg.com](http://www.scg.com))

### 7. 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 Governance and Nomination Committee. Integrated into the corporate culture, this policy serves as guidelines 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 ([www.scg.com](http://www.scg.com))

Due to SCG continuous pursuit of anti-corruption policy, Due to the Siam Cement Public Company Limited has recognized as a certified company by Thailand’s Private Sector Collective Action against Corruption (CAC). It was first certified on July 5, 2013 and has since passed all subsequent recertifications, most recently on February 4, 2019. Furthermore, SCG’s subsidiaries that are listed companies have also received the status of certified companies (except SCG Packaging Public Company Limited, which announced its intention to join CAC on December 1, 2020 and is currently on certification filing process.)

In accordance with the notification of the National Anti-Corruption Commission (NACC) Re: Guidelines on Appropriate Internal Control Measures for Juristic Persons to Prevent Bribery of State Officials, Foreign Public Officials and Agents of Public International Organizations, SCG has been raising awareness among its employees of actions that might lead to corruption risks and regularly conducting risk indicators analyses and assessments of corruption risks, considered as one of compliance risks. The Board of Directors has also approved to implement practices in compliance with the notification of NACC, as previously approved by the Audit Committee. The President & CEO communicated the significance it attaches to this matter with SCG employees through “Message from CEO,” effectively setting the “Tone at the Top.”

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

In 2020, to continuously cultivate an awareness and understanding among the Directors, Executives, and employees and bring about actual implementation of the Company’s Anti-corruption Policy in accordance with the Organic Act on Counter Corruption announced by NACC, SCG carried out the following activities:

1. Awareness promotion activities were continuously organized to educate employees and develop proactive and preventive anti-corruption systems.

- 1) SCG created “Ethics e-testing,” divided into three levels according to the roles and responsibilities of the employees’ levels. The e-testing tests employees on their knowledge of ethics, SCG’s 4 Core Values, Code of Conduct, and Anti-corruption Policy. The contents of the test have been designed to encourage employees to learn and understand how to follow the policy in practice. The content on SCG Anti-corruption Policy has been revised to align with the notification of the National Anti-Corruption Commission (NACC). All Thai employees are required to pass the test at 100%. In addition, the answers given have also been analyzed, so that common misunderstandings among employees can be rectified.
- 2) SCG cultivated an awareness of role, responsibility and accountability regarding risk management and control in accordance with the Three Lines Models.
- 3) SCG communicated important corruption cases to employees to illustrate responsibility and accountability in accordance with the Three Lines Model.

2. A Compliance Management System (CMS) was introduced for laws and regulation compilation, risk assessment, defining clear roles and responsibilities of related offices for controlling, monitoring, inspection, and reporting. This helps reduce the risk of corruption.

3. An “Anti-corruption Compliance Assessment Form” was created for units involving high risks, such as project procurement unit, project sales unit, government affairs, engineering units. The assessment form defined indicators/signs of corruption risks as well as provided solutions for risk mitigation and control both for process and employee operations so as to enable operators and supervisors of the unit to analyse 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 control and penalties specified in the notification of the National Anti-Corruption Commission (NACC) were also communicated to employees.



4. SCG extended its anti-corruption efforts to its key suppliers by encouraging them to participate in the CAC SME Certification Program by Thailand’s Private Sector Collective Action against Corruption and hosting a public seminar session for suppliers focusing on anti-corruption practices.

#### **Activities Constantly Carried out by SCG**

1. Distribution and communication of SCG Code of Conduct and Anti-corruption Policy to all employees for acknowledgment and adoption via the campaign “Dee Dee Club with SCG Code of Conduct” and “Anti-corruption.

2. Executives meeting with employees to communicate details about the Company’s business operations and its Anti-corruption Policy and providing them with opportunities to make any inquiries to enhance their understanding.

3. Training employees on compliance with the Corporate Governance and the Anti-corruption Policy through various courses/channels to reaffirm SCG’s corporate culture, which are as follows:

- New Employee Orientation Course
- SCG Ready Together Course
- Business Concept Development Course
- Good Corporate Governance Course for supervisors and management employees (in each business unit)

4. IA Letter delivered to the email of every employee.

5. SCG consultation system for SCG Code of Conduct and Anti-Corruption Policy, accessible via GRC Helpline banner on SCG Intranet website and mobile application..

6. SCG extends its anti-corruption practices to its suppliers, to collaboratively adopt, the ethical practices

and the corporate governance for communities, society, and the environment. SCG had compiled the “SCG Supplier Code of Conduct” as guidelines for SCG suppliers in 2013, which has been in use since. The code of conduct reaffirms SCG’s commitment to social responsibility and consists of five major principles: 1) Business Ethics Practices, 2) Labor Protection and Human Rights, 3) Occupational Health and Safety, 4) The Environment, and 5) Laws and Regulations. In 2020, the number of participating suppliers saw a further increase, bolstering SCG’s confidence and commitment to developing good citizens for society.

In addition, the Internal Audit Office assesses and monitors compliance with SCG Code of Conduct and the Anti-corruption Policy as well as reports outcomes to the Audit Committee at each meeting. In 2020, no corruption was found in SCG.

### 8. Whistleblowing

SCG has given priority to good corporate governance and provided opportunities for employees and stakeholders to report or inform 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 the investigation of complaints is conducted 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 cause trouble to 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. The Internal Audit Office, which is responsible for the security of the Whistleblowing System, has designated a separate server to ensure independence from other usage.

SCG has communicated to employees and stakeholders about SCG Whistleblowing System via the intranet and the Company’s website. The SCG Whistleblowing system allows internal and external parties to report their concerns, including 24/7 access and bilingual coverage (Thai and English) via the channels as follows:

- Internal channels for employees, complainants can choose either to specify their names or remain anonymous.

1. The banner on the first page of SCG Intranet website, which is accessible to every employee. Informants can direct their complaints to any of the following:

- Trusted supervisors
- The Director of the Corporate Human Resource Division
- The Internal Audit Director
- The Secretary to the Board of Directors
- The Company’s Directors

2. Submission of a formal document to any of the aforementioned persons or

3. Email submission to an Independent Director at [ind\\_dir@scg.com](mailto:ind_dir@scg.com)

- For external parties, complaints can be lodged on [www.scg.com](http://www.scg.com) under the “SCG Whistleblowing System.” Informants are required to identify their names and can direct their complaints to any of the following:

- The Corporate Secretary Office
- The Internal Audit Office
- The Company’s Directors
- Any member of the Audit Committee
- or complaints can also be lodged in the form of a formal document submitted to any of the aforementioned parties.

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

In 2020, a total of 38 cases involving non-compliance with laws, the Company’s regulations, policy, SCG 4 Core Values, or Employee Code of Conduct, were filed through SCG Whistleblowing System for external parties and employees, as summarized below.

1. Total number of investigated cases 33 cases (including 5 pending cases from 2019) The fully investigated cases consists of non-compliance with

• Anti-corruption policy	None
• Anti-Trust policy	None
• Human Right	None
• Environmental policy	None
• Others issues of SCG Code of Conduct	10 cases
• Company’s regulations	23 cases

2. Damages and disciplinary actions
  - Cost of the damage None
  - Disciplinary actions
    - Employment termination (discharge/dismissal) None
    - Others 7 employees

3. At SCG, assessment of corruption risks and non-compliance of laws, rules, and SCG Code of Conduct are regularly performed by first-line operators, with every relevant party reviewing the complaints to specify control points in order to improve the efficiency.

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

- **Audit Committee Performance Result**

In 2020, the Audit Committee convened a total of six meetings, all of which were attended by all members of the committee. The activities of the Audit Committee in this 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 2021

- **Performance of other Sub-Committees**

In 2020, SCG disclosed details of the meetings and activities of the Governance and Nomination Committee, the Remuneration Committee, and the CSR Committee for Sustainable Development. Further details can be found in "Attachment 6 Report of the Audit Committee and Reports of the Other Sub-committees" on the Company's website ([www.scg.com](http://www.scg.com)).




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## INTERNAL CONTROL AND CONNECTED TRANSACTION



### Internal Control

#### Opinion of the Board of Directors Regarding the Company's Internal Control System

At the meeting of the Board of Directors No. 243 (8/2020) on November 25, 2020, with six directors in attendance, three of whom were members of the Audit Committee, the Board of Directors performed an evaluation of the Internal Control System of the Company and its subsidiaries according to the internal control adequacy evaluation form, which adhered to the framework of COSO 2013 (The Committee of Sponsoring Organization of Treadway Commission). After reviewing all five components: Internal Control, Risk Assessment, Operational Control, Information and Communications System, and Monitoring System, the Board found no significant insufficiencies and concluded that the internal control system of the Company and its subsidiaries was adequate and appropriate; that the Company and subsidiaries had arranged for sufficient personnel to operate efficiently in accordance with laws, regulations, policies, and codes of conduct all the way to various guidelines; and, finally, that there was an adequate operational control and monitoring system in place to protect the assets of the Company and its subsidiaries from improper or unauthorized use by Directors or Executives as well as prevent transactions with persons who may have conflicts of interest and related parties.

SCG has instilled in its management team, supervisors, and staff an awareness of the significance of good corporate governance, risk management, corporate compliance, and internal control, with sufficient personnel and utilization of the appropriate information technology systems to aid in the effective and efficient implementation of the internal control system.

In 2020, the Board of Directors approved the following principles and tools for various aspects of compliance and control to account for the changing nature of risks:

#### 1. Proactive and Preventive System

SCG has expanded investments both domestically and abroad. A key factor in its success and sustainability is employee ethics and integrity. Aside from organizing training and seminars to foster ethics and integrity among employees, SCG has also developed a Proactive and Preventive System comprised of the following:

1.1 The Ethics e-Testing and e-Policy e-Testing are conducted annually to instill knowledge and awareness in employees at all levels and ensure that they are able to appropriately apply and put into practice SCG's 4 Core Values and Anti-Corruption Policy. The year 2020 marked the sixth consecutive year of SCG Ethics e-Testing and the fourth for e-Policy e-Testing, both of which all SCG personnel are required to take, followed by an analysis of responses and clarification for thorough and accurate understanding among employees at all levels. The tests are reviewed every year to ensure they are up to date with potential risks. This year's test included the addition of an evaluation on the Personal Data Protection Act (PDPA) and SCG's Integrated Governance, Risk Management, and Compliance initiatives (Integrated GRC).

1.2 The Three Lines Model, which is an internationally accepted approach, is employed as a framework for the operations of all related parties, consisting of the Governing Body, the Management, operations employees, and the Internal Audit Office. In executing the Three Lines Model, The Management as the First Line, plays an essential role in propelling the model towards success, from implementing the policies issued, performing risk assessment, and establishing measures for control, monitoring, and evaluation, all the way to coordinating information sharing with the Internal Audit Office. Aside from this, SCG has cultivated awareness through many methods, such as assigning the First Line at the highest level of the Company or unit the responsibility of communicating closely with personnel by holding workshops on the execution of policies and two-way communication with the Governing Body.

1.3 “Case Studies on Fraud, Non-Compliance with Laws, Regulations, Company Policies and Code of Ethics” were communicated to employees to instill operational awareness, and seminars were held to prevent the recurrence of errors.

## **2. Integrated Governance, Risk Management, Compliance and Internal Control (Integrated GRC)**

SCG has elevated its Governance, Risk Management, Compliance, and Internal Control (GRC) to the international standards of Integrated GRC in order to increase effectiveness and efficiency while reducing redundancy in operations, from governance, strategy, and risk management to monitoring. Communications come directly from the upper management to ensure that all employees recognize the importance of implementing GRC in their operations. In 2020, to support the operation of personnel towards the sustainable growth of the business SCG developed the GRC Helpline Application for use on SCG Intranet and mobile network as a channel for any personnel with inquiries to receive advice from experts on proper Governance, Risk Management, Compliance, and Internal Control practices.

## **3. Corporate Governance and Compliance with Relevant Regulations**

SCG has consistently adhered to the Compliance Policy and Guidelines, using the Compliance Management System (CMS) as an important tool for effective and efficient compliance with regulations. To lay a foundation, the First Line is tasked with establishing foolproof procedures for managing compliance risks, with the Second Line serving as support in putting this system into practice by promoting knowledge, understanding, and awareness among personnel, providing advice, establishing control measures to consistently reduce Compliance Risk, improving guidelines and checklists to maximize effectiveness and efficiency for use as guidelines to operate in accordance with key SCG policies, namely Antitrust Policy, Insider Trading Policy, and Disclosure Policy.

Additionally, SCG has put in place a system for filing and assessing new/amended laws in order to ensure that any new/amended laws relevant to SCG reach the necessary personnel for proper and prompt compliance.

## **4. Anti-Corruption Efforts**

In 2020, SCG conducted a review of its Anti-Corruption Policy to ensure it is up-to-date with current risks and situations and made additions to existing

practices, such as establishing anti-corruption practices in compliance with ISO19600 for the Company or units (First Line) with high risk of corruption to use as guidelines in a systematic procedure, with the advice and guidance of the supporting unit (Second Line) and with the Internal Audit Office (Third Line) assessing the efficiency and effectiveness in accordance with the Anti-Corruption Policy. To build confidence among the Management Team, the Audit Committee, the Board of Directors. The President & CEO of SCG has communicated to the Management team and all employees to comply with the notification of the National Anti-Corruption Commission (NACC). As the High-Level First Line, management personnel are required to perform risk assessment, establish appropriate measures, promote, communicate, and comply with the Anti-Corruption Policy. The Internal Audit Office is responsible for conducting workshops on the Anti-Corruption Compliance Checklist for high-risk agencies in order to assess risks and establish corruption prevention measures. In addition, SCG has expanded the scope of its anti-corruption operations to cover its business partners by encouraging them to participate in the CAC SME Certification by Thailand's Private Sector Collective Action Coalition Against Corruption.

## **5. Business Self-Audit**

The Audit Committee, as the supervisor of SCG's internal control, passed a resolution to introduce business self-audit in order to instill a proactive prevention mindset against constantly evolving risks, consistent with the COSO 2013 Framework for Internal Control, which details the roles and responsibilities in implementing the Three Lines Model. The Internal Audit Office, along with supporting agencies and the Business Self-Audit Team, as the Second Line, have established operational guidelines for acting as consultants to First Line operators in assessing business risks and the sufficiency and effectiveness of the internal control system. The team also shares success cases in order to maximize operational efficiency and reduce redundancy in the development of the Proactive and Preventive System for operators, thus enabling a prompt response to the risks arising from today's rapidly changing business landscape.

## **6. Governance of Information Technology, Information Security, and Communication Networks**

6.1 SCG has appointed an SCG IT Governance Working Group to establish policies and regulations on

the use of information and communication technology (SCG e-Policy) in accordance with ISO/IEC27001 for all SCG employees to adhere to in a consistent manner. In 2020, the following additional actions were taken:

- Addition of three policies: the Mobile Device and Bring Your Own Device (BYOD) Policy, the System Acquisition, Development, and Maintenance Policy, and the System Access Control Policy
- Amendment/Establishment of four sets of standards: Data Classification and Handling Standard, Penetration Testing Standard, Remote Access Standard, and Guideline for Personal Data Protection and Endpoint

6.2 SCG Data Protection Officers were appointed, and the Data Protection Office was established to examine SCG's internal operations, present suggestions for compliance with laws and SCG's Personal Data Protection Policy, and implement data protection tools, such as by preparing relevant legal documents and implementing privacy management software.

6.3 Informative documents on good internal control for the implementation of robotic process automation (RPA) were prepared and disseminated.

## **7. Development and Promotion of the Use of Data Analytics**

SCG utilizes a wide variety of information technology systems to track signs of irregularities in a prompt and timely manner. The Audit Committee has, therefore, compiled reports, using data analytics for various agencies in SCG as a tool to analyze, track, correct anomalies, and establish prevention methods by analyzing and displaying data in graph form for users to interpret results more easily, quickly, and effectively.

## **8. Whistleblowing System**

SCG has consistently improved its Whistleblowing System to provide employees and external stakeholders access at all times, with support for both Thai and English. Any suspected non-compliance with corporate governance principles, SCG Code of Conduct, rules, regulations, laws, and SCG Anti-Corruption Policy as well as fraud committed by personnel can be reported via Web SCG Intranet, and for external stakeholders, via www.scg.com or in writing by e-mail or post. SCG has laid out clear procedures for the intake of reports, from confidential gathering of evidence and establishing a fact-finding working group and investigation committee to sanctioning and reporting the results of the investigation. Furthermore, the whistleblower is able to follow up on the results through the system. As

such, this system will further promote ethical business conduct and sustainable development. In terms of security, two-factor authentication as well as a separate server independent from other operations are used to maintain security and prevent the leakage of information to parties involved.

## **Internal Control Monitoring**

In 2020, the Internal Audit Office conducted 255 audit projects according to the risk-based internal audit plan approved by the Audit Committee on November 6, 2019. The Audit Office conducted an evaluation on the sufficiency of the internal control system and followed up on measures taken to address the issues discovered as well as monitored the internal control process to ascertain that the Company had an internal control system in place with which to oversee the operations of the Company and its subsidiaries in order to protect its assets from improper or unauthorized use by Directors or Executives as well as sufficient controls for transactions with persons who may have conflicts of interest and related parties. The findings were presented to the Audit Committee for consideration and approval before reporting to the Board of Directors on a quarterly basis.

In 2020, no material flaws in the internal control system were found. The Audit Office also followed up on the actions taken to improve and address the minor issues discovered in the internal control system and found that the Management Team had resolved all internal control issues completely according to suggestions. Additionally, the Company's Auditor, KPMG Phoomchai Audit Company Limited, reported that it found no material flaws which had an impact on the Company's financial statements.

## **Opinion of the Audit Committee**

The Audit Committee provided its opinions on the Company's Good Corporate Governance, Risk Management, Compliance and Internal Control in 2020, as detailed in Attachment 6: The Audit Committee's Report.

## **Director of the Internal Audit Office**

The Audit Committee resolved to approve the appointment of Mr. Pitaya Chanboonmi as the Director of the Internal Audit office, with the primary responsibility of performing the duties of the Company's internal auditor and preparing reports and suggestions for the Management Team to make improvements in accordance with the Company's plans and internal control policies.

The Audit Committee considered the qualifications of Mr. Pitaya Chanboonmi and concluded that they were appropriate and sufficient to qualify him to perform such duties, as the candidate had the appropriate qualifications, degree, operational experience, and training to supervise operations. A summary of the qualifications, degree, and operating experience of the Director of the Internal Audit Office can be found in Attachment 3.

The consideration and approval of the appointment, removal, and transfer of the Director of the Internal Audit Office must be approved by the Audit Committee.

### **Related Party Transactions and Connected Transactions**

The Board of Directors emphasizes the need for careful review and consideration before granting approval for connected transactions, related transactions or transactions that may cause conflict of interest. The SCG Code of Conduct has set forth a policy regarding such transactions as follows:

#### **Connected Transactions between the Company and its Subsidiaries**

SCG comprises a large number of companies whose businesses are bound to conduct transactions with one another in such ways as providing services, trading raw materials and products, or providing financial support, technical assistance, human resources, etc. In doing business or performing duties related to such matters, all employees and parties concerned are required to comply with the law, the rules and regulations of government agencies, compliance-related agencies and other related agencies as well as the Delegation of Authority Manual in addition to any criteria or conditions prescribed by local communities.

#### **Transactions with Outside Entities**

In undertaking transactions with outside entities or other companies, the Company shall proceed by implementing fair methods and complying with the procedures as prescribed by law, rules, and regulations of government agencies, compliance-related agencies, and other related agencies, as well as SCG policies. To carry out transactions with outside entities, in addition, the Company is required to have an approval strictly in line with the Delegation of Authority Manual, and act in accordance with the terms and conditions as agreed upon with honesty, transparency and accountability. The Company shall also avoid making transactions that may cause troubles or damages to SCG or outside parties.

The Company has designated the Stakeholder Engagement Policy and practice guidelines towards stakeholders by specifying that the Company conduct itself according to the framework of trading and competing honestly, consider a proper and fair purchase price taking into account the appropriateness in terms of price, quality and service obtained. The Company shall also be able to give reasonable explanation upon examination.

Furthermore, the Company has specified guidelines and procedures on how to consider the granting of approval for connected transactions, related transactions or transactions with potential conflict of interest, to ensure the Company's best interests and in accordance with the rules and regulations as prescribed by law. The directors and management shall disclose to the Company in advance whether they hold any stakes involving potential conflict of interest. The Company, in turn, shall consider the appropriateness of any transaction, and in cases where such transactions need approval in accordance with the regulations and procedures prescribed by law, the management shall propose such matters to the Board of Directors or at the Shareholders' Meetings, and shall disclose the information to investors in a transparent manner. Under no circumstances shall the directors or management concerned be allowed to participate in the process of considering approval of those transactions.

#### **Policy or Trend of Future Connected Transactions**

Connected transactions in the future will be continually carried out based on traditional business practices and will follow the policy of the market determining prices in negotiated transactions, as in the past. No special benefit will be accrued either to companies or relevant individuals from connected transactions.

#### **Connected Transactions**

The Company strictly follows the policy to comply with the Notification of Capital Market Supervisory Board regarding Rules on Connected Transactions and the Notification of the Board of Governors of the Stock Exchange of Thailand re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions, as well as the laws, regulations, notifications or orders relating to the execution of related transactions.

Details of significant connected transactions between the Group and a company or a person which/who may have a potential conflict. <sup>1</sup>

Type of transaction / Connected companies / Relationship	Total Direct / Indirect Holding (%)	Amount (Million Baht)			Pricing policy
		2018	2019	2020	

1. Transactions with joint ventures and associates

1.1 Cement-Building Materials Business

Sales to the Group		3,364	3,489	2,923	Market price applied with third party transactions
The Siam Gypsum Industry (Saraburi) Co., Ltd.	29	2,367	2,516	2,204	
Sekisui-SCG Industry Co., Ltd.	49	549	561	369	
The Siam Gypsum Industry (Songkhla) Co., Ltd.	29	335	347	257	
Noritake SCG Plaster Co., Ltd.	10	82	60	93	
Purchases from the Group		2,502	2,931	2,289	Market price applied with third party transactions
Siam Global House Public Company Limited	32	1,627	2,118	1,666	
The Siam Gypsum Industry (Saraburi) Co., Ltd.	29	705	631	501	
The Siam Gypsum Industry (Songkhla) Co., Ltd.	29	95	89	57	
Sekisui-SCG Industry Co., Ltd.	49	59	79	34	
Service expenses and others charged by the Group		146	90	112	Market price applied with third party transactions
The Siam Gypsum Industry (Saraburi) Co., Ltd.	29	29	30	29	
Noritake SCG Plaster Co., Ltd.	10	21	27	23	
Thai Connectivity Terminal Co., Ltd. <sup>2</sup>	51	67	-	-	
Borrowings from the Group (as at 31 December)		166	153	139	Agreed interest rate
Mariwasa Holdings, Inc.	40	82	82	77	
PT M Class Industry	28	67	63	62	
Guarantees by the Group (as at 31 December)					
Anhui Conch-SCG Refractory Co., Ltd.	30	115	-	-	Contract rate

1.2 Chemicals Business

Sales to the Group <sup>*</sup>		20,076	13,750	9,873	Market price applied with third party transactions
Siam Polyethylene Co., Ltd.	50	6,287	5,177	4,785	<sup>*</sup> Most transactions are from selling goods to subsidiaries as follows:
PT Chandra Asri Petrochemical Tbk	31	4,927	3,708	2,026	SCG Chemicals Co., Ltd.
Bangkok Synthetics Co., Ltd.	49	2,834	2,223	1,178	SCG Plastics Co., Ltd.
Thai MMA Co., Ltd.	47	1,825	1,626	1,093	SCG Performance Chemicals Co., Ltd.
Siam Synthetic Latex Co., Ltd.	50	1,144	968	736	SCG Chemicals Trading Singapore Pte. Ltd.
Siam Tohcello Co., Ltd.	45	17	46	46	Map Ta Phut Olefins Co., Ltd.
Purchases from the Group <sup>**</sup>		50,952	37,182	25,527	Market price applied with third party transactions
Siam Polyethylene Co., Ltd.	50	19,472	14,056	10,627	<sup>**</sup> Most transactions are from purchasing goods from subsidiaries as follows:
Siam Synthetic Latex Co., Ltd.	50	5,341	3,414	2,943	SCG Performance Chemicals Co., Ltd.
Siam Styrene Monomer Co., Ltd.	50	7,613	4,193	2,927	Map Ta Phut Olefins Co., Ltd.
Bangkok Synthetics Co., Ltd.	49	6,716	5,046	2,707	Rayong Olefins Co., Ltd.
Grand Siam Composites Co., Ltd.	46	4,647	4,150	2,698	

<sup>1</sup> List the details by companies with transaction value greater than or equal to 0.01% of Net Tangible Asset (NTA)

<sup>2</sup> Change status from associate to subsidiary in January 2019

Type of transaction / Connected companies / Relationship	Total Direct / Indirect Holding (%)	Amount (Million Baht)			Pricing policy
		2018	2019	2020	
Thai MMA Co., Ltd.	47	2,048	1,882	1,315	Market price applied with third party transactions
PT Styrimdo Mono Indonesia	31	2,663	2,389	1,243	
Mitsui Advanced Composites (Zhongshan) Co., Ltd.	20	879	651	626	
PT Chandra Asri Petrochemical Tbk	31	329	467	252	
SCG Plastics (Shanghai) Co., Ltd.	60	684	482	90	
Thai MFC Co., Ltd.	45	120	79	45	
Siam Tohcello Co., Ltd.	45	40	49	43	
SCG Plastics (China) Co., Limited	60	179	137	1	
Service income charged to the Group		1	1	3	
Service expenses and others charged by the Group		2,262	1,955	1,990	
PT Chandra Asri Petrochemical Tbk	31	703	688	726	
Thai MMA Co., Ltd.	47	433	452	464	
Grand Siam Composites Co., Ltd.	46	180	238	208	
Bangkok Synthetics Co., Ltd.	49	99	110	201	
Siam Polyethylene Co., Ltd.	50	91	90	87	
Siam Synthetic Latex Co., Ltd.	50	63	60	80	
Rayong Terminal Co., Ltd.	50	69	82	78	
Thai MFC Co., Ltd.	45	63	53	57	
PT Chandra Asri Perkasa	31	181	147	51	
Borrowings from the Group (as at 31 December)		41	39	13	
Da Nang Plastics Joint Stock Company	16	-	39	13	
Guarantees by the Group (as at 31 December)		20	-	-	Contract rate

### 1.3 Packaging Business

Sales to the Group		360	295	254	Market price applied with third party transactions
Siam Nippon Industrial Paper Co., Ltd.	23	267	189	173	
Siam Toppan Packaging Co., Ltd.	35	93	106	82	
Purchases from the Group		979	711	391	Market price applied with third party transactions
Siam Toppan Packaging Co., Ltd.	35	256	234	219	
Siam Nippon Industrial Paper Co., Ltd.	23	684	458	152	
Service income charged to the Group		12	12	13	Market price applied with third party transactions
Service expenses and others charged by the Group		26	39	46	
Guarantees by the Group (as at 31 December)					Contract rate
Siam Nippon Industrial Paper Co., Ltd.	23	330	264	198	

Type of transaction / Connected companies / Relationship	Total Direct / Indirect Holding (%)	Amount (Million Baht)			Pricing policy
		2018	2019	2020	

#### 1.4 Other

Sales to the Group					
Siam Kubota Corporation Co., Ltd.	40	1,486	1,243	991	Market price applied with third party transactions
Purchases from the Group		121	115	62	Market price applied with third party transactions
The Siam Nawaloha Foundry Co., Ltd.	25	37	35	21	
Siam Kubota Corporation Co., Ltd.	40	27	25	14	
Aisin Takaoka Foundry Bangpakong Co., Ltd.	30	28	28	9	
Service income charged to the Group					
IT One Co., Ltd.	20	671	839	954	Market price applied with third party transactions
Service expenses and others charged by the Group		1,361	1,299	1,275	Market price applied with third party transactions
Siam Kubota Corporation Co., Ltd.	40	1,265	1,204	1,178	

#### 2. Transactions with other companies of which SCC's executives hold director titles

Sales to the Group		2,650	2,514	1,571	Market price applied with third party transactions
Siam Yamato Steel Co., Ltd.	10	2,649	2,514	1,571	
Mr. Aree Chavalitcheewingul / Director					
Mr. Yuttana Jiamtragan / Director					
Purchases from the Group		266	188	234	Market price applied with third party transactions
Siam Yamato Steel Co., Ltd.	10	148	102	106	
Mr. Aree Chavalitcheewingul / Director					
Mr. Yuttana Jiamtragan / Director					
Asia Cement Public Company Limited	10	63	41	48	
Mr. Chana Poomee / Director					
Service expenses and others charged by the Group		454	439	370	Market price applied with third party transactions
Siam Yamato Steel Co., Ltd.	10	396	376	298	
Mr. Aree Chavalitcheewingul / Director					
Mr. Yuttana Jiamtragan / Director					

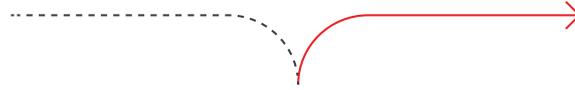
#### 3. Transactions with other companies which have directors or major shareholders or controlling persons in common<sup>3</sup>

Sales / Service income charged to the Group		550	735	982	Market price applied with third party transactions
The Deves Insurance Public Company Limited	-	437	616	896	
Southeast Capital Co., Ltd.	-	53	61	62	
Amarin Printing and Publishing Public Company Limited	-	28	21	11	

<sup>3</sup> Conforming to the instruction manual of form 56-1 One Report preparation

Type of transaction / Connected companies / Relationship	Total Direct / Indirect Holding (%)	Amount (Million Baht)			Pricing policy
		2018	2019	2020	
Purchases / Service expenses and others charged by the Group		299	232	226	Market price applied with third party transactions
Cosmos Brewery (Thailand) Co., Ltd.	-	63	70	66	
The Deves Insurance Public Company Limited	-	82	20	60	
Amarin Printing and Publishing Public Company Limited	-	88	53	24	
Red Bull Distillery (1988) Co., Ltd.	-	23	31	10	
Interest paid to the Group					
The Siam Commercial Bank Public Company Limited	-	144	70	77	Agreed interest rate
Interest received from the Group					
The Siam Commercial Bank Public Company Limited	-	33	26	45	Agreed interest rate
Service fee and others charged to the Group					
The Siam Commercial Bank Public Company Limited	-	90	60	187	Contract rate
Deposits of the Group (as at 31 December)					
The Siam Commercial Bank Public Company Limited	-	12,159	3,269	8,108	Agreed interest rate
Loans to the Group (as at 31 December)					
The Siam Commercial Bank Public Company Limited	-	3,743	482	4,198	Agreed interest rate
Forward exchange contracts (as at 31 December)					
The Siam Commercial Bank Public Company Limited	-	10,948	9,319	6,699	Contract rate

## LEGAL DISPUTES



The Case of the Theft of Company Property (Form of Ordinary Share Certificates) and Fraud to the Company's Shareholder by an ex-employee.

In the first quarter of 2009, the Company lodged a complaint in criminal case against an ex-employee for theft (form of ordinary share certificate) and the forgery of 672,000 Company's ordinary share certificates. In the second quarter of 2009, the Company was notified by the Civil Court that the heirs and the estate administrator of the shareholder whose shares were forged ("Plaintiff") filed a civil lawsuit against the Company and relevant individuals and juristic persons for compensation. At present, the case has reached the final judgment. The summary of judgments rendered by each court is as below.

In the fourth quarter of 2011, the Civil Court had the judgment that the ex-employee committed a tort against the Plaintiff and ordered him to return the shares or pay the shares prices with interest until the payment is fully made, together with the dividend which the Plaintiff should have received. In addition, the court also decided that the Company, as the employer, shall be jointly liable to the Plaintiff. The Company and the Plaintiff have appealed the judgment of the Civil Court to the Appeal Court.

On 29 April 2014, the Appeal Court has made a decision on the case, ordering (i) the ex-employee who committed a tort to return shares of the Company to the Plaintiff or to pay the Plaintiff the share price at the last trading price of the Company's shares on the date of payment, which shall not be less than Baht 314.38 per share, together with dividends and an interest until the date of payment, and (ii) the Company, as employer, Thailand Securities Depository Co., Ltd. ("TSD"), and

relevant persons to be jointly responsible with the ex-employee. On 23 July 2014, the Company has appealed the judgment of the Appeal Court to the Supreme Court and lodged amendment of the Plaintiff's appellate motion to the Supreme Court on 30 September 2014. Consequently on 22 December 2015, the Supreme Court has upheld the judgment of the Appeal Court. Therefore, the Company has recorded the provision for compensation for the amount which the Company is expected to be liable, in the statement of financial position as at 31 December 2015 of Baht 201 million (31 December 2014: Baht 349 million).

On 21 January 2016, the Company has fully made compensation to the Plaintiff by returning the shares with the ordinary share certificates and making payment of dividends both from the shares prior to the commencement of a civil lawsuit with interest thereon and from the commencement date of a civil lawsuit including any costs and expenses paid for court procedure, accounting for Baht 319 million in total. Later on, TSD, the co-defendant, has filed a petition to the Supreme Court for an interpretation on the judgment. On 21 November 2017, the Supreme Court has already ordered the mentioned petition to be dismissed. In December 2018, the Company has filed a civil lawsuit against all relevant persons for resource.

On 8 March 2019, the Central Labour Court has made the judgment ordering the ex-employee, the offender committed the tort, to compensate the Company in the amount of Baht 149 million together with the interest at the rate of 7.5% per annum. There was no appeal from both sides against the Central Labour Court's judgment, therefore, the judgment was final and it is currently under the civil execution procedure. For the court case for

recourse TSD, the Civil Court has made the judgement on 4 December 2019 ordering TSD to make the repayment to the Company in the amount of Baht 62.55 million together with the interest at the rate of 7.5% per annum because the ex-employee and TSD committed an offense against the Plaintiff and shall be jointly liable to made the total compensation.

On 4 June, 2020, TSD has appealed the judgment of the Civil Court to the Appeal Court and the Company has also appealed the respondent on 6 August, 2020. The case has been currently considered by the Appeal Court.

#### **Risk Reduction of Map Ta Phut Projects**

Due to the Central Administrative Court ordered governments authorities to order the temporary suspension of the projects representing a total of 18 projects of Chemicals Business in the Map Ta Phut Industrial Estate and vicinity of Rayong Province. On 2 September 2010, the Central Administrative Court delivered its judgement to revoke permits of the projects, for which such permits were issued after the Constitution B.E. 2550 came into force, and fall within the list of 11 types of serious impact projects issued on August 31, 2010 by the Ministry of Natural Resources and Environment. As a result of the judgement, almost all projects of the Group which were considered as non-serious impact projects were able to continue their operations, except for 1 project of the Group namely the Capacity Expansion of Vinyl Chloride Monomer Project of Thai Plastic and Chemicals Public Company Limited; which fall within the list. Around the end of 2012, such project had complied with the paragraph 2 of Article 67 of the Constitution B.E. 2550. The Industrial Estate Authority of Thailand (IEAT) were of the opinion that the project has fulfilled the

requirements and accordingly, IEAT had submitted the issue to the prosecutor, requesting the prosecutor to request the Supreme Administrative Court to revoke the temporary suspension order in order to allow the project to resume construction. On April 1, 2013, the prosecutor had filed the petition to the Supreme Administrative Court. Later, in July 2014, the Supreme Administrative Court had revoked the temporary suspension of the project. In October 2014, the Group obtained a permit from IEAT and the project was able to operate as normal.

As for the ongoing lawsuit filed by the Stop Global Warming Association, the plaintiffs and defendants have appealed with the Supreme Administrative Court. Despite not being a party to the lawsuit, SCG has kept close track of the pending case. However, there has been no progress on the case so far.

#### **Temporary suspension of Mawlamyine Cement Limited (MCL)'s production**

Around the middle of October 2020, Mawlamyine Cement Limited (“MCL”), a joint venture company incorporated in Myanmar by SCG Cement Company Limited (“SCG Cement”) and Pacific Link Cement Industry Ltd. (“PLCI”), has temporary suspended its production due to lack of limestone, the main raw material for cement manufacturing process. The cause has occurred from the failure to amicably resolve dispute between SCG Cement and PLCI.

SCG Cement has filed its claim to an arbitration pursuant to the Joint Venture Agreement with PLCI. This case has been currently considered by the arbitrator.

PLCI has also filed a lawsuit against MCL to Myanmar court. This case has been currently considered by Myanmar court.

## REFERENCES



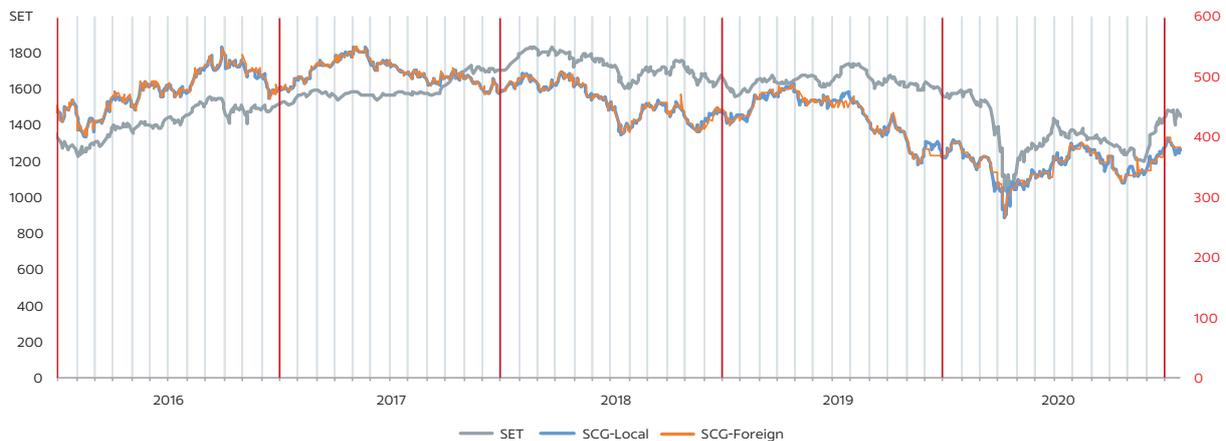
<b>Registrars</b>	Thailand Securities Depository Company Limited
<b>Address</b>	The Stock Exchange of Thailand Building 1st Floor, 93 Ratchadapisek Road, Dindaeng, Bangkok, 10400
<b>Tel.</b>	66-2009-9999
<b>Fax</b>	66-2009-9991
<b>e-mail</b>	SETContactCenter@set.or.th
<b>Website</b>	www.set.or.th/tsd
<b>Auditors</b>	KPMG Phoomchai Audit Ltd. Mr. Vairoj Jindamaneepitak (Certificated Public Accountant No. 3565) or Ms. Pornthip Rimdusit (Certificated Public Accountant No. 5565) or Ms. Thanyalux Keadkeaw (Certified Public Accountant No. 8179)
<b>Address</b>	1 Empire Tower 50th – 51st Floors, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok, 10120
<b>Tel.</b>	66-2677-2000
<b>Fax</b>	66-2677-2222
<b>Legal Advisors</b>	SCG Legal Counsel Limited
<b>Address</b>	1 Siam Cement Road, Bangsue, Bangkok 10800
<b>Tel.</b>	66-2586-5777 or 66-2586-5888
<b>Fax</b>	66-2586-2976
<b>Trustee of Debenture Holders</b>	CIMB Thai Bank Public Company Limited (Only for debenture SCC204A, SCC20NA, SCC214A and SCC210A)
<b>Address</b>	Capital Financial Markets and Payments Operations Department Agency Service and Compliance Unit, 15th Floor, 44 Langsuan Road, Lumpini, Pathum Wan, Bangkok, 10330
<b>Tel.</b>	66-2626-7508
<b>Fax</b>	66-2657-3390
<b>Website</b>	<a href="http://www.cimbthai.com">http://www.cimbthai.com</a>
<b>Trustee of Debenture Holders</b>	Bank of Ayudhya Public Company Limited (Only for debenture SCC220A SCC234A and SCC23NA)
<b>Address</b>	1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok, 10120
<b>Tel.</b>	66-2296-4776
<b>Fax</b>	66-2683-1298
<b>Website</b>	<a href="http://www.krungsri.com">http://www.krungsri.com</a>

## INVESTOR INFORMATION

<b>Name</b>	The Siam Cement Public Company Limited	<b>Contacts</b>
<b>Stock Code</b>	SCC (Listed on the Stock Exchange of Thailand - SET)	<b>Corporate Headquarters</b>
<b>Registration No.</b>	0107537000114	Tel. 66-2586-3333, 66-2586-4444
<b>Type of Business</b>	Holding Company	Fax 66-2586-2974
<b>Website</b>	www.scg.com	e-mail: info@scg.com
<b>Year of Establishment</b>	1913	<b>Corporate Secretary Office</b>
<b>First Trade Date</b>	April 30, 1975	Tel. 66-2586-6098
<b>Headquarter Address</b>	1 Siam Cement Road, Bangsue, Bangkok, 10800	Fax 66-2586-3007
<b>Registered Capital</b>	1,600 Million Baht	e-mail: corporatesecretary@scg.com
<b>Paid-up Capital</b>	1,200 Million Baht Comprised of 1,200 Million Ordinary shares	<b>Investor Relations Department</b>
<b>Par value</b>	1 Baht par value	Tel. 66-2586-4299
<b>Preferred Share</b>	None	e-mail: invest@scg.com
<b>Fiscal Year</b>	January 1 - December 31 of each year	<b>Enterprise Brand Management Office</b>
<b>Shareholders</b>	His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua and CPB Equity Co., Ltd. hold 33.8% of shares while the remaining shares are held by other institutional and individual shareholders.	Tel. 66-2586-3770
		Fax 66-2586-2974
		e-mail: ebmo@scg.com
		<b>Independent Directors as Minority Shareholders' Representative</b>
		Fax 66-2586-3007
		e-mail: ind_dir@scg.com

### 5 YEARS SHARE PRICES (2016-2020)

Compared to SET Index



## ATTACHMENTS



Attachments	
<b>Attachment 1</b>	Information of Directors, Executives, Chief Officers in Accounting and Finance and Company Secretary
<b>Attachment 2</b>	Information of Directors of Subsidiaries
<b>Attachment 3</b>	Information of Head of Internal Audit and Head of Compliance and Legal
<b>Attachment 4</b>	Assets Used in Operations
<b>Attachment 5</b>	Corporate Governance Guidelines, Policies and SCG Code of Conduct
<b>Attachment 6</b>	Report of the Audit Committee, Report of the Corporate Governance Committee, Report of the Remuneration Committee and Report of the CSR Committee for Sustainable Development



Please find more details of the Company's information from the attachments which are on website [www.scg.com](http://www.scg.com)

\* In case this Annual Report (Form 56-1 One Report) references information disclosed on the Company's website, the disclosed information shall be deemed to be part of Form 56-1 One Report. The Board of Directors certifies the correctness and completeness of disclosed information and annual information disclosure in Form 56-1 One Report.





**CORPORATE HEADQUARTERS**

1 Siam Cement Road, Bangsue, Bangkok 10800 Thailand  
Tel: 66-2586-3333, 66-2586-4444 Fax: 66-2586-2974  
[www.scg.com](http://www.scg.com)



The Siam Cement Public Company Limited

# Financial Report 2020

Form 56-1 One Report\*



# BUILDING RESILIENCE

for the Next Normal



\* Annual Registration Statement/Annual Report

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In case this Annual Report (Form 56-1 One Report) references information disclosed on the Company's website, the disclosed information shall be deemed to be part of Form 56-1 One Report. The Board of Directors certifies the correctness and completeness of disclosed information and annual information disclosure in Form 56-1 One Report.



"All paper inside the Report is 100% made from EcoFiber,  
Soy ink used in the printing process for environmental friendly."

# 01

## Report on the Board of Directors' responsibilities for financial statements



The Board of Directors of The Siam Cement Public Company Limited is responsible for the financial statements of the Company and its subsidiaries, which have been prepared in accordance with financial reporting standards under the Accounting Act B.E. 2543, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act B.E. 2535. The Board considers the accounting policies pursued to be appropriate, and that they have been applied consistently with adequate disclosure of important information in the notes to the financial statements. The Company's external auditor has reviewed and audited the financial statements and expressed an unqualified opinion in the auditor's report.

The Board oversees and reviews corporate governance as well as establishes and maintains a

proactive risk management system and internal control system to ensure that accounting records are accurate, complete and timely, and that the Company's assets are properly safeguarded against fraud, operational irregularities and other risks. The Board has appointed an Audit Committee consisting of independent directors to provide effective and efficient oversight of the financial statements, internal control system and internal audit. The Audit Committee's views are reported in its report in the Company's annual report.

The Board is confident that the internal control system and the internal audit of the Siam Cement Public Company Limited and its subsidiaries represent the financial position, results of operations, and cash flows that give a true and fair view in accordance with Thai Financial Reporting Standards.

**Air Chief Marshal**

**Satitpong Sukvimol**  
Chairman

**Roongrote Rangsiyopash**  
President & CEO

**02**

**Consolidated Financial Statements of  
The Siam Cement Public Company Limited  
and its Subsidiaries**





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บริษัท เคพีเอ็มจี ภูมิภาคไทย สอบบัญชี จำกัด  
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## Independent auditor's report

### To the Shareholders of The Siam Cement Public Company Limited

#### *Opinion*

I have audited the consolidated financial statements of The Siam Cement Public Company Limited and its subsidiaries (“the Group”), which comprise the consolidated statement of financial position as at 31 December 2020, the consolidated income statement and statement of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2020, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### *Basis for Opinion*

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that is relevant to my audit of the consolidated financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### *Key Audit Matters*

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated financial statements of the current period. These matters were addressed in the context of my audit of the consolidated financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

The acquisitions of business	
Refer to Notes 2, 4 (a) and 5 to the financial statements.	
<b>The key audit matter</b>	<b>How the matter was addressed in the audit</b>
<p>The Group acquired companies, in overseas in Packaging Business. These result in the increase in production capacity, customer base in region, and competitive advantages of the Group. The accounting for the business acquisition is material, complex and requires management to make significant judgments on identifying and determining the fair values of assets acquired and liabilities assumed from a business acquisition comparing with the consideration transferred to the seller, resulting in the differences that give rise to goodwill recognition. The Group engaged independent appraisers to determine the fair values of assets acquired and liabilities assumed from a business acquisition. Therefore, this is an area of focus in my audit.</p>	<p>My audit procedures focused on assessing the reasonableness of the key assumptions used to determine the fair values of assets acquired and liabilities assumed from a business acquisition with reference to its operating environment, my knowledge of the acquired business and industry, and other information obtained during the audit. The audit procedures included a combination of inquiry of management about the nature and objective for a business acquisition, inspecting share transfer agreement and relevant minutes of meetings of management in order to understand the significant terms and conditions, and the features relevant to the acquisition accounting. I consulted with KPMG valuation specialists when considering the appropriateness of the valuation methodology and approach. I evaluated the appropriateness of identifying assets acquired and liabilities assumed from a business acquisition by management, including the consideration transferred to the seller. I examined the relevant purchase and disbursement documents. I verified the mathematical accuracy of calculation of goodwill. In addition, I evaluated the independence and professional competence of the independent appraisers engaged by the Group.</p> <p>I also considered the adequacy of the Group's disclosures in accordance with the financial reporting standard.</p>



The impairment testing of goodwill	
Refer to Notes 2, 4 (k), and 13 to the financial statements.	
<b>The key audit matter</b>	<b>How the matter was addressed in the audit</b>
Business risk arising from internal and external factors causes the management to pay more attention to impairment testing of goodwill arising from business acquisition, especially from the acquisition of overseas business. Besides this, according to the financial reporting standard, the Group performs an impairment testing on goodwill derived from business combination on an annual basis and whenever an indication of impairment exists. This requires management's judgments and estimates in determining the recoverable amount of cash generating unit, in particular the forecasting of future cash flows from business plan and its forecast growth rate and discount rate used for each cash generating unit. Therefore, this is an area of focus in my audit.	<p>My audit procedures focused on assessing the reasonableness of the key assumptions used to evaluate the recoverable amount of cash generating unit and impairment indicator.</p> <p>I evaluated the appropriateness of identification of the CGU by management to which goodwill belongs, reasonableness and tested key assumptions which supported discounted cash flows projection, appropriateness of the valuation methodology and discount rate by management concerning market situations and operating environment, industry knowledge and other information obtained during the audit. I tested the mathematical accuracy of the recoverable amount and impairment calculations. Moreover, I evaluated the reasonableness of the forecasting of financial performances by comparing historical estimation to the actual operating results.</p> <p>I also considered the adequacy of the Group's disclosures in accordance with the financial reporting standard.</p>



Recognition of deferred tax assets	
Refer to Notes 2, 4 (t) and 14 to the financial statements.	
<b>The key audit matter</b>	<b>How the matter was addressed in the audit</b>
<p>The management assessed the appropriateness of the recognition of the Group's deferred tax assets. This involved the management's judgment and assumptions used for the estimation of sufficient future taxable profits and the utilization of deferred tax assets, particularly on deferred tax assets from unused tax loss carryforward. Judgmental aspects depend on assumptions of future profitability. Therefore, this is an area of focus in my audit.</p>	<p>My audit procedures focused on the assessment of deferred tax assets recognition method and assumptions used in forecasting future taxable profits as provided by management. I compared key inputs used to forecast future taxable profits by management to both internal and external available data, such as market and economic forecasts, the Group's historical data and performance and future business plans. In addition, I took into account the reasonableness of historical estimation of tax profit in comparison to actual operating results.</p> <p>I also considered the adequacy of the Group's disclosures in accordance with the financial reporting standard.</p>

<p>The impairment testing of property, plant and equipment</p> <p>Refer to Notes 2, 4 (g), and 11 to the financial statements.</p>	
<p><b>The key audit matter</b></p> <p>The management assessed the indication of impairment leading to impairment testing of property, plant and equipment of the Group. The management focused on the business that its performance was consistently below expectations. The impairment testing of property, plant and equipment is considered to be a key risk area due to the fact that it involves significant judgment by management to identify whether there is any indication of impairment and to consider the recoverable amount. Judgmental aspects include estimates and assumptions in respect of the forecasting of future cash flows along with its forecast growth rate and discount rate used for each cash generating unit. Therefore, this is an area of focus in my audit.</p>	<p><b>How the matter was addressed in the audit</b></p> <p>My audit procedures focused on assessing the reasonableness of impairment indicator and the key assumptions which underpin management's forecast.</p> <p>I evaluated the appropriateness of identification of the CGU by management and valuation methodology, reasonableness of impairment indicator with reference to current market situations, operating environment, industry knowledge, and other information obtained during the audit.</p> <p>I tested significant assumptions which supported discounted cash flows projection by comparing the key assumptions with internal and external sources of information, appropriateness of the valuation methodology, discount rate and sensitivity analysis to determine the effect of changes in the significant assumptions by management concerning recent performance, trend analysis, and tested the mathematical accuracy of the recoverable amount and impairment calculations. Moreover, I evaluated the reasonableness of the forecasting of financial performances by comparing historical forecasts to the actual operating results.</p> <p>I also considered the adequacy of the Group's disclosures in accordance with the financial reporting standard.</p>



### *Emphasis of Matter*

I draw attention to Note 5. The Group acquired a business in Vietnam during the year ended 31 December 2020 and engaged an independent appraiser to determine the fair value of the identifiable assets acquired and liabilities assumed from the business acquisitions. As at the reporting date, the appraisal has not yet been completed therefore the determination of the fair value was determined provisionally and is subject to adjustment. My opinion is not modified in respect of this matter.

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and my auditor's report thereon.

My opinion on the consolidated financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated financial statements, my responsibility is to read and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### *Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements*

My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Vairoj Jindamaneepitak)  
Certified Public Accountant  
Registration No. 3565

KPMG Phoomchai Audit Ltd.  
Bangkok

17 February 2021

# Consolidated statement of financial position

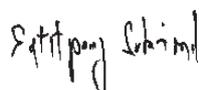
As at 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

<b>Assets</b>	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b><i>Current assets</i></b>			
Cash and cash equivalents	7, 27	64,399,343	27,626,960
Investments in short-term debt instruments	27	38,581,581	16,594,814
Trade and other current receivables	6, 27	54,842,169	62,165,760
Short-term loans	6, 27	109,806	151,312
Inventories	8	54,653,952	56,411,269
Other current assets		1,410,066	1,248,034
Non-current assets classified as held for sale		19,984	187,771
<b>Total current assets</b>		<b>214,016,901</b>	<b>164,385,920</b>
<b><i>Non-current assets</i></b>			
Investments in debt instruments	27	4,626,097	2,150,095
Investments in equity instruments	27	12,806,897	3,531,091
Investments in joint ventures and associates	9	97,375,431	94,352,172
Other non-current receivables		1,907,473	8,709,540
Long-term loans	6, 27	81,899	93,374
Investment property	10	2,118,552	1,622,344
Property, plant and equipment	11	363,425,136	305,985,804
Goodwill	13	34,030,699	34,301,273
Other intangible assets	13	11,007,440	11,754,490
Deferred tax assets	14	5,000,697	4,617,541
Other non-current assets		2,983,656	3,229,584
<b>Total non-current assets</b>		<b>535,363,977</b>	<b>470,347,308</b>
<b>Total assets</b>		<b>749,380,878</b>	<b>634,733,228</b>

On behalf of the Board of Direct

**Air Chief Marshal**



**Satitpong Sukvimol**  
Chairman



**Roongrote Rangsiyopash**  
President & CEO

The accompanying notes are an integral part of these financial statements.

# Consolidated statement of financial position

As at 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

<b>Liabilities and shareholders' equity</b>	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b><i>Current liabilities</i></b>			
Bank overdrafts and short-term borrowings			
from financial institutions	<i>16, 27</i>	21,509,892	18,796,802
Trade and other current payables	<i>6</i>	65,273,081	55,886,926
Current portion of long-term borrowings	<i>16, 27</i>	16,649,584	2,705,421
Current portion of lease liabilities	<i>16, 27</i>	2,325,642	144,154
Current portion of debentures	<i>16, 27</i>	49,932,830	49,935,088
Short-term borrowings	<i>6, 16, 27</i>	509,609	470,554
Corporate income tax payable		3,926,703	2,190,509
Other current liabilities		1,293,120	1,375,773
<b>Total current liabilities</b>		<b>161,420,461</b>	<b>131,505,227</b>
<b><i>Non-current liabilities</i></b>			
Long-term borrowings	<i>6, 16, 27</i>	35,879,588	30,440,274
Lease liabilities	<i>6, 16, 27</i>	9,883,113	173,469
Debentures	<i>16, 27</i>	124,673,528	124,747,621
Deferred tax liabilities	<i>14</i>	5,610,130	4,716,704
Non-current provisions for employee benefits	<i>17</i>	14,688,462	14,195,446
Other non-current liabilities		1,099,554	1,211,358
<b>Total non-current liabilities</b>		<b>191,834,375</b>	<b>175,484,872</b>
<b>Total liabilities</b>		<b>353,254,836</b>	<b>306,990,099</b>

The accompanying notes are an integral part of these financial statements.

# Consolidated statement of financial position

As at 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

<b>Liabilities and shareholders' equity</b>	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b>Shareholders' equity</b>			
Share capital			
<i>Authorized share capital</i>			
<i>(1,600 million ordinary shares, par value at Baht 1 per share)</i>		<b>1,600,000</b>	<b>1,600,000</b>
<i>Issued and paid share capital</i>			
<i>(1,200 million ordinary shares, par value at Baht 1 per share)</i>		1,200,000	1,200,000
Retained earnings			
<i>Appropriated</i>			
Legal reserve	18	160,000	160,000
General reserve		10,516,000	10,516,000
<i>Unappropriated</i>			
		321,097,182	301,995,414
Other components of shareholders' equity	5	(12,001,003)	(33,656,000)
<b>Total equity attributable to owners of the parent</b>		<b>320,972,179</b>	<b>280,215,414</b>
Non-controlling interests	19	75,153,863	47,527,715
<b>Total shareholders' equity</b>		<b>396,126,042</b>	<b>327,743,129</b>
<b>Total liabilities and shareholders' equity</b>		<b>749,380,878</b>	<b>634,733,228</b>

The accompanying notes are an integral part of these financial statements.

# Consolidated income statement

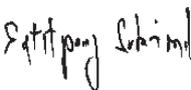
For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

	<i>Note</i>	2020	2019
<i>(in thousand Baht)</i>			
Revenue from sales	6	399,939,200	437,979,879
Cost of sales	6	(309,947,193)	(355,752,304)
<b>Gross profit</b>		<b>89,992,007</b>	<b>82,227,575</b>
Other income	6, 21	7,277,959	8,991,708
<b>Profit before expenses</b>		<b>97,269,966</b>	<b>91,219,283</b>
Distribution costs	22	(24,090,833)	(22,904,726)
Administrative expenses	23	(28,723,808)	(28,865,565)
Employee benefit expense from the amended severance pay of the Labor Law	17	-	(2,537,775)
Other expenses	11, 13	(3,720,076)	(2,593,500)
<b>Total expenses</b>		<b>(56,534,717)</b>	<b>(56,901,566)</b>
<b>Profit from operations</b>		<b>40,735,249</b>	<b>34,317,717</b>
Finance costs		(7,082,371)	(6,586,510)
Share of profit of joint ventures and associates accounted for using equity method		9,455,791	11,632,059
<b>Profit before income tax</b>		<b>43,108,669</b>	<b>39,363,266</b>
Tax expense	25	(5,808,530)	(6,166,734)
<b>Profit for the year</b>		<b>37,300,139</b>	<b>33,196,532</b>
Profit attributable to			
<b>Owners of the parent</b>		<b>34,143,870</b>	<b>32,014,283</b>
Non-controlling interests		3,156,269	1,182,249
		<u>37,300,139</u>	<u>33,196,532</u>
<b>Basic earnings per share (in Baht)</b>			
<b>Attributable to owners of the parent</b>		<b>28.45</b>	<b>26.68</b>

On behalf of the Board of Direct

**Air Chief Marshal**

  
**Satitpong Sukvimol**  
Chairman



**Roongrote Rangsiyopash**  
President & CEO

The accompanying notes are an integral part of these financial statements.

# Consolidated statement of comprehensive income

For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b>Profit for the year</b>		<b>37,300,139</b>	<b>33,196,532</b>
<b>Other comprehensive income</b>			
<i>Components of other comprehensive income that will be reclassified to profit or loss</i>			
Exchange differences on translating financial statement		(833,541)	(7,007,450)
Gain on measurement of financial assets	27	46,064	38,090
Share of other comprehensive income of joint ventures and associates accounted for using equity method		(184,209)	(1,512,621)
Income tax relating to components of other comprehensive income that will be reclassified to profit or loss	25	(5,715)	(7,629)
<b>Total components of other comprehensive income that will be reclassified to profit or loss</b>		<b>(977,401)</b>	<b>(8,489,610)</b>
<i>Components of other comprehensive income that will not be reclassified to profit or loss</i>			
Gain on investments in equity instruments measured at fair value		66,350	-
Defined benefit plan actuarial losses	17	(204,027)	(1,396,473)
Share of other comprehensive income of joint ventures and associates accounted for using equity method		44,123	(99,582)
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	25	20,119	256,591
<b>Total components of other comprehensive income that will not be reclassified to profit or loss</b>		<b>(73,435)</b>	<b>(1,239,464)</b>
<b>Other comprehensive income for the year, net of tax</b>		<b>(1,050,836)</b>	<b>(9,729,074)</b>
<b>Total comprehensive income for the year</b>		<b>36,249,303</b>	<b>23,467,458</b>
Total comprehensive income attributable to			
<b>Owners of the parent</b>		<b>33,096,968</b>	<b>23,029,421</b>
Non-controlling interests		3,152,335	438,037
		<b>36,249,303</b>	<b>23,467,458</b>

The accompanying notes are an integral part of these financial statements.

## Consolidated statement of changes in shareholders' equity

For the year ended 31 December 2020

The Siam Cement Public Company Limited and Its Subsidiaries

	Note	Retained earnings			Other components of shareholders' equity									
		Appropriated		Unappropriated	Other comprehensive income			Share of other comprehensive income of joint ventures and associates accounted for using equity method	Changes in other components from shareholders' equity	Total other components of shareholders' equity	Total equity attributable to owners of the parent	Non-controlling interests	Total shareholders' equity	
		Issued and paid share capital	Legal reserve	General reserve	Exchange differences on translating financial statements	Gain (loss) on measuring financial assets								
<b>Balance at 1 January 2019</b>		<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>290,938,903</b>	<b>(13,801,264)</b>	<b>(775)</b>	<b>(122,199)</b>	<b>(11,794,138)</b>	<b>(25,718,376)</b>	<b>277,096,527</b>	<b>40,772,570</b>	<b>317,869,097</b>	
<b>Transactions with owners, recorded directly in shareholders' equity</b>														
<i>Contributions by and distributions to owners of the parent</i>														
Dividends	26	-	-	-	(19,798,926)	-	-	-	-	-	(19,798,926)	(964,941)	(20,763,867)	
<i>Total contributions by and distributions to owners of the parent</i>		-	-	-	<b>(19,798,926)</b>	-	-	-	-	-	<b>(19,798,926)</b>	<b>(964,941)</b>	<b>(20,763,867)</b>	
<i>Changes in ownership interests in subsidiaries</i>														
Changes that do not result in a loss of control		-	-	-	-	-	-	-	(111,608)	(111,608)	(111,608)	162,593	50,985	
Changes that result in an acquisition or a loss of control		-	-	-	-	-	-	-	-	-	-	7,119,456	7,119,456	
<i>Total changes in ownership interests in subsidiaries</i>		-	-	-	-	-	-	-	<b>(111,608)</b>	<b>(111,608)</b>	<b>(111,608)</b>	<b>7,282,049</b>	<b>7,170,441</b>	
<b>Total transactions with owners, recorded directly in shareholders' equity</b>		-	-	-	<b>(19,798,926)</b>	-	-	-	<b>(111,608)</b>	<b>(111,608)</b>	<b>(19,910,534)</b>	<b>6,317,108</b>	<b>(13,593,426)</b>	
<b>Comprehensive income for the year</b>														
Profit or loss		-	-	-	32,014,283	-	-	-	-	-	32,014,283	1,182,249	33,196,532	
Other comprehensive income		-	-	-	(1,158,846)	(6,343,856)	30,461	(1,512,621)	-	(7,826,016)	(8,984,862)	(744,212)	(9,729,074)	
<b>Total comprehensive income for the year</b>		-	-	-	<b>30,855,437</b>	<b>(6,343,856)</b>	<b>30,461</b>	<b>(1,512,621)</b>	-	<b>(7,826,016)</b>	<b>23,029,421</b>	<b>438,037</b>	<b>23,467,458</b>	
<b>Balance at 31 December 2019</b>		<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>301,995,414</b>	<b>(20,145,120)</b>	<b>29,686</b>	<b>(1,634,820)</b>	<b>(11,905,746)</b>	<b>(33,656,000)</b>	<b>280,215,414</b>	<b>47,527,715</b>	<b>327,743,129</b>	

## Consolidated statement of changes in shareholders' equity

For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

	Note	Retained earnings			Other components of shareholders' equity							Non-controlling interests	Total shareholders' equity	
		Appropriated		Unappropriated	Other comprehensive income			Share of other comprehensive income of joint ventures and associates accounted for using equity method		Changes in other components of shareholders' equity	Total equity attributable to owners of the parent			
		Issued and paid share capital	Legal reserve	General reserve	Exchange differences on translating financial statements	Gain on investments in equity instruments measured at fair value	Gain on measuring financial assets	Share of other comprehensive income of joint ventures and associates accounted for using equity method	Changes in other components of shareholders' equity					
<i>(in thousand Baht)</i>														
<b>Balance at 31 December 2019 - as reported</b>		<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>301,995,414</b>	<b>(20,145,120)</b>	<b>-</b>	<b>29,686</b>	<b>(1,634,820)</b>	<b>(11,905,746)</b>	<b>(33,656,000)</b>	<b>280,215,414</b>	<b>47,527,715</b>	<b>327,743,129</b>
Impact of changes in accounting policies	3	-	-	-	65,658	-	6,427,161	-	6,971	-	6,434,132	6,499,790	(18,760)	6,481,030
<b>Balance at 1 January 2020</b>		<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>302,061,072</b>	<b>(20,145,120)</b>	<b>6,427,161</b>	<b>29,686</b>	<b>(1,627,849)</b>	<b>(11,905,746)</b>	<b>(27,221,868)</b>	<b>286,715,204</b>	<b>47,508,955</b>	<b>334,224,159</b>
<b>Transactions with owners, recorded directly in shareholders' equity</b>														
<i>Contributions by and distributions to owners of the parent</i>														
Dividends	26	-	-	-	(14,997,759)	-	-	-	-	-	-	(14,997,759)	(1,446,393)	(16,444,152)
<b>Total contributions by and distributions to owners of the parent</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(14,997,759)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(14,997,759)</b>	<b>(1,446,393)</b>	<b>(16,444,152)</b>
<i>Changes in ownership interests in subsidiaries</i>														
Changes that do not result in a loss of control		-	-	-	-	-	-	-	-	16,157,766	16,157,766	16,157,766	25,682,436	41,840,202
Changes that result in an acquisition or a loss of control		-	-	-	-	-	-	-	-	-	-	-	256,530	256,530
<b>Total changes in ownership interests in subsidiaries</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,157,766</b>	<b>16,157,766</b>	<b>16,157,766</b>	<b>25,938,966</b>	<b>42,096,732</b>
<b>Total transactions with owners, recorded directly in shareholders' equity</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(14,997,759)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,157,766</b>	<b>16,157,766</b>	<b>1,160,007</b>	<b>24,492,573</b>	<b>25,652,580</b>
<b>Comprehensive income for the year</b>														
Profit or loss		-	-	-	34,143,870	-	-	-	-	-	-	34,143,870	3,156,269	37,300,139
Other comprehensive income		-	-	-	(110,001)	(868,512)	53,899	41,146	(163,434)	-	(936,901)	(1,046,902)	(3,934)	(1,050,836)
<b>Total comprehensive income for the year</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>34,033,869</b>	<b>(868,512)</b>	<b>53,899</b>	<b>41,146</b>	<b>(163,434)</b>	<b>-</b>	<b>(936,901)</b>	<b>33,096,968</b>	<b>3,152,335</b>	<b>36,249,303</b>
<b>Balance at 31 December 2020</b>		<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>321,097,182</b>	<b>(21,013,632)</b>	<b>6,481,060</b>	<b>70,832</b>	<b>(1,791,283)</b>	<b>4,252,020</b>	<b>(12,001,003)</b>	<b>320,972,179</b>	<b>75,153,863</b>	<b>396,126,042</b>

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The accompanying notes are an integral part of these financial statements.

# Consolidated statement of cash flows

For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

	2020	2019
	<i>(in thousand Baht)</i>	
<b><i>Cash flows from operating activities</i></b>		
Profit for the year	37,300,139	33,196,532
<b><i>Adjustments for</i></b>		
Tax expense	5,808,530	6,166,734
Depreciation and amortization	27,377,257	23,931,502
Loss on inventories devaluation	166,808	255,097
Employee benefit expense	1,311,902	3,750,787
Loss (gain) on foreign currency exchange	422,976	(118,935)
Share of profit of joint ventures and associates accounted for using equity method	(9,455,791)	(11,632,059)
Dividend income	(669,658)	(1,889,797)
Interest income	(1,116,550)	(936,800)
Interest expense	7,128,987	6,465,902
Loss on impairment of assets	3,053,981	853,482
Loss (gain) on sale of investments and others	(542,072)	669,205
<b>Cash flows generated from operations</b>		
<b>before changes in operating assets and liabilities</b>	<b>70,786,509</b>	<b>60,711,650</b>
<b><i>Decrease (increase) in operating assets</i></b>		
Trade and other current receivables	4,994,942	5,975,049
Inventories	692,963	6,324,835
Other assets	345,300	404,447
<b>Net decrease in operating assets</b>	<b>6,033,205</b>	<b>12,704,331</b>

The accompanying notes are an integral part of these financial statements.

# Consolidated statement of cash flows

For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b><i>Increase (decrease) in operating liabilities</i></b>			
Trade and other current payables		(57,057)	(6,124,707)
Provisions for employee benefits		(1,008,381)	(855,678)
Other liabilities		(244,679)	(497,545)
<b>Net decrease in operating liabilities</b>		<b>(1,310,117)</b>	<b>(7,477,930)</b>
<b>Net cash flows generated from operations</b>		<b>75,509,597</b>	<b>65,938,051</b>
Income tax paid		(5,094,436)	(6,121,404)
<b>Net cash flows provided by operating activities</b>		<b>70,415,161</b>	<b>59,816,647</b>
<b><i>Cash flows from investing activities</i></b>			
Proceeds from sale of subsidiaries		766,437	179,623
Acquisition of subsidiaries, net of cash acquired	5	(2,945,788)	(24,469,101)
Proceeds from sale of interests in joint ventures and associates		286,452	2,858,325
Acquisition of interests in joint ventures and associates		(239,401)	(1,648,070)
Proceeds from sale of others' equity and debt instruments		56,058,983	59,190,349
Acquisition of others' equity and debt instruments		(81,035,851)	(49,705,851)
Proceeds from sale of property, plant and equipments		462,026	654,718
Acquisition of property, plant and equipment		(51,357,002)	(48,056,700)
Acquisition of intangible assets		(1,602,399)	(1,357,634)
Proceeds from repayment of loans		48,245	25,880
Dividends received		7,348,506	16,213,225
Interest received		1,024,799	1,060,924
<b>Net cash flows used in investing activities</b>		<b>(71,184,993)</b>	<b>(45,054,312)</b>

The accompanying notes are an integral part of these financial statements.

# Consolidated statement of cash flows

For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b><i>Cash flows from financing activities</i></b>			
Proceeds from changes in ownership interests			
in subsidiaries that do not result in a loss of control	5	43,107,076	466,949
Payments of changes in ownership interests in subsidiaries			
that do not result in a loss of control		(1,416,042)	(233,901)
<b><i>Proceeds from (payments of) borrowings</i></b>			
Proceeds from (payments of) bank overdrafts and			
short-term borrowings		2,476,004	(5,486,374)
Proceeds from long-term borrowings		27,062,626	26,794,078
Payments of long-term borrowings		(7,041,183)	(2,090,204)
Payments of lease liabilities		(2,624,934)	(118,225)
Proceeds from issuance of debentures		49,850,062	24,905,176
Redemption of debentures		(49,881,503)	(31,381,659)
<b>Net increase in borrowings</b>		<b>19,841,072</b>	<b>12,622,792</b>
<b>Dividends paid</b>			
Dividends paid to owners of the parent		(14,997,759)	(19,798,926)
Dividends paid to non-controlling interests		(1,410,812)	(973,078)
<b>Total dividends paid</b>		<b>(16,408,571)</b>	<b>(20,772,004)</b>
Interest paid and front-end fee		(7,652,582)	(7,366,269)
<b>Net cash flows provided by (used in) financing activities</b>		<b>37,470,953</b>	<b>(15,282,433)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>36,701,121</b>	<b>(520,098)</b>
Effect of exchange rate changes on cash and cash equivalents		71,262	(641,452)
Cash and cash equivalents at beginning of the year		27,626,960	28,788,510
<b>Cash and cash equivalents at end of the year</b>		<b>64,399,343</b>	<b>27,626,960</b>
<b><i>Supplementary information for cash flows</i></b>			
<b>Non-cash transactions at end of the year</b>			
Account payables from purchase of assets		22,382,496	13,693,731
Accrued investments		577,743	1,254,672

The accompanying notes are an integral part of these financial statements.

# Notes to the financial statements

For the year ended 31 December 2020

The Siam Cement Public Company Limited and its Subsidiaries

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These notes form an integral part of the consolidated financial statements.

The consolidated financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai and English languages, and were approved and authorized for issue by the audit committee, as appointed by the Board of Directors of the Company, on 17 February 2021.

## 1 General information

The Siam Cement Public Company Limited, the “Company”, is incorporated in Thailand. The Company’s registered office is at 1 Siam Cement Road, Bangsue, Bangkok 10800, Thailand.

The Company and its subsidiaries, the “Group”, is an industrial group which operates core businesses of Cement-Building Materials Business, Chemicals Business and Packaging Business.

Details of the Company’s subsidiaries, which have significant operations and were included in the consolidated financial statements, are as follows:

	<b>Direct/ Indirect Holding (%)</b>		<b>Direct/ Indirect Holding (%)</b>
<i>Cement-Building Materials Business</i>		<i>Cement-Building Materials Business</i>	
SCG Cement Co., Ltd.	100	Vietnam Construction Materials Joint Stock Company	
The Concrete Products and Aggregate Co., Ltd.	100	(Incorporated in Vietnam)	100
The Siam Cement (Kaeng Khoi) Co., Ltd.	100	Song Gianh Cement Joint Stock Company	
The Siam Cement (Ta Luang) Co., Ltd.	100	(Incorporated in Vietnam)	100
The Siam Cement (Thung Song) Co., Ltd.	100	Mien Trung Cement One Member Company Limited	
The Siam Cement (Lampang) Co., Ltd.	100	(Incorporated in Vietnam)	100
Khammouane Cement Co., Ltd.		Danang Cement One Member Company Limited	
(Incorporated in Lao PDR)	100	(Incorporated in Vietnam)	100
The Siam Refractory Industry Co., Ltd.	100	Phu Yen Cosevco Cement Company Limited	
Eco Plant Services Co., Ltd.	100	(Incorporated in Vietnam)	100
SCI Eco Services Co., Ltd.	100	CPAC Construction Solution Co., Ltd.	
Q Mix Supply Co., Ltd.	100	(Formerly: The CPAC Ready Mixed Concrete	
Silathai Sanguan (2540) Co., Ltd.	100	(South) Co., Ltd.)	100
Silasanon Co., Ltd.	100	SCG Building Materials Co., Ltd.	100
PT SCG Pipe and Precast Indonesia		Cement Thai Gypsum Co., Ltd.	100
(Incorporated in Indonesia)	100	MRC Roofing Co., Ltd.	100
PT Semen Lebak		Cement Thai Ceramics Co., Ltd.	100
(Incorporated in Indonesia)	100	Cement Thai Ceramics Philippines Holdings, Inc.	
PT SCG Readymix Indonesia		(Incorporated in the Philippines)	100
(Incorporated in Indonesia)	100	Cement Thai Gypsum (Singapore) Pte. Ltd.	
PT CPAC Surabaya		(Incorporated in Singapore)	100
(Incorporated in Indonesia)	100	The Siam Fibre-Cement Co., Ltd.	100
The Concrete Products and Aggregate (Vietnam) Co., Ltd.		Siam Fibre Cement Group Co., Ltd.	100
(Incorporated in Vietnam)	100	SCG Landscape Co., Ltd.	100
SCG Cement-Building Materials Vietnam		Siam Fiberglass Co., Ltd.	100
Limited Liability Company		SCG Roofing Co., Ltd.	100
(Incorporated in Vietnam)	100		

	<b>Direct/ Indirect Holding (%)</b>		<b>Direct/ Indirect Holding (%)</b>
<b><i>Cement-Building Materials Business</i></b>		<b><i>Cement-Building Materials Business</i></b>	
SCG Concrete Roof (Vietnam) Co., Ltd. (Incorporated in Vietnam)	100	Unify Smart Tech Joint Stock Company (Incorporated in Vietnam)	100
SCG Concrete Roof (Cambodia) Co., Ltd. (Incorporated in Cambodia)	100	Nexter Living Co., Ltd.	100
SCG Cement-Building Materials Philippines, Inc. (Incorporated in the Philippines)	100	Myanmar CBM Services Co., Ltd. (Incorporated in Myanmar)	100
PT SCG Lightweight Concrete Indonesia (Incorporated in Indonesia)	100	Nexter Digital Co., Ltd.	100
SCG Distribution Co., Ltd.	100	BetterBe Marketplace Co., Ltd.	100
SCG Cement-Building Materials Company Limited	100	Nexter Ventures Co., Ltd.	100
SCG International Corporation Co., Ltd.	100	Nexter Retail Co., Ltd.	100
SCG International Australia Pty. Ltd. (Incorporated in Australia)	100	SCG Experience Co., Ltd.	100
SCG International China (Guangzhou) Co., Ltd. (Incorporated in China)	100	SCG Skills Development Co., Ltd.	100
SCG International Hong Kong Limited (Incorporated in China)	100	SCG Retail Holding Co., Ltd.	100
SCG International (Philippines) Corporation Co., Ltd. (Incorporated in the Philippines)	100	Prime Group Joint Stock Company (Incorporated in Vietnam)	100
SCG International USA Inc. (Incorporated in USA)	100	Prime Trading, Import and Export One Member Limited Liability Company (Incorporated in Vietnam)	100
PT SCG International Indonesia (Incorporated in Indonesia)	100	Prime International Import-Export and Service Trading Company Limited (Incorporated in Vietnam)	100
SCG International Laos Co., Ltd. (Incorporated in Lao PDR)	100	Prime - Ngoi Viet Joint Stock Company (Incorporated in Vietnam)	100
SCG Marketing Philippines Inc. (Incorporated in the Philippines)	100	Prime Pho Yen Joint Stock Company (Incorporated in Vietnam)	100
SCG International Malaysia Sdn. Bhd. (Incorporated in Malaysia)	100	Prime - Yen Binh Joint Stock Company (Incorporated in Vietnam)	100
SCG International (Cambodia) Co., Ltd. (Incorporated in Cambodia)	100	Prime - Tien Phong Joint Stock Company (Incorporated in Vietnam)	100
SCG International Middle East Dmcc (Formerly: SCG Trading Middle East Dmcc) (Incorporated in the United Arab Emirates)	100	Prime - Vinh Phuc Joint Stock Company (Incorporated in Vietnam)	100
SCG International Vietnam Co., Ltd. (Incorporated in Vietnam)	100	Prime - Truong Xuan Joint Stock Company (Incorporated in Vietnam)	99
SCG International India Private Limited (Incorporated in India)	100	Buu Long Industry and Investment Joint Stock Company (Incorporated in Vietnam)	99
SCG Logistics Management Co., Ltd.	100	PT Semen Jawa (Incorporated in Indonesia)	98
SCG Logistics Lao Co., Ltd. (Incorporated in Lao PDR)	100	Mawlamyine Cement Limited (Incorporated in Myanmar)	96
SCG Logistics Management (Cambodia) Co., Ltd. (Incorporated in Cambodia)	100	Prime Dai An Joint Stock Company (Incorporated in Vietnam)	95
		PT KIA Serpilh Mas (Incorporated in Indonesia)	94

	<b>Direct/ Indirect Holding (%)</b>		<b>Direct/ Indirect Holding (%)</b>
<b><i>Cement-Building Materials Business</i></b>		<b><i>Cement-Building Materials Business</i></b>	
Kampot Cement Co., Ltd. (Incorporated in Cambodia)	92	Rudy Technology Co., Ltd.	61
PT KIA Keramik Mas (Incorporated in Indonesia)	92	SCG-PSA Holdings Co., Ltd.	60
PT Keramik Indonesia Assosiasi, Tbk. (Incorporated in Indonesia)	92	Prime Dai Quang Joint Stock Company (Incorporated in Vietnam)	56
PT Kokoh Inti Arebama Tbk. (Incorporated in Indonesia)	91	SCG-Shwe Me Logistics (Myanmar) Co., Ltd. (Incorporated in Myanmar)	55
The Siam Sanitary Fittings Co., Ltd.	91	Panel World Co., Ltd.	55
SCG Ceramics Public Company Limited	90	Jumbo Barges and Tugs Co., Ltd.	55
Sosuco Ceramic Co., Ltd.	90	Jumbo Barges (Cambodia) Co., Ltd. (Incorporated in Cambodia)	55
Prime Dai Viet Joint Stock Company (Incorporated in Vietnam)	90	Thai Connectivity Terminal Co., Ltd.	51
Prime Thien Phuc Joint Stock Company (Incorporated in Vietnam)	90	Bangkok Interfreight Forwarding Co., Ltd.	51
Prime Phong Dien Joint Stock Company (Incorporated in Vietnam)	90	SCG-Sekisui Sales Co., Ltd.	51
Prime Dai Loc Joint Stock Company (Incorporated in Vietnam)	90	SCG Home Retail Co., Ltd. (Formerly: SCG-Boonthavorn Co., Ltd.)	51
CPAC Cambodia Co., Ltd. (Incorporated in Cambodia)	90	SCG-Boonthavorn Holding Co., Ltd.	51
Saraburirat Co., Ltd.	83	Smart Build Bangladesh Co., Ltd. (Incorporated in Bangladesh)	51
Mariwasa-Siam Ceramics, Inc. (Incorporated in the Philippines)	83	Mingalar Motor Co., Ltd. (Incorporated in Myanmar)	50
SCG Myanmar Concrete and Aggregate Co., Ltd. (Incorporated in Myanmar)	80	PT Siam-Indo Gypsum Industry (Incorporated in Indonesia)	50
PT Surya Siam Keramik (Incorporated in Indonesia)	80	PT Siam-Indo Concrete Products (Incorporated in Indonesia)	50
Green Conservation Solution Co., Ltd.	74	PT Pion Quarry Nusantara (Incorporated in Indonesia)	49
Siam Sanitary Ware Co., Ltd.	71	Home Center Quang Ninh Joint Stock Company (Incorporated in Vietnam)	49
Siam Sanitary Ware Industry Co., Ltd.	71	PT SCG Barito Logistics (Incorporated in Indonesia)	49
Siam Sanitary Ware Industry (Nongkhae) Co., Ltd.	71	PT Renos Marketplace Indonesia (Incorporated in Indonesia)	49
Prime Hao Phu Joint Stock Company (Incorporated in Vietnam)	70	PT Tambang Semen Sukabumi (Incorporated in Indonesia)	48
Quality Construction Products Public Company Limited	68	Kampot Land Co., Ltd. (Incorporated in Cambodia)	45
Q-Con Eastern Co., Ltd.	68	SCG-Boonthavorn (Cambodia) Co., Ltd.	
SCGT Automobile Co., Ltd.	67	(Incorporated in Cambodia)	41
SCG Yamato Express Co., Ltd.	65		
<b><i>Chemicals Business</i></b>		<b><i>Chemicals Business</i></b>	
SCG Chemicals Co., Ltd.	100	SCG Plastics Co., Ltd.	100
Thai Polyethylene Co., Ltd.	100	SCG Performance Chemicals Co., Ltd.	100

	<b>Direct/ Indirect Holding (%)</b>		<b>Direct/ Indirect Holding (%)</b>
<b><i>Chemicals Business</i></b>		<b><i>Chemicals Business</i></b>	
SCG Chemicals Trading Singapore Pte. Ltd. (Incorporated in Singapore)	100	Nawaplastic Industries Co., Ltd.	100
Rayong Engineering & Plant Service Co., Ltd.	100	Nawa Intertech Co., Ltd.	100
Protech Outsourcing Co., Ltd.	100	Chemtech Co., Ltd. (Incorporated in Vietnam)	100
Repco Maintenance Co., Ltd. (Formerly: Siam Paraffins Co., Ltd.)	100	Total Plant Service Co., Ltd.	100
RIL 1996 Co., Ltd.	100	HTExplore S.R.L. (Incorporated in Italy)	100
Texplore Co., Ltd.	100	SENF I UK Limited (Incorporated in the United Kingdom)	100
Vina SCG Chemicals Co., Ltd.	100	SENF I Swiss GmbH (Incorporated in Switzerland)	100
Long Son Petrochemicals Co., Ltd. (Incorporated in Vietnam)	100	Rayong Pipeline Co., Ltd.	92
WTE Company Limited	100	SCG ICO Polymers Company Limited	87
SCG Chemicals (Singapore) Pte. Ltd. (Incorporated in Singapore)	100	Map Ta Phut Tank Terminal Co., Ltd.	82
Tuban Petrochemicals Pte. Ltd. (Incorporated in Singapore)	100	Grand Nawaplastic Myanmar Co., Ltd. (Incorporated in Myanmar)	80
Hexagon International, Inc. (Incorporated in USA)	100	Viet-Thai Plastchem Co., Ltd. (Incorporated in Vietnam)	72
SENF I Norway AS (Formerly: Norner Holding AS) (Incorporated in Norway)	100	TPC Vina Plastic and Chemicals Corporation Ltd. (Incorporated in Vietnam)	70
Norner AS (Incorporated in Norway)	100	Rayong Olefins Co., Ltd.	68
Norner Research AS (Incorporated in Norway)	100	Map Ta Phut Olefins Co., Ltd.	67
SCGN AS (Incorporated in Norway)	100	Nawaplastic (Cambodia) Co., Ltd. (Incorporated in Cambodia)	60
Norner Verdandi AS (Incorporated in Norway)	100	Circular Plas Company Limited	60
CO2 Technologies AS (Incorporated in Norway)	100	PT Nusantara Polymer Solutions (Incorporated in Indonesia)	55
SMH Co., Ltd.	100	Binh Minh Plastics Joint Stock Company (Incorporated in Vietnam)	54
PT TPC Indo Plastic and Chemicals (Incorporated in Indonesia)	100	North Binh Minh Plastics Limited Company (Formerly: Northern Binh Minh Plastics One Member Limited Company) (Incorporated in Vietnam)	54
Thai Plastic and Chemicals Public Company Limited	100	PT Berjaya Nawaplastic Indonesia (Incorporated in Indonesia)	51
TPC Paste Resin Co., Ltd.	100	Flowlab & Service Co., Ltd.	51
<b><i>Packaging Business</i></b>		<b><i>Packaging Business</i></b>	
SCG Packaging Public Company Limited	72	SCG Paper Energy Co., Ltd.	72
Siam Kraft Industry Co., Ltd.	72	SCGP Solutions Co., Ltd.	72
Invenique Co., Ltd.	72	SCGP Solutions (Singapore) Pte. Ltd. (Incorporated in Singapore)	72
SCGP Excellence Training Center Co., Ltd.	72		

	<b>Direct/ Indirect Holding (%)</b>		<b>Direct/ Indirect Holding (%)</b>
<b>Packaging Business</b>		<b>Packaging Business</b>	
SCGP Rigid Plastics Company Limited	72	The Siam Forestry Co., Ltd.	50
SKIC International Company Limited	72	Panas Nimit Co., Ltd.	50
Thai Cane Paper Public Company Limited	71	Thai Panason Co., Ltd.	50
Visy Packaging (Thailand) Limited	58	Thai Panadorn Co., Ltd.	50
United Pulp and Paper Co., Inc. (Incorporated in the Philippines)	54	Thai Panaram Co., Ltd.	50
Precision Print Co., Ltd.	54	Suanpa Rungsaris Co., Ltd.	50
Thai Containers Group Co., Ltd.	50	Siam Panawes Co., Ltd.	50
Thai Containers Khonkaen Co., Ltd.	50	Thai Panaboon Co., Ltd.	50
Thai Containers Rayong Co., Ltd.	50	Thai Wanabhum Co., Ltd.	50
Vina Kraft Paper Co., Ltd. (Incorporated in Vietnam)	50	TCG Solutions Pte. Ltd. (Incorporated in Singapore)	50
New Asia Industries Co., Ltd. (Incorporated in Vietnam)	50	Interpress Printers Sendirian Berhad (Incorporated in Malaysia)	49
Alcamax Packaging (Vietnam) Co., Ltd. (Incorporated in Vietnam)	50	PT Primacorr Mandiri (Incorporated in Indonesia)	49
AP Packaging (Hanoi) Co., Ltd. (Incorporated in Vietnam)	50	Bien Hoa Packaging Joint Stock Company (Incorporated in Vietnam)	48
Packamex (Vietnam) Co., Ltd. (Incorporated in Vietnam)	50	PT Fajar Surya Wisesa Tbk. (Incorporated in Indonesia)	40
Orient Containers Co., Ltd.	50	PT Dayasa Aria Prima (Incorporated in Indonesia)	40
PT Indoris Printingdo (Incorporated in Indonesia)	50	Tin Thanh Packing Joint Stock Company (Incorporated in Vietnam)	38
PT Indocorr Packaging Cikarang (Incorporated in Indonesia)	50	Prepack Thailand Co., Ltd.	38
Phoenix Pulp & Paper Public Company Limited	50	TC Flexible Packaging Co., Ltd.	38
Phoenix Utilities Co., Ltd.	50	SCGP-T Plastics Company Limited	37
Thai Paper Co., Ltd.	50	Tawana Container Co., Ltd.	36
		Conimex Co., Ltd.	28
<b>Other</b>		<b>Other</b>	
Cementhai Holding Co., Ltd.	100	SCG Learning Excellence Co., Ltd.	100
Cementhai Property (2001) Public Company Limited	100	SCG HR Solutions Co., Ltd.	100
Property Value Plus Co., Ltd.	100	SCG Vietnam Co., Ltd. (Incorporated in Vietnam)	100
SCG Accounting Services Co., Ltd.	100	PT SCG Indonesia (Incorporated in Indonesia)	100
SCG Legal Counsel Limited	100	Bangsee Industry Co., Ltd.	100
CTO Management Co., Ltd.	100	Add Ventures Capital Co., Ltd.	100
Cementhai Captive Insurance Pte. Ltd. (Incorporated in Singapore)	100	Add Ventures Capital International Co., Ltd.	100
Siam Innovation Product and Solution Co., Ltd.	100	Siam GNE Solar Energy Co., Ltd.	50

Details of the Company’s subsidiaries with insignificant operations that were included in the consolidated financial statements are as follows:

	<b>Direct/ Indirect Holding (%)</b>		<b>Direct/ Indirect Holding (%)</b>
Siam Mortar Co., Ltd.	100	SCG Holding Co., Ltd.	100
Cemethai Energy Conservation Co., Ltd.	100	The Nawaloha Foundry Bangkok Co., Ltd.	100
Siam Research and Innovation Co., Ltd.	100	The Siam Iron and Steel Co., Ltd.	100
CPAC Lao Co., Ltd.		Dhara Pipe Co., Ltd.	100
(Incorporated in Lao PDR)	100	SCG Corporation S.A.	
CPAC Concrete Products (Cambodia) Co., Ltd.		(Incorporated in Panama)	100
(Incorporated in Cambodia)	100	PT Karya Makmur Kreasi Prima	
SCG Roofing Philippines, Inc.		(Incorporated in Indonesia)	91
(Incorporated in the Philippines)	100	United Industrial Energy Corporation	
SCG Trading (Jordan) L.L.C.		(Incorporated in the Philippines)	54
(Incorporated in Jordan)	100	Thai Union Paper Public Company Limited	50
Ceramic Research Institution		TCG Rengo (S) Limited	
(Incorporated in Vietnam)	100	(Incorporated in Singapore)	50
Siam TPC Co., Ltd.	100	Dyna Packs Co., Ltd.	50
Siam TPC (Singapore) Pte. Ltd.		D-In Pack Company Limited	50
(Incorporated in Singapore)	100		

Most of the above subsidiaries were established in Thailand unless otherwise stated. There was no material change in the percentage of holding from 2019, except as discussed in note 5.

During 2020, the Group acquired the ordinary shares of HTExplore S.R.L. incorporated in Italy and Bien Hoa Packaging Joint Stock Company incorporated in Vietnam. These companies are included in the Group’s consolidated financial statements, as discussed in note 5.

## **2 Basis of preparation of the financial statements**

### **(a) Statement of compliance**

The consolidated financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRSs”); guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission.

The new and revised TFRSs are effective for annual accounting periods beginning on or after 1 January 2020. The initial application of these new and revised TFRSs have resulted in changes in certain of the Group’s accounting policies.

The Group has initially applied TFRS - Financial instruments standards which comprise TFRS 9 *Financial Instruments* and relevant standards and interpretations and TFRS 16 *Leases* and disclosed impact from changes to significant accounting policies in note 3.

**(b) *Functional and presentation currency***

The consolidated financial statements are presented in Thai Baht, which is the Company's functional currency. All financial information presented in Thai Baht has been rounded in the notes to the financial statements to the nearest million unless otherwise stated.

**(c) *Use of estimates and judgments***

The preparation of consolidated financial statements in conformity with TFRSs requires management to make judgments, estimates and assumptions that affect the application of the Group's accounting policies. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized prospectively.

**(1) Judgments**

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

Note 4 (i) and 12 Leases:

- whether an arrangement contains a lease;
- whether reasonably certain to exercise extension options.

**(2) Assumptions and estimation uncertainties**

Information about assumption and estimation uncertainties at 31 December 2020 that have a significant risk which result in material adjustments to the carrying amounts of assets and liabilities in the next financial year is included in the following notes:

Note 4 (i)	Determining the incremental borrowing rate to measure lease liabilities;
Note 5	Acquisition of subsidiary: fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed, measured on a provisional basis;
Note 11 and 13	Impairment test of goodwill: key assumptions underlying recoverable amounts;
Note 14	Recognition of deferred tax assets: availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilized;
Note 17	Measurement of defined benefit obligations: key actuarial assumptions;
Note 27	- Measurement of ECL allowance for trade receivables: key assumptions in determining the weighted-average loss rate; - Determining the fair value of financial instruments on the basis of significant unobservable inputs; and
Note 28	Recognition and measurement of provisions and contingencies.

***Impact of COVID-19 Outbreak***

The COVID-19 outbreak resulted in estimation uncertainty. The Group elected to apply accounting guidance on temporary relief measures for additional accounting options in response to impact from the COVID-19 outbreak for transactions related to consolidated financial statements as at 31 December 2020 as follows:

(a) *Impairment of assets*

The Group considered impairment of trade accounts receivables under simplified approach using historical loss rate for expected credit loss and did not take forward-looking information about the uncertain situation of COVID-19 into account.

(b) *Fair value measurement*

The Group elected to measure investment in non-marketable equity instruments at using fair values at 1 January 2020.

(c) *Lease modifications*

The Group elected to exclude a contractual rental concession as a result of the COVID-19 situation as a lease modification by gradually deducted lease liabilities in proportion to the reduced rental, depreciation of right-of-use assets and interest on lease liabilities in proportion to the reduced rental, and recognized the differences to profit or loss.

### **3 Changes in accounting policies**

From 1 January 2020, the Group has initially applied TFRS - Financial instruments standards and TFRS 16. Impact of changes in accounting policies are as follows:

(a) *TFRS - Financial instruments standards*

These TFRS - Financial instruments standards establish requirements related to definition, recognition, measurement, impairment and derecognition of financial assets and financial liabilities, including accounting for derivatives and hedge accounting. The details of accounting policies are disclosed in note 4 (j) and 4 (v). The impact from adoption of TFRS - Financial instruments standards are as follows:

(1) Classification - Financial assets

TFRS 9 classifies financial assets into three categories: measured at amortized cost, fair value to other comprehensive income (FVOCI) and fair value to profit or loss (FVTPL). The standard eliminates the existing classification of held-to-maturity debt instruments, available-for-sale instruments, trading instruments and general investments as specified by TAS 105. The classification under TFRS 9 is based on the cash flow characteristics of the financial assets and the business model in which they are managed. Under TFRS 9, derivatives are measured at FVTPL. It replaces accounting policies of the Group on recognition of revaluation exchange rate at the end of period or when the derivatives were exercised.

The classification - Financial assets under TFRS 9 has no material effect on trade receivables, current investments, investments held as available for sale and derivatives. However, the Group has long-term investments recognized at cost less any impairment losses. On 1 January 2020, the Group classified them as FVOCI which are recognized increasing in the long-term investments amounting to Baht 8,040 million and net deferred tax liabilities that resulted increasing in other components of equity amounting to Baht 6,427 million. For the classification of investments in equity instruments, the Group has options to classify the categories of measurement for each investment according to its objective.

(2) Measurement at amortized cost

Under TFRS 9, interest income and interest expenses recognized from all financial assets and financial liabilities measured at amortized cost shall be calculated using effective interest rate method. The adoption of TFRS 9 has no material effect on the consolidated financial statements of the Group.

(3) Classification - Financial liabilities

TFRS 9 introduces a new classification and measurement approach for financial liabilities consisting of two principal classification categories: amortized cost and FVTPL. A financial liability is classified as financial liabilities measured at FVTPL if it is held for trading, a derivative or designated as such on the initial recognition.

The Group classified other financial liabilities which are not held for trading or derivative measured at amortized cost. The adoption of TFRS 9 has no material effect on the consolidated financial statements of the Group.

(4) Hedge accounting

TFRS 9 introduces guidance on hedge accounting while previous TFRSs are silent. There are three hedge accounting models and the type of model applied depends on the hedged exposures consisting of a fair value exposure, a cash flow exposure or a foreign currency exposure on a net investment in a foreign operation. Under TFRS 9, the Group is required to ensure that hedge accounting relationships are aligned with the Group's risk management objectives and strategies and to apply a more qualitative and forward-looking approach to assess hedge effectiveness.

Accordingly, TFRS 9 provides an option to apply hedge accounting when the transactions are qualified. At the initial date of the first time adoption, the Group has no effect from this matter.

(5) Impairment - Financial assets

TFRS 9 introduces forward-looking 'expected credit loss' (ECL) model of financial assets whereas previously the Group estimates allowance for doubtful account by analyzing payment histories and future expectation of customer payment. TFRS 9 requires considerable judgment about how changes in economic factors affect ECLs, which will be determined on a probability-weighted basis. The new impairment model applies to financial assets measured at amortized cost or fair value to other comprehensive income, except for investments in equity instruments.

The Group made an assessment of the impairment of financial assets under TFRS 9. This adoption has no material effect on the consolidated financial statements of the Group.

The Group has adopted TFRS - Financial instruments standards for the first time by adjusting the cumulative effects to retained earnings and other components of equity on 1 January 2020 with no restatement of comparative information.

	Unappropriated Retained earnings	Other components of equity <i>(in million Baht)</i>	Non- controlling interests
<b>At 31 December 2019 - as reported</b>	<b>301,995</b>	<b>(33,656)</b>	<b>47,528</b>
<i>Increase (decrease) due to:</i>			
Classification of financial instruments	(168)	6,434	(19)
Reversal of impairment losses on financial assets	234	-	-
<b>At 1 January 2020 - restated</b>	<b><u>302,061</u></b>	<b><u>(27,222)</u></b>	<b><u>47,509</u></b>

**(b) TFRS 16 Leases**

Previously, the Group, as a lessee, recognized payments made under operating leases in profit or loss on a straight-line basis over the term of the lease. When TFRS 16 is effective from 1 January 2020, it introduces a single lessee accounting model for lessees. A lessee recognizes a right-of-use asset and a lease liability. There are recognition exemptions for short-term leases or leases of low-value items.

The Group applied TFRS 16 for the first time on 1 January 2020 using the modified retrospective approach by recognizing cumulative impact of right-of-use assets and lease liabilities with no restatement of comparative information. The Group elected to use some practical expedients as stated by TFRS 16.

The Group made an assessment of TFRS 16 adoption. On 1 January 2020, the Group recognized the increase in right-of-use assets amounting to Baht 18,240 million while financial leases decrease amounting to Baht 2,478 million and prepaid rental expenses decrease amounting to Baht 4,276 million which affect to increase in lease liabilities amounting to Baht 11,486 million. The nature of expenses related to those leases will change as the Group will recognize depreciation of right-of-use assets and interest expenses on lease liabilities. The operating lease commitment as at 31 December 2019 was discounted using the incremental borrowing rate and used of exemption for short-term lease and low-value items lease assets. Therefore, the Group has recognized increasing in lease liabilities as at 1 January 2020 amounting to Baht 11,486 million. Incremental borrowing rates were 1.81% to 13.00% per annum.

#### **4 Significant accounting policies**

The accounting policies set out below have been applied consistently to all periods presented in these financial statements except as explained in note 3.

##### **(a) Basis of consolidation**

The consolidated financial statements relate to the Group and the Group's interests in joint ventures and associates.

##### *Business combinations*

The Group applies the acquisition method for all business combinations when control is transferred to the Group, as describe in the subsidiaries section, other than business combinations with entities under common control.

The acquisition date is the date on which control is transferred to the acquirer.

In a business combination achieved in stages, the Group shall remeasure its previously held equity interest of investment in the acquiree to its acquisition-date fair value and recognize the resulting gain or loss in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognized in other comprehensive income are reclassified to profit or loss where such treatment would be appropriate if that investment were disposed of.

Goodwill is measured as the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the fair value amount of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. Any gain on bargain purchase is recognized in profit for the period immediately.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination.

Any contingent consideration is measured at fair value at the date of acquisition, and remeasured at fair value at each reporting date. Subsequent changes in the fair value are recognized in profit or loss.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

Transaction costs that the Group incurs in connection with a business combination, such as legal fees, other professional and consulting fees are expensed as incurred.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

### *Subsidiaries*

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

### *Non-controlling interests*

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

### *Loss of control*

When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

### *Interests in equity-accounted investees*

The Group's interests in equity-accounted investees comprise interests in joint ventures and associates.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in joint ventures and associates are accounted for using the equity method. They are initially recognized at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence or joint control ceases.

### *Transactions eliminated on consolidation*

Intra-group balances and transactions, and any unrealized income or expenses arising from intra-group transactions, are eliminated. Unrealized gains arising from transactions with joint ventures and associates are eliminated against the investment to the extent of the Group's interest in the investee. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment.

## **(b) *Cash and cash equivalents***

Cash and cash equivalents in the statement of cash flows comprise cash on hand, saving deposits, current deposits and highly liquid short-term investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

In addition, bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

**(c) Trade and other receivables and contract assets**

A receivable is recognized when the Group has an unconditional right to receive consideration. If revenue has been recognized before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

A receivable is measured at transaction price less allowance for expected credit loss (2019: allowance for doubtful accounts) and contract assets are measured at the amount of consideration that the Group is entered to, less impairment loss.

**(d) Inventories**

Inventories are measured at the lower of cost and net realizable value.

Cost is calculated using the following formula:

Finished goods	- at standard cost which approximates actual production cost
Merchandise	- at average cost
Goods in process	- at standard cost
Raw materials, spare parts, stores, supplies and others	- at average cost

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and goods in process, cost includes an appropriate share of overheads based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

**(e) Non-current assets classified as held for sale**

Non-current assets are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use which are available for immediate sale and measured at the lower of their carrying amount and fair value less cost to sell.

Once non-current assets classified as held for sale are no longer depreciated or amortized, and any equity-accounted investee is no longer equity accounted.

**(f) Investment property**

Investment properties are properties which are held as right-of-use assets, as well as properties that are owned by the Group. Investment properties are held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labor, and other costs directly attributable to bringing the investment property to a working condition for its intended use and capitalized borrowing costs of a qualifying asset.

Any gains and losses on disposal of investment properties are determined by comparing the proceeds from disposal with the carrying amount of investment property, and are recognized in profit or loss.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each property. The estimated useful lives are as follows:

Land improvements	5 - 20	years
Buildings and structures	5 - 40	years

No depreciation is provided on freehold land or assets under construction.

#### *Reclassification to property, plant and equipment*

When the use of an investment property changes such that it is reclassified as property, plant and equipment, its carrying amount at the date of reclassification becomes its cost for subsequent accounting.

### **(g) *Property, plant and equipment***

#### *Owned assets*

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labor, any other costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalized borrowing costs of a qualifying asset. Licensed software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

When parts of an item of property, plant and equipment have different consumption patterns and useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognized in profit or loss.

#### *Reclassification to investment property*

When the use of a property changes from owner-occupied to investment property, its carrying amount is recognized and reclassified as investment property.

#### *Subsequent costs*

The cost of replacing a part of an item of property, plant and equipment, including major inspections, is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

### *Depreciation*

Depreciation is calculated based on the depreciable amount, which is the cost of property, plant and equipment, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. The estimated useful lives are as follows:

Land improvements	5 - 50	years
Buildings and structures		
- Cement-Building Materials Business	3 - 47	years
- Chemicals Business	5 - 30	years
- Packaging Business	5 - 40	years
- Other	5 - 40	years
Machinery and equipment		
- Cement-Building Materials Business	2 - 30	years
- Chemicals Business	2 - 30	years
- Packaging Business	3 - 30	years
Transportation and equipment	5 - 20	years
Furniture, fixtures and office equipment	2 - 20	years

No depreciation is provided on freehold land or assets under construction.

Depreciation methods, useful lives and residual values are reviewed at each reporting period and adjusted if appropriate.

### **(h) *Goodwill and other intangible assets***

#### *Goodwill*

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. The measurement of goodwill at initial recognition is described in note 4 (a). Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investees, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any assets.

#### *Research and development*

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognized in profit or loss as incurred.

Development activities involve a plan or design for the production of new or substantially improved products and processes. Development expenditure is capitalized only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. The expenditure capitalized includes the cost of materials, direct labor, other costs that are directly attributable to preparing the asset for its intended use, and capitalized borrowing costs of a qualifying asset. Other development expenditure which cannot capitalize to a qualifying asset will be recognized in profit or loss as incurred.

Capitalized development expenditure is measured at cost less accumulated amortization and accumulated impairment losses.

### *Other intangible assets*

Other intangible assets that are acquired by the Group, which have finite useful lives, are measured at cost less accumulated amortization and accumulated impairment losses.

### *Subsequent expenditure*

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognized in profit or loss as incurred.

### *Amortization*

Amortization is calculated based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives are as follows:

Concession and license fees	Term of agreements
Software licenses	2 - 20 years
Others	3 - 25 years

No amortization is provided on assets under development.

Amortization methods, useful lives and residual values are reviewed at each reporting period and adjusted if appropriate.

## **(i) Leases**

### ***Accounting policies applicable from 1 January 2020***

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in TFRS 16.

### *As a lessee*

At commencement or on modification of a contract that contains a lease component, the Group will allocate the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and accounted for the lease and non-lease components as a single lease component.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognized as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability.

The cost of right-of-use asset includes the initial amount of the lease liability, any lease payments made at or before the commencement date, any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received.

Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful lives of the underlying asset which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the implicit interest rate in the lease or, if that rate cannot be readily determined, the Group uses incremental borrowing rate. The lease payments included fixed payments less any lease incentive receivable and amounts expected to be payable under a residual value guarantee. The lease payments also include amount under purchase, extension or termination option if the Group is reasonably certain to exercise option. Variable lease payments that depend on usage are recognized as expenses in the accounting period in which they are incurred.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in lease term, change in lease payments, change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of purchase, extension or termination options. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in property, plant and equipment in the statement of financial position.

#### ***Accounting policies applicable before 1 January 2020***

As a lessee, leases in terms of which the Group substantially assumes all the risk and rewards of ownership are classified as finance leases. Property, plant and equipment acquired by way of finance leases is capitalized at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and impairment losses. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to the profit or loss.

Assets held under other leases were classified as operating leases and lease payments are recognized in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognized in profit or loss as an integral part of the total lease expense, over the term of the lease. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

(j) *Impairment of financial assets*

*Accounting policies applicable from 1 January 2020*

The Group recognizes allowances for expected credit losses (ECLs) on financial assets measured at amortized cost (such as cash and cash equivalents, trade receivables and other receivables, loans to others and related parties and investment in debt instruments) and investment in debt instruments measured at FVOCI.

*Measurement of ECLs*

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are measured on either of the following bases:

- 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date; or
- lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of a financial instrument.

Loss allowances for trade receivables are measured at an amount equal to lifetime ECLs. ECLs on these financial assets are estimated using a provision matrix based on historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both current and forecast general economic conditions at the reporting date.

Loss allowances for all other financial instruments such as investments in debt instruments, the Group recognizes ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held); or
- the financial asset is more than 90 days past due.

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Increase in loss allowance is recognized as an impairment loss in profit or loss.

### *Write-off*

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognized as a reversal of impairment in profit or loss in the period in which the recovery occurs.

### *Accounting policies applicable before 1 January 2020*

Allowances for trade receivables are measured by analyzing historical payment and future expectation of customer payment.

The Group's financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognized if the carrying amount of an asset exceeds its recoverable amount. The impairment loss is recognized in profit or loss.

When a decline in the fair value of an available-for-sale financial asset has been recognized in other comprehensive income and there is objective evidence that the value of the asset is impaired, the cumulative loss that had been recognized in other comprehensive income will be recognized in profit or loss even though the financial asset has not been derecognized. The amount of the cumulative loss that is recognized in profit or loss is the difference between current fair value and the acquisition cost, less any impairment loss on that financial asset previously recognized in profit or loss.

### *Calculation of recoverable amount*

The recoverable amount of held-to-maturity instruments carried at amortized cost is calculated as the present value of the estimated future cash flows discounted at the original effective interest rate.

The recoverable amount of available-for-sale financial assets is calculated by reference to the fair value.

### *Reversal of impairment*

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognized in profit or loss.

### **(k) *Impairment of non-financial assets***

The carrying amounts of the Group's assets are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognized in profit or loss.

### *Calculation of recoverable amount*

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

### *Reversals of impairment*

An impairment loss in respect of goodwill is not reversed. Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

#### **(l) Trade and other payables**

Trade and other payables are stated at cost.

#### **(m) Contract liabilities**

A contract liability is the obligation to transfer goods or services to the customer. A contract liability is recognized when the Group receives or has an unconditional right to receive non-refundable consideration from the customer before the Group recognizes the related revenue.

#### **(n) Employee benefits**

##### *Defined contribution plans*

Obligations for contributions to defined contribution plans are expensed as the related service is provided.

##### *Defined benefit plans*

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount.

The calculation of defined benefit obligations is performed by a qualified actuary using the projected unit credit method which is based on actuarial valuation method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognized in other comprehensive income. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss. The Group recognizes gains and losses on the settlement of a defined benefit plan when the settlement occurs.

### *Other long-term employee benefits*

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognized in profit or loss in the period in which they arise.

### *Termination benefits*

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

### *Short-term employee benefits*

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

## **(o) Provisions**

A provision is recognized if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance costs.

## **(p) Fair value measurement**

'Fair value' is the price that would be received from selling an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value of a liability reflects its non-performance risk.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

When one is available, the Group measures the fair value of the financial instrument using the quoted price in an active market for that instrument. A market is regarded as 'active' if transactions for selling and purchasing of the asset or liability take place frequently with sufficient volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Group uses valuation techniques that maximize the use of relevant observable inputs and minimize the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price. If the Group determines that the fair value on initial recognition differs from the transaction price. The financial instrument will be initially measured at fair value. The difference between the fair value on initial recognition and the transaction price will be recognized in profit or loss on an appropriate basis.

Measuring the fair value of an asset or a liability, the Group use observable market data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. observable prices).
- Level 3: inputs are unobservable inputs for the asset or liability.

If the inputs used to measure the fair value of an asset or liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

#### **(q) Revenue**

Revenue is recognized when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

##### *Sale of goods and rendering of services*

Revenue from sales of goods is recognized when a customer obtains control of the goods, generally on delivery of the goods to the customers. For contracts that permit the customers to return the goods, revenue is recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Therefore, the amount of revenue recognized is adjusted for estimated returns, which are estimated based on the historical data.

Revenue for rendering of services is recognized as services are provided on the basis of stage of completion of the transaction.

For bundled packages, the Group accounts for individual products and services separately if they are distinct (i.e. if a product or service is separately identifiable from other items and a customer can benefit from it) or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices which are determined based on the price list at which the Group sells the products and services in separate transactions.

The Group has a timing of revenue recognition mainly from sales of goods which is recognized at a point in time.

##### *Granting options to purchase additional goods or services*

The consideration received are allocated based on the relative stand-alone selling price of the products and the loyalty points. The amount allocated to the loyalty points is recognized as contract liabilities and revenue is recognized when loyalty points are redeemed, the likelihood of the customer redeeming the loyalty points becomes remote or option expire. The stand-alone selling prices of the points is estimated based on discount provided to customers and the likelihood that the customers will redeem the points, and the estimate shall be reviewed at the end of the reporting period.

### *Dividend income*

Dividend income is recognized in profit or loss on the date the Group's right to receive payments is established.

### *Royalty fee income*

Royalty fee income is recognized throughout the royalty period.

## **(r) Interest**

Interest income or expense is recognized using the effective interest method. The EIR is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortized cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortized cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to carrying amount of the financial assets after impairment losses. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

## **(s) Expenses**

### *Finance costs*

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions and contingent consideration, and dividends on preference shares classified as liabilities.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss using the effective interest method.

### *Early retirement expense*

The Group offered certain qualifiable employees the option to take early retirement from the Group. Eligible employees who accept the offer are paid a lump sum amount which is calculated based on a formula using their final month's pay, number of years of service or the number of remaining months before normal retirement as variables. The Group records expenses on early retirement upon mutual acceptance.

## **(t) Income tax**

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognized in profit or loss except to the extent that they relate to items recognized directly in equity or in other comprehensive income.

### *Current tax*

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantially enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

### *Deferred tax*

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the end of the reporting period.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Group to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

### **(u) *Foreign currencies***

#### *Foreign currency transactions*

Transactions in foreign currencies are translated to the respective functional currencies of the Group entities at the foreign exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated to the functional currencies at the exchange rates at that date. Foreign exchange differences are recognized in profit or loss.

Non-monetary assets and liabilities which include arising from the payment or receipt of advance consideration measured at cost in foreign currencies are translated to the functional currency at the exchange rates at the dates of the transactions.

Non-monetary assets and liabilities measured at fair value in foreign currencies are translated to the functional currency at the exchange rates at the dates that the fair value was measured.

#### *Foreign operations*

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Thai Baht at the exchange rates at the end of the reporting period.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are stated at exchange rates at the date of the transaction for acquisition occurred before the date 1 January 2013, and stated at exchange rates at the end of reporting period for acquisition beginning on or after 1 January 2013.

The revenues and expenses of foreign operations are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions and using the weighted average method.

Foreign exchange differences arising on translation are recognized in other comprehensive income and presented in other components of equity until disposal of the foreign operation, except to extent that the translation difference is allocated to non-controlling interest.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognized in other comprehensive income, and presented in other components of equity until disposal of the foreign operation.

### **(v) *Financial instruments***

#### ***Accounting policies applicable from 1 January 2020***

##### ***(1) Recognition and initial measurement***

Trade receivables, debt instruments issued and trade payables are initially recognized when they are originated. All other financial assets and financial liabilities are initially recognized when the Group becomes a party to the contractual provisions of the instrument.

A trade receivable without a significant financing component is initially measured at the transaction price. A financial asset and financial liability measured at FVTPL is initially measured at fair value. All other financial assets and financial liabilities (unless it is a trade receivable without a significant financing component or measured at FVTPL) are initially measured at fair value plus transaction costs that are directly attributable to its acquisition or issuance.

## (2) *Classification and subsequent measurement*

### *Financial assets - classification*

On initial recognition, a financial asset is classified as measured at: amortized cost; fair value to other comprehensive income (FVOCI); or fair value to profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortized cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

### *Financial assets - business model assessment*

The Group makes an assessment of a business model of financial assets by considering policy and objective of investing, risk and return on investment.

### *Financial assets - assessment whether contractual cash flows are solely payments of principal and interest*

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

*Financial assets - subsequent measurement and gains and losses*

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss. However, see note 4 (v) (6) for derivatives designated as hedging instruments.
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Financial assets at amortized cost	These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.
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Investments in debt instruments at FVOCI	These assets are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gains and losses and impairment are recognized in profit or loss. Other net gains and losses are recognized in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to profit or loss.
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Investments in equity instruments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in other comprehensive income and are never reclassified to profit or loss.
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*Financial liabilities - classification, subsequent measurement and gains and losses*

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss. See note 4 (v) (6) for financial liabilities designated as hedging instruments.

(3) *Derecognition*

*Financial assets*

The Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognized in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognized.

*Financial liabilities*

The Group derecognizes a financial liability when its contractual obligations are discharged, cancelled, or expired. The Group also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in profit or loss.

(4) *Offsetting*

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

(5) *Derivatives*

Derivative are recognized at fair value. At the end of each reporting period, the fair value is measured. The gain or loss on remeasurement to fair value is recognized immediately in profit or loss.

(6) *Hedging*

The group held certain derivatives as hedging instruments to hedge risk exposure arising from foreign exchange and interest rate. Embedded derivative is separated from host contract and recognized separately if the host contract is not financial assets and met given condition.

## ***Accounting policies applicable before 1 January 2020***

### *Investments in other debt and equity instruments*

Debt instruments and marketable equity instruments held for trading are classified as current assets and are stated at fair value, with any resultant gain or loss recognized in profit or loss.

Debt instruments that the Group has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are stated at amortized cost, less any impairment losses. The difference between the acquisition cost and redemption value of such debt instruments is amortized using the effective interest rate method over the period to maturity.

Debt instruments and marketable equity instruments, other than held for trading or intended to be held to maturity, are classified as available-for-sale investments. Available-for-sale investments are, subsequent to initial recognition, stated at fair value, and recognized change of fair value to other comprehensive income. Where investments are interest-bearing, interest calculated using the effective interest method is recognized in profit or loss.

Investment in equity instruments which are not marketable are stated at cost less any impairment losses.

The fair value of financial instruments classified as held-for-trading and available-for-sale is determined as the quoted bid price at the end of the reporting date.

### *Disposal of investments*

On disposal of an investment, the difference between net disposal proceeds and the carrying amount together with the associated cumulative gain or loss from change of fair value that was reported in other comprehensive income is recognized in profit or loss.

If the Group disposes of part of its holding of a particular investment, the deemed cost of the part sold is determined using the weighted average method applied to the carrying value of the total holding of the investment.

### *Derivatives*

The Group operates internationally and is exposed to risks from changes in interest and foreign exchange rates. The Group uses derivative financial instruments to mitigate those risks. All gains and losses on hedge transactions are recognized in profit or loss in the same period as the interest and exchange differences on the items covered by the hedge.

## **(w) *Business segment reporting***

Segment results that are reported to the Group's Chief Operating Decision Maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

## 5 Acquisitions of business and changes in ownership interests in subsidiaries

### Year 2020

#### (a) Acquisitions

During the year 2020, the Group acquired the significant businesses as follows:

##### (1) *HTExplore S.R.L., Italy*

In the fourth quarter of 2020, a subsidiary company in Chemicals Business acquired 100% of ordinary shares of HTExplore S.R.L. (“HTExplore”), is a leading High Throughput Experimentation service provider and is headquartered in Naples, Italy, for a total consideration of Euro 1.6 million or equivalent to approximately Baht 58 million.

Obtaining control in HTExplore will allow the Group to increase its capability in catalyst testing via High Throughput Experimentation which will significantly reduce catalyst development time. Catalyst testing is an essential process in developing high value added products. The acquisition will help increase research and development capability of the Group.

According to the above acquisitions, the Group has engaged an independent appraiser to determine the fair values of net assets and liabilities acquired. As at 31 December 2020, the determination of the fair values has been completed, and the carrying amount of the assets acquired and liabilities assumed were recorded accordingly.

##### (2) *Bien Hoa Packaging Joint Stock Company, Vietnam*

On 18 December 2020, the Group acquired 94% of ordinary shares of Bien Hoa Packaging Joint Stock Company. (“SOVI”), which is listed on the Vietnam Stock Exchange which is one of leading fiber based packaging company, for a total consideration of Vietnamese Dong 2,070 billion or equivalent to approximately Baht 2,669 million.

Obtaining control in SOVI will allow the Group to enlarge customer base particularly in food, beverage and fast-moving consumer goods segments and reinforce internal integration with its packaging paper manufacturing.

With respect to the above acquisitions, the Group has engaged independent appraisers to determine the fair values of net assets and liabilities acquired. As at 31 December 2020, the determination of the fair values has not been completed. Therefore, the assets and liabilities of SOVI have been recorded at provisional amounts in consolidated statement of financial position as at 31 December 2020. The result of valuation may be adjusted when the report of the appraiser is completed.

The Group has continuously determined its review of fair values of the business acquired within one year from the acquisition date, taking into accounts additional information, facts as well as circumstances that existed at the acquisition date. Consequently, the adjustments on accounting transactions of such acquisition will be made.

Assets acquired and liabilities assumed at the acquisition date were as follows:

	Note	Fair value		Total
		HTEExplore	SOVI	
			(in million Baht)	
Cash and cash equivalents		1	42	43
Trade and other current receivables		8	532	540
Inventories		9	184	193
Other current assets		-	194	194
Property, plant and equipment		79	1,017	1,096
Other non-current assets		-	9	9
Interest-bearing borrowings	16	(11)	(252)	(263)
Trade and other current payables		-	(404)	(404)
Other current liabilities		-	(17)	(17)
Non-current liabilities		(17)	(115)	(132)
<b>Net identifiable assets and liabilities</b>		<b>69</b>	<b>1,190</b>	<b>1,259</b>
<i>Less non-controlling interests</i>		-	(70)	(70)
<b>Recognized value of net assets acquired</b>		<b>69</b>	<b>1,120</b>	<b>1,189</b>
Goodwill from business acquisition		-	1,549	1,549
Gain on a bargain purchase		(11)	-	(11)
<b>Total consideration transferred</b>		<b>58</b>	<b>2,669</b>	<b>2,727</b>
Cash acquired				(43)
<b>Net cash outflows</b>				<b>2,684</b>
<i>Less accrued investment and cash in escrow account</i>				(539)
<b>Net cash outflows in 2020</b>				<b>2,145</b>

Cash in escrow account amounting to Baht 534 million are presented net with accrued investment. The amount will be released to the former shareholders when certain conditions are met within 2 years from acquisition date.

The assets, liabilities and operating results since acquisition date of those subsidiaries have been included in the Group's consolidated financial statements for the year ended 31 December 2020. Revenue from sale of those subsidiaries since 1 January 2020 to the acquisition date amounting to Baht 2,282 million and profit for the period of Baht 195 million.

The Group incurred acquisition costs totaling Baht 58 million which has been included in administrative expenses in the consolidated income statement.

**(b) Change in ownership interest in subsidiaries**

On 28 October 2019, the Board of Directors' Meeting No. 234 (8/2019) has approved the plan to issue and offer newly issued ordinary shares in SCG Packaging Public Company Limited ("SCGP") as an initial public offering (IPO) and to list the ordinary shares in SCGP on the Stock Exchange of Thailand.

In the fourth quarter of 2020, SCGP offered 1,127.55 million newly issued ordinary shares, for which the increase of paid-up share capital was registered with the Ministry of Commerce on 19 October 2020, with an offering price of Baht 35 per share (par value of Baht 1). SCGP allocated the newly issued ordinary shares in order to accommodate the exercise right of the Over-Allotment Agent for 39.37 million shares, totaling 1,166.92 million shares, amounting to Baht 40,842 million and had expenses directly related to the IPO of Baht 750 million, net cash received amounting to Baht 40,092 million. As a result, the Group's ownership decreased from 99% to 72%. The shares of SCGP began trading on the Stock Exchange of Thailand on 22 October 2020.

The following summarizes the effect of the change in the Group's ownership interests in SCGP:

	<i>(in million Baht)</i>
Consideration received from non-controlling interests	40,092
<i>Less</i> Carrying amount of non-controlling interests transferred	<u>(24,186)</u>
<b>Increase in equity attributable to owners of the Group from reduction of investments in SCGP</b>	<b><u>15,906</u></b>

## Year 2019

### (a) Acquisitions

During the year 2019, the Group acquired the significant businesses as follows:

#### (1) *Thai Connectivity Terminal Co., Ltd. (Formerly: Thai Prosperity Terminal Co., Ltd.) and Bangkok Interfreight Forwarding Co., Ltd., Thailand*

On 11 January 2019, subsidiary companies in Cement-Building Materials Business acquired an additional 50% of shares in Thai Connectivity Terminal Co., Ltd. (“TCT”), which provides commercial port operation management services for both import and export consisting of Phra Pradaeng Port and Map Ta Phut Port and acquired an additional 50% of shares in Bangkok Interfreight Forwarding Co., Ltd. (“BIFC”), which provides water transportation services for containers and container moving services at the ports of TCT, for a total consideration of Baht 71 million.

Consequently, the Group’s ownership interests in TCT and BIFC increased from 50% to 100%, resulted in the Group determining the fair value of the previously held equity interest in TCT and BIFC before changing the status from associates to subsidiaries as follows:

	<i>(in million Baht)</i>
Fair value of previously held equity interest in associates before changing to subsidiaries	71
Less carrying amount of investment at equity method	(54)
<b>Gain on fair value adjustment of investment</b>	<b>17</b>

Obtaining control in TCT and BIFC will allow the Group to provide seamless logistics services in the areas of port and freight forwarding while enhancing asset utilization and domestic port to port expansion.

In October 2019, the Group transferred its stakes in TCT and BIFC to newly established joint venture company; therefore, the investments in TCT and BIFC decreased from 100% to 51% and remained as subsidiaries of the Group.

#### (2) *PT Fajar Surya Wisesa Tbk., and its subsidiary, Indonesia*

On 28 June 2019, a subsidiary company in Packaging Business acquired 55% of ordinary shares of PT Fajar Surya Wisesa Tbk. (“Fajar”), which is a leading Indonesian packaging paper company and is also listed on the Indonesia Stock Exchange, for a total consideration of Rupiah 9.6 trillion or equivalent to approximately Baht 20,817 million.

Obtaining control in Fajar will allow the Group to enhance its ASEAN growth platform, especially in Indonesia that provides tremendous future growth opportunity for Packaging business.

During the first quarter of 2020, the Group negotiated with the former shareholder of Fajar to reduce the contingent consideration by USD 10 million or equivalent to Baht 307 million. This resulted in a decrease in goodwill by Baht 307 million. In April 2020, the Group paid total consideration payable of Baht 615 million from the escrow account to the former shareholder as certain conditions were achieved.

### ***(3) Visy Packaging (Thailand) Limited, Thailand***

On 30 August 2019, a subsidiary company in Packaging Business acquired 80% of ordinary shares of Visy Packaging (Thailand) Limited (“Visy Thailand”). Visy Thailand is an Asia’s leading producer of thermoformed barrier food packaging which is also recyclable, serving established global brand owners that require high quality packaging products. Also, the acquired company possesses global scale with a highly-automated production facility, including proprietary technology to produce packaging that can preserve food and fruit, as well as an integrated process to minimize waste, for a total consideration of Baht 4,305 million.

Obtaining control in Visy Thailand further reinforces the Group’s continued growth and capabilities as a total packaging solution provider, especially in the Asian food and fruit segments where the world’s major plantations are based.

According to the above acquisitions, the Group has engaged an independent appraiser to determine the fair values of net assets and liabilities acquired. As at 31 December 2019, the determination of the fair values has been completed, and the carrying amount of the assets acquired and liabilities assumed were recorded accordingly.

The Group has continuously determined its review of fair values of the business acquired within one year from the acquisition date, taking into accounts additional information, facts as well as circumstances that existed at the acquisition date. Consequently, the adjustments on accounting transactions of such acquisition will be made.

Assets acquired and liabilities assumed at the acquisition date were as follows:

	Note	Fair value		Total	
		TCT and BIFC	Fajar		Visy Thailand
			<i>(in million Baht)</i>		
Cash and cash equivalents		23	295	23	341
Trade and other current receivables		69	3,932	263	4,264
Inventories		3	2,594	235	2,832
Investment Property		-	-	44	44
Property, plant and equipment		340	22,550	1,406	24,296
Intangible assets		-	3	528	531
Non-current assets		46	783	19	848
Interest-bearing borrowings	16	(170)	(9,421)	(75)	(9,666)
Trade and other current payables		(92)	(3,167)	(154)	(3,413)
Non-current liabilities		(35)	(3,109)	(173)	(3,317)
<b>Net identifiable assets and liabilities</b>		<b>184</b>	<b>14,460</b>	<b>2,116</b>	<b>16,760</b>
<i>Less</i> non-controlling interests		-	(6,506)	(423)	(6,929)
<i>Less</i> fair value of previously held equity interest in associates before changing to subsidiaries		(71)	-	-	(71)
<b>Recognized value of net assets acquired</b>		<b>113</b>	<b>7,954</b>	<b>1,693</b>	<b>9,760</b>
Goodwill from business acquisition		-	12,863	2,612	15,475
Gain on a bargain purchase		(42)	-	-	(42)
<b>Total consideration transferred</b>		<b>71</b>	<b>20,817</b>	<b>4,305</b>	<b>25,193</b>
Cash acquired					(341)
<b>Net cash outflows</b>					<b>24,852</b>
<i>Less</i> cash in escrow account					(922)
<b>Net cash outflows in 2019</b>					<b>23,930</b>

Cash in escrow account amounting to Baht 922 million are presented net with accrued investment. The amount will be released to the former shareholders when certain conditions are met within March 2020.

The assets, liabilities and operating results since acquisition date of those subsidiaries have been included in the Group's consolidated financial statements for the year ended 31 December 2019. The subsidiaries contributed revenue from sales and services of Baht 9,526 million and profit for the period of Baht 625 million to the Group's operating results. Revenue from sale of those subsidiaries since 1 January 2019 to the acquisition date amounting to Baht 10,723 million and profit for the period of Baht 1,595 million.

The Group incurred acquisition costs totaling Baht 43 million which has been included in administrative expenses in the consolidated income statement.

**(b) Change in ownership interests in subsidiaries**

In the second quarter of 2019, a subsidiary in Packaging Business has restructured its stake in Rigid Plastic Packaging Business by having Toppan Printing Company Limited, a Japanese packaging company, join in SCGP-T Plastics Company Limited ("SCGP-T"), a holding company for the rigid plastic packaging business. With this portfolio adjustment, a transaction valued of Baht 194 million, the Group's investment in SCGP-T has decreased from 100% to 51%, SCGP-T has remained as a subsidiary of the Group.

## 6 Related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa.

Significant transactions with related parties for the years ended 31 December and the pricing policies are summarized as follows:

	2020	2019	Pricing policies
	<i>(in million Baht)</i>		
<i>Joint ventures and associates</i>			
Purchases	14,041	18,766	Market price
Service fee	970	841	Market price
Revenue from sales	28,269	40,939	Market price
Revenue from transportation and other services	1,797	1,735	Market price
Management fee and others	1,626	1,648	Mainly based on percentage of revenue from sales
Dividend income	6,488	14,318	Upon declaration
<i>Other related parties</i>			
Purchases	2,128	2,887	Market price
Service fee	297	276	Market price
Revenue from sales	1,472	1,132	Market price
Revenue from transportation and other services	119	123	Market price
Management fee and others	312	373	Mainly based on percentage of revenue from sales
Dividend income	658	1,880	Upon declaration

Balances as at 31 December with related parties were as follows:

	2020	2019
	<i>(in million Baht)</i>	
<i>Trade receivables</i>		
Joint ventures and associates	3,884	3,810
Other related parties	472	295
<b>Total</b>	<b>4,356</b>	<b>4,105</b>
<i>Other current receivables</i>		
Joint ventures and associates	660	787
Other related parties	48	43
<b>Total</b>	<b>708</b>	<b>830</b>
<i>Short-term loans</i>		
Associates	75	102
Other related parties	-	7
<b>Total</b>	<b>75</b>	<b>109</b>

	2020	2019
	<i>(in million Baht)</i>	
<i>Long-term loans</i>		
<i>Current and non-current portion</i>		
Associates	77	90
Other related parties	10	16
<b>Total</b>	<b>87</b>	<b>106</b>

Movements during the years on loans to related parties were as follows:

	2020	2019
	<i>(in million Baht)</i>	
<b><i>Short-term</i></b>		
At 1 January	109	126
Increase	13	40
Decrease	(47)	(57)
<b>At 31 December</b>	<b>75</b>	<b>109</b>

<b><i>Long-term</i></b>		
At 1 January	106	121
Decrease	(19)	(15)
<b>At 31 December</b>	<b>87</b>	<b>106</b>

	2020	2019
	<i>(in million Baht)</i>	
<i>Trade payables</i>		
Joint ventures and associates	1,728	2,028
Other related parties	135	112
<b>Total</b>	<b>1,863</b>	<b>2,140</b>

<i>Other current payables</i>		
Joint ventures and associates	52	83
Other related parties	51	42
<b>Total</b>	<b>103</b>	<b>125</b>

<i>Short-term borrowings</i>		
Associates	71	71
Other related parties	439	400
<b>Total</b>	<b>510</b>	<b>471</b>

<i>Long-term borrowings</i>		
<i>Current and non-current portion</i>		
Other related parties	4	6

Movements during the years on borrowings from related parties were as follows:

	2020	2019
	<i>(in million Baht)</i>	
<b><i>Short-term</i></b>		
At 1 January	471	273
Increase	120	443
Decrease	(81)	(245)
<b>At 31 December</b>	<b>510</b>	<b>471</b>
<b><i>Long-term</i></b>		
At 1 January	6	7
Acquisitions through business combinations	-	74
Decrease	(2)	(75)
<b>At 31 December</b>	<b>4</b>	<b>6</b>

	2020	2019
	<i>(in million Baht)</i>	
<b><i>Lease liabilities</i></b>		
<b><i>Current and non-current portion</i></b>		
Associates	122	-
Other related parties	1,318	-
<b>Total</b>	<b>1,440</b>	<b>-</b>

***The Board of Directors and key management compensation***

	2020	2019
	<i>(in million Baht)</i>	
<b><i>For the years ended 31 December</i></b>		
Short-term employee benefits	325	325
Post-employment benefits	26	78
<b>Total</b>	<b>351</b>	<b>403</b>

The Board of Directors and key management compensation comprises the remuneration paid to the directors of The Siam Cement Public Company Limited under the articles of the Company and the remuneration paid to the management as staffs expenses in terms of salary, bonus, others and contribution to defined contribution plans.

**7 Cash and cash equivalents**

	2020	2019
	<i>(in million Baht)</i>	
<b>Cash and cash equivalents</b>		
Cash on hand and at banks	58,586	24,020
Highly liquid short-term investments	5,813	3,607
<b>Total</b>	<b>64,399</b>	<b>27,627</b>

## 8 Inventories

	2020	2019
	<i>(in million Baht)</i>	
Finished goods	20,990	22,207
Goods in process	3,625	3,088
Raw materials	10,875	12,552
Spare parts	8,543	8,722
Stores, supplies and others	4,860	5,944
Raw materials in transit	7,036	5,211
<b>Total</b>	<b>55,929</b>	<b>57,724</b>
<i>Less</i> allowance for decline in value	(1,275)	(1,313)
<b>Net</b>	<b>54,654</b>	<b>56,411</b>
Cost of inventories recognized as an expense in cost of sales	298,849	343,573
Write-down to net realizable value	2,117	1,586
Reversal of write-down	(2,160)	(1,410)
Changes in inventories of finished goods and goods in process	680	356
Raw materials and supplies used	141,445	181,952

## 9 Investments in joint ventures and associates

Movements for the years ended 31 December in investments in joint ventures and associates accounted for using the equity method were as follows:

	2020	2019
	<i>(in million Baht)</i>	
At 31 December 2019 and 2018 - as reported	94,352	99,376
Impact of changes in accounting policies	41	-
<b>At 1 January</b>	<b>94,393</b>	<b>99,376</b>
Share of net profit of investments - equity method	9,456	11,632
Increase in investment - net	239	1,648
Dividend income	(6,488)	(14,318)
Disposals and return on capital	(5)	(2,146)
Change of the status to subsidiaries	-	(54)
Transfer to non-current assets held for sale	-	(162)
Others	(220)	(1,624)
<b>At 31 December</b>	<b>97,375</b>	<b>94,352</b>

Investments in joint ventures and associates as at 31 December and dividends from these investments for the years ended at the same date were as follows:

	Total direct /		Paid-up capital		Cost method		Equity method		Dividend income	
	indirect holding		2020	2019	2020	2019	2020	2019	2020	2019
	2020	2019	(in million Baht)							
<i>Joint ventures</i>										
<i>Cement-Building Materials Business</i>										
Global House International Company Limited	66	66	1,519	1,519	760	760	842	816	-	-
SCG Nichirei Logistics Co., Ltd.	51	51	770	720	393	367	385	346	-	-
Other companies			99	30	50	15	44	15	-	-
<b>Investments in joint ventures</b>			<b>2,388</b>	<b>2,269</b>	<b>1,203</b>	<b>1,142</b>	<b>1,271</b>	<b>1,177</b>	<b>-</b>	<b>-</b>
<i>Associates</i>										
<i>Cement-Building Materials Business</i>										
Siam Global House Public Company Limited	32	32	4,402	4,202	10,913	10,913	13,595	13,233	278	247
PT Catur Sentosa Adiprana Tbk	31	30	1,030	1,030	2,660	2,634	2,683	2,635	5	11
The Siam Gypsum Industry Co., Ltd.	29	29	150	150	46	46	697	745	240	129
Anhui Conch-SCG Refractory Co., Ltd.	30	30	816	497	244	148	556	388	-	107
Sekisui-SCG Industry Co., Ltd.	49	49	2,325	2,325	1,139	1,139	462	472	-	-
PT M Class Industry	28	28	222	222	106	106	86	90	-	-
China ASEAN Supply Chain Management Co., Ltd.	49	49	116	23	75	29	73	27	-	-
Noritake SCG Plaster Co., Ltd.	10	40	405	405	34	134	57	217	-	41
Other companies			548	534	193	188	94	98	-	3
			<b>10,014</b>	<b>9,388</b>	<b>15,410</b>	<b>15,337</b>	<b>18,303</b>	<b>17,905</b>	<b>523</b>	<b>538</b>
<i>Chemicals Business</i>										
PT Chandra Asri Petrochemical Tbk	31	31	27,248	27,248	18,090	18,090	22,060	21,766	-	296
Bangkok Synthetics Co., Ltd.	49	49	1,173	1,173	10,800	10,800	10,431	10,943	859	1,489
Siam Polyethylene Co., Ltd.	50	50	4,366	4,366	2,183	2,183	6,351	6,050	975	1,050
Siam Synthetic Latex Co., Ltd.	50	50	5,789	5,789	2,788	2,788	3,330	2,801	866	1,449
Thai MMA Co., Ltd.	47	47	5,590	5,590	2,571	2,571	3,075	3,127	635	1,344
Siam Styrene Monomer Co., Ltd.	50	50	1,189	1,189	594	594	1,865	1,831	223	5,622
Siam Polystyrene Co., Ltd.	50	50	995	995	493	493	1,048	1,049	112	89
Grand Siam Composites Co., Ltd.	46	46	64	64	167	167	891	1,057	508	614
Riken (Thailand) Co., Ltd.	35	35	120	120	42	42	421	503	144	147
PT Siam Maspion Terminal	50	50	327	327	163	163	315	312	61	59
Siam Tohcello Co., Ltd.	45	45	406	406	266	266	255	182	-	-
Mitsui Advanced Composites (Zhongshan) Co., Ltd.	20	20	596	596	119	119	248	242	41	39
Thai MFC Co., Ltd.	45	45	200	200	87	87	98	107	8	10
Other companies			323	351	110	120	135	154	1	1
			<b>48,386</b>	<b>48,414</b>	<b>38,473</b>	<b>38,483</b>	<b>50,523</b>	<b>50,124</b>	<b>4,433</b>	<b>12,209</b>
<i>Packaging Business</i>										
Siam Toppan Packaging Co., Ltd.	35	49	500	500	245	245	430	430	3	10
Siam Nippon Industrial Paper Co., Ltd.	23	31	1,100	1,100	495	495	315	269	-	-
Other companies			453	453	153	153	78	72	5	2
			<b>2,053</b>	<b>2,053</b>	<b>893</b>	<b>893</b>	<b>823</b>	<b>771</b>	<b>8</b>	<b>12</b>
<i>Other</i>										
Siam Kubota Corporation Co., Ltd.	40	40	2,739	2,739	1,120	1,120	22,500	20,603	1,297	1,088
Thai Engineering Products Co., Ltd.	30	30	85	85	76	76	874	957	-	215
The Nawaloha Industry Co., Ltd.	30	30	300	300	90	90	844	802	33	44
Aisin Takaoka Foundry Bangkok Co., Ltd.	30	30	475	475	142	142	814	754	87	101
Siam AT Industry Co., Ltd.	30	30	240	240	72	72	742	736	29	37
The Siam Nawaloha Foundry Co., Ltd.	25	25	308	308	74	74	393	409	5	5
Lysando AG	20	20	39	39	355	355	220	240	-	-
Other companies			80	313	16	156	68	139	73	69
			<b>4,266</b>	<b>4,499</b>	<b>1,945</b>	<b>2,085</b>	<b>26,455</b>	<b>24,640</b>	<b>1,524</b>	<b>1,559</b>
<b>Total</b>			<b>64,719</b>	<b>64,354</b>	<b>56,721</b>	<b>56,798</b>	<b>96,104</b>	<b>93,440</b>	<b>6,488</b>	<b>14,318</b>
Less accumulated impairment losses								(103)		
Less classified as assets held for sale								(162)		
<b>Investments in associates - net</b>			<b>64,719</b>	<b>64,354</b>	<b>56,721</b>	<b>56,798</b>	<b>96,104</b>	<b>93,175</b>	<b>6,488</b>	<b>14,318</b>
<b>Investments in joint ventures and associates - net</b>			<b>67,107</b>	<b>66,623</b>	<b>57,924</b>	<b>57,940</b>	<b>97,375</b>	<b>94,352</b>	<b>6,488</b>	<b>14,318</b>

### *Immaterial joint ventures and associates*

The following is summarized financial information for the Group's interest in immaterial joint ventures and associates based on the amounts reported in the Group's consolidated financial statements:

	Joint ventures		Associates	
	2020	2019	2020	2019
	<i>(in million Baht)</i>			
Carrying amount of interests in joint ventures and associates	<b>1,271</b>	<b>1,177</b>	<b>96,104</b>	<b>93,175</b>
The Group's share of:				
- Profit for the year	34	40	9,422	11,592
- Other comprehensive income for the year	-	-	(140)	(1,612)
- Total comprehensive income for the year	<b>34</b>	<b>40</b>	<b>9,282</b>	<b>9,980</b>

### *Common stock dividend payment*

In the second quarter of 2020, the Annual General Meeting of the Shareholders of Siam Global House Public Company Limited approved dividend payment for the year 2019 of cash dividend and common stock dividend with the date of dividend payment on 22 May 2020. The Group is entitled to receive common stock dividend of 64 million shares at the par value Baht 1 per share, totaling Baht 64 million.

## 10 Investment property

	Land and land improvements	Buildings and structures	Construction in progress	Total
	<i>(in million Baht)</i>			
<b>Cost</b>				
At 1 January 2019	1,619	660	-	2,279
Additions	44	-	-	44
Disposals	-	3	-	3
Transfers to property, plant and equipment	(1)	-	-	(1)
Transfers to land development for sales	(114)	(3)	-	(117)
<b>At 31 December 2019</b>	<b>1,548</b>	<b>660</b>	<b>-</b>	<b>2,208</b>
Additions	261	-	-	261
Disposals	-	(3)	-	(3)
Transfers from property, plant and equipment	81	196	119	396
<b>At 31 December 2020</b>	<b>1,890</b>	<b>853</b>	<b>119</b>	<b>2,862</b>
<b>Accumulated depreciation and accumulated impairment losses</b>				
At 1 January 2019	121	441	-	562
Depreciation charge for the year	3	21	-	24
<b>At 31 December 2019</b>	<b>124</b>	<b>462</b>	<b>-</b>	<b>586</b>
Depreciation charge for the year	1	24	-	25
Disposals	-	(3)	-	(3)
Transfers from property, plant and equipment	15	110	10	135
<b>At 31 December 2020</b>	<b>140</b>	<b>593</b>	<b>10</b>	<b>743</b>
<b>Carrying amount</b>				
<b>At 31 December 2019</b>	<b>1,424</b>	<b>198</b>	<b>-</b>	<b>1,622</b>
<b>At 31 December 2020</b>	<b>1,750</b>	<b>260</b>	<b>109</b>	<b>2,119</b>

The Group determined fair value of investment properties as at 31 December 2020 at open market values on an existing use basis. The fair value was Baht 8,357 million (2019: Baht 7,381 million).

The fair value measurement for investment property has been categorized as a Level 3 fair value based on the inputs to the valuation technique used, which is the discounted cash flows and market approach.

## 11 Property, plant and equipment

	Land and land improvements	Buildings and structures	Machinery and equipment	Transportation and equipment	Furniture, fixtures and office equipment	Construction in progress	Total
	<i>(in million Baht)</i>						
<b>Cost</b>							
At 1 January 2019	32,781	81,951	428,994	12,877	7,663	20,235	584,501
Acquisitions through business combinations	3,790	1,774	25,142	194	208	1,495	32,603
Additions	265	979	5,705	237	336	53,120	60,642
Disposals/written off	(151)	(115)	(2,925)	(235)	(259)	(77)	(3,762)
Transfers from investment property	114	3	-	-	-	-	117
Transfers in (out)	492	1,547	6,445	396	193	(10,733)	(1,660)
Currency translation differences	(221)	(1,043)	(2,992)	(106)	(33)	(519)	(4,914)
<b>At 31 December 2019 as reported</b>	<b>37,070</b>	<b>85,096</b>	<b>460,369</b>	<b>13,363</b>	<b>8,108</b>	<b>63,521</b>	<b>667,527</b>
Impact of changes in accounting policies	9,169	2,625	811	3,082	75	-	15,762
<b>At 1 January 2020</b>	<b>46,239</b>	<b>87,721</b>	<b>461,180</b>	<b>16,445</b>	<b>8,183</b>	<b>63,521</b>	<b>683,289</b>
Acquisitions through business combinations	172	318	1,105	26	14	13	1,648
Additions	3,095	987	7,686	1,397	399	56,031	69,595
Disposals/written off	(1,224)	(95)	(4,682)	(1,084)	(239)	(70)	(7,394)
Transfers to investment property	(81)	(196)	-	-	-	(119)	(396)
Transfers in (out)	1,025	2,059	8,809	49	16	(11,832)	126
Currency translation differences	(55)	240	449	(18)	11	(158)	469
<b>At 31 December 2020</b>	<b>49,171</b>	<b>91,034</b>	<b>474,547</b>	<b>16,815</b>	<b>8,384</b>	<b>107,386</b>	<b>747,337</b>

	Land and land improvements	Buildings and structures	Machinery and equipment	Transportation and equipment	Furniture, fixtures and office equipment	Construction in progress	Total
<i>(in million Baht)</i>							
<b><i>Accumulated depreciation and accumulated impairment losses</i></b>							
At 1 January 2019	10,811	41,503	269,485	9,023	6,179	34	337,035
Acquisitions through business combinations	215	670	7,134	147	141	-	8,307
Depreciation charge for the year	853	2,792	17,544	696	562	-	22,447
Impairment losses	1	181	594	1	3	34	814
Disposals/written off	(140)	(76)	(2,721)	(219)	(235)	(30)	(3,421)
Transfers in (out)	93	(186)	(1,392)	(1)	(4)	-	(1,490)
Currency translation differences	(49)	(202)	(1,791)	(86)	(23)	-	(2,151)
<b>At 31 December 2019</b>	<b>11,784</b>	<b>44,682</b>	<b>288,853</b>	<b>9,561</b>	<b>6,623</b>	<b>38</b>	<b>361,541</b>
Acquisitions through business combinations	-	82	443	16	11	-	552
Depreciation charge for the year	1,683	3,315	18,465	1,873	592	-	25,928
Impairment losses (reversal)	(1)	341	762	(4)	-	16	1,114
Disposals/written off	(200)	(165)	(4,389)	(251)	(215)	(7)	(5,227)
Transfers to investment properties	(14)	(111)	-	-	-	(10)	(135)
Transfers in (out)	180	(15)	(94)	4	(43)	10	42
Currency translation differences	2	(8)	121	(25)	7	-	97
<b>At 31 December 2020</b>	<b>13,434</b>	<b>48,121</b>	<b>304,161</b>	<b>11,174</b>	<b>6,975</b>	<b>47</b>	<b>383,912</b>
<b><i>Carrying amount</i></b>							
<b>At 31 December 2019</b>							
Owned assets	24,637	40,414	169,832	3,679	1,463	63,483	303,508
Assets under finance lease	649	-	1,684	123	22	-	2,478
<b>At 31 December 2020</b>							
Owned assets	24,815	40,322	168,346	3,253	1,228	107,339	345,303
Right-of-use assets	10,922	2,591	2,040	2,388	181	-	18,122

In 2020, addition to the right-of-use assets of the Group was Baht 4,936 million.

In 2020, the Group capitalized borrowing costs relating to the acquisition of the property, plant and equipment as part of the cost of construction in progress, amounting to Baht 651 million (2019: Baht 287 million), rates of interest capitalized at 0.91% to 5.35% per annum (2019: 1.95% to 5.45% per annum).

During 2020, the Group has recognized an impairment loss on property, plant and equipment totaling Baht 1,114 million mainly from Myanmar and Indonesian cement operations (2019: Baht 814 million), which is included in other expenses in the consolidated income statement.

For the purpose of impairment testing of property, plant and equipment of the Group where indicators occurred, the recoverable amount was based on the higher of its value in use, determined by discounting the future cash flows and its fair value less costs to sale.

The Group used 5 years forecast discounted future cash flows projection, residual value and discount rate from weighted average cost of capital of the Group which determined from estimate and judgment of the management under the discounted future cash flows method. The recoverable amount from fair value in which the Group assessed by independent appraiser and fair value measurement was classified as the fair value level 3.

## 12 Leases

The Group leases land, buildings, transportation and equipment both in Thailand and overseas. The rental due and rate are as specified in the contract.

<i>For the years ended 31 December</i>	2020	2019
	<i>(in million Baht)</i>	
<b><i>Amounts recognized in profit or loss</i></b>		
Depreciation of right-of-use assets:		
- Land and land improvements	887	-
- Buildings and structures	520	-
- Transportation and equipment	1,245	-
- Others	433	-
Interest on lease liabilities	462	-
Expenses relating to short-term leases	565	-
Expenses relating to leases of low-value assets	301	-
Variable lease payments	2,211	-
Lease expense	-	4,457

Most of the variable lease payments are concrete mixer truck leases, the leases are valid for one year with extension options at the end of lease terms and payment terms are common.

### 13 Goodwill and other intangible assets

	Goodwill	Intangible assets			Total intangible assets
		Software licenses & license fees	Development cost	Concession and others	
<i>(in million Baht)</i>					
<b>Cost</b>					
At 1 January 2019	21,323	10,934	564	8,383	19,881
Acquisitions through business combinations	15,475	442	-	153	595
Additions	-	698	513	306	1,517
Disposals/written off	-	(567)	(1)	(72)	(640)
Transfers in (out)	-	279	(260)	39	58
Currency translation differences	(1,060)	(20)	(2)	(85)	(107)
<b>At 31 December 2019</b>	<b>35,738</b>	<b>11,766</b>	<b>814</b>	<b>8,724</b>	<b>21,304</b>
Acquisitions through business combinations	1,208	4	-	-	4
Additions	-	569	829	38	1,436
Disposals/written off	-	(146)	(18)	(27)	(191)
Transfers in (out)	-	491	(582)	90	(1)
Currency translation differences	(219)	(1)	-	(2)	(3)
<b>At 31 December 2020</b>	<b>36,727</b>	<b>12,683</b>	<b>1,043</b>	<b>8,823</b>	<b>22,549</b>

	Goodwill	Intangible assets			Total intangible assets
		Software licenses & license fees	Development cost	Concession and others	
<i>(in million Baht)</i>					
<b><i>Accumulated amortization and accumulated impairment losses</i></b>					
At 1 January 2019	1,437	6,756	-	1,942	8,698
Acquisitions through business combinations	-	64	-	-	64
Amortization charge for the year	-	932	-	490	1,422
Impairment losses	-	10	-	1	11
Disposals/written off	-	(560)	-	(66)	(626)
Transfers in (out)	-	(5)	-	(14)	(19)
<b>At 31 December 2019</b>	<b>1,437</b>	<b>7,197</b>	<b>-</b>	<b>2,353</b>	<b>9,550</b>
Acquisitions through business combinations	-	3	-	-	3
Amortization charge for the year	-	982	-	541	1,523
Impairment losses	1,259	97	-	559	656
Disposals/written off	-	(135)	-	(27)	(162)
Transfers in (out)	-	(18)	-	(10)	(28)
<b>At 31 December 2020</b>	<b>2,696</b>	<b>8,126</b>	<b>-</b>	<b>3,416</b>	<b>11,542</b>
<b><i>Carrying amount</i></b>					
<b>At 31 December 2019</b>	<b>34,301</b>	<b>4,569</b>	<b>814</b>	<b>6,371</b>	<b>11,754</b>
<b>At 31 December 2020</b>	<b>34,031</b>	<b>4,557</b>	<b>1,043</b>	<b>5,407</b>	<b>11,007</b>

During the year 2020, the Group has recognized the impairment loss on goodwill from investment in subsidiaries, Cement-Building Materials Business of Baht 1,259 million. The impairment loss has been included in other expenses in the consolidated income statement.

For the purpose of impairment testing of goodwill of the Group, the recoverable amount was based on value in use, determined by discounting the future cash flows. The Group used 5 years forecast discounted future cash flows projection, residual value and discount rate from weighted average cost of capital of the Group which determined from estimate and judgment of the management.

## 14 Deferred tax assets (deferred tax liabilities)

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, and are included in the consolidated statement of financial position as follows:

	2020	2019
	<i>(in million Baht)</i>	
Deferred tax assets	5,001	4,618
Deferred tax liabilities	(5,610)	(4,717)
<b>Net</b>	<b>(609)</b>	<b>(99)</b>

Movements in total deferred tax assets and liabilities during the years were as follows:

	At 1 January 2019	Credited (charged) to		Increase through business combinations	Currency translation differences	At 31 December 2019
		profit or loss <i>(note 25)</i>	other comprehensive income			
	<i>(in million Baht)</i>					
<b><i>Deferred tax assets</i></b>						
Loss carry forward	2,619	(1,535)	-	57	(2)	1,139
Investments	68	(1)	-	-	-	67
Property, plant and equipment	475	221	-	-	10	706
Provisions for						
employee benefits	1,865	591	252	148	(16)	2,840
Others	581	4	-	5	(3)	587
<b>Total</b>	<b>5,608</b>	<b>(720)</b>	<b>252</b>	<b>210</b>	<b>(11)</b>	<b>5,339</b>
<b><i>Deferred tax liabilities</i></b>						
Investments	(32)	-	(8)	-	-	(40)
Property, plant and equipment	(2,440)	26	-	(2,743)	48	(5,109)
Others	(218)	29	-	(110)	10	(289)
<b>Total</b>	<b>(2,690)</b>	<b>55</b>	<b>(8)</b>	<b>(2,853)</b>	<b>58</b>	<b>(5,438)</b>
<b>Net</b>	<b>2,918</b>	<b>(665)</b>	<b>244</b>	<b>(2,643)</b>	<b>47</b>	<b>(99)</b>

	At 31 December 2019 as reported	Impact of changes in accounting policy	At 1 January 2020	Credited (charged) to other		Increase through business combinations	Currency translation differences	At 31 December 2020
				profit or loss (note 25)	comprehensive income			
				<i>(in million Baht)</i>				
<b>Deferred tax assets</b>								
Loss carry forward	1,139	-	1,139	(239)	-	-	(4)	896
Investments	67	3	70	35	(2)	-	-	103
Property, plant and equipment	706	-	706	274	-	2	(1)	981
Provisions for								
employee benefits	2,840	-	2,840	89	27	1	3	2,960
Others	587	18	605	243	-	(1)	-	847
<b>Total</b>	<b>5,339</b>	<b>21</b>	<b>5,360</b>	<b>402</b>	<b>25</b>	<b>2</b>	<b>(2)</b>	<b>5,787</b>
<b>Deferred tax liabilities</b>								
Investments	(40)	(1,621)	(1,661)	(3)	(17)	-	-	(1,681)
Property, plant and equipment	(5,109)	-	(5,109)	773	-	(131)	54	(4,413)
Others	(289)	(17)	(306)	1	-	-	3	(302)
<b>Total</b>	<b>(5,438)</b>	<b>(1,638)</b>	<b>(7,076)</b>	<b>771</b>	<b>(17)</b>	<b>(131)</b>	<b>57</b>	<b>(6,396)</b>
<b>Net</b>	<b>(99)</b>	<b>(1,617)</b>	<b>(1,716)</b>	<b>1,173</b>	<b>8</b>	<b>(129)</b>	<b>55</b>	<b>(609)</b>

Indonesian government regulations in accordance with the PP No. 1 Tahun 2020 dated 31 March 2020 announced the change in the corporate income tax rate from 25% to 22% for accounting periods 2020 and 2021, and to 20% for accounting periods 2022 onward. The Group has reduced the deferred tax assets and deferred tax liabilities according to the change in tax rates which reduce the income tax expense amounting to Baht 512 million in the consolidated income statement.

In the third quarter of 2019, a subsidiary reversed deferred tax assets on unused tax losses because the probability that future taxable profits will not be available for utilization within the specified period. The subsidiary recognized income tax expense amounting to Baht 1,581 million in the consolidated income statement, resulting in the decrease in net profit amounted to Baht 1,063 million.

The deductible temporary differences and unused tax losses that the Group has not recognized as deferred tax assets (liabilities) are as the following items:

	2020	2019
	<i>(in million Baht)</i>	
Deductible temporary differences		
- Inventories	62	72
- Property, plant and equipment	1,301	653
- Provisions for employee benefits	157	572
- Others	992	829
Unused tax losses	31,876	30,472
<b>Total</b>	<b>34,388</b>	<b>32,598</b>

The unused tax losses on which the Group has not recognized deferred tax assets are the tax losses which do not expire under tax legislation and would be expired within 2025.

As at 31 December 2020 and 2019, no deferred tax liability has been recognized in respect of temporary differences associated with investments in subsidiaries, where the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such difference will not reverse in the foreseeable future.

## 15 Changes in liabilities arising from financing activities

Changes in significant liabilities arising from financing activities were as follows:

	<i>Note</i>	Bank overdrafts and short-term borrowings	Lease liabilities	Long-term borrowings <i>(in million Baht)</i>	Debentures	Total
At 1 January 2019		22,024	129	2,136	181,159	205,448
Changes from financing cash flows		(5,487)	30	24,561	(6,476)	12,628
Changes arising from obtaining subsidiaries	5	2,935	160	6,571	-	9,666
The effect of changes in foreign exchange rates		(205)	(1)	(123)	-	(329)
<b>At 31 December 2019 - as reported</b>		<b>19,267</b>	<b>318</b>	<b>33,145</b>	<b>174,683</b>	<b>227,413</b>
Impact of changes in accounting policies		-	11,486	-	-	11,486
<b>At 1 January 2020</b>		<b>19,267</b>	<b>11,804</b>	<b>33,145</b>	<b>174,683</b>	<b>238,899</b>
Changes from financing cash flows		2,477	(2,625)	20,021	(31)	19,842
New leases		-	2,725	-	-	2,725
Changes arising from obtaining subsidiaries	5	197	-	68	-	265
The effect of changes in foreign exchange rates		79	7	(45)	-	41
Other non-cash movement		-	298	(660)	(46)	(408)
<b>At 31 December 2020</b>		<b>22,020</b>	<b>12,209</b>	<b>52,529</b>	<b>174,606</b>	<b>261,364</b>

## 16 Interest-bearing liabilities

	Note	2020			2019		
		Secured	Unsecured	Total (in million Baht)	Secured	Unsecured	Total
<b>Current</b>							
Bank overdrafts and short-term borrowings from financial institutions		-	21,510	21,510	-	18,797	18,797
Short-term borrowings	6	-	510	510	-	470	470
Current portion of long-term borrowings		7	16,642	16,649	2,038	668	2,706
Current portion of finance lease liabilities		-	2,326	2,326	-	144	144
Current portion of debentures		-	49,933	49,933	-	49,935	49,935
		<u>7</u>	<u>90,921</u>	<u>90,928</u>	<u>2,038</u>	<u>70,014</u>	<u>72,052</u>
<b>Non-current</b>							
Long-term borrowings		50	35,830	35,880	3,406	27,034	30,440
Lease liabilities		-	9,883	9,883	-	173	173
Debentures		-	124,673	124,673	-	124,748	124,748
		<u>50</u>	<u>170,386</u>	<u>170,436</u>	<u>3,406</u>	<u>151,955</u>	<u>155,361</u>
<b>Total interest-bearing liabilities</b>		<u>57</u>	<u>261,307</u>	<u>261,364</u>	<u>5,444</u>	<u>221,969</u>	<u>227,413</u>

In the first quarter of 2020, a subsidiary under Packaging Business repaid its borrowings that was secured by property, plant and equipment. As a result, all collateral has been released during the second quarter of 2020.

The collateral of the secured interest-bearing borrowings from the business acquisition in Vietnam as at 31 December 2020 consists of property, plant and equipment. The Group has to comply with certain covenants.

As at 31 December 2020, the Group has overdraft lines with several banks amounting to approximately Baht 5,347 million (2019: Baht 7,975 million).

As at 31 December 2020, the Group has undrawn credit facilities totaling equivalent to Baht 89,558 million (2019: Baht 114,953 million) included facilities for the petrochemical complex project in Vietnam amounting to US Dollars 2,878 million, equivalent to approximately Baht 86,449 million.

The average interest rates of long-term borrowings are 1.43% to 6.25% per annum (2019: 1.91% to 6.05% per annum).

The average interest rate of long-term borrowings in foreign currency is approximately 3.14% per annum in 2020 (2019: 4.87% per annum).

## *Debentures*

As at 31 December 2020, the Company had issued unsubordinated and unsecured debentures totaling Baht 175,000 million (2019: Baht 175,000 million) as follows:

Debentures no.	2020 (in million Baht)	2019	Interest rate (% p.a.)	Term	Maturity date
<b>Debentures - The Siam Cement Public Company Limited</b>					
1/2016	-	25,000	3.00	4 years	1 April 2020
2/2016	-	25,000	3.00	4 years	1 November 2020
1/2017	25,000	25,000	3.25	4 years	1 April 2021
2/2017	10,000	10,000	2.97	7 years	30 August 2024
3/2017	25,000	25,000	3.05	4 years	1 October 2021
1/2018	30,000	30,000	3.00	4 years	1 April 2022
2/2018	10,000	10,000	3.10	4 years	1 October 2022
1/2019	15,000	15,000	3.10	4 years	1 April 2023
2/2019	10,000	10,000	3.00	4 years	1 November 2023
1/2020	25,000	-	2.80	4 years	1 April 2024
2/2020	25,000	-	2.80	4 years	1 November 2024
Total	<u>175,000</u>	<u>175,000</u>			
<i>Less</i> debentures held by a subsidiary and debenture issuing expenses	<u>(394)</u>	<u>(317)</u>			
<b>Net</b>	<b><u>174,606</u></b>	<b><u>174,683</u></b>			
<i>Less</i> current portion	<u>(49,933)</u>	<u>(49,935)</u>			
<b>Net</b>	<b><u>124,673</u></b>	<b><u>124,748</u></b>			

## 17 Non-current provisions for employee benefits

The Group operates defined benefit plans based on the requirement of the Thai Labor Protection Act B.E. 2541 to provide retirement benefits and other long-term benefits to employees based on pensionable remuneration and length of service.

The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

*Non-current provisions for employee benefits in consolidated statements of financial position as at 31 December*

	2020	2019
	<i>(in million Baht)</i>	
Post-employment benefits		
Legal severance payments plan	13,701	13,341
Pension	103	91
Other long-term employee benefits	782	645
<b>Total non-current provisions for defined benefit plans</b>	<b>14,586</b>	<b>14,077</b>
Other employee benefits	216	224
<b>Total</b>	<b>14,802</b>	<b>14,301</b>
<i>Less</i> plan assets of foreign subsidiaries	(114)	(106)
<b>Total non-current provisions for employee benefits - net</b>	<b>14,688</b>	<b>14,195</b>

*Movements in the present value of non-current provisions for defined benefit plans*

	2020	2019
	<i>(in million Baht)</i>	
Non-current provisions for defined benefit plans at 1 January	14,077	9,252
<b>Included in profit or loss</b>		
Current service costs	881	771
Interest on obligation	298	410
Actuarial losses	132	32
Past service cost from the amended severance pay of the Labor Law	-	2,538
	<b>1,311</b>	<b>3,751</b>
<b>Included in other comprehensive income</b>		
Actuarial losses	203	1,396
Currency translation differences	4	(42)
	<b>207</b>	<b>1,354</b>
<b>Others</b>		
Benefits paid	(1,019)	(874)
Acquisitions through business combinations	-	594
Others	10	-
	<b>(1,009)</b>	<b>(280)</b>
<b>Non-current provisions for defined benefit plans at 31 December</b>	<b>14,586</b>	<b>14,077</b>

On 5 April 2019, the Labor Protection Act has already been announced in Royal Gazette that became effective on 5 May 2019 to include a requirement that an employee who is terminated after having been employed by the same employer for an uninterrupted period of twenty years or more, receives severance payment of 400 days of wages at the most recent rate, which is increased from the maximum rate of 300 days. The Group recognized the effect of this change as the expense amounted to Baht 2,538 million in consolidated income statement, resulting in the decrease in net profit amounted to Baht 2,035 million.

Actuarial losses (gains) recognized in other comprehensive income as of the end of the reporting period arising from:

	2020	2019
	<i>(in million Baht)</i>	
<b><i>For the years ended 31 December</i></b>		
Demographic assumptions	29	(160)
Financial assumptions	177	1,202
Experience adjustment	(2)	354
<b>Total</b>	<b><u>204</u></b>	<b><u>1,396</u></b>

***Actuarial assumptions***

*Principal actuarial assumptions as of the end of the reporting period*

	2020	2019
	(%)	
Discount rate *		
- Thailand	1.02 - 2.31	1.46 - 2.05
- Vietnam	2.53	4.01
- Indonesia	3.26 - 8.30	5.43 - 8.50
- Others	4.91 - 5.21	4.91 - 7.53
Salary increase rate	1.00 - 8.50	2.00 - 7.00
Employee turnover rate **	1.50 - 24.00	1.50 - 20.00
Mortality rate ***	50.00 of TMO2017	50.00 of TMO2017

\* Market yields on government's bonds for legal severance payments plan and pension

\*\* Upon the length of service

\*\*\* Reference from TMO2017: Thai Mortality Ordinary Table 2017

### *Sensitivity analysis*

Reasonably possible changes at the end of the reporting period to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the non-current provisions for defined benefit plans by the amounts shown below.

#### **Effect on the non-current provisions for defined benefit plans at 31 December**

	Increase (decrease)	
	2020	2019
	<i>(in million Baht)</i>	
Discount rate		
0.5% increase	(743)	(743)
0.5% decrease	811	813
Salary increase rate		
1.0% increase	1,522	1,623
1.0% decrease	(1,315)	(1,391)
Employee turnover rate		
10.0% increase	(380)	(405)
10.0% decrease	398	424

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it provides an approximation of the sensitivity of the assumptions shown.

## **18 Reserves and other components of shareholders' equity**

### *Legal reserve*

Section 116 of the Public Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorized capital. The legal reserve is not available for dividend distribution.

### *Other components of equity*

#### *Exchange differences on translating financial statements*

The exchange differences on translating financial statements comprises all foreign currency differences arising from the translation of the financial statements of the Company's foreign operations until disposal of investment.

#### *Fair value changes of 2020*

The fair value changes comprise:

- the cumulative net change in the fair value of equity instruments designated at FVOCI until the assets are derecognized; and
- the cumulative net change in fair value of debt instruments at FVOCI until the assets are derecognized or reclassified. This amount is adjusted by the amount of loss allowance.

#### *Fair value changes of 2019*

Fair value changes in available-for-sale investments recognized in equity relate to cumulative net changes in the fair value of available-for-sale investments until the investments are derecognized.

## 19 Non-controlling interests

The following table summarizes the information relating to each of the Group's subsidiaries that has a material non-controlling interest, before any intra-group eliminations:

	Rayong Olefins Co., Ltd.		Map Ta Phut Olefins Co., Ltd.	
	2020	2019	2020	2019
	<i>(in million Baht)</i>			
<b><i>Non-controlling interests at 31 December</i></b>				
Non-controlling interest percentage	49.46%	49.46%	45.27%	45.27%
Current assets	13,617	8,980	8,549	9,990
Non-current assets	8,262	8,014	42,908	39,184
Current liabilities	(4,365)	(3,689)	(9,267)	(13,222)
Non-current liabilities	(1,583)	(656)	(13,522)	(8,564)
<b>Net assets</b>	<b>15,931</b>	<b>12,649</b>	<b>28,668</b>	<b>27,388</b>
Carrying amount of non-controlling interest	7,879	6,256	12,978	12,399
<b><i>For the years ended 31 December</i></b>				
Revenue	42,137	51,068	45,130	62,458
Profit (loss) for the year	3,272	850	1,320	(1,615)
Other comprehensive income for the year	11	(20)	-	(13)
<b>Total comprehensive income for the year</b>	<b>3,283</b>	<b>830</b>	<b>1,320</b>	<b>(1,628)</b>
Profit (loss) for the year:				
- Attributable to owners of the parent	1,654	430	723	(884)
- Attributable to non-controlling interest	1,618	420	597	(731)
Other comprehensive for the year:				
- Attributable to owners of the parent	6	(10)	-	(7)
- Attributable to non-controlling interest	5	(10)	-	(6)
	<b>3,283</b>	<b>830</b>	<b>1,320</b>	<b>(1,628)</b>
Cash flows from operating activities	4,899	(71)	4,913	4,222
Cash flows from investing activities	213	(301)	(5,183)	(7,141)
Cash flows from financing activities	(861)	369	280	2,922
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>4,251</b>	<b>(3)</b>	<b>10</b>	<b>3</b>

## 20 Business segment information

Segment information is presented in respect of the Group's business segments. The primary format, business segments, is based on the Group's management and internal reporting structure.

Segment assets, revenues and results of operations include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

### *Business segments*

The Group comprises the following main business segments:

<i>Cement-Building Materials Business</i>	Manufacture and distribute of grey cement, ready-mixed concrete, white cement, dry mortar, roof tiles, ceiling & wall board, wood substitute, concrete paving blocks, ceramic tiles, sanitary wares and sanitary fittings. Distribution of cement, building and decorative products through distributors including logistics, delivery services, import and export services.
<i>Chemicals Business</i>	Manufacture and sale of olefins, polyolefins and other chemical products.
<i>Packaging Business (SCGP)</i>	Comprehensive packaging solutions providers comprising of two main operating businesses (1) Integrated Packaging Chain; fiber-based packaging, packaging paper and performance and polymer packaging; and (2) Fibrous Chain; foodservice products, pulp and paper products comprising mainly printing and writing paper, and pulp.
<i>Other</i>	Jointly invest with leading companies in other businesses, mainly agricultural machine, automotive parts and components and steel, as well as other services.

The business segment information is used by management to evaluate the performance of segments and to allocate resources. The Group evaluates operating performance based on EBITDA.

Information relating to business segments for years ended 31 December was as follows:

	Total assets		Revenue from sales		EBITDA (1)	
	2020	2019	2020	2019	2020	2019
	<i>(in million Baht)</i>					
Consolidated SCG	749,381	634,733	399,939	437,980	74,600	75,105
<b><i>Business Segments</i></b>						
Cement-Building Materials Business	212,615	211,573	171,720	184,690	21,591	21,009
Chemicals Business	283,614	230,543	146,870	177,634	30,965	32,262
Packaging Business	172,429	139,513	92,786	89,070	16,884	15,159
Other	318,831	307,424	122	117	5,462	6,711

	Profit		Depreciation and	
	for the year (2)		amortization	
	2020	2019	2020	2019
	<i>(in million Baht)</i>			
Consolidated SCG	34,144	32,014	27,377	23,931
<b><i>Business Segments</i></b>				
Cement-Building Materials Business	6,422	5,455	12,117	10,496
Chemicals Business	17,667	15,480	7,441	6,679
Packaging Business	6,457	5,268	7,183	5,991
Other	3,862	5,861	866	765

- (1) Represents profit before share of profit of joint ventures and associates accounted for using equity method, finance costs, income tax expense, depreciation and amortization and includes dividends from associates.
- (2) Represents profit for the year attributable to owners of the parent.

**Operating results of business segments**

	Cement-Building Materials Business		Chemicals Business		Packaging Business	
	2020	2019	2020	2019	2020	2019
	<i>(in million Baht)</i>					
<b>Information from</b>						
<b>statements of financial position</b>						
Current assets	58,655	59,539	55,275	49,258	62,919	35,383
Investments in joint ventures and associates	19,584	18,928	50,523	50,108	823	771
Property, plant and equipment	106,902	105,815	168,249	115,513	87,271	82,864
Other non-current assets	27,474	27,291	9,567	15,664	21,416	20,495
<b>Total assets</b>	<b>212,615</b>	<b>211,573</b>	<b>283,614</b>	<b>230,543</b>	<b>172,429</b>	<b>139,513</b>
Short-term borrowings	58,134	67,417	49,387	27,564	31,809	43,230
Other current liabilities	19,976	22,164	39,134	26,776	11,428	10,784
Long-term borrowings	5,204	926	32,535	17,962	13,119	16,354
Other non-current liabilities	8,134	7,977	4,046	4,062	6,232	6,329
Total liabilities	91,448	98,484	125,102	76,364	62,588	76,697
Shareholders' equity	121,167	113,089	158,512	154,179	109,841	62,816
<b>Total liabilities and shareholders' equity</b>	<b>212,615</b>	<b>211,573</b>	<b>283,614</b>	<b>230,543</b>	<b>172,429</b>	<b>139,513</b>
<b>Supplementary information</b>						
Increase in non-current assets	10,030	9,380	52,521	45,330	11,201	47,273

	Other		Intersegment Elimination		Consolidated SCG	
	2020	2019	2020	2019	2020	2019
<i>(in million Baht)</i>						
<b>Information from</b>						
<b>statements of financial position</b>						
Current assets	144,463	145,342	(107,295)	(125,136)	214,017	164,386
Investments in joint ventures and associates	26,455	24,553	(10)	(8)	97,375	94,352
Property, plant and equipment	2,607	2,657	(1,604)	(863)	363,425	305,986
Other non-current assets	145,306	134,872	(129,199)	(128,313)	74,564	70,009
<b>Total assets</b>	<b>318,831</b>	<b>307,424</b>	<b>(238,108)</b>	<b>(254,320)</b>	<b>749,381</b>	<b>634,733</b>
Short-term borrowings	50,884	50,485	(99,286)	(116,644)	90,928	72,052
Other current liabilities	2,363	2,414	(2,408)	(2,685)	70,493	59,453
Long-term borrowings	124,768	124,752	(5,190)	(4,633)	170,436	155,361
Other non-current liabilities	3,643	2,557	(657)	(801)	21,398	20,124
Total liabilities	181,658	180,208	(107,541)	(124,763)	353,255	306,990
Shareholders' equity	137,173	127,216	(130,567)	(129,557)	396,126	327,743
<b>Total liabilities and shareholders' equity</b>	<b>318,831</b>	<b>307,424</b>	<b>(238,108)</b>	<b>(254,320)</b>	<b>749,381</b>	<b>634,733</b>
<b>Supplementary information</b>						
Increase in non-current assets	296	524	-	-	74,048	102,507

	Cement-Building		Chemicals Business		Packaging Business	
	Materials Business		2020	2019	2020	2019
	2020	2019	<i>(in million Baht)</i>			
<b>Information from</b>						
<b>income statements</b>						
Revenue from sales						
External customers	162,959	174,540	146,118	176,942	90,740	86,381
Intersegment	8,761	10,150	752	692	2,046	2,689
Total revenue from sales	171,720	184,690	146,870	177,634	92,786	89,070
Cost of sales	(130,955)	(146,001)	(117,279)	(151,722)	(73,333)	(71,651)
Gross profit	40,765	38,689	29,591	25,912	19,453	17,419
Other income	2,446	2,371	1,981	1,928	603	964
Profit before expenses	43,211	41,060	31,572	27,840	20,056	18,383
Operating expenses	(34,260)	(32,255)	(12,481)	(15,030)	(10,363)	(9,754)
Profit before finance costs						
and income tax	8,951	8,805	19,091	12,810	9,693	8,629
Finance costs	(2,268)	(2,648)	(908)	(787)	(1,452)	(1,742)
Profit before income tax	6,683	6,157	18,183	12,023	8,241	6,887
Tax expense	(1,490)	(1,605)	(3,311)	(3,304)	(1,001)	(1,049)
Profit after income tax	5,193	4,552	14,872	8,719	7,240	5,838
Share of profit of joint ventures						
and associates accounted for						
using equity method	1,012	947	5,033	7,225	66	53
<b>Profit for the year</b>	<b>6,205</b>	<b>5,499</b>	<b>19,905</b>	<b>15,944</b>	<b>7,306</b>	<b>5,891</b>
Profit (loss) attributable to:						
<b>Owners of the parent</b>	<b>6,422</b>	<b>5,455</b>	<b>17,667</b>	<b>15,480</b>	<b>6,457</b>	<b>5,268</b>
Non-controlling interests	(217)	44	2,238	464	849	623
	6,205	5,499	19,905	15,944	7,306	5,891

	Other		Intersegment Elimination		Consolidated SCG	
	2020	2019	2020	2019	2020	2019
<i>(in million Baht)</i>						
<b>Information from</b>						
<b>income statements</b>						
Revenue from sales						
External customers	122	117	-	-	399,939	437,980
Intersegment	-	-	(11,559)	(13,531)	-	-
Total revenue from sales	122	117	(11,559)	(13,531)	399,939	437,980
Cost of sales	(87)	(86)	11,707	13,708	(309,947)	(355,752)
Gross profit	35	31	148	177	89,992	82,228
Other income	8,965	10,544	(6,717)	(6,815)	7,278	8,992
Profit before expenses	9,000	10,575	(6,569)	(6,638)	97,270	91,220
Operating expenses	(5,928)	(6,464)	6,497	6,601	(56,535)	(56,902)
Profit before finance costs and income tax	3,072	4,111	(72)	(37)	40,735	34,318
Finance costs	(2,551)	(1,447)	97	37	(7,082)	(6,587)
Profit before income tax	521	2,664	25	-	33,653	27,731
Tax expense	(5)	(209)	(2)	-	(5,809)	(6,167)
Profit after income tax	516	2,455	23	-	27,844	21,564
Share of profit of joint ventures and associates accounted for using equity method	3,346	3,407	(1)	-	9,456	11,632
<b>Profit for the year</b>	<b>3,862</b>	<b>5,862</b>	<b>22</b>	<b>-</b>	<b>37,300</b>	<b>33,196</b>
Profit attributable to:						
<b>Owners of the parent</b>	<b>3,862</b>	<b>5,861</b>	<b>(264)</b>	<b>(50)</b>	<b>34,144</b>	<b>32,014</b>
Non-controlling interests	-	1	286	50	3,156	1,182
	3,862	5,862	22	-	37,300	33,196

### ***Geographical segment***

The Group has expanded its investment and operating in foreign countries. All significant revenue from sales and non-current assets on the basis of geography is presented in this information. Segment revenue is based on the geographical location of customers and segment non-current assets are based on the geographical location of the assets.

### ***Geographical segment information***

	Revenue from sales		Non-current assets	
	2020	2019	2020	2019
	<i>(in million Baht)</i>			
Thailand	231,220	260,008	228,614	216,765
Vietnam	35,795	39,463	111,308	69,183
Indonesia	30,505	35,031	38,647	39,871
China	21,743	20,412	8	1
Others	80,676	83,066	32,005	27,844
<b>Total</b>	<b>399,939</b>	<b>437,980</b>	<b>410,582</b>	<b>353,664</b>

### ***Major customer***

The Group has no revenue from one customer for the amount over 10% of the Group's total revenue from sales.

## **21 Other income**

	2020	2019
	<i>(in million Baht)</i>	
Management fee income	1,737	1,834
Interest income from financial institutions	1,225	1,037
Gain on financial instruments measured at fair value	683	-
Dividend income from other companies	670	1,890
Gain on disposals of scrap and others	471	461
Gain on sales of investments	249	59
Rental income and royalty fee income	207	200
Gain on sales of fixed assets	107	326
Gain on exchange rate	-	1,582
Others	1,929	1,603
<b>Total</b>	<b>7,278</b>	<b>8,992</b>

## 22 Distribution costs

	2020	2019
	<i>(in million Baht)</i>	
Freight	13,226	11,273
Salary, welfare and personnel expenses	5,701	6,098
Sales promotion and advertising expenses	1,998	2,067
Depreciation and amortization expenses	671	356
Commission expenses	532	497
Rental expenses	182	639
Others	1,781	1,975
<b>Total</b>	<b>24,091</b>	<b>22,905</b>

## 23 Administrative expenses

	2020	2019
	<i>(in million Baht)</i>	
Salary, welfare and personnel expenses	18,179	18,263
Depreciation and amortization expenses	2,598	1,710
IT fees and outside wages	2,116	1,976
Idle capacity costs	1,138	1,187
Professional fees	1,026	996
Tax license fees and others	891	1,005
Publication and donation	640	867
Others	2,136	2,862
<b>Total</b>	<b>28,724</b>	<b>28,866</b>

## 24 Employee benefit expenses

	2020	2019
	<i>(in million Baht)</i>	
Salaries and wages	38,643	36,751
Welfares and others	3,772	4,865
Contribution to defined contribution plans	2,153	2,156
Contribution to defined benefit plans	1,311	1,208
Early retirement expenses	917	621
Employee benefit expense from the amended severance pay of the Labor Law	-	2,538
<b>Total</b>	<b>46,796</b>	<b>48,139</b>

The Group has provident fund plans to provide retirement and gratuity benefits to employees upon resignation at 5% to 10% of the employees' salaries, depending on the length of employment.

The defined contribution plans comprise provident funds established by the Group for its employees in addition to the above provident fund. The provident funds were registered with the Ministry of Finance under the Provident Fund Act B.E. 2530. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at 2% to 15% of their basic salaries and by the Company at 5% to 13% of the members' basic salaries, depending on the length of employment

## 25 Income tax

### *Income tax recognized in profit or loss*

	Note	2020 (in million Baht)	2019
<b>Current tax</b>			
Current tax		6,939	5,346
Under provided in prior years		43	156
		<u>6,982</u>	<u>5,502</u>
<b>Deferred tax</b>			
Movement in temporary differences	14	(1,173)	665
<b>Total</b>		<u>5,809</u>	<u>6,167</u>

### *Income tax recognized in other comprehensive income*

	Note	2020 (in million Baht)	2019
Gains on measurement of financial assets		6	8
Gains on investments in equity instruments measured at fair value		13	-
Defined benefit plan actuarial losses		(33)	(257)
<b>Total</b>	14	<u>(14)</u>	<u>(249)</u>

### *Reconciliation of effective tax rate*

For the years ended 31 December 2020 and 2019, the Group's effective tax rate is not equal to the statutory tax rate of 20% under the Revenue Code because income tax expense is calculated from accounting profit adjusted by non-deductible expenses, deducted income or expense exemption under the Revenue Code and utilized the tax losses carried forward from prior years and also had the exemption from payment of corporate income tax on the net profit derived from the promoted business.

	2020		2019	
	Rate (%)	(in million Baht)	Rate (%)	(in million Baht)
Profit before income tax expense		43,109		39,363
Share of profit of associates and joint ventures		(9,456)		(11,632)
		<u>33,653</u>		<u>27,731</u>
Income tax using the Thai corporation tax rate	20	6,731	20	5,546
Effect of different tax rates in foreign jurisdictions		(70)		(43)
Income not subject to tax		(355)		(432)
Tax privileges		(977)		(1,179)
Expenses deductible at a greater amount		(391)		(623)
Expenses not deductible for tax purposes and others		1,528		1,596
Tax losses increase		473		481
<b>Current tax</b>		<u>6,939</u>		<u>5,346</u>
Under provided in prior years		43		156
Movement in temporary differences		(1,173)		665
<b>Income tax expense</b>	17	<u>5,809</u>	22	<u>6,167</u>

## 26 Dividends

On 18 March 2020, the meeting of the Board of Directors passed a resolution to postpone the 2020 Annual General Meeting of Shareholders of the Company which was scheduled on 1 April 2020 due to the situation of the COVID-19 outbreak and approved the interim dividend payment from the Company's profit as of 31 December 2019 instead of the annual dividend payment which was planned to propose to this Annual General Meeting of Shareholders of the Company for their consideration.

The dividends paid by the Company to the shareholders were as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
<i>2020</i>				
Interim dividend 2019	18 March 2020	17 April 2020	7.00	8,398
Interim dividend 2020	29 July 2020	28 August 2020	5.50	6,600
<b>Total</b>			<b>12.50</b>	<b>14,998</b>
<i>2019</i>				
Annual dividend 2018	27 March 2019	19 April 2019	9.50	11,400
Interim dividend 2019	26 July 2019	23 August 2019	7.00	8,399
<b>Total</b>			<b>16.50</b>	<b>19,799</b>

## 27 Financial instruments

### (a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy for financial instruments measured at fair value. It does not include fair value information for financial assets and financial liabilities measured at amortized cost if the carrying amount is a reasonable approximation of fair value.

	Carrying amount			Total	Fair value		
	Fair value through profit or loss	Fair value through other comprehensive income	Amortized cost		Level 1	Level 2	Level 3
<i>(in million Baht)</i>							
<b>At 31 December 2020</b>							
<b>Financial assets</b>							
Cash and cash equivalents	-	-	64,399	64,399			
Investment in short-term debt instruments							
- Deposit with financial institutions	-	-	12,364	12,364			
- Fund	-	26,218	-	26,218	-	26,218	-
Trade receivables	-	-	40,881	40,881			
Loans to	-	-	192	192			
Derivatives assets	258	-	-	258	-	258	-
Investment in debt instruments							
- Deposit with financial institutions	-	-	364	364	-	364	-
- Fund	-	3,805	-	3,805	-	3,805	-
- Debentures and convertible debentures	-	-	457	457	-	498	-
Investment in equity instruments	-	12,807	-	12,807	763	-	12,044
<b>Total financial assets</b>	<b>258</b>	<b>42,830</b>	<b>118,657</b>	<b>161,745</b>			
<b>Financial liabilities</b>							
Bank overdrafts and short-term borrowings	-	-	22,020	22,020			
Trade payables	-	-	28,655	28,655			
Long-term borrowings	-	-	52,529	52,529			
Lease liabilities	-	-	12,209	12,209			
Debentures	-	-	174,606	174,606	-	179,627	-
Derivatives liabilities	534	-	-	534	-	534	-
<b>Total financial liabilities</b>	<b>534</b>	<b>-</b>	<b>290,019</b>	<b>290,553</b>			

Disclosure of the fair value of financial assets and liabilities applicable before 1 January 2020

	Carrying amount	Fair value			Total
		Level 1	Level 2	Level 3	
<i>(in million Baht)</i>					
<b>At 31 December 2019</b>					
<b>Financial assets and financial liabilities</b>					
Investment in debt instruments					
- Fund					
- Short term	9,437	-	9,437	-	9,437
- Long term	1,508	-	1,508	-	1,508
Forward exchange contracts	-	-	10	-	10
Commodity contracts	-	-	37	-	37
Investment in equity instrument	4,173	2	-	12,162	12,164
Debentures	174,683	-	179,309	-	179,309

As at 31 December 2020, investments in debt instruments measured at FVOCI are mainly in private funds which invested by 3 independent assets management companies have invested in debt instruments which had high liquidity and rating as investment grade with return rates from 0.35% to 2.02% per annum (2019: from 1.12% to 1.95% per annum).

**Financial instruments measured at fair value**

These fair value measurements are categorized into different levels in the fair value hierarchy based on the inputs to valuation techniques used. The levels applicable to the Group's investments are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets (Stock Exchange) for identical assets or liabilities that the Group can access at the measurement date.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs are unobservable inputs for the asset or liability.

The Group determined Level 2 fair values for simple over-the-counter financial assets based on broker quotes. Those quotes are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar financial instrument at the measurement date. Fair values reflect the credit risk of the financial instrument and include adjustments to take account of the credit risk of the Group and counterparty when appropriate.

The fair values of forward exchange contracts and commodity contracts were calculated using the rates initially quoted by the Group's bankers which were based on market conditions existing at the end of the reporting period to reflect current fair values of the contracts.

The Group determined Level 3 fair values for investments in equity instruments which is not actively traded in market. The fair value of the investment was then determined using a valuation technique that used significantly unobservable input such as the latest reporting net assets adjusted by relevant factors because the investments were not listed on Stock Exchange, and there were no recent observable arm's length transactions.

(b) *Financial risk management policies*

*Risk management framework*

The Group's Finance Committee has responsibility for the establishment of financial risk management policies and guidelines including foreign currency risk related to capital expenditures, investment borrowing, deposit and international trade transaction. This also includes establishing policies and overseeing the process of financial derivatives and cash management for efficiency of the Group's financial operation under risk appetite and consistent practice. The policies are appropriately reviewed to the changing situation. The Group's Finance Committee monitors financial status and reports regularly to the Group's Management Committee.

(1) *Credit risk*

Credit risk is the risk of Group's financial loss if a customer or a financial counterparty fails to meet its contractual obligations.

(1.1) Cash and cash equivalent and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivatives is limited because the counterparties are banks and financial institutions with high credibility for which the Group considers having low credit risk.

(1.2) Investment in debt instruments

The Group's exposure to credit risk is limited by investing only in high liquidity and credibility debt instruments.

(1.3) Trade accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The Group has established a credit policy under which each new customer is analyzed individually for creditworthiness before credit limit, credit term and payment conditions are offered. In case of sales exceeding the limits, it must be approval by authorized person.

The following table provides information about the exposure to credit risk and expected credit loss for trade accounts receivables;

	<i>Note</i>	2020	2019
		<i>(in million Baht)</i>	
<i>As at 31 December</i>			
<i>Trade receivables</i>			
Related parties	6	4,356	4,105
Other companies		38,075	40,752
Less allowance for expected credit loss		(1,550)	(1,253)
<b>Net</b>		<b>36,525</b>	<b>39,499</b>

	2020	2019
	<i>(in million Baht)</i>	
<b><i>For the years ended 31 December</i></b>		
Expected credit loss	(427)	(322)
Reversal of expected credit loss	76	86
	2020	2019
	<i>(in million Baht)</i>	
<b><i>As at 31 December</i></b>		
<b><i>Trade receivables</i></b>		
<b>Related parties</b>		
Within credit terms	4,255	3,960
Overdue:		
Less than 1 month	73	78
1 - 3 months	14	65
Over 3 - 12 months	14	2
<b>Total</b>	<b>4,356</b>	<b>4,105</b>
<b>Other companies</b>		
Within credit terms	29,584	33,663
Overdue:		
Less than 1 month	3,944	3,357
1 - 3 months	2,053	1,372
Over 3 - 12 months	795	729
Over 12 months	1,699	1,631
	38,075	40,752
Less allowance for expected credit loss	(1,550)	(1,253)
<b>Net</b>	<b>36,525</b>	<b>39,499</b>
<b>Total</b>	<b>40,881</b>	<b>43,604</b>

Loss rates are based on actual credit loss experience over the past three years, current economics condition and the Group's view of economic conditions over the expected life of the receivables.

The normal credit term granted by the Group is 15 - 90 days.

***Movement of allowance for expected credit loss of trade accounts receivables***

	<i>(in million Baht)</i>
At 31 December 2019 - as reported	1,253
Impact of changes in accounting policies	13
<b>At 1 January 2020</b>	<b>1,266</b>
Addition	427
Reversal	(76)
Write-off	(67)
<b>At 31 December 2020</b>	<b>1,550</b>

As at 31 December 2020, the outstanding overdue amounts of above accounts receivable have credit bank guarantees amounting to Baht 3,503 million (2019: Baht 1,275 million).

## (2) Liquidity risk

The Group oversees its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management for the Group's operations including payment of liabilities that are due and to mitigate the risk from the lack of future liquidity.

The effective interest rates of interest-bearing financial liabilities as at 31 December and the periods in which those liabilities mature were as follows:

	Effective interest rates (% p.a.)	Within 1 year	After 1 year but within 5 years (in million Baht)	After 5 years	Total
<b>Year 2020</b>					
<b>Current</b>					
Bank overdrafts and short-term borrowings from financial institutions	0.55 - 7.50 MMR / MLR minus 1.00 Cost of fund plus (0.50 - 2.50) LIBOR plus (0.75 - 1.50) JIBOR plus (0.75 - 1.50)	21,510	-	-	21,510
Short-term borrowings	1.05 , 3.15	510	-	-	510
Long-term borrowings from financial institutions	2.36 - 10.90 MLR minus (1.50 - 2.75) LIBOR plus (1.25 - 1.75) JIBOR plus 1.15 VNIBOR plus 0.50 Cost of fund plus 0.65	16,649	-	-	16,649
Lease liabilities	1.20 - 15.00	2,699	-	-	2,699
Debentures	3.05 - 3.25	49,933	-	-	49,933
<b>Non-current</b>					
Long-term borrowings from financial institutions	2.36 - 10.90 MLR minus (1.50 - 2.75) LIBOR plus (1.25 - 2.50) JIBOR plus 1.15 VNIBOR plus 0.50 Cost of fund plus (0.60 - 3.78) THBFIX plus (1.01 - 1.10)	-	22,511	13,369	35,880
Lease liabilities	1.20 - 15.00	-	5,835	7,205	13,040
Debentures	2.80 - 3.10	-	124,673	-	124,673
<b>Total</b>		<b>91,301</b>	<b>153,019</b>	<b>20,574</b>	<b>264,894</b>
Less deferred interest - lease liabilities					(3,530)
<b>Net</b>					<b>261,364</b>

	Effective interest rates (% p.a.)	Within 1 year	After 1 year but within 5 years	After 5 years	Total
			(in million Baht)		
<b>Year 2019</b>					
<b>Current</b>					
Bank overdrafts and short-term borrowings from financial institutions	1.28 - 9.50 MMR / MLR minus 0.50 Cost of fund plus (0.50 - 2.50) LIBOR plus (1.25 - 3.00)	18,797	-	-	18,797
Short-term borrowings	1.80 , 3.50	470	-	-	470
Long-term borrowings from financial institutions	4.00 - 10.90 MLR minus (1.00 - 2.75) VNIBOR plus 0.50 LIBOR plus (0.70 - 3.75) Cost of fund plus (0.65 - 2.00)	2,706	-	-	2,706
Finance lease liabilities	3.78 - 15.00	144	-	-	144
Debentures	3.00	49,935	-	-	49,935
<b>Non-current</b>					
Long-term borrowings from financial institutions	2.34 - 10.90 MLR minus (1.00 - 2.75) VNIBOR plus 0.50 LIBOR plus (0.70 - 3.75) THBFIX plus (1.01 - 1.10) Cost of fund plus (0.65 - 4.35)	-	21,366	9,074	30,440
Finance lease liabilities	3.78 - 15.00	-	173	-	173
Debentures	2.97 - 3.25	-	124,748	-	124,748
<b>Total</b>		<b>72,052</b>	<b>146,287</b>	<b>9,074</b>	<b>227,413</b>

### (3) *Market risk*

The Group is exposed to risks from changes in interest rates and currency exchange rates. The Group does not hold or issue derivatives for speculative or trading purposes.

#### (3.1) Foreign currency risk

Foreign exchange risk arises from the fluctuation of foreign exchange rate.

The Group is exposed to foreign exchange risk arisen from the fluctuation of foreign exchange rate from purchases, sales, payment of machines and equipment and other receipt and payment which are denominated in foreign currencies. The Group manage that risk by entering forward exchange contracts to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

At 31 December 2020, the Group's exposure to significant foreign currency risk from foreign currency assets and liabilities are as follows:

	US Dollars (in million Baht)	Vietnamese Dong
Trade and other receivables	4,881	1,084
Interest-bearing liabilities	(5,691)	(5)
Trade and other payables	(6,686)	(10,179)
<b>Net statement of financial position exposure</b>	<b>(7,496)</b>	<b>(9,100)</b>
Forward exchange purchase contracts	10,716	-
Forward exchange selling contracts	(5,830)	-
<b>Net exposure</b>	<b>(2,610)</b>	<b>(9,100)</b>

#### *Cross currency swap*

The Group has entered into cross currency swap contracts with a foreign bank to hedge against the risk arisen from payment on long-term loan of US Dollars 75 million or equivalent to approximately Baht 2,260 million whereby, exchanging currency from US Dollars to functional currency. These contracts will be due within January 2027.

#### *Sensitivity analysis*

A reasonably possible strengthening (weakening) of the US Dollars or Vietnamese Dong against functional currency at 31 December 2020 would have affected the measurement of financial instruments denominated in a foreign currency and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, remain constant and ignores any impact of future sales and purchases.

<i>At 31 December 2020</i>	Movement (%)	Profit or loss	
		Strengthening (in million Baht)	Weakening
US Dollars	1	33	(33)
Vietnamese Dong	1	91	(91)

As at 31 December 2019, the Group had forward exchange purchase contract of Baht 9,306 million and forward exchange selling contract of Baht 14,964 million, mostly closing risk in US Dollars.

(3.2) Interest rate risk

Interest rate risk is the risk caused from future movements in market interest rates will affect the results of the Group's operations and its cash flows certainty. The Group is exposed to interest rate risk which mainly came from its borrowings from financial institution. The Group mitigates this risk by entering into interest rate swap contracts in order to manage exposure to fluctuations in interest rates on specific borrowings.

***Exposure to interest rate risk at 31 December 2020***

	<i>(in million Baht)</i>
<b><i>Financial instruments with variable interest rates</i></b>	
Financial assets	337
Financial liabilities	(48,367)
	<b>(48,030)</b>
Interest rate swaps contracts	3,260
	<b>(44,770)</b>

*Interest rate swap contract*

The Group has entered into interest rate swap contracts with local banks to hedge against the risk of interest on loans of Baht 1,000 million, whereby exchanging floating interest rates based on THBFIX with fixed interest rates 1.50% per annum. These contracts will be gradually due within February 2027.

The Group has entered into interest rate swap contracts with a foreign bank to hedge against the risk of interest on long-term loans of US Dollars 75 million or equivalent to approximately Baht 2,260 million, whereby exchanging floating interest rates based on LIBOR with fixed interest rates at 0.27% per year. These contracts will be due within January 2027.

*Cash flow sensitivity analysis for variable-rate financial instruments*

A reasonable possible change of 1% in interest rates at the reporting date would have profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

	Profit or loss	
	1% increase	1% decrease
	in interest rate	in interest rate
<b><i>At 31 December 2020</i></b>	<i>(in million Baht)</i>	
Financial instruments with variable interest rate	(480)	480
Interest rate swaps	32	(32)
<b>Cash flow sensitivity (net)</b>	<b>(448)</b>	<b>448</b>

## 28 Commitments and contingent liabilities

As at 31 December, the Group had:

	2020	2019
	<i>(in million Baht)</i>	
(a) Guarantees on loans of non-consolidated related parties	198	264
(b) Bank guarantees issued by banks to government, state enterprises and private sectors	2,008	1,451
(c) Unused letters of credit	436	420
(d) Commitments		
- for purchase of raw material contracts	32,176	31,359
- for rental and service agreements	1,688	9,023
- for land purchase agreements, construction, installation of machinery contracts and others	38,936	75,934

Commitment for construction and installation of machinery contracts included engineering, procurement, construction of petrochemical complex in Vietnam and debottlenecking of olefins plant in Thailand amounting to US Dollars 744 million, Vietnamese Dong 7,584 billion and other currencies, total equivalent to approximately Baht 32,327 million.

- (e) The Company has entered into the service agreements with two local companies. Those companies will provide information and technology outsourcing services to the Group. The commencement price is approximately Baht 6,500 million. The agreements period is for 7 years with the commencement date in June 2016.
- (f) During the year 2018, a subsidiary has entered into the contracts for purchasing raw materials and utilities from certain foreign companies with the supply period of 15 years. Both parties are obligated to supply and take such raw materials and utilities at the price, quantity and conditions specified in the contract.
- (g) In the first quarter of 2009, the Company lodged a complaint in criminal case against an ex-employee for theft (form of ordinary share certificate) and the forgery of 672,000 Company's ordinary share certificates. In the second quarter of 2009, the Company was notified by the Civil Court that the heirs and the estate administrator of the shareholder whose shares were forged ("Plaintiff") filed a civil lawsuit against the Company and relevant individuals and juristic persons for compensation. At present, the case has reached the final judgment.

On 22 December 2015, in which the Supreme Court has made the judgment ordering the ex-employee, the offender committed a tort against the Plaintiff, to return the shares or to pay the cash for the share price at the last trading price of the Company's shares on the date of payment, which shall not be less than Baht 314.38 per share, together with dividends and an interest until the date of payment, and ordering the Company, as employer, Thailand Securities Depository Co., Ltd., and relevant persons to be jointly liable with the ex-employee. Therefore, the Company has recorded the provision for compensation for the amount which the Company is expected to be liable, in the statement of financial position as at 31 December 2015 of Baht 201 million.

On 21 January 2016, the Company has fully made compensation to the Plaintiff by returning the shares with the ordinary share certificates and making payment of dividends both from the shares prior to the commencement of a civil lawsuit with interest thereon and from the commencement date of a civil lawsuit including any costs and expenses paid for court procedure, accounting for

Baht 319 million in total. Later on, Thailand Securities Depository Co., Ltd., the co-defendant, has filed a petition to the Supreme Court for an interpretation on the judgment. On 21 November 2017, the Supreme Court has already ordered the mentioned petition to be dismissed. In December 2018, the Company has filed a civil lawsuit against the ex-employee and Thailand Securities Depository Co., Ltd. for recourse. On 8 March 2019, the Central Labour Court has made the judgment ordering the ex-employee, the offender committed the tort, to compensate the Company in the amount of Baht 149 million together with the interest at the rate of 7.5% per annum. There was no appeal from both sides against the Central Labour Court's judgment, therefore, the judgment was final and it is currently under the civil execution procedure. For the court case for recourse Thailand Securities Depository Co., Ltd., the Civil Court has made the judgment on 4 December 2019 ordering Thailand Securities Depository Co., Ltd. to make the repayment to the Company in the amount of Baht 62.55 million together with the interest at the rate of 7.5% per annum. On 4 June 2020, Thailand Securities Depository Co., Ltd. has filed for an appeal against the Civil Court's judgment and on 6 August 2020, the Company has filed a counter appeal against the appeal of Thailand Securities Depository Co., Ltd. This case is now under the review of the Appeal Court.

## **29 Capital Management**

The management of the Group has the capital management policy to maintain a strong capital base by emphasis on planning and determining the operating strategies resulting in good business's performance and sustained good cash flows management. In addition, the Group considers investing in projects which have good rate of return, appropriate working capital management, maintain a strong financial position and appropriate investment structure as to maintain sustained future operations of the business and to maintain shareholders, investors, creditors and others interest's confidence.

## **30 Others**

- (a) On 29 September 2009, the Central Administrative Court ordered 8 governments authorities to order the temporary suspension of the projects or activities representing a total of 76 projects in the Map Ta Phut Industrial Estate and vicinity of Rayong Province. Thereafter, the Supreme Administrative Court and the Central Administrative Court ordered the 12 projects to resume construction. However, the 64 projects were still suspended according to the order of the Central Administrative Court, including 18 projects totaling approximately Baht 57,500 million which mainly are joint ventures projects of SCG Chemicals.

On 2 September 2010, the Central Administrative Court delivered its judgment to revoke permits of the projects, for which such permits were issued after the Constitution B.E. 2550 came into force, and fall within the list of 11 types of serious impact projects issued on 31 August 2010 by the Ministry of Natural Resources and Environment. As a result of the judgment, almost all projects of the Group which are considered as non-serious impact projects are able to continue their operations, except for 1 project of the Group which fall within the list. Around the end of 2012, such project has complied with the paragraph 2 of Article 67 of the Constitution B.E. 2550. The Industrial Estate Authority of Thailand (IEAT) was of the opinion that the project has fulfilled the requirements and accordingly, IEAT has submitted the issue to the prosecutor, requesting the prosecutor to request the Supreme Administrative Court to revoke the temporary suspension order in order to allow the project to resume construction. On 1 April 2013, the prosecutor has filed the petition to the Supreme Administrative Court. Later, in July 2014, the Supreme Administrative Court has revoked the temporary suspension of the project. In October 2014, the Group obtained a permit from IEAT and the project is able to operate as normal.

At present, the plaintiffs and the government authorities have already appealed the judgment of the Central Administrative Court to the Supreme Administrative Court.

- (b) In October 2020, Mawlamyine Cement Limited (“MCL”), a joint venture company incorporated in Myanmar by Pacific Link Cement Industry Ltd. (“PLCI”), has temporarily suspended its production due to lack of limestone, the main raw material for cement manufacturing process. The cause has occurred from the failure to amicably resolve dispute between SCG Cement and PLCI. SCG Cement has filed its claim to an arbitration pursuant to the Joint Venture Agreement with PLCI. This case has been currently considered by the arbitrator. PLCI has also filed a lawsuit against MCL to Myanmar court. This case has been currently considered by Myanmar court.

### **31 Events after the reporting period**

- (a) As disclosed in note 2 (c), the Group has elected to apply accounting guidance on temporary accounting relief measures for additional accounting options in response to impact from the situation of coronavirus pandemic (COVID-19). The guidance expired on 31 December 2020. The Group recognized impact on termination of temporary accounting relief measures since 1 January 2021 that has no material effect on the consolidated financial statement of the Group.
- (b) On 2 November 2020, a subsidiary under Packaging Business has signed a share purchase agreement to acquire a 100% stake in Go-Pak UK Limited (“Go-Pak”), one of leading foodservice packaging solution providers in the UK, European and North American. On 13 January 2021, the business acquisition is completed. The payment is initiated by the first payment of GBP 77.5 million or equivalent to approximately Baht 3,180 million. The remaining payments will be based on Go-Pak’s incremental financial performance, which will range from GBP 30 to 56 million or equivalent to approximately Baht 1,230 to 2,300 million.

This acquisition of Go-Pak is an expansion of the Group’s foodservice packaging. The Group will consolidate assets, liabilities and operating results of Go-Pak in January 2021 onwards.

- (c) At the Board of Directors’ Meeting of the Company held on 27 January 2021, the directors approved the following matters:
  - (1) To submit for approval at the Annual General Meeting of Shareholders, the payment of a dividend for 2020 at the rate of Baht 14.00 per share, totaling approximately Baht 16,800 million. An interim dividend of Baht 5.50 per share was paid on 28 August 2020, as disclosed in note 26. The final dividend will be at the rate of Baht 8.50 per share, payable to shareholders entitled to receive dividends totaling approximately Baht 10,200 million and is scheduled for payment on 23 April 2021. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on 31 March 2021.
  - (2) To issue debentures No.1/2021 on 1 April 2021, amount of Baht 15,000 million. Term of the new debenture is 4 years with fixed interest rate at 2.65% per annum and is to replace the debenture No.1/2017 amount of Baht 25,000 million to be retired for redemption.
- (d) SCG Packaging Public Company Limited (“SCGP”) is in the process of submitting an application to the Securities and Exchange Commission for the issuance and offering of the debentures No. 1/2021 which will be due in 2024 (SCGP24DA) with offering value not exceeding Baht 5,000 million and additional debentures up to Baht 500 million, with a term of 3 years and 8 months at a fixed interest rate of 2.65% per annum. SCGP will issue the debentures on 1 April 2021 and maturity on 1 December 2024. The issuance and offering of debentures is in accordance with the resolution of the Board of Directors’ Meeting of SCGP on 1 December 2020, under SCGP’s debenture scheme in 2021, with the total amount not exceeding Baht 40,000 million at any given moment.

- (e) On 9 February 2021, SCGP has signed a share purchase agreement to acquire a 70% stake in Duy Tan Plastics Manufacturing Corporation (“Duy Tan”). The purchase will be through a newly established subsidiary under Packaging Business. The transaction is expected to be completed in the middle of 2021.

### **32 Thai Financial Reporting Standards (TFRSs) that have been issued but are not yet effective**

The Federation of Accounting Professions has revised TFRSs which are effective for annual accounting periods beginning on or after 1 January 2021 and have not been adopted in the preparation of these consolidated financial statements because they are not yet effective. The Group has assessed the potential initial impact on the financial statements of these revised TFRSs and expected that there will be no material impact on the financial statements in the period of initial application.

**03**

**Financial Statements of  
The Siam Cement Public Company Limited**





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## Independent auditor's report

### To the Shareholders of The Siam Cement Public Company Limited

#### *Opinion*

I have audited the financial statements of The Siam Cement Public Company Limited (the "Company"), which comprise the statement of financial position as at 31 December 2020, the income statement and statement of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2020, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### *Basis for Opinion*

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that is relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### *Key Audit Matters*

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Impairment testing of investments in subsidiaries and associates	
Refer to Notes 2 and 6 to the financial statements.	
The key audit matter	How the matter was addressed in the audit
<p>The management assessed the impairment indicators of investments in subsidiaries and associates given rise to impairment testing by focusing on the business that its performance was below expectations. The impairment testing of investments in subsidiaries and associates highly involves management judgments in identifying whether there are impairment indicators on the investment, including estimating the recoverable amount of the investment, in particular the forecasting of future cash flows derived from financial budget of the subsidiaries and associates, expected growth rates and discount rate for those future cash flows, this is an area of focus in my audit.</p>	<p>My audit procedures focused on assessing the reasonableness of impairment indicators and the key assumptions which underpinned the recoverable amount of investment in subsidiaries and associates.</p> <p>I evaluated the reasonableness of impairment indicator with reference to current market situations and operating environment, industry knowledge, and other information obtained during the audit.</p> <p>I tested significant assumptions which supported discounted cash flows projection, appropriateness of the valuation methodology and discount rate by management concerning recent performance, trend analysis, and tested the mathematical accuracy of the recoverable amount and impairment calculations. Moreover, I evaluated the reasonableness of the forecasting of financial performances by comparing historical forecasts to the actual operating results.</p> <p>I also considered the adequacy of the Company's disclosures in accordance with the financial reporting standard.</p>

#### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.



### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Vairoj Jindamaneevitak)  
Certified Public Accountant  
Registration No. 3565

KPMG Phoomchai Audit Ltd.  
Bangkok  
17 February 2021

## Statement of financial position

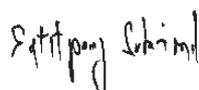
As at 31 December 2020

The Siam Cement Public Company Limited

Assets	Note	2020	2019
<i>(in thousand Baht)</i>			
<b>Current assets</b>			
Cash and cash equivalents	19	10,916,024	11,691,164
Investments in short-term debt instruments	19	26,925,648	9,437,013
Other current receivables	5	1,582,321	1,578,049
Short-term loans	5, 19	96,764,105	114,660,391
Other current assets		212,400	206,977
<b>Total current assets</b>		<b><u>136,400,498</u></b>	<b><u>137,573,594</u></b>
<b>Non-current assets</b>			
Investments in debt instruments	19	3,805,085	1,507,534
Investments in equity instruments	19	10,734,705	3,030,058
Investments in subsidiaries and associates	6	134,473,383	133,421,316
Investment property	7	1,892,071	1,903,911
Property, plant and equipment	8	2,526,046	2,583,959
Other intangible assets	10	1,954,274	2,287,087
Deferred tax assets	11	-	333,388
Other non-current assets		519,121	349,811
<b>Total non-current assets</b>		<b><u>155,904,685</u></b>	<b><u>145,417,064</u></b>
<b>Total assets</b>		<b><u><u>292,305,183</u></u></b>	<b><u><u>282,990,658</u></u></b>

On behalf of the Board of Direct

**Air Chief Marshal**



**Satitpong Sukvimol**  
Chairman



**Roongrote Rangsiyopash**  
President & CEO

The accompanying notes are an integral part of these financial statements.

## Statement of financial position

As at 31 December 2020

The Siam Cement Public Company Limited

<b>Liabilities and shareholders' equity</b>	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b><i>Current liabilities</i></b>			
Other current payables	5	748,996	860,823
Accrued interest expense		1,261,459	1,283,231
Current portion of lease liabilities	19	95,382	-
Current portion of debentures	19	50,000,000	50,000,000
Short-term borrowings	5, 19	5,299,108	6,568,982
Other current liabilities		73,846	75,089
<b>Total current liabilities</b>		<b><u>57,478,791</u></b>	<b><u>58,788,125</u></b>
<b><i>Non-current liabilities</i></b>			
Lease liabilities	19	72,464	-
Debentures	19	124,955,090	125,000,000
Deferred tax liabilities	11	1,230,841	-
Non-current provisions for employee benefits	13	1,233,579	1,205,130
Other non-current liabilities	5	1,056,892	1,305,671
<b>Total non-current liabilities</b>		<b><u>128,548,866</u></b>	<b><u>127,510,801</u></b>
<b>Total liabilities</b>		<b><u>186,027,657</u></b>	<b><u>186,298,926</u></b>

The accompanying notes are an integral part of these financial statements.

## Statement of financial position

As at 31 December 2020

The Siam Cement Public Company Limited

<b>Liabilities and shareholders' equity</b>	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b>Shareholders' equity</b>			
Share capital			
<i>Authorized share capital</i>			
<i>(1,600 million ordinary shares, par value at Baht 1 per share)</i>		<b><u>1,600,000</u></b>	<b><u>1,600,000</u></b>
<i>Issued and paid share capital</i>			
<i>(1,200 million ordinary shares, par value at Baht 1 per share)</i>		1,200,000	1,200,000
Retained earnings			
<i>Appropriated</i>			
Legal reserve	14	160,000	160,000
General reserve		10,516,000	10,516,000
<i>Unappropriated</i>			
Other components of shareholders' equity		<u>6,294,490</u>	<u>31,449</u>
<b>Total shareholders' equity</b>		<b><u>106,277,526</u></b>	<b><u>96,691,732</u></b>
<b>Total liabilities and shareholders' equity</b>		<b><u>292,305,183</u></b>	<b><u>282,990,658</u></b>

The accompanying notes are an integral part of these financial statements.

## Income statement

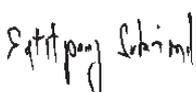
For the year ended 31 December 2020

The Siam Cement Public Company Limited

	Note	2020	2019
<i>(in thousand Baht)</i>			
<b>Revenues</b>			
Dividend income	5	18,463,008	20,303,381
Intellectual property, management fees for administration, and service income	5	7,830,072	8,410,326
Interest income	5, 23	3,165,434	4,565,997
Other income	5, 23	171,328	80,115
<b>Total revenues</b>		<b>29,629,842</b>	<b>33,359,819</b>
<b>Expenses</b>			
Administrative expenses	15	(5,862,659)	(6,300,403)
Employee benefit expense from the amended severance pay of the Labor Law	13, 16	-	(265,735)
Finance costs	5, 23	(5,393,099)	(5,744,680)
<b>Total expenses</b>		<b>(11,255,758)</b>	<b>(12,310,818)</b>
<b>Profit before income tax</b>		<b>18,374,084</b>	<b>21,049,001</b>
Tax expense	17	(26,125)	(174,197)
<b>Profit for the year</b>		<b>18,347,959</b>	<b>20,874,804</b>
<b>Basic earnings per share (in Baht)</b>		<b>15.29</b>	<b>17.40</b>

On behalf of the Board of Direct

**Air Chief Marshal**

  
**Satitpong Sukvimol**  
Chairman



**Roongrote Rangsiyopash**  
President & CEO

The accompanying notes are an integral part of these financial statements.

## Statement of comprehensive income

For the year ended 31 December 2020

The Siam Cement Public Company Limited

	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b>Profit for the year</b>		<b>18,347,959</b>	<b>20,874,804</b>
<b>Other comprehensive income</b>			
<i>Components of other comprehensive income that will be reclassified to profit or loss</i>			
Gain on measurement of financial assets		26,066	37,823
Income tax relating to components of other comprehensive income that will be reclassified to profit or loss	17	<u>(5,213)</u>	<u>(7,564)</u>
<b>Total components of other comprehensive income that will be reclassified to profit or loss</b>		<b>20,853</b>	<b>30,259</b>
<i>Components of other comprehensive income that will not be reclassified to profit or loss</i>			
Defined benefit plan actuarial losses	13	(14,407)	(119,823)
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	17	<u>2,881</u>	<u>23,964</u>
<b>Total components of other comprehensive income that will not be reclassified to profit or loss</b>		<b>(11,526)</b>	<b>(95,859)</b>
<b>Other comprehensive income for the year, net of tax</b>		<b><u>9,327</u></b>	<b><u>(65,600)</u></b>
<b>Total comprehensive income for the year</b>		<b><u><u>18,357,286</u></u></b>	<b><u><u>20,809,204</u></u></b>

The accompanying notes are an integral part of these financial statements.

## Statement of changes in shareholders' equity

For the year ended 31 December 2020  
The Siam Cement Public Company Limited

	Retained earnings				Other components of shareholders' equity			
	Issued and paid share capital	Appropriated	Unappropriated	Gain on investments in equity instruments measured at fair value <i>(in thousand Baht)</i>	Gain on measuring financial assets	Total other components of shareholders' equity	Total shareholders' equity	
<b>Balance at 1 January 2019</b>	<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>83,804,264</b>	<b>1,190</b>	<b>1,190</b>	<b>95,681,454</b>	
<b>Transactions with owners, recorded directly in shareholders' equity</b>								
<i>Contributions by and distributions to owners of the Company</i>								
Dividends	-	-	-	(19,798,926)	-	-	(19,798,926)	
<b>Total contributions by and distributions to owners of the Company</b>				<b>(19,798,926)</b>			<b>(19,798,926)</b>	
<b>Comprehensive income for the year</b>								
Profit or loss	-	-	-	20,874,804	-	-	20,874,804	
Other comprehensive income	-	-	-	(95,859)	30,259	-	(65,600)	
<b>Total comprehensive income for the year</b>				<b>20,778,945</b>	<b>30,259</b>	<b>30,259</b>	<b>20,809,204</b>	
<b>Balance at 31 December 2019</b>	<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>84,784,283</b>	<b>31,449</b>	<b>31,449</b>	<b>96,691,732</b>	
<b>Balance at 31 December 2019 - as reported</b>	<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>84,784,283</b>	<b>31,449</b>	<b>31,449</b>	<b>96,691,732</b>	
Impact of changes in accounting policies	-	-	-	(264)	264	-	6,226,267	
<b>Balance at 1 January 2020</b>	<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>84,784,019</b>	<b>31,713</b>	<b>6,257,980</b>	<b>102,917,999</b>	
<b>Transactions with owners, recorded directly in shareholders' equity</b>								
<i>Contributions by and distributions to owners of the Company</i>								
Dividends	-	-	-	(14,997,759)	-	-	(14,997,759)	
<b>Total contributions by and distributions to owners of the Company</b>				<b>(14,997,759)</b>			<b>(14,997,759)</b>	
<b>Comprehensive income for the year</b>								
Profit or loss	-	-	-	18,347,959	-	-	18,347,959	
Other comprehensive income	-	-	-	(27,183)	20,853	-	9,327	
<b>Total comprehensive income for the year</b>				<b>18,320,776</b>	<b>20,853</b>	<b>36,510</b>	<b>18,357,286</b>	
<b>Balance at 31 December 2020</b>	<b>1,200,000</b>	<b>160,000</b>	<b>10,516,000</b>	<b>88,107,036</b>	<b>52,566</b>	<b>6,294,490</b>	<b>106,277,526</b>	

The accompanying notes are an integral part of these financial statements.

## Statement of cash flows

For the year ended 31 December 2020

The Siam Cement Public Company Limited

	2020	2019
	<i>(in thousand Baht)</i>	
<b><i>Cash flows from operating activities</i></b>		
Profit for the year	18,347,959	20,874,804
<b><i>Adjustments for</i></b>		
Tax expense	26,125	174,197
Depreciation and amortization	821,537	730,394
Employee benefit expense	86,805	345,817
Loss (gain) on foreign currency exchange	1,274	(9,878)
Dividend income	(18,463,008)	(20,303,381)
Interest income	(3,096,933)	(4,478,793)
Interest expense	5,362,969	5,700,252
Gain on sale of investments and others	(65,222)	(13,213)
<b>Cash flows generated from operations</b>	<b>3,021,506</b>	<b>3,020,199</b>
<b>before changes in operating assets and liabilities</b>	<b>3,021,506</b>	<b>3,020,199</b>
<b><i>Decrease (increase) in operating assets</i></b>		
Other current receivables	311	235,951
Other assets	3,203	3,382
<b>Net decrease in operating assets</b>	<b>3,514</b>	<b>239,333</b>
<b><i>Increase (decrease) in operating liabilities</i></b>		
Other current payables	(56,645)	(20,358)
Provisions for employee benefits	(72,763)	(84,905)
Other liabilities	(221,933)	(97,078)
<b>Net decrease in operating liabilities</b>	<b>(351,341)</b>	<b>(202,341)</b>
<b>Net cash flows generated from operations</b>	<b>2,673,679</b>	<b>3,057,191</b>
Income tax paid	(229,853)	(108,608)
<b>Net cash flows provided by operating activities</b>	<b>2,443,826</b>	<b>2,948,583</b>

The accompanying notes are an integral part of these financial statements.

## Statement of cash flows

For the year ended 31 December 2020

The Siam Cement Public Company Limited

	<i>Note</i>	2020	2019
		<i>(in thousand Baht)</i>	
<b><i>Cash flows from investing activities</i></b>			
Payments of investments in subsidiaries	6	(1,052,067)	(295,750)
Proceeds from sale of others' equity and debt instruments		56,058,784	59,207,349
Acquisition of others' debt instruments		(75,701,652)	(47,014,845)
Acquisition of property, plant and equipment, and intangible assets		(211,440)	(257,401)
Proceeds from repayment of loans to (loans to) related parties	5	17,896,287	(7,938,984)
Dividends received		18,515,504	20,304,917
Interest received		3,076,273	4,544,880
<b>Net cash flows provided by investing activities</b>		<b>18,581,689</b>	<b>28,550,166</b>
<b><i>Cash flows from financing activities</i></b>			
<b><i>Proceeds from (payments of) borrowings</i></b>			
Payments of short-term borrowings from related parties	5	(1,269,875)	(1,834,145)
Payments of lease liabilities		(99,806)	-
Proceeds from issuance of debentures		50,000,000	25,000,000
Redemption of debentures		(50,000,000)	(31,500,000)
<b>Net decrease in borrowings</b>		<b>(1,369,681)</b>	<b>(8,334,145)</b>
Dividends paid		(14,997,759)	(19,798,926)
Interest paid		(5,433,215)	(5,802,928)
<b>Net cash flows used in financing activities</b>		<b>(21,800,655)</b>	<b>(33,935,999)</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(775,140)</b>	<b>(2,437,250)</b>
Cash and cash equivalents at beginning of the year		11,691,164	14,128,414
<b>Cash and cash equivalents at end of the year</b>		<b>10,916,024</b>	<b>11,691,164</b>

The accompanying notes are an integral part of these financial statements.

# Notes to the financial statements

For the year ended 31 December 2020

The Siam Cement Public Company Limited

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai and English languages, and were approved and authorized for issue by the audit committee, as appointed by the Board of Directors of the Company, on 17 February 2021.

## **1 General information**

The Siam Cement Public Company Limited, the “Company”, is incorporated in Thailand. The Company’s registered office is at 1 Siam Cement Road, Bangsue, Bangkok 10800, Thailand.

The Company holds investments in the following core business segments: Cement-Building Materials Business, Chemicals Business and Packaging Business.

## **2 Basis of preparation of the financial statements**

### **(a) Statement of compliance**

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRSs”); guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission.

The new and revised TFRSs are effective for annual accounting periods beginning on or after 1 January 2020. The initial application of these new and revised TFRSs have resulted in changes in certain of the Company’s accounting policies.

The Company has initially applied TFRS - Financial instruments standards which comprise TFRS 9 *Financial Instruments* and relevant standards and interpretations and TFRS 16 *Leases* and disclosed impact from changes to significant accounting policies in note 3.

### **(b) Functional and presentation currency**

The financial statements are presented in Thai Baht, which is the Company’s functional currency. All financial information presented in Thai Baht has been rounded in the notes to the financial statements to the nearest million unless otherwise stated.

### **(c) Use of estimates and judgments**

The preparation of financial statements in conformity with TFRSs requires management to make judgments, estimates and assumptions that affect the application of the Company’s accounting policies. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized prospectively.

(1) Judgments

Information about judgments made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

Note 4 (g) and 9	Leases: - whether an arrangement contains a lease; - whether the Company is reasonably certain to exercise extension options.
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(2) Assumptions and estimation uncertainties

Information about assumption and estimation uncertainties at 31 December 2020 that have a significant risk of resulting in material adjustments to the carrying amounts of assets and liabilities in the next financial year is included in the following notes:

Note 4 (g)	Determining the incremental borrowing rate to measure lease liabilities;
Note 6, 7, 8, 10	Impairment test: key assumptions underlying recoverable amounts;
Note 11	Recognition of deferred tax assets: availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilized;
Note 13	Measurement of defined benefit obligations: key actuarial assumptions;
Note 19	- Measurement of ECL allowance for receivables: key assumptions in determining the weighted-average loss rate; - Determining the fair value of financial instruments on the basis of significant unobservable inputs; and
Note 20	Recognition and measurement of provisions and contingencies.

*Impact of COVID-19 Outbreak*

The COVID-19 outbreak resulted in estimation uncertainty. The Company elected to apply accounting guidance on temporary relief measures for additional accounting options in response to impact from the COVID-19 outbreak for transactions related to financial statements as at 31 December 2020. The Company elected to measure investment in non-marketable equity instruments at using fair values at 1 January 2020.

### 3 Changes in accounting policies

From 1 January 2020, the Company has initially applied TFRS - Financial instruments standards and TFRS 16. Impact of changes in accounting policies are as follows:

#### (a) TFRS - Financial instruments standards

These TFRS - Financial instruments standards establish requirements related to definition, recognition, measurement and impairment of financial assets and financial liabilities, including accounting for derivatives and hedge accounting. The details of accounting policies are disclosed in note 4 (h). The impact from adoption of TFRS - Financial instruments standards are as follows:

##### (1) Classification - Financial assets

TFRS 9 classifies financial assets into three categories: measured at amortized cost, fair value to other comprehensive income (FVOCI) and fair value to profit or loss (FVTPL). The standard eliminates the existing classification of held-to-maturity debt instruments, available-for-sale instruments, trading instruments and general investments as specified by TAS 105. The classification under TFRS 9 is based on the cash flow characteristics of the financial assets and the business model in which they are managed. Under TFRS 9, derivatives are measured at FVTPL. It replaces accounting policies of the Company on recognition of revaluation exchange rate at the end of period or when the derivatives were exercised.

The classification - Financial assets under TFRS 9 has no material effect on current investments, investments held as available for sale and derivatives. However, the Company has long-term investments recognized at cost less any impairment losses. On 1 January 2020, the Company classified them as FVOCI which are recognized increasing in the long-term investments amounting to Baht 7,783 million and net deferred tax liabilities that resulted increasing in other components of equity amounting to Baht 6,226 million. For the classification of investments in equity instruments, the Company has options to classify the categories of measurement for each investment according to its objective.

##### (2) Measurement at amortized cost

Under TFRS 9, interest income and interest expenses recognized from all financial assets and financial liabilities measured at amortized cost shall be calculated using effective interest rate method. The adoption of TFRS 9 has no material effect on the financial statements of the Company.

##### (3) Classification - Financial liabilities

TFRS 9 introduces a new classification and measurement approach for financial liabilities consisting of two principal classification categories: amortized cost and FVTPL. A financial liability is classified as financial liabilities measured at FVTPL if it is held for trading, a derivative or designated as such on the initial recognition.

The Company classified other financial liabilities which are not held for trading or derivative measured at amortized cost. The adoption of TFRS 9 has no material effect on the financial statements of the Company.

#### (4) Hedge accounting

TFRS 9 introduces guidance on hedge accounting while previous TFRSs are silent. There are three hedge accounting models and the type of model applied depends on the hedged exposures consisting of a fair value exposure, a cash flow exposure or a foreign currency exposure on a net investment in a foreign operation. Under TFRS 9, the Company is required to ensure that hedge accounting relationships are aligned with the Company's risk management objectives and strategies and to apply a more qualitative and forward-looking approach to assess hedge effectiveness.

Accordingly, TFRS 9 provides an option to apply hedge accounting when the transactions are qualified. At the initial date of the first time adoption, the Company has no effect from this matter.

#### (5) Impairment - Financial assets

TFRS 9 introduces forward-looking 'expected credit loss' (ECL) model of financial assets whereas previously the Company estimates allowance for doubtful account by analyzing payment histories and future expectation of customer payment. TFRS 9 requires considerable judgment about how changes in economic factors affect ECLs, which will be determined on a probability-weighted basis. The new impairment model applies to financial assets measured at amortized cost or fair value to other comprehensive income, except for investments in equity instruments.

The Company made an assessment of the impairment of financial assets under TFRS 9. This adoption has no material effect on the financial statements of the Company.

#### **(b) TFRS 16 Leases**

Previously, the Company, as a lessee, recognized payments made under operating leases in profit or loss on a straight-line basis over the term of the lease. When TFRS 16 is effective from 1 January 2020, it introduces a single lessee accounting model for lessees. A lessee recognizes a right-of-use asset and a lease liability. There are recognition exemptions for short-term leases or leases of low-value items.

The Company applied TFRS 16 for the first time on 1 January 2020 using the modified retrospective approach by recognizing cumulative impact of right-of-use assets and lease liabilities with no restatement of comparative information. The Company elected to use some practical expedients as stated by TFRS 16.

The Company made an assessment of TFRS 16 adoption. On 1 January 2020, the Company recognized the increase in right-of-use assets amounting to Baht 187 million while the prepaid rental expenses decrease amounting to Baht 36 million which affect to increase in lease liabilities amounting to Baht 151 million. The nature of expenses related to those leases will change as the Company will recognize depreciation of right-of-use assets and interest expenses on lease liabilities. The operating lease commitment as at 31 December 2019 was discounted using the incremental borrowing rate and used of exemption for short-term lease and low-value items lease assets. Therefore, the Company has recognized increasing in lease liabilities as at 1 January 2020 amounting to Baht 151 million. Incremental borrowing rates were 1.81% to 2.71% and 4.16 % per annum.

#### **4 Significant accounting policies**

The accounting policies set out below have been applied consistently to all periods presented in these financial statements except as explained in note 3.

##### **(a) Cash and cash equivalents**

Cash and cash equivalents in the statement of cash flows comprise cash on hand, saving deposits, current deposits and highly liquid short-term investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

In addition, bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

##### **(b) Other receivables and contract assets**

A receivable is recognized when the Company has an unconditional right to receive consideration. If revenue has been recognized before the Company has an unconditional right to receive consideration, the amount is presented as a contract asset.

A receivable is measured at transaction price less allowance for expected credit loss (2019: allowance for doubtful accounts) and contract assets are measured at the amount of consideration that the Company is entered to, less impairment losses.

##### **(c) Investments in subsidiaries and associates**

Investments in subsidiaries and associates are accounted for using the cost method.

##### **(d) Investment property**

Investment properties are properties which are held as right-of-use assets, as well as properties that are owned by the Company. Investment properties are held to earn rental income, for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labor, and other costs directly attributable to bringing the investment property to a working condition for its intended use and capitalized borrowing costs of a qualifying asset.

Any gains and losses on disposal of investment properties are determined by comparing the proceeds from disposal with the carrying amount of investment property, and are recognized in profit or loss.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each property. The estimated useful lives are as follows:

Land improvements	5, 20 years
Buildings and structures	20, 40 years

No depreciation is provided on freehold land or assets under construction.

#### *Reclassification to property, plant and equipment*

When the use of an investment property changes such that it is reclassified as property, plant and equipment, its carrying amount at the date of reclassification becomes its cost for subsequent accounting.

### **(e) *Property, plant and equipment***

#### *Owned assets*

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labor, any other costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalized borrowing costs of a qualifying asset. Licensed software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

When parts of an item of property, plant and equipment have different consumption patterns and useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognized in profit or loss.

#### *Reclassification to investment property*

When the use of a property changes from owner-occupied to investment property, its carrying amount is recognized and reclassified as investment property.

#### *Subsequent costs*

The cost of replacing a part of an item of property, plant and equipment, including major inspections, is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

### *Depreciation*

Depreciation is calculated based on the depreciable amount, which is the cost of property, plant and equipment, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. The estimated useful lives are as follows:

Land improvements	5 years
Buildings and structures	5, 20, 40 years
Machinery and equipment	5, 10, 20 years
Transportation and equipment	5 years
Furniture, fixtures and office equipment	3, 5 years

No depreciation is provided on freehold land or assets under construction.

Depreciation methods, useful lives and residual values are reviewed at each reporting period and adjusted if appropriate.

### **(f) *Other intangible assets***

#### *Research and development*

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognized in profit or loss as incurred.

Development activities involve a plan or design for the production of new or substantially improved products and processes. Development expenditure is capitalized only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Company intends to and has sufficient resources to complete development and to use or sell the asset. The expenditure capitalized includes the cost of materials, direct labor, other costs that are directly attributable to preparing the asset for its intended use, and capitalized borrowing costs of a qualifying asset. Other development expenditure which cannot capitalize to qualifying asset will be recognized in profit or loss as incurred.

Capitalized development expenditure is measured at cost less accumulated amortization and accumulated impairment losses.

#### *Other intangible assets*

Other intangible assets that are acquired by the Company, which have finite useful lives, are measured at cost less accumulated amortization and accumulated impairment losses.

#### *Subsequent expenditure*

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates.

### *Amortization*

Amortization is calculated based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The estimated useful lives are as follows:

License fee	Term of agreements
Software licenses	3, 5, 10 years
Others	5, 10, 25 years

No amortization is provided on assets under development.

Amortization methods, useful lives and residual values are reviewed at each reporting period and adjusted if appropriate.

### **(g) Leases**

#### ***Accounting policies applicable from 1 January 2020***

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in TFRS 16.

#### *As a lessee*

At commencement or on modification of a contract that contains a lease component, the Company will allocate the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Company has elected not to separate non-lease components and accounted for the lease and non-lease components as a single lease component.

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognized as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability.

The cost of right-of-use asset includes the initial amount of the lease liability, any lease payments made at or before the commencement date, any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received.

Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful lives of the underlying asset which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the implicit interest rate in the lease or, if that rate cannot be readily determined, the Company uses incremental borrowing rate. The lease payments included fixed payments less any lease incentive receivable and amounts expected to be payable under a residual value guarantee. The lease payments also include amount under purchase, extension or termination option if the Company is reasonably certain to exercise option. Variable lease payments that depend on usage are recognized as expenses in the accounting period in which they are incurred.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in lease term, change in lease payments, change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of purchase, extension or termination options. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company presents right-of-use assets that do not meet the definition of investment property in property, plant and equipment in the statement of financial position.

#### *As a lessor*

At inception or on modification of a contract that contains a lease component and one or more additional lease or non-lease components, the Company allocates the consideration in the contract to each component on the basis of their relative standalone prices.

When the Company acts as a lessor, it determines at lease inception whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

The Company recognizes lease payments received under operating leases on a straight-line basis over the term of rent.

#### ***Accounting policies applicable before 1 January 2020***

As a lessee, leases in terms of which the Company substantially assumes all the risk and rewards of ownership are classified as finance leases. Property, plant and equipment acquired by way of finance leases is capitalized at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and impairment losses. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to the profit or loss.

Assets held under other leases were classified as operating leases and lease payments are recognized in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognized in profit or loss as an integral part of the total lease expense, over the term of the lease. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

As a lessor, rental income from investment property is recognized in profit or loss on a straight-line basis over the term of the lease.

**(h) *Impairment of financial assets***

***Accounting policies applicable from 1 January 2020***

The Company recognizes allowances for expected credit losses (ECLs) on financial assets measured at amortized cost (such as cash and cash equivalents, receivables, loans to related parties and investments in debt instruments) and investment in debt instruments measured at FVOCI.

***Measurement of ECLs***

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are measured on either of the following bases:

- 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date; or
- lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of a financial instrument.

Loss allowances for receivables are measured at an amount equal to lifetime ECLs. ECLs on these financial assets are estimated using a provision matrix based on historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both current and forecast general economic conditions at the reporting date.

Loss allowances for all other financial instruments such as investments in debt instruments, the Company recognizes ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Company is exposed to credit risk.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the ability to meet its obligation to the Company.

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realizing security (if any is held); or
- the financial asset is more than 90 days past due.

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Increased in loss allowance is recognized as an impairment loss in profit or loss.

#### *Write-off*

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognized as a reversal of impairment in profit or loss in the period in which the recovery occurs.

#### *Accounting policies applicable before 1 January 2020*

The Company's financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognized if the carrying amount of an asset exceeds its recoverable amount. The impairment loss is recognized in profit or loss.

When a decline in the fair value of an available-for-sale financial asset has been recognized in other comprehensive income and there is objective evidence that the value of the asset is impaired, the cumulative loss that had been recognized in other comprehensive income will be recognized in profit or loss even though the financial asset has not been derecognized. The amount of the cumulative loss that is recognized in profit or loss is the difference between current fair value and the acquisition cost, less any impairment loss on that financial asset previously recognized in profit or loss.

#### *Calculation of recoverable amount*

The recoverable amount of held-to-maturity instruments carried at amortized cost is calculated as the present value of the estimated future cash flows discounted at the original effective interest rate.

The recoverable amount of available-for-sale financial assets is calculated by reference to the fair value.

#### *Reversal of impairment*

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognized in profit or loss.

**(i) Impairment of non-financial assets**

The carrying amounts of the Company's assets are reviewed at each reporting period to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognized in profit or loss.

*Calculation of recoverable amount*

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

*Reversals of impairment*

Impairment losses recognized in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

**(j) Trade and other payables**

Trade and other payables are stated at cost.

**(k) Contract liabilities**

A contract liability is the obligation to transfer goods or services to the customer. A contract liability is recognized when the Company receives or has an unconditional right to receive non-refundable consideration from the customer before the Company recognizes the related revenue.

**(l) Employee benefits**

*Defined contribution plans*

Obligations for contributions to defined contribution plans are expensed as the related service is provided.

*Defined benefit plans*

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount.

The calculation of defined benefit obligations is performed by a qualified actuary using the projected unit credit method which is based on actuarial valuation method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognized in other comprehensive income. The Company determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss. The Company recognizes gains and losses on the settlement of a defined benefit plan when the settlement occurs.

#### *Other long-term employee benefits*

The Company's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognized in profit or loss in the period in which they arise.

#### *Termination benefits*

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

#### *Short-term employee benefits*

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

### **(m) Provisions**

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance costs.

### **(n) Fair value measurement**

'Fair value' is the price that would be received from selling an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value of a liability reflects its non-performance risk.

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

When one is available, the Company measures the fair value of the financial instrument using the quoted price in an active market for that instrument. A market is regarded as 'active' if transactions for selling and purchasing of the asset or liability take place frequently with sufficient volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Company uses valuation techniques that maximize the use of relevant observable inputs and minimize the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price. If the Company determines that the fair value on initial recognition differs from the transaction price. The financial instrument will be initially measured at fair value. The difference between the fair value on initial recognition and the transaction price will be recognized in profit or loss on an appropriate basis.

Measuring the fair value of an asset or liability, the Company uses observable market data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Company can access at the measurement date.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. observable prices).
- Level 3: inputs are unobservable inputs for the asset or liability.

If the inputs used to measure the fair value of an asset or liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

## **(o) Revenue**

Revenue is recognized when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties and value added tax.

### *Service fee income*

Intellectual property income, management fees for administration and service income are recognized on an accrual basis in accordance with the terms of agreement.

### *Rental income*

Rental income is recognized in profit or loss on a straight-line basis over the term of the rent.

### *Dividend income*

Dividend income is recognized in profit or loss on the date the Company's right to receive payments is established.

### **(p) Interest**

Interest income or expense is recognized using the effective interest method. The EIR is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortized cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortized cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to carrying amount of the financial assets after impairment losses. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

### **(q) Expenses**

#### *Finance costs*

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions and contingent consideration, and dividends on preference shares classified as liabilities.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss using the effective interest method.

#### *Early retirement expenses*

The Company offered certain qualifiable employees the option to take early retirement from the Company. Eligible employees who accept the offer are paid a lump sum amount which is calculated based on a formula using their final month's pay, number of years of service or the number of remaining months before normal retirement as variables. The Company records expenses on early retirement upon mutual acceptance.

### **(r) Income tax**

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognized in profit or loss except to the extent that they relate to items recognized directly in equity or in other comprehensive income.

#### *Current tax*

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantially enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

### *Deferred tax*

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the end of the reporting period.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Company to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans of the Company. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

### **(s) *Foreign currencies***

#### *Foreign currency transactions*

Transactions in foreign currencies are translated to the respective functional currencies of the Company at the foreign exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated to the functional currencies at the exchange rates at that date. Foreign exchange differences are recognized in profit or loss.

Non-monetary assets and liabilities which include arising from the payment or receipt of advance consideration measured at cost in foreign currencies are translated to the functional currency at the exchange rates at the dates of the transactions.

Non-monetary assets and liabilities measured at fair value in foreign currencies are translated to the functional currency at the exchange rates at the dates that the fair value was measured.

**(t) Financial instruments**

***Accounting policies applicable from 1 January 2020***

*(1) Recognition and initial measurement*

Receivables, debt instruments issued and trade payables are initially recognized when they are originated. All other financial assets and financial liabilities are initially recognized when the Company becomes a party to the contractual provisions of the instrument.

A receivable without a significant financing component is initially measured at the transaction price. A financial asset and financial liability measured at FVTPL is initially measured at fair value. All other financial assets and financial liabilities (unless it is a receivable without a significant financing component or measured at FVTPL) are initially measured at fair value plus transaction costs that are directly attributable to its acquisition or issuance.

*(2) Classification and subsequent measurement*

*Financial assets - classification*

On initial recognition, a financial asset is classified as measured at: amortized cost; fair value to other comprehensive income (FVOCI); or fair value to profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortized cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

### *Financial assets - business model assessment*

The Company makes an assessment of a business model of financial assets by considering policy and objective of investing, risk and return on investment.

### *Financial assets - assessment whether contractual cash flows are solely payments of principal and interest*

For the purposes of this assessment, ‘principal’ is defined as the fair value of the financial asset on initial recognition. ‘Interest’ is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features; and
- terms that limit the Company’s claim to cash flows from specified assets (e.g. non-recourse features).

### *Financial assets - subsequent measurement and gains and losses*

Financial assets at amortized cost	These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.
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Investments in debt instruments at FVOCI	These assets are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gains and losses and impairment are recognized in profit or loss. Other net gains and losses are recognized in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to profit or loss.
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Investments in equity instruments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in other comprehensive income and are never reclassified to profit or loss.
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### *Financial liabilities - classification, subsequent measurement and gains and losses*

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

### *(3) Derecognition*

#### *Financial assets*

The Company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognized in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognized.

#### *Financial liabilities*

The Company derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired. The Company also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in profit or loss.

### *(4) Offsetting*

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

## *Accounting policies applicable before 1 January 2020*

### *Investments in other debt and equity instruments*

Debt instruments and marketable equity instruments held for trading are classified as current assets and are stated at fair value, with any resultant gain or loss recognized in profit or loss.

Debt instruments that the Company has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are stated at amortized cost, less any impairment losses. The difference between the acquisition cost and redemption value of such debt instruments is amortized using the effective interest rate method over the period to maturity.

Debt instruments and marketable equity securities, other than held for trading or intended to be held to maturity, are classified as available-for-sale investments. Available-for-sale investments are, subsequent to initial recognition, stated at fair value, and recognized change of fair value to other comprehensive income. Where investments are interest-bearing, interest calculated using the effective interest method is recognized in profit or loss.

Investment in equity instruments which are not marketable are stated at cost less any impairment losses.

The fair value of financial instruments classified as held-for-trading and available-for-sale is determined as the quoted bid price at the reporting date.

### *Disposal of investments*

On disposal of an investment, the difference between net disposal proceeds and the carrying amount together with the associated cumulative gain or loss from change of fair value that was reported in other comprehensive income is recognized in profit or loss.

If the Company disposes of part of its holding of a particular investment, the deemed cost of the part sold is determined using the weighted average method applied to the carrying value of the total holding of the investment.

## 5 Related parties

Parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa.

Significant transactions with related parties for the years ended 31 December and the pricing policies are summarized as follows:

	2020	2019	Pricing policies
	<i>(in million Baht)</i>		
<i>Subsidiaries</i>			
Dividend income	17,425	17,933	Upon declaration
Intellectual property income, service income and others	6,306	6,702	Based on percentage of revenue from sales and comparable cost plus method
Interest income	2,769	4,186	Contract rate
Interest expense	36	66	Contract rate
<i>Associates</i>			
Dividend income	380	499	Upon declaration
Intellectual property income, management fees for administration, service income and others	1,249	1,294	Based on percentage of revenue from sales and comparable cost plus method
<i>Other</i>			
Dividend income	658	1,871	Upon declaration
Management fees for administration, service income and others	311	371	Based on percentage of revenue from sales and comparable cost plus method

Balances as at 31 December with related parties were as follows:

	2020	2019
	<i>(in million Baht)</i>	
<i>Other current receivables - Current accounts</i>		
Subsidiaries	1,023	1,012
Associates	376	417
Other	42	40
<b>Total</b>	<b>1,441</b>	<b>1,469</b>
 <i>Short-term loans - Notes receivable</i>		
Subsidiaries	<b>96,764</b>	<b>114,660</b>

Movements during the years on short-term loans to related parties were as follows:

	2020	2019
	<i>(in million Baht)</i>	
At 1 January	114,660	106,721
Increase	40,708	73,208
Decrease	(58,604)	(65,269)
<b>At 31 December</b>	<b>96,764</b>	<b>114,660</b>

	2020	2019
	<i>(in million Baht)</i>	
<i>Other current payables and other non-current liabilities</i>		
<i>Current accounts</i>		
Subsidiaries	40	56
Associates	15	20
<b>Total</b>	<b>55</b>	<b>76</b>
 <i>Advance received from software licenses</i>		
Subsidiaries	842	986
Associates	25	29
Other	7	3
<b>Total</b>	<b>874</b>	<b>1,018</b>
 <i>Short-term borrowings - Notes payable</i>		
Subsidiaries	<b>5,299</b>	<b>6,569</b>

Movements during the years on short-term borrowings from related parties were as follows:

	2020	2019
	<i>(in million Baht)</i>	
At 1 January	6,569	8,403
Increase	4,217	2,348
Decrease	(5,487)	(4,182)
<b>At 31 December</b>	<b>5,299</b>	<b>6,569</b>

## *The Board of Directors and key management compensation*

	2020	2019
	<i>(in million Baht)</i>	
<b><i>For the years ended 31 December</i></b>		
Short-term employee benefits	149	152
Post-employment benefits	8	23
<b>Total</b>	<b><u>157</u></b>	<b><u>175</u></b>

The Board of Directors and key management compensation comprises the remuneration paid to the directors of The Siam Cement Public Company Limited under the articles of the Company and the remuneration paid to the management as staffs expenses in terms of salary, bonus, others and contribution to defined contribution plans.

## **6 Investments in subsidiaries and associates**

Movements for the years ended 31 December in investments in subsidiaries and associates accounted for using the cost method were as follows:

	2020	2019
	<i>(in million Baht)</i>	
<b>At 1 January</b>	<b>133,421</b>	<b>133,125</b>
Acquisitions and additional investments	1,052	296
<b>At 31 December</b>	<b><u>134,473</u></b>	<b><u>133,421</u></b>

Investments in subsidiaries and associates as at 31 December and dividends from these investments for the years ended at the same date were as follows:

	Total holding		Cost method		Accumulated impairment losses		Net		Dividend income	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
	(%)				<i>(in million Baht)</i>					
Cement-Building										
Materials Business	100	100	70,999	69,952	(111)	(111)	70,888	69,841	410	1,358
Chemicals Business	100	100	44,084	44,084	-	-	44,084	44,084	13,940	12,955
Packaging Business	72	99	17,363	17,363	-	-	17,363	17,363	1,300	1,720
Other	100	100	2,279	2,274	(141)	(141)	2,138	2,133	2,154	2,399
<b>Total</b>			<b><u>134,725</u></b>	<b><u>133,673</u></b>	<b><u>(252)</u></b>	<b><u>(252)</u></b>	<b><u>134,473</u></b>	<b><u>133,421</u></b>	<b><u>17,804</u></b>	<b><u>18,432</u></b>

In the fourth quarter of 2019, the Extraordinary General Meeting of the Shareholders of SCG Packaging Public Company Limited approved interim dividend payment for the year 2019 of cash dividend and common stock dividend. The Company is entitled to receive common stock dividend of 1,548 million shares at the par value Baht 1 per share, totaling Baht 1,548 million.

In January 2020, SCG Distribution Co., Ltd. called for the payment of share capital totaling Baht 1,047 million.

In the fourth quarter of 2020, SCG Packaging Public Company Limited (“SCGP”), a subsidiary in packaging business, had Allocated Newly Issued Ordinary Shares of in the Initial Public Offering (IPO), totaling 1,166.92 million shares (including allocated newly issued ordinary shares for the exercise right of the Over-Allotment Agent), net amounting to Baht 40,092 million. As a result, the Company’s ownership was decreased from 99% to 72%.

## 7 Investment property

	Land and land improvements	Buildings and structures <i>(in million Baht)</i>	Total
<b><i>Cost</i></b>			
At 1 January 2019	1,619	616	2,235
<b>At 31 December 2019 and 2020</b>	<b>1,619</b>	<b>616</b>	<b>2,235</b>
<b><i>Accumulated depreciation</i></b>			
At 1 January 2019	107	212	319
Depreciation charge for the year	-	12	12
<b>At 31 December 2019</b>	<b>107</b>	<b>224</b>	<b>331</b>
Depreciation charge for the year	-	12	12
<b>At 31 December 2020</b>	<b>107</b>	<b>236</b>	<b>343</b>
<b><i>Carrying Amount</i></b>			
<b>At 31 December 2019</b>	<b>1,512</b>	<b>392</b>	<b>1,904</b>
<b>At 31 December 2020</b>	<b>1,512</b>	<b>380</b>	<b>1,892</b>

The Company determined fair value of investment properties as at 31 December 2020 at open market values on an existing use basis. The fair value was Baht 5,086 million (2019: Baht 4,847 million).

The fair value measurement for investment property has been categorized as a Level 3 fair value based on the inputs to the valuation technique used, which is the discounted cash flows and market approach.

## 8 Property, plant and equipment

	Land and land improvements	Buildings and structures	Machinery and equipment	Transportation and equipment <i>(in million Baht)</i>	Furniture, fixtures and office equipment	Construction in progress	Total
<b>Cost</b>							
At 1 January 2019	923	3,263	1,220	22	628	1	6,057
Additions	2	12	24	-	24	1	63
Disposals/written off	(4)	(3)	(2)	-	(22)	(1)	(32)
Transfers in (out)	-	-	-	-	-	(1)	(1)
<b>At 31 December 2019 as reported</b>	<b>921</b>	<b>3,272</b>	<b>1,242</b>	<b>22</b>	<b>630</b>	-	<b>6,087</b>
Impact of changes in accounting policies	36	7	-	114	30	-	187
<b>At 1 January 2020</b>	<b>957</b>	<b>3,279</b>	<b>1,242</b>	<b>136</b>	<b>660</b>	-	<b>6,274</b>
Additions	68	6	13	69	17	4	177
Disposals/written off	(6)	(14)	(4)	(25)	(9)	-	(58)
Transfers in (out)	-	-	2	-	-	(2)	-
<b>At 31 December 2020</b>	<b>1,019</b>	<b>3,271</b>	<b>1,253</b>	<b>180</b>	<b>668</b>	<b>2</b>	<b>6,393</b>
<b>Accumulated depreciation and accumulated losses</b>							
At 1 January 2019	728	1,555	402	19	492	-	3,196
Depreciation charges for the year	17	149	83	1	54	-	304
Impairment losses	-	-	34	-	-	-	34
Disposals/written off	(4)	(3)	(2)	-	(22)	-	(31)
<b>At 31 December 2019</b>	<b>741</b>	<b>1,701</b>	<b>517</b>	<b>20</b>	<b>524</b>	-	<b>3,503</b>
Depreciation charges for the year	53	141	81	52	61	-	388
Disposals/written off	(6)	(9)	(1)	(5)	(3)	-	(24)
<b>At 31 December 2020</b>	<b>788</b>	<b>1,833</b>	<b>597</b>	<b>67</b>	<b>582</b>	-	<b>3,867</b>
<b>Carrying amount</b>							
<b>At 31 December 2019</b>							
Owned assets	180	1,571	725	2	106	-	2,584
<b>At 31 December 2020</b>							
Owned assets	169	1,434	656	2	65	2	2,328
Right-of-use assets	62	4	-	111	21	-	198

In 2020, additions to the right-of-use assets of the Company were Baht 109 million.

## 9 Leases

### *As a lessee*

Mainly the Company's lease contracts are land and transportation, which term are 2 to 5 years and 30 years. The rental is payable periodically prepaid.

### *For the years ended 31 December*

2020                      2019  
*(in million Baht)*

### *Amounts recognized in profit or loss*

Depreciation of right-of-use assets:

- Land and land improvements	42	-
- Buildings and structures	5	-
- Transportation and equipment	52	-
- Furniture, fixtures and office equipment	12	-
Interest on lease liabilities	3	-
Expenses relating to short-term leases	12	-
Expenses relating to leases of low-value assets	31	-
Lease expense	-	168

### *As a lessor*

The leases of investment property are classified as operating leases in term of which the Company does not transfer any risks and rewards of ownership to the lessee. The leases of investment properties contain land and land improvements and buildings and structures with the periods of 1 to 3 years. The subsequent renewals are negotiated with the lessee. The rental income from the leases is fixed under the contract for all investment property.

### *Maturity of lease payment received under operating lease*

*(in million Baht)*

### *At 31 December 2020*

Within 1 year	198
After 1 year but not more than 5 years	533
<b>Total</b>	<b>731</b>

## 10 Other intangible assets

	Software licenses	Development cost	Others	Total
	<i>(in million Baht)</i>			
<b><i>Cost</i></b>				
At 1 January 2019	3,192	13	547	3,752
Additions	311	18	111	440
Disposals/written off	(342)	-	-	(342)
Transfers in (out)	4	(12)	7	(1)
<b>At 31 December 2019</b>	<b>3,165</b>	<b>19</b>	<b>665</b>	<b>3,849</b>
Additions	39	56	-	95
Disposals/written off	(4)	-	-	(4)
Transfers in (out)	18	(18)	(2)	(2)
<b>At 31 December 2020</b>	<b>3,218</b>	<b>57</b>	<b>663</b>	<b>3,938</b>
<b><i>Accumulated amortization and accumulated impairment losses</i></b>				
At 1 January 2019	1,458	-	24	1,482
Amortization charge for the year	386	-	29	415
Impairment losses	7	-	-	7
Disposals/written off	(342)	-	-	(342)
<b>At 31 December 2019</b>	<b>1,509</b>	<b>-</b>	<b>53</b>	<b>1,562</b>
Amortization charge for the year	380	-	46	426
Disposals/written off	(4)	-	-	(4)
<b>At 31 December 2020</b>	<b>1,885</b>	<b>-</b>	<b>99</b>	<b>1,984</b>
<b><i>Carrying amount</i></b>				
<b>At 31 December 2019</b>	<b>1,656</b>	<b>19</b>	<b>612</b>	<b>2,287</b>
<b>At 31 December 2020</b>	<b>1,333</b>	<b>57</b>	<b>564</b>	<b>1,954</b>

## 11 Deferred tax assets (deferred tax liabilities)

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, and are included in the statement of financial position as follows:

	2020	2019
	<i>(in million Baht)</i>	
Deferred tax assets	346	341
Deferred tax liabilities	<u>(1,577)</u>	<u>(8)</u>
<b>Net</b>	<b><u>(1,231)</u></b>	<b><u>333</u></b>

Movements in total deferred tax assets and liabilities during the years were as follows:

	At	<u>Credited (charged) to</u>		At
	1 January	profit or	other	31 December
	2019	loss	comprehensive	2019
			income	
			<i>(note 17)</i>	
			<i>(in million Baht)</i>	
<b><i>Deferred tax assets</i></b>				
Loss carry forward	101	(101)	-	-
Investments in debt instruments	1	(1)	-	-
Investments in subsidiaries and other	52	-	-	52
Provisions for employee benefits	178	53	22	253
Others	29	7	-	36
<b>Total</b>	<b><u>361</u></b>	<b><u>(42)</u></b>	<b><u>22</u></b>	<b><u>341</u></b>
<b><i>Deferred tax liabilities</i></b>				
Investments in debt instruments	<u>(1)</u>	-	<u>(7)</u>	<u>(8)</u>
<b>Total</b>	<b><u>(1)</u></b>	<b><u>-</u></b>	<b><u>(7)</u></b>	<b><u>(8)</u></b>
<b>Net</b>	<b><u>360</u></b>	<b><u>(42)</u></b>	<b><u>15</u></b>	<b><u>333</u></b>

	At 31 December 2019 as reported	Impact of changes in accounting policy	At 1 January 2020	Credited (charged) to		At 31 December 2020
				profit or loss <i>(note 17)</i>	other comprehensive income	
<i>(in million Baht)</i>						
<b>Deferred tax assets</b>						
Investments in subsidiaries and other	52	-	52	-	(2)	50
Provisions for employee benefits	253	-	253	4	2	259
Others	36	-	36	1	-	37
<b>Total</b>	<b>341</b>	<b>-</b>	<b>341</b>	<b>5</b>	<b>-</b>	<b>346</b>
<b>Deferred tax liabilities</b>						
Investments in equity instruments	-	(1,557)	(1,557)	-	2	(1,555)
Investments in debt instruments	(8)	-	(8)	-	(5)	(13)
Others	-	-	-	(9)	-	(9)
<b>Total</b>	<b>(8)</b>	<b>(1,557)</b>	<b>(1,565)</b>	<b>(9)</b>	<b>(3)</b>	<b>(1,577)</b>
<b>Net</b>	<b>333</b>	<b>(1,557)</b>	<b>(1,224)</b>	<b>(4)</b>	<b>(3)</b>	<b>(1,231)</b>

## 12 Changes in liabilities arising from financing activities

Changes in significant liabilities arising from financing activities were as follows:

	Short-term borrowings	Lease liabilities <i>(in million Baht)</i>	Debentures	Total
At 31 December 2019 - as reported	6,569	-	175,000	181,569
Impact of changes in accounting policies	-	151	-	151
<b>At 1 January 2020</b>	<b>6,569</b>	<b>151</b>	<b>175,000</b>	<b>181,720</b>
Changes from financing cash flows	(1,270)	(100)	-	(1,370)
Other non-cash movement	-	117	(45)	72
<b>At 31 December 2020</b>	<b>5,299</b>	<b>168</b>	<b>174,955</b>	<b>180,422</b>

### 13 Non-current provisions for employee benefits

The Company operates defined benefit plans based on the requirement of the Thai Labor Protection Act B.E. 2541 to provide retirement benefits and other long-term benefits to employees based on pensionable remuneration and length of service.

The defined benefit plans expose the Company to actuarial risks, such as longevity risk and interest rate risk.

*Non-current provisions for employee benefits in statements of financial position as at 31 December*

	2020	2019
	<i>(in million Baht)</i>	
Post-employment benefits		
Legal severance payments plan	1,206	1,181
Other long-term employee benefits	28	24
<b>Total</b>	<b><u>1,234</u></b>	<b><u>1,205</u></b>

*Movements in the present value of non-current provisions for defined benefit plans*

	2020	2019
	<i>(in million Baht)</i>	
Non-current provisions for defined benefit plans at 1 January	1,205	824
<b>Included in profit or loss</b>		
Current service costs	62	57
Interest on obligation	20	33
Actuarial losses	8	3
Non-current provisions for defined benefit plans transfer to the related parties	(3)	(13)
Past service cost from the amended severance pay of the Labor Law	-	266
	<b><u>87</u></b>	<b><u>346</u></b>
<b>Included in other comprehensive income</b>		
Actuarial losses	14	120
	<b><u>14</u></b>	<b><u>120</u></b>
<b>Other</b>		
Benefits paid	(72)	(85)
	<b><u>(72)</u></b>	<b><u>(85)</u></b>
<b>Non-current provisions for defined benefit plans at 31 December</b>	<b><u>1,234</u></b>	<b><u>1,205</u></b>

On 5 April 2019, the Labor Protection Act has already been announced in Royal Gazette that became effective on 5 May 2019 to include a requirement that an employee who is terminated after having been employed by the same employer for an uninterrupted period of twenty years or more, receives severance payment of 400 days of wages at the most recent rate, which is increased from the maximum rate of 300 days. The Company recognized the effect of this change as the expense amounted to Baht 266 million in income statement, resulting in the decrease in net profit amounted to Baht 213 million.

Actuarial losses recognized in other comprehensive income at the end of the reporting period arising from:

	2020	2019
	<i>(in million Baht)</i>	
<b><i>For the years ended 31 December</i></b>		
Demographic assumptions	1	-
Financial assumptions	12	72
Experience adjustment	1	48
<b>Total</b>	<b>14</b>	<b>120</b>

***Actuarial assumptions***

*Principal actuarial assumptions as of the end of the reporting period*

	2020	2019
	<i>(%)</i>	
Discount rate *	1.39 - 1.48	1.54 - 1.72
Salary increase rate	1.25 - 5.20	2.00 - 6.00
Employee turnover rate **	2.50 - 10.00	2.50 - 9.00
Mortality rate ***	50.00 of TMO2017	50.00 of TMO2017

\* Market yields on government's bond for legal severance payments plan

\*\* Upon the length of service

\*\*\* Reference from TMO2017: Thai Mortality Ordinary Table 2017

***Sensitivity analysis***

Reasonably possible changes at the end of the reporting period to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the non-current provisions for defined benefit plans by the amounts shown below.

**Effect on the non-current provisions for defined benefit plans at 31 December**

	Increase (decrease)	
	2020	2019
	<i>(in million Baht)</i>	
Discount rate		
0.5% increase	(67)	(67)
0.5% decrease	73	73
Salary increase rate		
1.0% increase	134	146
1.0% decrease	(117)	(126)
Employee turnover rate		
10.0% increase	(34)	(36)
10.0% decrease	35	38

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it provides an approximation of the sensitivity of the assumptions shown.

## 14 Reserves and other components of shareholders' equity

### *Legal reserve*

Section 116 of the Public Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorized capital. The legal reserve is not available for dividend distribution.

### *Fair value changes of 2020*

The fair value changes comprise:

- the cumulative net change in the fair value of equity securities designated at FVOCI until the assets are derecognized; and
- the cumulative net change in fair value of debt instruments at FVOCI until the assets are derecognized or reclassified. This amount is adjusted by the amount of loss allowance.

### *Fair value changes of 2019*

Fair value changes in available-for-sale investments recognized in equity relate to cumulative net changes in the fair value of available-for-sale investments until the investments are derecognized.

## 15 Administrative expenses

	2020	2019
	<i>(in million Baht)</i>	
Salary, welfare and personnel expenses	3,155	3,362
Depreciation and amortization expenses	813	703
IT fees	505	498
Publication	378	581
Professional fees	260	221
Outside wages	155	162
Rent	55	168
Others	542	605
<b>Total</b>	<b>5,863</b>	<b>6,300</b>

## 16 Employee benefit expenses

	2020	2019
	<i>(in million Baht)</i>	
Salaries and wages	2,658	2,717
Welfares and others	118	209
Contribution to defined contribution plans	221	227
Contribution to defined benefit plans	90	93
Early retirement expenses	29	34
Employee benefit expense from the amended severance pay of the Labor Law	-	266
<b>Total</b>	<b><u>3,116</u></b>	<b><u>3,546</u></b>

The Company has provident fund plans to provide retirement and gratuity benefits to employees upon resignation at 5% to 10% of the employees' salaries, depending on the length of employment.

The defined contribution plans comprise provident funds established by the Company for its employees in addition to the above provident fund. The provident funds were registered with the Ministry of Finance under the Provident Fund Act B.E. 2530. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at 2% to 15% of their basic salaries and by the Company at 5% to 13% of the members' basic salaries, depending on the length of employment.

## 17 Income tax

### *Income tax recognized in profit or loss*

	<i>Note</i>	2020	2019
		<i>(in million Baht)</i>	
<b>Current tax</b>			
Current tax		23	132
Over provided in prior year		(1)	-
		<b><u>22</u></b>	<b><u>132</u></b>
<b>Deferred tax</b>			
Movement in temporary differences	<i>11</i>	4	42
<b>Total</b>		<b><u>26</u></b>	<b><u>174</u></b>

### *Income tax recognized in other comprehensive income*

	<i>Note</i>	2020	2019
		<i>(in million Baht)</i>	
Actuarial losses		(3)	(23)
Gains on remeasuring financial assets		5	7
<b>Total</b>	<i>11</i>	<b><u>2</u></b>	<b><u>(16)</u></b>

### Reconciliation of effective tax rate

For the years ended 31 December 2020 and 2019, the Company's effective tax rate is not equal to the statutory tax rate of 20% under the Revenue Code because income tax expense is calculated from accounting profit adjusted by non-deductible expenses, deducted income or expense exemption under the Revenue Code.

	2020		2019	
	Rate (%)	(in million Baht)	Rate (%)	(in million Baht)
Profit before income tax expense		18,374		21,049
Income tax using the Thai corporation tax rate	20	3,675	20	4,210
Income not subject to tax		(3,681)		(4,045)
Expenses deductible at a greater amount		(6)		(16)
Expenses not deductible for tax purposes and others		35		84
Tax losses decrease		-		(101)
<b>Current tax</b>		<b>23</b>		<b>132</b>
Over provided in prior year		(1)		-
Movement in temporary differences		4		42
<b>Income tax expense</b>	<b>0.1</b>	<b>26</b>	<b>0.8</b>	<b>174</b>

## 18 Dividends

On 18 March 2020, the meeting of the Board of Directors passed a resolution to postpone the 2020 Annual General Meeting of Shareholders of the Company which was scheduled on 1 April 2020 due to the situation of the COVID-19 outbreak and approved the interim dividend payment from the Company's profit as of 31 December 2019 instead of the annual dividend payment which was planned to propose to this Annual General Meeting of Shareholders of the Company for their consideration.

The dividends paid by the Company to the shareholders were as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
<i>2020</i>				
Interim dividend 2019	18 March 2020	17 April 2020	7.00	8,398
Interim dividend 2020	29 July 2020	28 August 2020	5.50	6,600
<b>Total</b>			<b>12.50</b>	<b>14,998</b>
<i>2019</i>				
Annual dividend 2018	27 March 2019	19 April 2019	9.50	11,400
Interim dividend 2019	26 July 2019	23 August 2019	7.00	8,399
<b>Total</b>			<b>16.50</b>	<b>19,799</b>

## 19 Financial instruments

### (a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy for financial instruments measured at fair value. It does not include fair value information for financial assets and financial liabilities not measured at amortized cost if the carrying amount is a reasonable approximation of fair value.

	Carrying amount			Fair value		
	Fair value through other comprehensive income	Amortized cost	Total	Level 2	Level 3	Total
<i>At 31 December 2020</i>						
<b>Financial assets</b>						
Cash and cash equivalents	-	10,916	10,916			
Investments in short-term debt instruments						
- Deposit with financial institutions	-	708	708			
- Fund	26,218	-	26,218	26,218	-	26,218
Short-term loans	-	96,764	96,764			
Investments in debt instruments	3,805	-	3,805	3,805	-	3,805
Investments in equity instruments	10,735	-	10,735	-	10,735	10,735
<b>Total financial assets</b>	<b>40,758</b>	<b>108,388</b>	<b>149,146</b>			
<b>Financial liabilities</b>						
Short-term borrowings	-	5,299	5,299			
Lease liabilities	-	168	168			
Debentures	-	174,955	174,955	179,986	-	179,986
<b>Total financial liabilities</b>	<b>-</b>	<b>180,422</b>	<b>180,422</b>			

Disclosure of the fair value of financial assets and liabilities applicable before 1 January 2020

	Carrying amount	Fair value		Total
		Level 2	Level 3	
<i>At 31 December 2019</i>				
<b>Financial assets and financial liabilities</b>				
Investments in debt instruments - Fund				
- Short-term	9,437	9,437	-	9,437
- Long term	1,508	1,508	-	1,508
Investments in equity instruments	3,030	-	10,813	10,813
Debentures	175,000	179,633	-	179,633

As at 31 December 2020, investments in debt instruments measured at FVOCI are mainly in private funds which invested by 3 independent assets management companies have invested in debt instruments which had high liquidity and rating as investment grade with return rates from 0.35% to 2.02% per annum (2019: 1.12% to 1.95% per annum).

#### Fair value

Since the majority of the financial assets and liabilities classified as short-term and borrowings are bearing interest at rates closed to current market rate, the management believes that as at 31 December 2020 and 2019, the carrying amount of the Company's financial instruments does not materially differ from their aggregate fair value.

## Financial instruments measured at fair value

These fair value measurements are categorized into different levels in the fair value hierarchy based on the inputs to valuation techniques used. The levels applicable to the Company's investments are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets (Stock Exchange) for identical assets or liabilities that the Company can access at the measurement date.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs are unobservable inputs for the asset or liability.

The Company determined Level 2 fair values for simple over-the-counter financial assets based on broker quotes. Those quotes are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar financial instrument at the measurement date. Fair values reflect the credit risk of the financial instrument and include adjustments to take account of the credit risk of the Company and counterparty when appropriate.

The Company determined Level 3 fair values for investments in equity instruments which is not actively traded in market. The fair value of the investment was then determined using a valuation technique that used significantly unobservable input such as the latest reporting net assets adjusted by relevant factors because the investments were not listed on Stock Exchange, and there were no recent observable arm's length transactions in the shares.

## Debentures

As at 31 December 2020, the Company had issued unsubordinated and unsecured debentures totaling Baht 175,000 million (2019: Baht 175,000 million) as follows:

Debentures no.	2020 (in million Baht)	2019 (in million Baht)	Interest rate (% p.a.)	Term	Maturity date
1/2016	-	25,000	3.00	4 years	1 April 2020
2/2016	-	25,000	3.00	4 years	1 November 2020
1/2017	25,000	25,000	3.25	4 years	1 April 2021
2/2017	10,000	10,000	2.97	7 years	30 August 2024
3/2017	25,000	25,000	3.05	4 years	1 October 2021
1/2018	30,000	30,000	3.00	4 years	1 April 2022
2/2018	10,000	10,000	3.10	4 years	1 October 2022
1/2019	15,000	15,000	3.10	4 years	1 April 2023
2/2019	10,000	10,000	3.00	4 years	1 November 2023
1/2020	25,000	-	2.80	4 years	1 April 2024
2/2020	25,000	-	2.80	4 years	1 November 2024
Total	<u>175,000</u>	<u>175,000</u>			
Less debenture issuing expenses	<u>(45)</u>	-			
<b>Net</b>	<b><u>174,955</u></b>	<b><u>175,000</u></b>			
Less current portion	<u>(50,000)</u>	<u>(50,000)</u>			
<b>Net</b>	<b><u><u>124,955</u></u></b>	<b><u><u>125,000</u></u></b>			

**(b) Financial risk management policies**

***Risk management framework***

The Company's Finance Committee has responsibility for the establishment of financial risk management policies and guidelines including foreign currency risk related to capital expenditures, investment borrowing, deposit and international trade transaction. This also includes establishing policies and overseeing the process of financial derivatives and cash management for efficiency of the Company's financial operation under risk appetite and consistent practice. The policies are appropriately reviewed to the changing situation. The Company's Finance Committee monitors financial status and reports regularly to the Company's Management Committee.

**(1) Credit risk**

Credit risk is the risk of the Company's financial loss if a customer or a financial counterparty to instrument fails to meet its contractual obligations.

**(1.1) Cash and cash equivalent**

The Company's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions with high credibility for which the Company considers having low credit risk.

**(1.2) Investments in debt instruments**

The Company's exposure to credit risk is limited by investing only in high liquidity and credibility debt instruments.

**(2) Liquidity risk**

The Company oversees its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management for the Company's operations including payment of liabilities that are due and to mitigate the risk from the lack of future liquidity.

The effective interest rates of loans receivable and interest-bearing financial liabilities as at 31 December and the periods in which those liabilities mature were as follows:

*Loans receivable*

	Effective interest rates (% p.a.)	Within 1 year (in million Baht)	Total
<b>Year 2020</b>			
<b>Current</b>			
Short-term loans to related parties	3.15	96,764	96,764
<b>Total</b>		<b>96,764</b>	<b>96,764</b>
<b>Year 2019</b>			
<b>Current</b>			
Short-term loans to related parties	3.50	114,600	114,600
<b>Total</b>		<b>114,600</b>	<b>114,600</b>

*Interest-bearing financial liabilities*

	Effective interest rates (% p.a.)	Within 1 year	After 1 year but within 5 years (in million Baht)	Total
<b>Year 2020</b>				
<b>Current</b>				
Lease liabilities	1.81 - 2.68	95	-	95
Short-term borrowings from related parties	0.25 and 0.40	5,299	-	5,299
Debentures	3.05 - 3.25	50,000	-	50,000
<b>Non-current</b>				
Lease liabilities	1.81 - 2.71 and 4.16	-	73	73
Debentures	2.80 - 3.10	-	124,955	124,955
<b>Total</b>		<b>55,394</b>	<b>125,028</b>	<b>180,422</b>
<b>Year 2019</b>				
<b>Current</b>				
Short-term borrowings from related parties	0.50 and 1.00	6,569	-	6,569
Debentures	3.00	50,000	-	50,000
<b>Non-current</b>				
Debentures	2.97 - 3.25	-	125,000	125,000
<b>Total</b>		<b>56,569</b>	<b>125,000</b>	<b>181,569</b>

### **(3) Market risk**

The Company is exposed to risks from changes in interest rates and currency exchange rates. The Company does not hold or issue derivatives for speculative or trading purposes.

#### **(3.1) Foreign currency risk**

Foreign exchange risk arises from the fluctuation of foreign exchange rate.

The Company is exposed to foreign currency risk arisen from the fluctuation of foreign exchange rate from services and purchase software licenses which are denominated in foreign currencies.

At 31 December 2020, the Company's exposure to significant foreign currency risk from US Dollars currency assets and liabilities are as follows:

	<i>(in million Baht)</i>
Other receivables	25
Other payables	(97)
<b>Net statement of financial position exposure</b>	<b><u>(72)</u></b>

#### **(3.2) Interest rate risk**

Interest rate risk is the risk that caused from future movements in market interest rates will affect the results of the Company's operations and its cash flows certainty. The Company is exposed to interest rate risk from its borrowings.

#### ***Exposure to interest rate risk at 31 December 2020***

	<i>(in million Baht)</i>
<b><i>Financial instruments with variable interest rates</i></b>	
Financial assets	96,764
Financial liabilities	(5,299)
	<b><u>91,465</u></b>

## **20 Commitments and contingent liabilities**

As at 31 December, the Company had:

	2020	2019
	<i>(in million Baht)</i>	
(a) Guarantees on loans of related parties	10,874	4,853
(b) Bank guarantees issued by banks to government, state enterprises and private sectors	54	112
(c) Commitments		
- for rental agreements	25	118
- for construction and improvement of office building and implementation project	7	6
- for sponsor agreement	17	220

- (d) The Company has entered into the service agreements with two local companies. Those companies will provide information and technology outsourcing services to the Company and affiliates. The commencement price is approximately Baht 6,500 million. The agreements period is for 7 years with the commencement date in June 2016.
- (e) In the first quarter of 2009, the Company lodged a complaint in criminal case against an ex-employee for theft (form of ordinary share certificate) and the forgery of 672,000 Company's ordinary share certificates. In the second quarter of 2009, the Company was notified by the Civil Court that the heirs and the estate administrator of the shareholder whose shares were forged ("Plaintiff") filed a civil lawsuit against the Company and relevant individuals and juristic persons for compensation. At present, the case has reached the final judgment.

On 22 December 2015, in which the Supreme Court has made the judgment ordering the ex-employee, the offender committed a tort against the Plaintiff, to return the shares or to pay the cash for the share price at the last trading price of the Company's shares on the date of payment, which shall not be less than Baht 314.38 per share, together with dividends and an interest until the date of payment, and ordering the Company, as employer, Thailand Securities Depository Co., Ltd., and relevant persons to be jointly liable with the ex-employee. Therefore, the Company has recorded the provision for compensation for the amount which the Company is expected to be liable, in the statement of financial position as at 31 December 2015 of Baht 201 million.

On 21 January 2016, the Company has fully made compensation to the Plaintiff by returning the shares with the ordinary share certificates and making payment of dividends both from the shares prior to the commencement of a civil lawsuit with interest thereon and from the commencement date of a civil lawsuit including any costs and expenses paid for court procedure, accounting for Baht 319 million in total. Later on, Thailand Securities Depository Co., Ltd., the co-defendant, has filed a petition to the Supreme Court for an interpretation on the judgment. On 21 November 2017, the Supreme Court has already ordered the mentioned petition to be dismissed. In December 2018, the Company has filed a civil lawsuit against the ex-employee and Thailand Securities Depository Co., Ltd. for recourse. On 8 March 2019, the Central Labour Court has made the judgment ordering the ex-employee, the offender committed the tort, to compensate the Company in the amount of Baht 149 million together with the interest at the rate of 7.5% per annum. There was no appeal from both sides against the Central Labour Court's judgment; therefore, the judgment was final and it is currently under the civil execution procedure. For the court case for recourse Thailand Securities Depository Co., Ltd., the Civil Court has made the judgment on 4 December 2019 ordering Thailand Securities Depository Co., Ltd. to make the repayment to the Company in the amount of Baht 62.55 million together with the interest at the rate of 7.5% per annum. On 4 June 2020, Thailand Securities Depository Co., Ltd. has filed for an appeal against the Civil Court's judgment and on 6 August 2020, the Company has filed a counter appeal against the appeal of Thailand Securities Depository Co., Ltd. This case is now under the review of the Appeal Court.

## **21 Capital Management**

The management of the Company has the capital management policy to maintain a strong capital base by emphasis on planning and determining the operating strategies resulting in good business's performance and sustained good cash flows management. In addition, the Company considers investing in projects which have good rate of return, appropriate working capital management, maintain a strong financial position and appropriate investment structure as to maintain sustained future operations of the business and to maintain shareholders, investors, creditors and others interest's confidence.

## 22 Events after the reporting period

- (a) As disclosed in note 2 (c), the Company has elected to apply accounting guidance on temporary accounting relief measures for additional accounting options in response to impact from the situation of coronavirus pandemic (COVID-19). The guidance expired on 31 December 2020. The Company recognized impact termination of temporary accounting relief measures since 1 January 2021 that has no material effect on the financial statement of the Company.
- (b) At the Board of Directors' Meeting of the Company held on 27 January 2021, the directors approved the following matters:
- (1) To submit for approval at the Annual General Meeting of Shareholders, the payment of a dividend for 2020 at the rate of Baht 14.00 per share, totaling approximately Baht 16,800 million. An interim dividend of Baht 5.50 per share was paid on 28 August 2020, as disclosed in note 18. The final dividend will be at the rate of Baht 8.50 per share, payable to shareholders entitled to receive dividends totaling approximately Baht 10,200 million and is scheduled for payment on 23 April 2021. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on 31 March 2021.
  - (2) To issue debentures No.1/2021 on 1 April 2021, amount of Baht 15,000 million. Term of the new debenture is 4 years with fixed interest rate at 2.65% per annum and is to replace the debenture No.1/2017 amount of Baht 25,000 million to be retired for redemption.

## 23 Reclassification of accounts

Certain accounts in the income statement for the year ended 31 December 2019 has been reclassified to conform to the presentation in the 2020 financial statements as follows:

	Before reclassification	Reclassification <i>(in million Baht)</i>	After reclassification
<b><i>For the year ended 31 December 2019</i></b>			
Interest income	-	4,566	4,566
Other income	460	(380)	80
Finance costs	(1,559)	(4,186)	(5,745)

The Company has reclassified transactions related to interest income which was presented net in finance costs to present as interest income in order to reflect more appropriate operating results.

## 24 Thai Financial Reporting Standards (TFRSs) that have been issued but are not yet effective

The Federation of Accounting Professions has revised TFRSs which are effective for annual accounting periods beginning on or after 1 January 2021 and have not been adopted in the preparation of these financial statements because they are not yet effective. The Company has assessed the potential initial impact on the financial statements of these revised TFRSs and expected that there will be no material impact on the financial statements in the period of initial application.





**CORPORATE HEADQUARTERS**

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**INFORMATION OF DIRECTORS, EXECUTIVES,  
CHIEF OFFICERS IN ACCOUNTING AND FINANCE  
AND COMPANY SECRETARY**

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## Board of Directors

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### Air Chief Marshal Satitpong Sukvimol

Age 71 years

- Position**
- Chairman
  - Member of the CSR Committee for Sustainable Development

**Date of Appointment as a Director**

- March 28, 2018

**Education/Training**

- Bachelor of Arts (Mass Communication), Chiang Mai University
- Flying Training School Class N. 54-16-3
- Squadron Officer School Class 43
- Air Force Staff School Class 29
- Air War College Class 27

**Expertise**

- Global and Regional Organization Management
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Laws
- Marketing
- Finance
- Environmental, Social & Governance or “ESG”

**Director Training**

(None)

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2018 Director and Member of the Corporate Social Responsibility Committee, The Siam Commercial Bank Public Company Limited

**Position in Other Company/Organization/Institution (6)**

- Since 2017 His Majesty's Principal Private Secretary, Bureau of the Royal Household

- Since 2017 Chairman of the Board, The Crown Property Bureau
- Since 2018 Lord Chamberlain
- Since 2018 Chairman and director-general of The Crown Property Bureau
- Since 2018 President Courtier in H.M. King Maha Vajiralongkorn
- Since 2018 Chairman of the Board, CPB Equity Co., Ltd. and its group of companies as being assigned

**5-years Past Experiences and/or Remarkable positions**

- 2005 - 2016 Private Secretary to H.R.H the Crown Prince
- 2005 - 2016 The Crown Prince's, Personal Affairs Division
- 2005 - 2016 Deputy Lord Chamberlain, The Royal Household Bureau
- 2009 - 2013 Director, Thai Airways International Public Company Limited

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**

(None)

**Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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### Mr. Chumpol NaLamlieng

Age 73 years

Director qualified as an Independent Director (From July 30, 2014)

- Position**
- Vice Chairman
  - Chairman of the Governance and Nomination Committee

**Date of Appointment as a Director**

- 1993 – 2005 President & CEO SCG
- Since August 1, 1992 Director

**Education/Training**

- MBA, Harvard Business School, U.S.A.
- B.S. Mechanical Engineering, University of Washington, U.S.A.

**Expertise**

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Laws
- Marketing

- Domestic or International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance
- Information Technology
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### **Director Training (1)**

- Role of the Chairman Program (RCP) 2/2001, Thai Institute of Directors Association

#### **Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2019 Director, SCG Packaging Public Company Limited

#### **Position in Other Company/Organization/Institution (3)**

- Since 2010 Director, Siam Sindhorn Company Limited
- Since 2012 Director, Kempin Siam Company Limited
- Since 2017 Advisor, CPB Equity Company Limited

#### **5-year Past Experiences and/or Remarkable Positions**

- 1993 – 2005 President, The Siam Cement Public Company Limited
- 2004 – 2011 Chairman, Singapore Telecommunication Company Limited
- 2005 – 2009 Director, British Airways Public Company Limited
- 2007 – 2016 Director, The Siam Commercial Bank Public Company Limited
- 2012 – 2017 Director, Kempinski International SA

#### **Shareholdings (Ordinary Shares) (as at December 31, 2019)**

- Held personally: 201,000 shares (0.0168%)
- Held by Spouse or minor children: (None)

#### **Family Relationship among Directors and Executives**

(None)

#### **Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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### **Mr. Kasem Watanachai**

Age 79 years

#### **Position**

- Director
- Chairman of the CSR Committee for Sustainable Development

#### **Date of Appointment as a Director**

- March 28, 2018

#### **Education/Training**

- Honorary Doctor of Medicine, Navamindradhiraj University
- Honorary Doctor of Education, (Educational Administration), North-Chiang Mai University
- Honorary Doctor of Philosophy (Human Resource Development), National Institute of Development Administration
- Honorary Doctor of Education, Chulalongkorn University
- Honorary Doctor of Liberal Arts (Educational Administration), Christian University of Thailand
- Honorary Doctor of Education (Educational Administration), (Rajamangala University of Technology Thanyaburi
- Honorary Doctor of Public Health, Thammasat University
- Honorary Doctor of Philosophy (Management), Walailak University
- Honorary Doctor of Medicine, Naresuan University
- Honorary Doctor of Education, Eastern Asia University

- Honorary Doctor of Public Administration, Kasem Bundit University
- Honorary Doctor of Education, (Educational Administration), Chiang Mai Rajabhat Institution
- Honorary Doctor of Education, Srinakharinwirot University
- Honorary Doctor of Education, (Educational Administration), Chiang Mai University
- Honorary Doctor of Education (Educational Administration), Mahasarakham University
- Honorary Doctor of Liberal Arts, Khon Khaen University
- Honorary Doctor of Education, Mahidol University
- American Board of Subspecialty in Cardiovascular Disease, University of Chicago Hospitals and Clinics, U.S.A.
- American Board of Internal Medicine, University of Chicago Hospitals and Clinics, U.S.A.
- M.D. (Summa Cum Laude) Chiang Mai University
- Nation Defense College, Thailand Class 36

#### **Expertise**

- Global and Regional Organization Management
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### **Director Training (1)**

- Director Accreditation Program (DAP) 164/2019, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Position in Other Company/Organization/Institution (9)**

- Since 2003 Chairperson, Chiang Mai University Council
- Since 2004 Member of the Executive Committee and Secretary, Anandamahidol Foundation
- Since 2009 Member of Committee of the Crown Property Bureau
- Since 2010 Chairman, The Medical Science Division of the Anandamahidol Foundation
- Since 2015 Executive Chairperson, Prostheses Foundation of H.R.H the Princess Mother
- Since 2015 Chairman, Foundation for Good Governance on Medicine
- Since 2016 Privy Councillor (King Rama 10)
- Since 2016 Chairman, Buddhadasa Indapanno Archives Foundation
- Since 2017 Executive Director, Thai Junior Encyclopedia Project by Royal Command of H.M. the King

**5-year Past Experiences and/or Remarkable Positions**

- 1989 -1993 President, Chiang Mai University
- 1991 Member, Legislative Parliament Permanent

- 1994 Secretary, Ministry of University Affairs
- 1996 - 1999 Member of the Senate
- 1997 President, Huachiew Chalermprakiet University
- 2001 Minister, Ministry of Education
- 2001 - 2016 Privy Councillor (King Rama 9)
- 2003 Member of Committee and Secretary, Phradabos Foundation
- 2005 Chairman, Sala Chalermkrung Foundation
- 2010 Chairman, Princess Mother's Medical Volunteer Foundation
- 2014 - 2019 Chairman, Foundation of Virtuous Youth
- 2016 Chairperson, Mahidol University Council
- 2017 Chairman, the King's Scholarships for Thai Monks

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)**

**Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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**Police Colonel Thumnithi Wanichthanom**

Age 62 years

- Position**
- Director
  - Member of the CSR Committee for Sustainable Development

**Date of Appointment as a Director**

- April 25, 2018

**Education/Training**

- Master of Public Administration, Western Kentucky University, U.S.A.
- Public Administration, Royal Police Cadet Academy

**Expertise**

- Global and Regional Organization Management
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Laws
- Finance
- Environmental, Social & Governance or "ESG"

**Director Training**

(None)

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2018 Director and Member of the Corporate Social Responsibility Committee, The Siam Commercial Bank Public Company Limited

**Position in Other Company/Organization/Institution (4)**

- Since 2017 Grand Chamberlain of the Bureau of the Royal Household
- Since 2017 Director of The Privy Purse
- Since 2018 Senior Deputy Director-General, The Crown Property Bureau
- Since 2018 Vice Chairman, CPB Equity Co., Ltd. and its group of companies as being assigned

**5-year Past Experiences and/or Remarkable Positions**

- Since 1997 – 2016 Chamberlain, Personal Affairs Division of H.R.H the Crown Prince, the Bureau of the Royal Household

### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: (None)
- Held by Spouse or minor children: (None)

### Family Relationship among Directors and Executives (None)

### Support and Consult through activities related to the Company businesses

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

### Mrs. Tarisa Watanagase

Age 71 years

Director qualified as an Independent Director (From March 27, 2013)

#### Position

- Director
- Chairman of the Audit Committee
- Member of the Governance and Nomination Committee

#### Date of Appointment as a Director

- March 27, 2013

#### Education/Training

- Ph.D. (Honorary) in Economics, Keio University, Tokyo, Japan
- Ph.D., Economics, Washington University, U.S.A.
- M.A., Economics, Keio University, Tokyo, Japan
- B.A., Economics, Keio University, Tokyo, Japan
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

#### Expertise

- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Crisis Management
- Accounting / Financial Literacy
- Finance
- Business Continuity Plan

#### Director Training (3)

- Director Certification Program (DCP) 4/2000, Thai Institute of Directors Association
- Driving Company Success with IT Governance (ITG) 3/2016, Thai Institute of Director Association
- IT Governance and Cyber Resilience Program (ITG) 13/2020, Thai Institute of Director Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

(None)

#### Position in Other Company/Organization/Institution (12)

- Since 2006 Director, Puey Ungphakorn Institute
- Since 2006 Member, Foundation for Thailand Rural Reconstruction Movement Under Royal Patronage
- Since 2010 Member, Board of Directors, Ramathibodi Foundation under

- the royal patronage of Her Royal Highness Princess Maha Chakri Sirindhorn
- Since 2011 Committee Member, Heart Foundation of Thailand Under the Royal Patronage of the Crown Princess
- Since 2011 Councilor, Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)
- Since 2013 Senior advisor, Advisory Board, Central Banking Publication, U.K.
- Since 2015 Chairman, Childline Thailand Foundation 1387
- Since 2016 Director, Chulalongkorn University Council
- Since 2016 Vice President, Thai-Japanese Association
- Since 2017 Director, Mitsubishi UFJ Financial Group
- Since 2020 Director, King Mongkut's University of Technology Thonburi Council
- Since 2020 Chairman, Bangkok Patana School Foundation

#### 5-year Past Experiences and/or Remarkable Positions

- 2006 – 2010 Governor, The Bank of Thailand
- 2006 – 2009 Chairperson, The Bank of Thailand Board
- 2006 – 2010 Chairperson, Monetary Policy Committee
- 2006 – 2010 Chairperson, Financial Institutions Policy Committee
- 2006 – 2010 Chairperson, Payment Systems Committee
- 2006 – 2010 Board Member, The National Economic and Social Development Board
- 2006 – 2010 Commission Member, The SEC Commission Members
- 2006 – 2010 Director, Thai Asset Management Corporation
- 2006 – 2017 Director, Board of Insurance Commission

- 2011 Expert, The Financial Sector Assessment Program (FSAP), IMF
- 2011 – 2017 Independent Director and Member of the Audit Committee, Office of Insurance Commission
- 2011 – 2017 Member, APD Advisory Group, Asia Pacific Department, IMF, Washington, D.C.
- 2012 – 2017 Director, Thailand Philharmonic Orchestra
- 2012 – 2013 Member, International Advisory Panel, State Bank of Vietnam, Vietnam
- 2013 – 2013 Member, World Bank-IMF Joint Committee on Remuneration of Executive Directors and Alternates
- 2013 – 2014 Associate, Alliance for Financial Inclusion, Thailand
- 2013 – 2018 Senior Advisor, Promontory Financial Group, Washington, D.C., U.S.A.
- 2015 – 2015 Short-term Consultant, World Bank Independent Evaluation Group

#### **Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: 41,900 shares (0.0035%)

#### **Family Relationship among Directors and Executives (None)**

#### **Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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### **Mr. Kan Trakulhoon**

Age 65 years

- Position**
- Director
  - Member of CSR Committee for Sustainable Development

#### **Date of Appointment as a Director**

- 2005 – 2015 President & CEO SCG
- Since August 20, 2005 Director

#### **Education/Training**

- Honorary Degree, Doctor of Engineering, Chulalongkorn University
- Honorary Degree, Doctor of Engineering (Production Engineering), Maharakham University
- M.S. (Management), The Georgia Institute of Technology, U.S.A.
- M.S. Engineering, The Georgia Institute of Technology, U.S.A.
- B.E. (Electrical), First Class Honours, Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

#### **Expertise**

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Marketing
- Domestic or International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance

- Information Technology
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### **Director Training (1)**

- Director Certification Program (DCP) 29/2003, Thai Institute of Directors Association

#### **Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (4)**

- Since 2016 Chairman of the Board of Directors Independent Director Chairman of Leadership Development and Compensation Committee Advanced Info Services Public Co. Ltd.
- Since 2016 Independent Director Chairman of the Nomination, Compensation and Corporate Governance Committee Member of the Executive Committee Siam Commercial Bank Public Co., Ltd.
- Since 2017 Independent Director Chairman of the Leadership Development and Compensation Committee Member of the Nomination and Governance Committee Member of the Strategic and Organizational Review Committee Member of the CSR Committee for Sustainable Development Intouch Holdings Public Co., Ltd.
- Since 2017 Independent Director Bangkok Dusit Medical Services Public Co., Ltd.

**Position in Other Company/Organization/Institution (17)**

- Since 2013 Advisor, The Federation of Thai Industries
  - Since 2013 Honorary Advisor, Environmental Engineering Association of Thailand
  - Since 2013 Advisor, the Executive Committee, Mahidol University Foundation
  - Since 2013 Executive Board Member, Engineer Division of the Anandamahidol Foundation
  - Since 2013 Member of the Advisory Board, Sasin Graduate Institute of Business Administration
  - Since 2015 Board Member of Medical Service Cluster, Thai Red Cross Society
  - Since 2017 Member, National Strategic Committee
  - Since 2018 Honorary Advisor, The Eastern Economic Corridor Policy Committee
  - Since 2019 Consultative group of expert on Development of Policy, Strategy and Budget Management System for Thailand's Science, Research and Innovation, Office of the National Higher Education, Science, Research and Innovation Policy Council (NXPO)
  - Since 2019 Chairman of Subcommittee on Performance Evaluation of Secretary General to The Eastern Economic Corridor Policy Committee
  - Since 2019 Advisor, Higher Education, Science, Research and Innovation Management System Reform Steering Committee
  - Since 2019 Chairperson and Qualified Members of the Committee for Monitoring and Evaluation of Science, Research and Innovation Support
  - Since 2020 Member, State Enterprise Policy Committee
  - Since 2020 Director, SCB 10X Co., Ltd.
  - Since 2020 Member, National Reform Committee on State Administration
  - Since 2020 Member, Council of Experts of the National Higher Education, Science, Research and Innovation Policy Council
  - Since 2020 Commissioner, Special Committee on Promoting Innovation Ecosystem and Regulatory Reform
- 5-year Past Experiences and/or Remarkable Positions**
- 2005-2015 President and CEO, SCG
  - 2009-2011 Outside Director, Kubota Corporation (Japan)
  - 2011-2019 Global Advisor, Kubota Corporation (Japan)
  - 2013-2016 Director, National Science Technology and Innovation Policy Office
  - 2013-2015 Director, National Science and Technology Development Office
  - 2014-2018 Member, National Development and Enhancing Competitiveness Committee
  - 2015 Director, National Innovation System Development Committee
  - 2015-2018 Member, National Committee on Intellectual Property Policy
  - 2015-2019 Head of Private Sector for Public-Private Collaborative Committee on Innovation and Digitalization
  - 2015-2019 Head of Private Sector for Public-Private Collaborative Committee on Legal Reform
  - 2015-2019 Member, the Public-Private Collaborative Committee on Educational Reform
  - 2015-2019 Member of the Advisory Board, Nomura Holding Inc.
  - 2016-2018 Member, Governing Committee of Food Innopolis
  - 2016-2018 Member, Screening Committee for Strengthening and Sustainability of the Local Economy
  - 2017-2018 Advisor, Committee on National Reform, National Strategy, and Reconciliation
  - 2017-2018 Sub-committee for screening projects according to the Regional Development Plan for the Strengthening and Sustainability of the Local Economy (Fiscal Year 2018)
  - 2017-2018 Member, Subcommittee on Industrial and Digital Innovation Promotion
  - 2017-2018 Member, National Research and Innovation Policy Council
  - 2017-2018 Member, Super Board on National Procurement
  - 2017-2018 Member, Policy Committee of Special Economic Development Zone
  - 2017-2018 Member, National Strategy Preparation Committee for Thailand 4.0
  - 2017-2018 Member, National Reform Committee on State Administration
  - 2018 Member of Advisory Committee to the Minister of Science and Technology
  - 2018 Member, the Eastern Economic Corridor Policy Committee
  - 2018 Member, National Investment Driving and Coordination Committee

- 2018 Advisor, the Executive Board on Driving Value Based Economy towards Thailand 4.0 Policy through Innovation Hubs

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**  
(None)

**Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

**Mr. Prasarn Trairatvorakul**

Age 68 years

Director qualified as an Independent Director (From August 26, 2019)

**Position**

- Director
- Chairman of the Remuneration Committee
- Member of CSR Committee for Sustainable Development

**Date of Appointment as a Director**

- August 26, 2017

**Education/Training**

- Doctor of Business Administration, Harvard University, Massachusetts, USA
- Master in Business Administration, Harvard University, Massachusetts, USA
- Master of Engineering in Industrial Engineering and Management, Asian Institute of Technology, Thailand
- Bachelor of Engineering in Electrical Engineering (First Class Honors), Chulalongkorn University
- Honorary Doctor of Business Administration, Rajamangala University of Technology Suvarnabhumi
- Honorary Doctor of Economics, Khon Kaen University
- Honorary Doctor of Economics, The University of the Thai Chamber of Commerce
- Honorary Doctor of Economics, Chulalongkorn University
- Honorary Doctor of Philosophy, National Institute of Development Administration

**Expertise**

- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Crisis Management
- Marketing
- Accounting and Financial Literacy
- Finance
- Information Technology
- Human Capital Management
- Environmental, Social & Governance or "ESG"
- Financial Regulations
- Retailing

**Director Training (5)**

- The Role of the Chairman Program (RCP) 2/2001, Thai Institute of Directors Association
- Director Certification Program (DCP) 21/2002, Thai Institute of Directors Association
- Ethical Leadership Program (ELP) 2/2015, Thai Institute of Directors Association
- Board Nomination and Compensation Program (BNCP) 5/2018, Thai Institute of Directors Association
- IT Governance and Cyber Resilience Program (ITG) 15/2020, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (3)**

- Since 2019 Chairman of the Board, Pruksa Holding Public Company Limited (Became independent director since 2017)
- Since 2019 Chairman of the Board, Central Retail Corporation Public Company Limited
- Since 2019 Chairman of the Board, SCG Packaging Public Company Limited

**Position in Other Company/Organization/Institution (13)**

- Since 2019 Chairman of the Board, Mihidol Witayanusorn
- Since 2018 Director, Siam Sindhorn Company Limited
- Since 2018 Director, CPB Equity Company Limited
- Since 2018 Chairman of the Board, Education Equity Fund
- Since 2018 Director, Prince of Songkla University
- Since 2018 Distinguished Scholar, Faculty of Commerce and Accountancy - Chulalongkorn University
- Since 2017 Member, Asset Management Committee of Vajiravudh College
- Since 2017 Member, Committee on King's Scholarships for Thai Buddhist Monks

- Since 2017 Chairman of the Council of Trustees and the Board of Directors, Thailand Development Research Institute (TDRI)
- Since 2016 Senior Advisor, CENTRAL Group
- Since 2016 Member, Property Management Committee - Chulalongkorn University
- Since 2015 Advisor, Crown Property Bureau
- Since 1998 Executive Director, Thai Red Cross Society

#### 5-year Past Experiences and/or Remarkable Positions

- 1999 – 2003 Secretary-General, Securities and Exchange Commission of Thailand
- 2004 – 2010 President, KASIKORNBANK Public Company Limited
- 2010 – 2015 Governor, Bank of Thailand
- 2014 – 2019 Member, State Enterprises Supervisory Board
- 2015 – 2019 Member, Committee to Enhance Competitiveness of the Nation

- 2015 – 2019 Member, National Anti-Corruption Commission
- 2017 – 2019 Chairman, Public Procurement Committee
- 2017 – 2019 Member, Education Reform Committee
- 2017 – 2019 Chairman, Economic Reform Committee

#### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: (None)
- Held by Spouse or minor children: (None)

#### Family Relationship among Directors and Executives (None)

#### Support and Consult through activities related to the Company businesses

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

### Mr. Pasu Decharin

Age 52 years

Director qualified as an Independent Director (From March 27, 2019)

- Position**
- Director
  - Member of the Audit Committee
  - Member of the Governance and Nomination Committee

#### Date of Appointment as a Director

- March 27, 2019

#### Education/Training

- Ph.D., Management of Technology School of Management, Asian Institute of Technology (AIT)
- Master of Business Administration (MBA) University of Colorado (Boulder), U.S.A.
- Bachelor of Business Administration (Management) Faculty of Commerce and Accountancy, Chulalongkorn University

#### Expertise

- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Marketing
- Accounting / Financial Literacy
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### Director Training (6)

- Director Accreditation Program (DAP) 121/2015, Thai Institute of Directors Association
- Executive Development Program (EDP) 3, Thai Listed Company Association

- Leadership Development Program (LDP) 6, Thai Listed Company Association
- Directors Certification Program (DCP) 280/2019, Thai Institute of Directors Association
- Audit Committee Forum 1/2019, Thai Institute of Directors Association
- Director Leadership Certification Program (DLCP) 0/2020, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (2)

- Since 2018 Independent Director, Member of the Audit Committee, and Member of the Nomination and Remuneration Thai Oil Public Company Limited
- Since 2018 Independent Director, Member of the Audit Committee, and Member of the Risk Oversight Committee The Siam Commercial Bank Public Company Limited

#### Position in Other Company/Organization/Institution (3)

- Since 1993 Lecturer, Faculty of Commerce and Accountancy, Chulalongkorn University
- Since 2015 Independent Director, Aksorn Education Public Company Limited

- Since 2018 Chairman and Independent Director of Warrix Sports Co., Ltd.
  - Since 2018 Director, Decharin (2018) Co., Ltd.
  - 2004-2011 Assistant to the President of Chulalongkorn University
  - 2007-2011 Head of Accountancy Department, Faculty of Commerce and Accountancy, Chulalongkorn University
  - 2014-2018 Director and Member of the Audit Committee The Islamic Bank of Thailand
  - 2011-2019 Dean, Faculty of Commerce and Accountancy, Chulalongkorn University
  - 2016-2019 Independent Director and Member of the Audit Committee Krunghthai Car Rent and Lease Public Company Limited
  - 2017-2020 Director, AUA Language School
- 5-years Past Experiences and/or Remarkable positions**
- Shareholdings (Ordinary Shares) (as at December 31, 2020)**
- Held personally: (None)
  - Held by Spouse or minor children: (None)
- Family Relationship among Directors and Executives**  
(None)
- Support and Consult through activities related to the Company businesses**
- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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### **Mrs. Parnsiree Amatayakul**

Age 50 years

Director qualified as an Independent Director (From March 27, 2019)

- Position**
- Independent Director
  - Member of the Audit Committee
  - Member of the Remuneration Committee

**Date of Appointment as a Director**

- March 27, 2019

**Education/Training**

- Master of Business Administration, UCLA Anderson School of Management, the University of California, USA
- Bachelor of Business Administration, Faculty of Commerce and Accountancy, Chulalongkorn University

**Expertise**

- Other Large Business or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Risk Management, Crisis Management
- Marketing
- Accounting // Financial Literacy
- Information Technology
- Organizational Transformation
- Digital Transformation

**Director Training (1)**

- Director Certification Program (DCP) 99/2008, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2018 Independent Director at Thai Wah Public Company Limited

**Position in Other Company/Organization/Institution (2)**

- Since 2013 Directors, Thailand Management Association (TMA)
- Since 2019 General Manager, Sales, Enterprise and Commercial, IBM ASEAN

**5-years Past Experiences and/or Remarkable positions**

- 2011 – 2018 Managing Director, IBM Thailand Company Limited
- 2016 – 2019 Directors, The American Chamber of Commerce in Thailand (AMCHAM)
- 2017 – 2018 Member, The Thailand 4.0 council
- 2018 – 2020 Member, the Committee of Foundation for Research in Information Technology- FRIT
- 2018 – 2020 Member, the National Digital Economy and Society Committee

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**  
(None)

**Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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**Mr. Cholanat Yanaranop**

Age 61 years

- Position**
- Director
  - Member of the Remuneration Committee

**Date of Appointment as a Director**

- June 8, 2020

**Education/Training**

- Master of Chemical Engineering, Imperial College London, UK
- Bachelor of Environmental Chemical Engineering, (Second Class Honours), Salford University, Manchester, UK
- Advanced Management Program (AMP), Harvard Business School, U.S.A.
- Inno-Leadership Program, INSEAD
- Chairman's Role: Energy Literacy for the world, TEA 5, Thailand Energy Academy

**Expertise**

- Core Business or Industry of SCG and Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Marketing
- Domestic or International Marketing (Market Insight)
- Information Technology
- Human Capital Management
- Environmental, Social & Governance or "ESG"

**Director Training (2)**

- Directors Accreditation Program (DAP) 39/2005, Thai Institute of Directors Association
- Role of the Chairman Program (RCP) 38/2016, Thai Institute of Directors Association

**Board Member/Management in Other Listed****Companies on The Stock Exchange of Thailand (1)**

- Since 2019 Vice Chairman, SCG Packaging Public Company Limited

**Positions in Other Company/Organization/Institution (7)**

- Since 2006 Director, Petroleum Institute of Thailand
- Since 2008 Director, Long Son Petrochemicals Co., Ltd.
- Since 2009 Advisor, The Thai Institute of Chemical Engineering and Applied Chemistry

- Since 2015 Director, SCG Foundation
- Since 2016 Director, Apexcela Company Limited
- Since 2016 Director, Siam Bioscience Company Limited
- Since 2016 Advisor, The Committee of Chemical and Petrochemical Engineering, Institute of Thailand Under H.M. The King's Patronage

**5-year Past Experiences and/or Remarkable Positions**

- 2005 – 2010 Director, PTT Chemical Public Company Limited
- 2005 – 2019 President, SCG Chemicals Company Limited
- 2006 – 2020 Director, Bangkok Synthetics Company Limited
- 2006 – 2020 Director, BST Elastomers Company Limited
- 2007 – 2008 President, The Thai Institute of Chemical Engineering and Applied Chemistry
- 2011 – 2019 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
- 2013 – 2015 President, Community Partnerships Association
- 2014 – 2020 Director, SENFI Norway AS (Norner Holding AS)
- 2015 – 2016 Vice President, Community Partnerships Association
- 2015 – 2019 Member of CSR Committee for Sustainable Development
- 2017 – 2019 Executive Vice President, SCG
- 2017 – 2020 Director, SENFI UK Limited
- 2018 – 2020 Director, SENFI Swiss GmbH

Remark: \*Listed in the Stock Exchange of Indonesia

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: 18,500 shares (0.0015%)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)****Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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**Mr. Thapana Sirivadhanabhakdi**

Age 46 years

Director qualified as an Independent Director (From June 8, 2020)

- Position**
- Independent Director
  - Member of the Remuneration Committee

**Date of Appointment as a Director**

- June 8, 2020

**Education/Training**

- Honorary Doctoral Degree of Philosophy in General Management, Ramkhamhaeng University
- Honorary Doctoral Degree of Business Administration in Strategic Logistic and Supply Chain Management, Suan Sunandha Rajabhat University
- Honorary Doctoral Degree in Community Development, Chiang Mai Rajabhat University
- Honorary Doctoral Degree in Hospitality, Rajamangala University of Technology Krungthep
- Honorary Doctoral Degree of Arts, Rajamangala University of Technology Phra Nakhon
- Honorary Doctoral Degree in Science, Logistics Management, King Mongkut's institute of Technology Ladkrabang
- Master of Science Administration in Financial Economics, Boston University, USA
- Bachelor of Business Administration (Finance), Boston University, USA

**Expertise**

- Business or Other Industries
- Regional and Global Organization Management
- Economy and Investment
- Risk Management, Crisis Management
- Marketing
- Expert in domestic and overseas marketing
- Finance
- Human Capital Management

**Director Training (1)**

- Director Accreditation Program (DAP) 2004, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (4)**

- Present Vice Chairman of the Board of Directors, Chairman of the Executive Committee and Member of the Remuneration and Nomination Committee, Univentures Public Company Limited
- Present Vice Chairman and Chairman of the Executive Committee, Amarin Printing and Publishing Public Company Limited

- Present Director and Director of the Corporate Governance Committee, Thai Group Holdings Public Company Limited

- Present Vice Chairman No. 3, Chairman of Executive Committee, Member of Compensation Committee and Member of Sustainability and Risk Management Committee, Sermasuk Public Company Limited

**Positions in Other Company/Organization/Institution (12 Business sectors)**

- Present President and CEO and Executive Committee and Sustainability and Risk Management Committee Member, Thai Beverage Public Company Limited\*
- Present Director, Vice Chairman of the Executive Committee, Nominating Committee Member, Remuneration Committee Member, and Sustainability and Risk Management Committee Member, Fraser and Neave, Limited\*
- Present Vice Chairman, Times Publishing Limited
- Present Director, Thai Beverage Group of Companies (60)
- Present Vice Chairman, South East Group of Companies (3)
- Present Director, TCC Group of Companies (17)
- Present Director, Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.

Remark: \*Listed company in the Singapore Stock Exchange

**Positions as directors or executives in other companies, other businesses and a company that may be deemed to have the same nature of business as and to be in competition with SCG (2)**

- Present Charun Business 52 Co., Ltd.
- Present Thai Beverage Logistics Co., Ltd.

**5-year Past Experiences and/or Remarkable Positions**

- 2001 – 2017 Director, Berli Jucker Public Company Limited
- 2003 – 2008 Director and Executive Vice President, Thai Beverage Public Company Limited

- 2004 – 2018 Vice Chairman, Red Bull Distillery Group of Companies
  - 2006 – 2020 Vice Chairman, Oishi Group Public Company Limited
  - 2007 – 2015 Vice Chairman, Siam Food Products Public Company Limited
  - 2011 – 2020 Chairman of the Executive Committee, Oishi Group Public Company Limited
  - 2013 – 2020 Director, Golden Land Property and Development Public Company Limited
  - 2015 – 2020 Director, TCC Holdings (2519) Co., Ltd.
  - 2017 – 2020 Director, GMM Channel Holding Co., Ltd.
  - 2017 – 2019 Executive Chairman, GMM Channel Holding Co., Ltd.
  - 2019 – 2020 Chairman, GMM Channel Holding Co., Ltd.
- Shareholdings (Ordinary Shares) (as at December 31, 2020)**
- Held personally: (None)
  - Held by Spouse or minor children: (None)
- Family Relationship among Directors and Executives**
- None

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### Mr. Roongrote Rangsiyopash

Age 57 years

- Position**
- Director
  - President & CEO SCG
  - Member of CSR Committee for Sustainable Development

**Date of Appointment as a Director**

- March 25, 2015

**Education/Training**

- MBA, Harvard Business School, U.S.A
- M.S. (Industrial Engineering), University of Texas at Arlington, U.S.A.
- B.E. (Mining), Chulalongkorn University

**Expertise**

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Marketing
- Domestic or International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance
- Human Capital Management
- Environmental, Social & Governance or “ESG”

**Director Training (1)**

- Directors Accreditation Program (DAP) 2004, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Position in Other Company/Organization/Institution (20)**

- Since 2015 Member of Fund-Raising Committee for Navamindrapobitr 84<sup>th</sup> Anniversary Building Faculty of Medicine Siriraj Hospital, Mahidol University
- Since 2015 Advisory, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King
- Since 2015 Advisory Director, the National Science and Technology Development Board
- Since 2016 Director, Digital Economy and Society Preparation Committee
- Since 2016 Head of Private Sectors, Joint Public-Private-People Steering Committee (People’s State) under the Public-Private Steering Committee for Driving the Thai Economy E2
- Since 2016 Competitive Workforce Council Member, World Business Council for Sustainable Development
- Since 2016 Member, Asia Business Council
- Since 2016 Committee, Engineer Division of the Anandamahidol Foundation
- Since 2016 Director, SCG Foundation
- Since 2017 Member, Sub-committee Government Administration System Development for Driving toward 4.0, Office of the Prime Minister
- Since 2017 Advisory Director on Industrial and Organizational Psychology, Political System Development Committee

- Since 2017 Executive Director, The Debsirin School Parents-Teacher Association
- Since 2018 Member, Public School Educational Innovation Administration Development Committee to support Driving Educational Reform towards Thailand 4.0 Policy
- Since 2018 Director, Mrigadayavan Palace Foundation Under the royal patronage of HRH Princess Bejaratana Rajasuda Sirisobhabannavadi
- Since 2018 Member, Sub-committee on the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation
- Since 2018 Honorary Advisor, The Federation of Thai Industries
- Since 2019 the Executive Board on Driving Reformation toward Higher Education, Science, Research and Innovation
- Since 2020 Member, Sub-committee Government Administration System Development for Driving toward the future
- Since 2020 Member, Sub-committee Evaluate the achievement of operations for development, National Science and Technology Development Agency
- Since 2020 National Reform Committee No.13: Culture, Sports, Labor and Human Resource Development, Ministry of Tourism and Sports
- 2011 – 2015 Chairman, Thai Cane Paper Public Company Limited
- 2011 – 2015 President, SCG Paper Public Company Limited (currently named as SCG Packaging Public Company Limited)
- 2012 – 2015 Director, Thai Plastic and Chemicals Public Company Limited
- 2013 – 2014 Expert Member, Government Pension Fund (GPF) Board of Directors
- 2013 – 2014 Chairman of Risk Management Sub-committee, Government Pension Fund (GPF)
- 2013 – 2015 Executive Director, Giga Impact Initiative Board, National Science and Technology Development Agency (NSTDA)
- 2015 Executive Vice President, The Siam Cement Public Company Limited
- 2017 – 2018 Committee, Steering Committee on the Reforming Support for THAILAND 4.0 Policy
- 2017 – 2019 Advisory, Chulalongkorn University Alumni Association
- 2018 – 2019 Advisory, Chulalongkorn University Engineering Alumni

#### **Other Position in SCG**

- Chairman of non-listed companies under SCG totaling 7 companies

#### **5-year Past Experiences and/or Remarkable Positions**

- 2011 – 2015 Chairman of the Board of Directors and Executive Committee, Thai British Security Printing Public Company Limited

#### **Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: 30,000 shares (0.0025%)
- Held by Spouse or minor children: (None)

#### **Family Relationship among Directors and Executives**

(None)

#### **Support and Consult through activities related to the Company businesses**

- Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses







Company Name	Directors											Remarks
	Air Chief Marshal Satitpong Sukvimon	Mr. Chumpol Nal-amileng	Mr. Kesem Watanachai	Police Colonel Thumthithi Wanichtham	Mrs. Tanisa Watanagase	Mr. Kan T rakulhoon	Mr. Prasam T rakulvorakul	Mrs. Parnsinee Decharin	Mr. Cholanat Yamarenon	Mr. Thapana Sinvadhanabhakdi	Mr. Roongrote Rangsiyopash	
<b>Chemicals Business</b>												
<u>Subsidiaries</u>												
165 SCG Chemicals Co., Ltd.												X
166 Thai Polyethylene Co., Ltd.												
167 SCG Plastics Co., Ltd.												
168 SCG Performance Chemicals Co., Ltd.												
169 SCG Chemicals Trading Singapore Pte. Ltd.												
170 Rayong Engineering & Plant Service Co., Ltd.												
171 Protech Outsourcing Co., Ltd.												
172 REPCO MAINTENANCE CO., LTD.												
173 RIL 1996 Co., Ltd.												
174 Texplode Co., Ltd.												
175 Vina SCG Chemicals Co., Ltd.												
176 Long Son Petrochemicals Co., Ltd.								/				
177 WTE COMPANY LIMITED												
178 SCG Chemicals (Singapore) Pte. Ltd.												
179 Tuban Petrochemicals Pte. Ltd.												
180 Hexagon International, Inc.												
181 Norner Holding AS												
182 Norner AS												
183 Norner Research AS												
184 SCGN AS												
185 Norner Verdandi AS												
186 CO2 Technologies AS												
187 SMH Co., Ltd.												
188 PT TPC Indo Plastic and Chemicals												
189 Thai Plastic and Chemicals Public Company Limited												
190 TPC Paste Resin Co., Ltd.												
191 The Nawaplastic Industries Co., Ltd.												
192 Nawa Intertech Co., Ltd.												
193 Chemtech Co., Ltd.												
194 Total Plant Service Co., Ltd.												
195 HTExplore S.R.L.												
196 SENFI UK Limited												
197 SENFI Swiss GmbH												
198 Rayong Pipeline Co., Ltd.												
199 SCG Ico Polymers Company Limited												
200 Map Ta Phut Tank Terminal Co., Ltd.												
201 Grand Nawaplastic Myanmar Co., Ltd.												
202 Viet-Thai Plastchem Co., Ltd.												
203 TPC Vina Plastic and Chemicals Corporation Ltd.												
204 Rayong Olefins Co., Ltd.												
205 Map Ta Phut Olefins Co., Ltd.												
206 Nawaplastic (Cambodia) Co., Ltd.												
207 CIRCULAR PLAS COMPANY LIMITED												
208 PT Nusantara Polymer Solutions												
209 Binh Minh Plastics Joint Stock Company												
210 North Binh Minh Plastics Limited Company												
211 PT Berjaya Nawaplastic Indonesia												
212 Flowlab & Service Co., Ltd.												
<u>Associates and Other Companies</u>												
213 SCG Plastics (China) Co., Limited												
214 SCG Plastics (Shanghai) Co., Ltd.												
215 Siam Styrene Monomer Co., Ltd.												
216 Siam Synthetic Latex Co., Ltd.												
217 Siam Polyethylene Co., Ltd.												
218 Siam Polystyrene Co., Ltd.												
219 Rayong Terminal Co., Ltd.												
220 PT Siam Maspion Terminal												
221 Bangkok Synthetics Co., Ltd.												
222 Thai MMA Co., Ltd.												

- X Chairman
- \* Vice Chairman
- / Director
- // President
- /// Managing Director



Company Name	Air Chief Marshal Saithong Sukvithol Mr. Chumpol Nai-amlieng Mr. Kasem Watanachai Police Colonel Thumthithi Wanichtharath Mrs. Tarisa Watanagase Mr. Kan Trakulhoon Mrs. Prasarn Trairakvorakul Mr. Pasu Dechaim Mrs. Parnsinee Anotayapakul Mr. Cholanat Yanaranon Mr. Thapana Sitvachanabhojdi Mr. Roongrote Rangsiyopash												Remarks	
Packaging Business													X	Chairman
<u>Subsidiaries</u>													*	Vice Chairman
235 SCG Packaging Public Company Limited	/						X					*	/	Director
236 Siam Kraft Industry Co., Ltd.													//	President
237 Invenique Co., Ltd.													///	Managing Director
238 SCGP Excellence Training Center Co., Ltd.														
239 SCGP Paper Energy Co., Ltd.														
240 SCGP Solutions Co., Ltd.														
241 SCGP Solutions (Singapore) Pte. Ltd.														
242 SCGP Rigid Plastics Company Limited														
243 SKIC International Company Limited														
244 Thai Cane Paper Public Company Limited														
245 Visy Packaging (Thailand) Limited														
246 United Pulp and Paper Co., Inc.														
247 Precision Print Co., Ltd.														
248 Thai Containers Group Co., Ltd.														
249 Thai Containers Khonkaen Co., Ltd.														
250 Thai Containers Rayong Co., Ltd.														
251 Vina Kraft Paper Co., Ltd.														
252 New Asia Industries Co., Ltd.														
253 Alcamax Packaging (Vietnam) Co., Ltd.														
254 AP Packaging (Hanoi) Co., Ltd.														
255 Packamex (Vietnam) Co., Ltd.														
256 Orient Containers Co., Ltd.														
257 PT Indoris Printingdo														
258 PT Indocorr Packaging Cikarang														
259 Phoenix Pulp & Paper Public Company Limited														
260 Phoenix Utilities Co., Ltd.														
261 Thai Paper Co., Ltd.														
262 The Siam Forestry Co., Ltd.														
263 Panas Nimit Co., Ltd.														
264 Thai Panason Co., Ltd.														
265 Thai Panadorn Co., Ltd.														
266 Thai Panaram Co., Ltd.														
267 Suanpa Rungsaris Co., Ltd.														
268 Siam Panawes Co., Ltd.														
269 Thai Panaboon Co., Ltd.														
270 Thai Wanabhum Co., Ltd.														
271 TCG Solutions Pte. Ltd.														
272 Interpress Printers Sendirian Berhad														
273 PT Primacorr Mandiri														
274 Bien Hoa Packaging Joint Stock Company														
275 PT Fajar Surya Wisesa Tbk.														
276 PT Dayasa Aria Prima														
277 Tin Thanh Packing Joint Stock Company														
278 Prepack Thailand Co., Ltd.														
279 TC Flexible Packaging Co., Ltd.														
280 SCGP-T Plastics Company Limited														
281 Tawana Container Co., Ltd.														
282 Conimex Co., Ltd.														
<u>Associates and Other Companies</u>														
283 Siam Toppan Packaging Co., Ltd.														
284 P&S Holdings Corporation														
285 Siam Nippon Industrial Paper Co., Ltd.														
286 Sahagreen Forest Co., Ltd.														



## SCG Top Executives

### Mr. Roongrote Rangsiyopash

Age 57 years

#### Positions

- Director
- President & CEO SCG
- Member of CSR Committee for Sustainable Development

#### Date of Appointment as a Director

- March 25, 2015

#### Education/Training

- MBA, Harvard Business School, U.S.A
- M.S. (Industrial Engineering), University of Texas at Arlington, U.S.A.
- B.E. (Mining), Chulalongkorn University

#### Expertise

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Marketing
- Domestic or International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### Director Training

- Directors Accreditation Program (DAP) 2004, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

(None)

#### Position in Other Company/Organization/Institution (19)

- Since 2015 Member of Fund-Raising Committee for Navamindrapobitr 84<sup>th</sup> Anniversary Building Faculty of Medicine Siriraj Hospital, Mahidol University
- Since 2015 Advisory, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King
- Since 2016 Director, Digital Economy and Society Preparation Committee
- Since 2016 Head of Private Sectors, Joint Public-Private-People Steering Committee (People’s State) under the Public-Private Steering Committee for Driving the Thai Economy E2

- Since 2016 Competitive Workforce Council Member, World Business Council for Sustainable Development
- Since 2016 Member, Asia Business Council
- Since 2016 Committee, Engineer Division of the Anandamahidol Foundation
- Since 2016 Director, SCG Foundation
- Since 2017 Member, Sub-committee Government Administration System Development for Driving toward 4.0, Office of the Prime Minister
- Since 2017 Advisory Director on Industrial and Organizational Psychology, Political System Development Committee
- Since 2017 Advisory, Chulalongkorn University Alumni Association
- Since 2017 Executive Director, The Debsirin School Parents-Teacher Association
- Since 2018 Member, Public School Educational Innovation Administration Development Committee to support Driving Educational Reform towards Thailand 4.0 Policy
- Since 2018 Director, Mrigadayavan Palace Foundation Under the royal patronage of HRH Princess Bejaratana Rajasuda Sirisobhabannavadi
- Since 2018 Member, Sub-committee on the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation
- Since 2018 Honorary Advisor, The Federation of Thai Industries
- Since 2019 the Executive Board on Driving Reformation toward Higher Education, Science, Research and Innovation
- Since 2020 Member, Sub-committee Government Administration System Development for Driving toward the future
- Since 2020 Member, Sub-committee Evaluate the achievement of operations for development, National Science and Technology Development Agency

#### Other Position in SCG

- Chairman of non-listed companies under SCG totaling 8 companies

### 5-year Past Experiences and/or Remarkable Positions

- 2011 – 2015 Chairman of the Board of Directors and Executive Committee, Thai British Security Printing Public Company Limited
- 2011 – 2015 Chairman, Thai Cane Paper Public Company Limited
- 2011 – 2015 President, SCG Paper Public Company Limited (currently named as SCG Packaging Public Company Limited)
- 2012 – 2015 Director, Thai Plastic and Chemicals Public Company Limited
- 2013 – 2014 Expert Member, Government Pension Fund (GPF) Board of Directors
- 2013 – 2014 Chairman of Risk Management Sub-committee, Government Pension Fund (GPF)
- 2013 – 2015 Executive Director, Giga Impact Initiative Board, National Science and Technology Development Agency (NSTDA)
- 2015 Executive Vice President, The Siam Cement Public Company Limited
- 2015 - 2018 Advisory Director, the National Science and Technology Development Board
- 2017 – 2018 Committee, Steering Committee on the Reforming Support for THAILAND 4.0 Policy

### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: 30,000 shares (0.0025%)
- Held by Spouse or minor children: (None)

### Family Relationship among Directors and Executives (None)

### Support and Consult through activities related to the Company businesses

Support and consult on innovation by visiting company products, services, research and development exhibition of all related businesses

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## Mr. Tanawong Areeratchakul

Age 58 years

- ### Positions
- President, Chemicals Business
  - Member of the CSR Committee for Sustainable Development

### Education/Training

- Bachelor of Engineering, Electrical Engineering, King Mongkut's Institute of Technology Thonburi
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

### Director Training (1)

- Director Accreditation Program (DAP) 149/2018, Thai Institute of Directors Association

### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)

- Since 2015 SCG Packaging Public Company Limited

### Position in Other Company/Organization/Institution (5)

- Since 2019 President Commissioner, PT Fajar Surya Wisesa Tbk.\*
- Since 2019 Commissioner, PT Chandra Asri Petrochemical Tbk.\*
- Since 2017 Director, SCG Foundation
- Since 2018 Subcommittee, Royal Project Foundation
- Since 2020 Chairman of PTIT Refining and Petrochemical Standing Committee, Petroleum Institute of Thailand

Remark: \*Listed in the Stock Exchange of Indonesia

### Other Positions in SCG

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

### 5-year Past Experiences and/ or Remarkable Positions

- 2007 – 2010 Managing Director, Rayong Olefins Company Limited
- 2008 – 2012 General Director, Long Son Petrochemicals Company Limited
- 2012 – 2015 Vice President-Corporate Administration, SCG
- 2014 – 2018 Executive Director, the Electronic Transactions Development Agency (Public Organization) or ETDA
- 2015 – 2017 Committee, Thai Listed Companies Association
- 2015 – 2019 President, SCG Packaging Public Company Limited

### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: (None)
- Held by Spouse or minor children: (None)

### Family Relationship among Directors and Executives (None)

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**Mr. Sakchai Patiparnprechavud**

Age 53 years

- Position**
- Vice President-Polyolefins and Vinyl Business, Chemicals Business

**Education/Training**

- Master of Business Administration, Kasetsart University
- Bachelor of Engineering, Chemical Engineering, Chulalongkorn University
- Advanced Management Program (AMP) Harvard Business School, U.S.A

**Director Training (1)**

- Director Accreditation Program (DAP) 148/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Positions in Other Company/Organization/Institution (2)**

- Since 2019 Advisor, Board of Trade of Thailand
- Since 2020 Representative of Chulalongkorn University Engineering Alumni

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2005 – 2009 Managing Director, Mehr Petrochemical Company, Iran
- 2009 – 2017 Managing Director, SCG Plastics Company Limited
- 2015 – 2019 Member of the Committee, Plastics Institute of Thailand

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**

(None)

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**Mr. Mongkol Hengrojanasophon**

Age 52 years

- Position**
- Vice President-Olefins Business and Operations, Chemicals Business

**Education/Training**

- Bachelor of Engineering, Chemical Engineering, Khon Kaen University
- Advanced Management Program (AMP) Harvard Business School, U.S.A

**Director Training (1)**

- Director Certification Program (DCP), 263/2018 Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Position in Other Company/Organization/Institution (3)**

- Since 2017 Vice Chairman of Social and Image Task Force, Petrochemical Industry Club, The Federation of Thai Industries
- Since 2018 Vice Chairman, The Institute of Industrial Energy, The Federation of Thai Industries
- Since 2020 Director, The Federation of Thai Industries

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2010 – 2013 Production Division Manager, Map Ta Phut Olefins Company Limited
- 2013 – 2018 Managing Director, Map Ta Phut Olefins Company Limited
- 2015 – 2017 Olefins Leader, SCG Chemicals Company Limited

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: 2,000 shares (0.0002%)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**

(None)

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**Mr. Suracha Udomsak**

Age 52 years

- Position**
- Vice President-Chemicals Business and Chief Technology Officer-Innovation and Technology, Chemicals Business

**Education/Training**

- PhD. In Chemical Engineering, Texas A&W University
- Bachelor of Engineering, Chemical Engineering, Chulalongkorn University
- Advanced Management Program (AMP) Harvard Business School, U.S.A

**Director Training**

(None)

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Positions in Other Company/Organization/Institution (6)**

- Since 2018 Director, Center of Excellence on Petrochemical and Material, Chulalongkorn University
- Since 2018 Advisor, Japan Advanced Institute of Science and Technology
- Since 2018 Representative of Thai-UK Business Leadership Council
- Since 2018 Advisor, The Petroleum and Petrochemical College, Chulalongkorn University

- Since 2019 Director, Licensing Executives Society (Thailand)
- Since 2020 Director, The Federation of Thai Industries

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2004 Deputy Managing Director, Grand Siam Composites Co., Ltd.
- 2007 Managing Director, Thai Polyethylene Co., Ltd.
- 2013 - 2017 Research and Development Director, Business Group Head - Technology SCG Chemicals Co., Ltd.
- 2018 - 2019 Research and Development Director, Emerging Business Director, SCG Chemicals Co., Ltd.

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)**

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**Mr. Nithi Patarachoke**

Age 57 years

- Positions**
- President, Cement-Building Materials Business
  - In charge of Vice President-Living Solution and Housing Products Business

**Education/Training**

- MBA (Finance and Operations Management), University of Chicago, U.S.A.
- Bachelor of Engineering, Industrial Engineering, Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (1)**

- Directors Accreditation Program (DAP) 140/2017, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (3)**

- Since 2012 Director, Siam Global House Public Company Limited

- Since 2018 Chairman of the Board of Directors, Chairman of the Executive Committee and Member of the Nomination, Remuneration and Corporate Governance Committee, SCG Ceramics Public Company Limited
- Since 2019 Chairman of the Board of Directors and Chairman of the Executive Committee, Quality Construction Products Public Company Limited

**Position in Other Company/Organization/Institution (3)**

- Since 2013 Vice Chairman, Thailand Management Association
- Since 2020 Director, Thai-Lao Friendship Association
- Since 2019 Director, SCG Foundation

### Other Positions in SCG

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

### 5-year Past Experiences and/or Remarkable Positions

- 2005 – 2010 Corporate Planning Director, The Siam Cement Public Company Limited
- 2010 – 2013 Managing Director, SCG Logistics Management Company Limited
- 2013 – 2017 Vice President-Domestic Market, SCG Cement-Building Materials
- 2014 – 2018 Director, Asia Cement Public Company Limited
- 2016 – 2018 Vice Chairman, The Federation of Thai Industries
- 2017 – 2018 Vice President-Building Products and Distribution Business, Cement-Building Materials Business

- 2017 – 2019 Commissioner, PT Kokoh Inti Arebama Tbk, Indonesia\*
- 2018 – 2020 Director, The Federation of Thai Industries
- 2019 – 2020 President Commissioner, PT KERAMIKA INDONESIA ASSOSIASI, Tbk.\*
- 2019 – 2020 President Commissioner, PT KOKOH INTI AREBAMA Tbk.\*

Remark: \*Listed in the Stock Exchange of Indonesia

### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: 4,000 shares (0.0003%)
- Held by Spouse or minor children: 15,000 shares (0.0013%)

### Family Relationship among Directors and Executives (None)

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### Mr. Chana Poomee

Age 55 years

- Position**
- Vice President-Cement and Construction Solution Business, Cement-Building Materials Business

### Education/Training

- Honorary Degree, Doctor of Engineering (Industrial Engineering), King Mongkut's University of Technology North Bangkok
- Master of Public Health, Sukhothai Thammathirat Open University
- Bachelor of Engineering, Electrical Engineering, King Mongkut's University of Technology North Bangkok
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

### Director Training (2)

- Directors Accreditation Program (DAP) 136/2017, Thai Institute of Directors Association
- Director Certification Program (DCP) 261/2018, Thai Institute of Directors Association

### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)

- Since 2019 Directors, Executive Committee, and the Nomination, Remuneration and Corporate Governance Committee, Quality Construction Products Public Company Limited

### Position in Other Company/Organization/Institution (3)

- Since 2018 Director, Asia Cement Public Company Limited

- Since 2020 Chairman of Thai Cement Manufacturers Association
- Since 2020 Director, The Federation of Thai Industries

### Other Positions in SCG

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

### 5-year Past Experiences and/or Remarkable Positions

- 2010 – 2013 Energy Director, SCG Cement-Building Materials
- 2013 – 2015 Country Director-Myanmar, SCG Cement-Building Materials
- 2013 – 2015 Managing Director, ECO Plant Services Company Limited
- 2013 – 2014 Managing Director, Mawlamyine Cement Limited
- 2014 – 2016 Managing Director, Myanmar CBM Services Company Limited
- 2015 – 2017 Vice President-Operations, SCG Cement-Building Materials

### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: 5,800 shares (0.0005%)
- Held by Spouse or minor children: 500 shares (0.00004%)

### Family Relationship among Directors and Executives (None)

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**Mr. Paramate Nisagornsen**

Age 53 years

**Position** • Vice President-Regional Business,  
Cement-Building Materials Business

**Education/Training**

- M.S. Operational Management & Finance, Massachusetts Institute of Technology, U.S.A.
- Bachelor of Engineering, Electrical Engineering, King Mongkut's University of Technology North Bangkok
- Advanced Management Program (AMP) Harvard Business School, U.S.A.

**Director Training (1)**

- Director Certification Program (DCP) 258/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2018 Director, Siam Global House Public Company Limited

**Position in Other Company/Organization/Institution**  
(None)

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2007 – 2011 Managing Director, Nawa Plastic Industries Company Limited
- 2011 – 2012 Business Group Head of Fabricated Products, SCG Chemicals Company Limited
- 2012 – 2016 Operations Vice President Director, PT. Chandra Asri Petrochemicals Tbk. Indonesia\*
- 2016 – 2017 Managing Director, Bangkok Synthetics Company Limited

Remark: \*Listed in the Stock Exchange of Indonesia  
**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**  
(None)

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**Mr. Yuttana Jiamtragan**

Age 57 years

**Positions** • Vice President-Corporate Administration  
• Member of the CSR Committee for Sustainable Development

**Education/Training**

- Master of Business Administration, Assumption University
- Bachelor of Sciences (Chemistry), Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (1)**

- Director Accreditation Program (DAP), 149/2018 Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Positions in Other Company/Organization/Institution**  
**(5)**

- Since 2015 Advisor, Foundation for the Promotion of Science and Technology Under the Patronage of His Majesty the King

- Since 2016 Member of the Advisory Committee, Center of Excellence on Environmental Health and Toxicology
- Since 2016 Director, SCG Foundation
- Since 2020 Director, Royal Bangkok Symphony Orchestra Foundation
- Since 2020 Director, Suan Luang Rama 9 Foundation

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2008 – 2015 Managing Director, SCG Performance Chemicals Company Limited
- 2010 – 2013 Managing Director, SCG Polyolefin Company Limited
- 2011 – 2015 Business Group Head: Compound & Formulation, Chemicals Business
- 2012 – 2016 Director, The Federation of Thai Industries

- 2012 – 2016 Honorary Chairman, Plastic Industry Club, The Federation of Thai Industries
- 2012 – 2016 Advisor, Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE), The Federal of Thai Industries
- 2015 – 2019 Advisor, Thai Bioplastics Industry Association
- 2016 – 2018 Member of the NSTDA Chair Professor Joint Committee, NSTDA Chair Professor Grants
- 2017 – 2019 Member of the Establishing Committee, the Research and Training Center for Supporting Industry 4.0, King Mongkut’s University of Technology North Bangkok
- 2017 – 2019 Committee, Thai Listed Companies Association

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: 2,000 shares (0.0002%)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)**

**Mr. Thammasak Sethaudom**

Age 51 years

**Position** • Vice President-Finance and Investment & CFO

**Education/Training**

- Master of Business Administration, London Business School, United Kingdom (Distinction)
- Bachelor of Engineering, Electrical Engineering, Chulalongkorn University
- Management Development Program, The Wharton School, The University of Pennsylvania, U.S.A.
- Executive Development Program, Columbia University, U.S.A.
- Change Management, GE
- Total Quality Management for Executive, JUSE, Japan
- Marketing for Management, Kellogg School, U.S.A.
- Certificate for General Bidding Committee, Bidding Law, MPI, Vietnam
- Leadership Coaching, APM Group
- Innovation Management Program, Dupont, U.S.A.
- Orientation Course – CFO Focus on Financial Reporting Class 3/2018
- Advanced Management Program (AMP) Harvard Business School, U.S.A.

**Director Training (2)**

- Directors Accreditation Program (DAP) 159/2019, Thai Institute of Directors Association
- Directors Certification Program (DCP) 298/2020, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2018 SCG Packaging Public Company Limited

**Position in Other Company/Organization/Institution (3)**

- Since 2018 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
- Since 2019 Committee, Thai Listed Companies Association
- Since 2020 Project Director of Central Bank Digital Currency

Remark: \*Listed in the Stock Exchange of Indonesia

**Other Positions in SCG**

- Chairman and director of SCG’s subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2000 – 2004 eCommerce and eBusiness Manager, Chemicals Business
- 2004 – 2010 Business Development and Corporate Planning Director, Chemicals Business
- 2008 – 2012 Deputy General Director, Long Son Petrochemicals Company Limited
- 2012 – 2018 General Director, Long Son Petrochemicals Company Limited

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)**

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**Mr. Aree Chavalitcheewingul**

Age 58 years

**Position** • President, Cementhai Holding Company Limited

**Education/Training**

- Master of Engineering, Industrial Engineering and Management, Asian Institute of Technology
- Bachelor of Engineering, Electrical Engineering (Honours), Chiang Mai University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (1)**

- Directors Accreditation Program (DAP) 132/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Position in Other Company/Organization/Institution (3)**

- Since 2004 CSR Project committee CMA.18 (SE-Project-SEP)
- Since 2016 Public-Private Steering Committee
- Since 2019 Advisor, Member of the AIT Solutions Advisory Board, Asian Institute of Technology

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2008 – 2018 Director, Member of Nomination, Remuneration and Corporate Governance Committee and Member of Executive Committee, Thai-German Ceramic Industry Public Company Limited
- 2011 – 2017 Commissioner, PT Keramika Indonesia Assosiasi Tbk, Indonesia\*, and PT Kokoh Inti Arebama Tbk, Indonesia\*

- 2011 – 2018 Director, Member of Nomination, Remuneration and Corporate Governance Committee and Member of Executive Committee, Quality Construction Products Public Company Limited
- 2012 – 2016 Executive Vice President, SCG Building Materials Company Limited
- 2012 – 2018 Director, Siam Global House Public Company Limited
- 2014 – 2018 Member of Nomination, Remuneration and Corporate Governance Committee Thai-German Ceramic Industry Public Company Limited Quality Construction Products Public Company Limited
- 2016 – 2018 President, SCG Cement-Building Materials Company Limited
- 2018 Chairman of the Board of Directors, Chairman of the Executive Committee and Member of Nomination, Remuneration and Corporate Governance Committee, SCG Ceramics Public Company Limited
- 2017 – 2019 President Commissioner, PT Keramika Indonesia Assosiasi Tbk, Indonesia\*
- 2017 – 2020 President Commissioner, PT Kokoh Inti Arebama Tbk, Indonesia\*

Remark: \*Listed in the Stock Exchange of Indonesia  
**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**  
(None)

## Chief Officers in Accounting and Finance

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### Mr. Pichit Leelaphantmetha

Age 56 years

**Position** • Corporate Accounting Director

#### Education/Training

- Master of Business Administration, Thammasat University
- Bachelor of Accountancy, Chulalongkorn University

#### Director Training (2)

- Director Certification Program (DCP) 118/2009, Thai Institute of Directors Association
- Advanced Strategic Management (ASM), International Institute for Management Development, Switzerland

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

(None)

#### Position in Other Company/Organization/Institution (1)

- Since 2019 Board Member and Chairman of the Accounting Profession Committee, The Federation of Accounting Professions Under the Royal Patronage of His Majesty The King (TFAC)

#### Other Position in SCG

- Director and executive of non-listed companies under SCG as assigned by the company

#### 5-years Past Experiences and/or Remarkable Positions

- 2012 – 2014 The Committee of Management Accounting, Federation of Accounting Professions (FAP) under The Royal Patronage of His Majesty the King
- 2014 – 2017 Accounting Standard Scrutinizing Sub-Committee, Federation of Accounting Professions (FAP) under The Royal Patronage of His Majesty the King

#### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: (None)
- Held by Spouse or minor children: (None)

#### Family Relationship among Directors and Executives

(None)

### Mrs. Chantanida Sarigaphuti

Age 52 years

**Position** • Corporate Planning and Finance Director

#### Education/ Training

- M.S.(Finance), University of Illinois, USA
- BBA (Finance), Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

#### Director Training (1)

- Company Secretary Program (CSP) 43/2011, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

(None)

#### Position in Other Company/Organization/Institution

(None)

#### Other Position in SCG

- Director and executive of non-listed companies under SCG as assigned by the company

#### 5-year Past Experiences and/or Remarkable Positions

- 2008 Managing Director, SCT Services Company Limited
- 2008 Manager, International Services Division, SCT Company Limited
- 2010 General Manager, Corporate Services Group, Thai Plastic and Chemicals Public Company Limited
- 2012 – 2017 Corporate Treasurer, The Siam Cement Public Company Limited

#### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: 2,000 shares (0.0002%)
- Held by Spouse or minor children: (None)

#### Family Relationship among Directors and Executives

(None)



Company Name	Mr. Roongrote Rangsiyornas Mr. Tanawong Areeratohakul Mr. Sakchai Pabiparnyeechavud Mr. Monkol Hengrojamasophon Mr. Suracha Udomsak Mr. Nithi Patarachoke Mr. Chana Poomee Mr. Yuttana Nisegomsen Mr. Thammesak Jiamiragan Mr. Aree Chavalticheewingul											Remarks		
54 SCG Trading Middle East Dmcc													X	Chairman
55 SCG International Vietnam Co., Ltd.													*	Vice Chairman
56 SCG International India Private Limited													/	Director
57 SCG Logistics Management Co., Ltd.								X		/			//	President
58 SCG Logistics Lao Co., Ltd													///	Managing Director
59 SCG Logistics Management (Cambodia) Co., Ltd.														
60 Unify Smart Tech Joint Stock Company														
61 Nexter Living Co., Ltd.														
62 Myanmar CBM Services Co., Ltd.										X				
63 Nexter Digital Co., Ltd.														
64 BetterBe Marketplace Co., Ltd.														
65 Nexter Ventures Co., Ltd.								X						
66 Nexter Retail Co., Ltd.														
67 SCG Experience Co., Ltd.														
68 SCG Skills Development Co., Ltd.								X						
69 SCG Retail Holding Co., Ltd.								X		/				
70 Prime Group Joint Stock Company										X				
71 Prime Trading, Import and Export One Member Limited Liability Company														
72 Prime International Import-Export and Service Trading Company Limited														
73 Prime - Ngoi Viet Joint Stock Company														
74 Prime Pho Yen Joint Stock Company														
75 Prime - Yen Binh Joint Stock Company														
76 Prime - Tien Phong Joint Stock Company														
77 Prime - Vinh Phuc Joint Stock Company														
78 Prime - Truong Xuan Joint Stock Company														
79 Buu Long Industry and Investment Joint Stock Company										X				
80 PT Semen Jawa									/	X				
81 Mawlamyine Cement Limited										X				
82 Prime Dai An Joint Stock Company														
83 Kampot Cement Co., Ltd.									/	X				
84 PT KIA Serpih Mas														
85 PT KIA Keramik Mas														
86 PT Keramik Indonesia Assosiasi, Tbk.										X				
87 PT Kokoh Inti Arebama Tbk.										X				
88 The Siam Sanitary Fittings Co., Ltd.								X						
89 SCG Ceramics Public Company Limited								X						
90 SOSUCO CERAMIC COMPANY LIMITED								X						
91 Prime Dai Viet Joint Stock Company														
92 Prime Thien Phuc Joint Stock Company														
93 Prime Phong Dien Joint Stock Company														
94 Prime Dai Loc Joint Stock Company														
95 CPAC Cambodia Co., Ltd.										X				
96 Saraburirat Co., Ltd.								X	/					
97 Mariwasa-Siam Ceramics, Inc.										/				
98 SCG Myanmar Concrete and Aggregate Co., Ltd.									/	X				
99 PT Surya Siam Keramik										X				
100 Green Conservation Solution Co., Ltd.														
101 Siam Sanitary Ware Co., Ltd.								X						
102 Siam Sanitary Ware Industry Co., Ltd.														
103 Siam Sanitary Ware Industry (Nongkae) Co., Ltd.														
104 Prime Hao Phu Joint Stock Company														
105 Quality Construction Products Public Company Limited								X	/					
106 Q-Con Eastern Co., Ltd.								X	/					

Company Name	Directors										Remarks	
	Mr. Roongrote Rangyiyppash	Mr. Tanawong Areeratchakul	Mr. Sakchai Palitarnpreechavud	Mr. Mongkol Hengrojjanasophon	Mr. Suracha Udomsak	Mr. Nithi Patarachoke	Mr. Charata Poomee	Mr. Paramate Nisagomsen	Mr. Yuttana Jantiragan	Mr. Thammesak Setaudom		Mr. Aree Chavalitcheewingul
107 SCGT Automobile Co., Ltd.						X					X	Chairman
108 SCG Yamato Express Co., Ltd.						X						* Vice Chairman
109 RUDY TECHNOLOGY COMPANY LIMITED												
110 SCG-PSA Holdings Co., Ltd.					/							/ Director
111 Prime Dai Quang Joint Stock Company												// President
112 SCG-Shwe Me Logistics (Myanmar) Co., Ltd.					/		/					
113 Panel World Co., Ltd.					X							
114 Jumbo Barges and Tugs Co., Ltd.							X					
115 Jumbo Barges (Cambodia) Co., Ltd.							/					
116 Thai Connectivity Terminal Co., Ltd.												
117 Bangkok Interfreight Forwarding Co., Ltd.												
118 SCG-Sekisui Sales Co., Ltd.					X							
119 SCG HOME RETAIL COMPANY LIMITED					X							
120 SCG-BOONTHAVORN HOLDING COMPANY LIMITED												
121 Smart Build Bangladesh Co., Ltd.												
122 Mingalar Motor Co., Ltd.					X							
123 PT Siam-Indo Gypsum Industry							X					
124 PT Siam-Indo Concrete Products							X					
125 PT Pion Quarry Nusantara							X					
126 Home Center Quauang Ninh Joint Stock Company												
127 PT SCG Barito Logistics												
128 PT Renos Marketplace Indonesia												
129 PT Tambang Semen Sukabumi						/	X					
130 Kampot Land Co., Ltd.							X					
131 SCG-Boonthavorn (Cambodia) Co., Ltd.							X					
<u>Associates, Joint Ventures and Other Companies</u>												
132 Global House International Company Limited					/		/					
133 BIMOBJECT (THAILAND) CO., LTD.												
134 CPAC SB&M LIFETIME SOLUTION CO., LTD.												
135 SCG Nichirei Logistics Co., Ltd.					/							
136 Siam Smart Data Co., Ltd.												
137 Sekisui-SCG Industry Co., Ltd.					/							
138 China ASEAN Supply Chain Management Co., Ltd.					*							
139 Survey Marine Services Co., Ltd.												
140 Green Siam Resources Corporation												
141 Mariwasa Holdings, Inc.							X					
142 CMPI Holdings, Inc.												
143 Siam Global House Public Company Limited					/		/					
144 Siam Saison Co., Ltd.												
145 Anhui Conch-SCG Refractory Co., Ltd.												
146 PT Catur Sentosa Adiprana Tbk					/							
147 PT Catur Mitra Sejati Sentosa												
148 PT Catur Sentosa Berhasil												
149 PT Catur Sentosa Anugerah												
150 The Siam Gypsum Industry Co., Ltd.					/							
151 The Siam Gypsum Industry (Saraburi) Co., Ltd.					/							
152 The Siam Gypsum Industry (Songkhla) Co., Ltd.					/							
153 PT M Class Industry							/					
154 PT Caturaditya Sentosa												
155 PT Catur Logamindo Sentosa												
156 SIAM VALIDUS CAPITAL CO.,LTD.												
157 Global House (Cambodia) Company Limited												
158 PT Catur Hasil Sentosa												
159 PT Kusuma Kemindo Sentosa												
160 PT Caturadiluhur Sentosa												
161 PT Eleganza Tile Indonesia												
162 Asia Cement Public Company Limited						/						
163 NORITAKE SCG PLASTER CO.,LTD					/							
164 Finfloor S.p.A.					/							

Company Name	<div style="display: flex; justify-content: space-between;"> <div style="width: 15%;">Mr. Roongroee Rangsiyobash</div> <div style="width: 15%;">Mr. Tanawong Areearatthakul</div> <div style="width: 15%;">Mr. Sakchai Palipamapreechavud</div> <div style="width: 15%;">Mr. Mongkol Hengrojaprasophon</div> <div style="width: 15%;">Mr. Suracha Udomsak</div> <div style="width: 15%;">Mr. Nithi Patarachoke</div> <div style="width: 15%;">Mr. Chana Poomee</div> <div style="width: 15%;">Mr. Paramate Nisagornsen</div> <div style="width: 15%;">Mr. Yutiana Jiamritgan</div> <div style="width: 15%;">Mr. Thammak Sathadom</div> <div style="width: 15%;">Mr. Aree Chavalitcheewingul</div> </div>											Remarks	
<b>Chemicals Business</b>												X	Chairman
<u>Subsidiaries</u>												*	Vice Chairman
165 SCG Chemicals Co., Ltd.	X	//	/	/							/	/	Director
166 Thai Polyethylene Co., Ltd.		X	/	/							/	//	President
167 SCG Plastics Co., Ltd.		X	/	/							/	///	Managing Director
168 SCG Performance Chemicals Co., Ltd.		X	/	/							/		
169 SCG Chemicals Trading Singapore Pte. Ltd.		/		/									
170 Rayong Engineering & Plant Service Co., Ltd.				X									
171 Protech Outsourcing Co., Ltd.				X									
172 REPCO MAINTENANCE CO., LTD.				X									
173 RIL 1996 Co., Ltd.		X		/									
174 Texplora Co., Ltd.		X			/								
175 Vina SCG Chemicals Co., Ltd.		X									/		
176 Long Son Petrochemicals Co., Ltd.		X	/	*							/		
177 WTE COMPANY LIMITED				X									
178 SCG Chemicals (Singapore) Pte. Ltd.		/		/									
179 Tuban Petrochemicals Pte. Ltd.		/											
180 Hexagon International, Inc.		X											
181 Norner Holding AS		X			/								
182 Norner AS		X			/								
183 Norner Research AS													
184 SCGN AS					X								
185 Norner Verdandi AS					X								
186 CO2 Technologies AS					X								
187 SMH Co., Ltd.													
188 PT TPC Indo Plastic and Chemicals			X	/									
189 Thai Plastic and Chemicals Public Company Limited		X	/	/							/		
190 TPC Paste Resin Co., Ltd.			X										
191 The Nawaplastic Industries Co., Ltd.			X	/									
192 Nawa Intertech Co., Ltd.					X								
193 Chemtech Co., Ltd.			X	/									
194 Total Plant Service Co., Ltd.			X										
195 HTExplore S.R.L.													
196 SENFI UK Limited		X			/								
197 SENFI Swiss GmbH		X			/								
198 Rayong Pipeline Co., Ltd.		X		/									
199 SCG Ico Polymers Company Limited		X	/										
200 Map Ta Phut Tank Terminal Co., Ltd.		X		/							/		
201 Grand Nawaplastic Myanmar Co., Ltd.			X										
202 Viet-Thai Plastchem Co., Ltd.			X	/									
203 TPC Vina Plastic and Chemicals Corporation Ltd.			/	/									
204 Rayong Olefins Co., Ltd.		X	/	/							/		
205 Map Ta Phut Olefins Co., Ltd.		X		/							/		
206 Nawaplastic (Cambodia) Co., Ltd.			X										
207 CIRCULAR PLAS COMPANY LIMITED			X										
208 PT Nusantara Polymer Solutions			X										
209 Binh Minh Plastics Joint Stock Company			X										
210 North Binh Minh Plastics Limited Company													
211 PT Berjaya Nawaplastic Indonesia			X										
212 Flowlab & Service Co., Ltd.					X								
<u>Associates and Other Companies</u>													
213 SCG Plastics (China) Co., Limited		X	/										
214 SCG Plastics (Shanghai) Co., Ltd.													
215 Siam Styrene Monomer Co., Ltd.		/	/	/							/		
216 Siam Synthetic Latex Co., Ltd.		/	/	/							/		
217 Siam Polyethylene Co., Ltd.		/	/	/							/		
218 Siam Polystyrene Co., Ltd.		/	/	/							/		
219 Rayong Terminal Co., Ltd.		X		/							/		
220 PT Siam Maspion Terminal				X									
221 Bangkok Synthetics Co., Ltd.		/		/							/		
222 Thai MMA Co., Ltd.		X									/		

บริษัทปูนซิเมนต์ไทย จำกัด (มหาชน)

Company Name	Mr. Roongroee Rangsiyobash	Mr. Tanawong Areeratchakul	Mr. Sakchai Palipamapreechavud	Mr. Mongkol Hengolaprasophon	Mr. Suracha Udomsak	Mr. Nithi Patarachoke	Mr. Chana Poomee	Mr. Paramate Nisagornsen	Mr. Yutana Jiamritgan	Mr. Thammasak Sathadom	Mr. Aree Chavalitcheewingul	Remarks
223 Grand Siam Composites Co., Ltd.	X								/			
224 Thai MFC Co., Ltd.	X	/										
225 Siam Tohcello Co., Ltd.	X	/										
226 PT Trans-Pacific Polyethylene Indonesia												
227 PT Trans-Pacific Polyethylindo												
228 Riken (Thailand) Co., Ltd.	/	/										
229 PT Chandra Asri Petrochemical Tbk.	/								/			
230 PT Styrimo Mono Indonesia												
231 Mitsui Advanced Composites (Zhongshan) Co., Ltd.	/											
232 Future Materials AS												
233 Da Nang Plastics Joint Stock Company												
234 Binh Minh Viet Trading Investment Real Estate Joint Stock Company												



Company Name	Mr. Roongrote Rangsiyobash Mr. Tanawong Areeatthakul Mr. Sakchai Paipampreechavud Mr. Mongkol Hengrojanasophon Mr. Suracha Uthmsak Mr. Nithi Patarachoke Mr. Chana Poomee Mr. Paramate Nisagomsen Mr. Yuttana Jiamtragan Mr. Thammasak Setthaudom Mr. Aree Chavaitcheewingul											Remarks	
Other												X	Chairman
Subsidiaries												*	Vice Chairman
287 Cemen Thai Holding Co., Ltd.	X	/							/	/	//	/	Director
288 Cemen Thai Property (2001) Public Company Limited									/		X	//	President
289 Property Value Plus Co., Ltd.											X	///	Managing Director
290 SCG Accounting Services Co., Ltd.										X			
291 SCG Legal Counsel Limited	X								/				
292 CTO Management Co., Ltd.										X			
293 Cemen Thai Captive Insurance Pte. Ltd.													
294 Siam Innovation Product and Solution Co., Ltd.									X	/			
295 SCG Learning Excellence Co., Ltd.									X				
296 SCG HR SOLUTIONS CO., LTD.									X				
297 SCG Vietnam Co., Ltd.													
298 PT SCG Indonesia													
299 Bangsue Industry Co., Ltd.										X			
300 Add Ventures Capital Co., Ltd.									/				
301 Add Ventures Capital International Co., Ltd.									X	/			
302 Siam GNE Solar Energy Co., Ltd.				X					/				
Associates and Other Companies													
303 Siam Kubota Corporation Co., Ltd.		/ <sup>1</sup>							/		/		
304 Kubota Cambodia Co., Ltd.											/		
305 Kubota Lao Sole Co., Ltd.											/		
306 Siam Kubota Metal Technology Co., Ltd.											/		
307 Siam Kubota Leasing Co., Ltd.													
308 Kubota Leasing (Cambodia) Plc.													
309 Siam AT Industry Co., Ltd.												*	
310 Thai Engineering Products Co., Ltd.												*	
311 The Nawaloha Industry Co., Ltd.												*	
312 Aisin Takaoka Foundry Bangkok Co., Ltd.												*	
313 The Siam Nawaloha Foundry Co., Ltd.												*	
314 Lysando AG											/		
315 IT One Co., Ltd.									X	/			
316 Toyota Motor Thailand Co., Ltd.											/		
317 Siam Yamato Steel Co., Ltd.									/		/		
318 Siam Toyota Manufacturing Co., Ltd.											*		

Remark 1. Director change registration on 1 January, 2021

## Company Secretary

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### **Mrs. Pattarawan Tunsakul**

Age 51 years

**Position** • Corporate Secretary Director and Company Secretary of SCC

#### **Education/Training**

- Master of Laws, Thammasat University
- Bachelor of Laws, Thammasat University

#### **Seminar on Role and Responsibility of Company Secretary and others (8)**

- Effective Minutes Taking (EMT) 47/2020, Thai Institute of Directors Association
- Company Reporting Program (CRP) 26/2020, Thai Institute of Directors Association
- Company Secretary Program (CSP) 102/2019, Thai Institute of Directors Association
- Industrial Property Rights Course for Operational Staff, Tokyo, Japan
- Law and Legal Institution of U.S.A., University of Wisconsin, U.S.A.
- 2013 JPPA IP Practitioners Seminar
- Law, Finance, Securities and Mutual Fund Management Expert Program: Financial management
- Advanced Management Program (AMP), Switzerland

#### **Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

#### **Position in Other Company/Organization/Institution (1)**

- Since 2019 Director, Thai Company Secretary Club, Thai Listed Companies Association

#### **Other Positions in SCG**

- Company secretaries and directors of SCG subsidiaries as being assigned

#### **5-year Past Experiences and/or Remarkable Positions**

- 2016 – 2019 Head of Corporate, Securities & IP, SCG Legal Co., Ltd.

#### **Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

#### **Family Relationship among Directors and Executives**

(None)

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**INFORMATION OF DIRECTORS OF MAJOR  
SUBSIDIARIES OF THE CORE BUSINESSES**

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## Cement-Building Materials Business

### The Board of Directors SCG Building Materials Company Limited

Mr. Roongrote Rangsiyopash

Age 57 years

**Position** • Director

#### Education/Training

- MBA, Harvard Business School, U.S.A
- M.S. (Industrial Engineering), University of Texas at Arlington, U.S.A.
- B.E. (Mining), Chulalongkorn University

#### Expertise

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Marketing
- Domestic or International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### Director Training (1)

- Directors Accreditation Program (DAP) 2004, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

- Since 2015 Director and President & CEO, The Siam Cement Public Company Limited

#### Position in Other Company/Organization/Institution (20)

- Since 2015 Member of Fund-Raising Committee for Navamindrapobitr 84<sup>th</sup> Anniversary Building Faculty of Medicine Siriraj Hospital, Mahidol University
- Since 2015 Advisory, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King
- Since 2015 Advisory Director, the National Science and Technology Development Board
- Since 2016 Director, Digital Economy and Society Preparation Committee
- Since 2016 Head of Private Sectors, Joint Public-Private-People Steering Committee (People’s State) under the Public-Private Steering Committee for Driving

- Since 2016
- Since 2016
- Since 2016

- Since 2016
- Since 2017

- Since 2017

- Since 2017

- Since 2018

- Since 2018

- Since 2018

- Since 2018

- Since 2019

- Since 2020

- Since 2020

- Since 2020

the Thai Economy E2 Competitive Workforce  
Council Member, World Business Council for Sustainable Development  
Member, Asia Business Council Committee, Engineer Division of the Anandamahidol Foundation  
Director, SCG Foundation  
Member, Sub-committee Government Administration System Development for Driving toward 4.0, Office of the Prime Minister  
Advisory Director on Industrial and Organizational Psychology, Political System Development Committee  
Executive Director, The Debsirin School Parents-Teacher Association  
Member, Public School Educational Innovation Administration Development Committee to support Driving Educational Reform towards Thailand 4.0 Policy  
Director, Mrigadayavan Palace Foundation Under the royal patronage of HRH Princess Bejaratana Rajasuda Sirisobhabannavadi  
Member, Sub-committee on the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation  
Honorary Advisor, The Federation of Thai Industries  
the Executive Board on Driving Reformation toward Higher Education, Science, Research and Innovation  
Member, Sub-committee Government Administration System Development for Driving toward the future  
Member, Sub-committee Evaluate the achievement of operations for development, National Science and Technology Development Agency  
National Reform Committee No.13: Culture, Sports, Labor and Human Resource Development, Ministry of Tourism and Sports

#### Other Position in SCG

- Chairman of non-listed companies under SCG totaling 7 companies

#### 5-year Past Experiences and/or Remarkable Positions

- 2011 – 2015 Chairman of the Board of Directors and Executive Committee, Thai British Security Printing Public Company Limited
- 2011 – 2015 Chairman, Thai Cane Paper Public Company Limited
- 2011 – 2015 President, SCG Paper Public Company Limited (currently named as SCG Packaging Public Company Limited)
- 2012 – 2015 Director, Thai Plastic and Chemicals Public Company Limited
- 2013 – 2014 Expert Member, Government Pension Fund (GPF) Board of Directors

- 2013 – 2014 Chairman of Risk Management Sub-committee, Government Pension Fund (GPF)
- 2013 – 2015 Executive Director, Giga Impact Initiative Board, National Science and Technology Development Agency (NSTDA)
- 2015 Executive Vice President, The Siam Cement Public Company Limited
- 2017 – 2018 Committee, Steering Committee on the Reforming Support for THAILAND 4.0 Policy
- 2017 – 2019 Advisory, Chulalongkorn University Alumni Association
- 2018 – 2019 Advisory, Chulalongkorn University Engineering Alumni

**Family Relationship among Directors and Executives**  
(None)

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#### Mr. Thammasak Sethaudom

Age 51 years

**Position** • Director

#### Education/Training

- Master of Business Administration, London Business School, United Kingdom (Distinction)
- Bachelor of Engineering, Electrical Engineering, Chulalongkorn University
- Management Development Program, The Wharton School, The University of Pennsylvania, U.S.A.
- Executive Development Program, Columbia University, U.S.A.
- Change Management, GE
- Total Quality Management for Executive, JUSE, Japan
- Marketing for Management, Kellogg School, U.S.A.
- Certificate for General Bidding Committee, Bidding Law, MPI, Vietnam
- Leadership Coaching, APM Group
- Innovation Management Program, Dupont, U.S.A.
- Orientation Course – CFO Focus on Financial Reporting Class 3/2018
- Advanced Management Program (AMP) Harvard Business School, U.S.A.

#### Director Training (2)

- Directors Accreditation Program (DAP) 159/2019, Thai Institute of Directors Association
- Directors Certification Program (DCP) 298/2020, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)

- Since 2018 SCG Packaging Public Company Limited

#### Position in Other Company/Organization/Institution (3)

- Since 2018 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
- Since 2019 Committee, Thai Listed Companies Association
- Since 2020 Project Director of Central Bank Digital Currency

Remark: \*Listed in the Stock Exchange of Indonesia

#### Other Positions in SCG

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

#### 5-year Past Experiences and/or Remarkable Positions

- 2000 – 2004 eCommerce and eBusiness Manager, Chemicals Business
- 2004 – 2010 Business Development and Corporate Planning Director, Chemicals Business
- 2008 – 2012 Deputy General Director, Long Son Petrochemicals Company Limited
- 2012 – 2018 General Director, Long Son Petrochemicals Company Limited

**Family Relationship among Directors and Executives**  
(None)

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**Mr. Yuttana Jiamtragan**

Age 57 years

**Position** • Director**Education/Training**

- Master of Business Administration, Assumption University
- Bachelor of Sciences (Chemistry), Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (1)**

- Director Accreditation Program (DAP), 149/2018 Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Positions in Other Company/Organization/Institution (5)**

- Since 2015 Advisor, Foundation for the Promotion of Science and Technology Under the Patronage of His Majesty the King
- Since 2016 Member of the Advisory Committee, Center of Excellence on Environmental Health and Toxicology
- Since 2016 Director, SCG Foundation
- Since 2020 Director, Royal Bangkok Symphony Orchestra Foundation
- Since 2020 Director, Suan Luang Rama 9 Foundation

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2008 – 2015 Managing Director, SCG Performance Chemicals Company Limited
- 2010 – 2013 Managing Director, SCG Polyolefin Company Limited
- 2011 – 2015 Business Group Head: Compound & Formulation, Chemicals Business
- 2012 – 2016 Director, The Federation of Thai Industries
- 2012 – 2016 Honorary Chairman, Plastic Industry Club, The Federation of Thai Industries
- 2012 – 2016 Advisor, Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE), The Federal of Thai Industries
- 2015 - 2019 Advisor, Thai Bioplastics Industry Association
- 2016 - 2018 Member of the NSTDA Chair Professor Joint Committee, NSTDA Chair Professor Grants
- 2017 - 2019 Member of the Establishing Committee, the Research and Training Center for Supporting Industry 4.0, King Mongkut's University of Technology North Bangkok
- 2017 - 2019 Committee, Thai Listed Companies Association

**Family Relationship among Directors and Executives**

(None)

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**Mr. Nithi Patarachoke**

Age 57 years

**Position** • Director**Education/Training**

- MBA (Finance and Operations Management), University of Chicago, U.S.A.
- Bachelor of Engineering, Industrial Engineering, Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (1)**

- Directors Accreditation Program (DAP) 140/2017, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (3)**

- Since 2012 Director, Siam Global House Public Company Limited
- Since 2018 Chairman of the Board of Directors, Chairman of the Executive Committee and Member of the Nomination, Remuneration and Corporate Governance Committee, SCG Ceramics Public Company Limited

- Since 2019 Chairman of the Board of Directors and Chairman of the Executive Committee, Quality Construction Products Public Company Limited

**Position in Other Company/Organization/Institution (3)**

- Since 2013 Vice Chairman, Thailand Management Association
- Since 2020 Director, Thai-Lao Friendship Association
- Since 2019 Director, SCG Foundation

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2005 – 2010 Corporate Planning Director, The Siam Cement Public Company Limited
- 2010 – 2013 Managing Director, SCG Logistics Management Company Limited

- 2013 – 2017 Vice President-Domestic Market, SCG Cement-Building Materials
- 2014 – 2018 Director, Asia Cement Public Company Limited
- 2016 – 2018 Vice Chairman, The Federation of Thai Industries
- 2017 – 2018 Vice President-Building Products and Distribution Business, Cement-Building Materials Business
- 2017 – 2019 Commissioner, PT Kokoh Inti Arebama Tbk, Indonesia\*
- 2018 – 2020 Director, The Federation of Thai Industries
- 2019 – 2020 President Commissioner, PT KERAMIKA INDONESIA ASSOSIASI, Tbk.\*
- 2019 – 2020 President Commissioner, PT KOKOH INTI AREBAMA Tbk.\*

Remark: \*Listed in the Stock Exchange of Indonesia

**Family Relationship among Directors and Executives**

(None)

**Mr. Chana Poomee**

Age 55 years

**Position** • Director

**Education/Training**

- Honorary Degree, Doctor of Engineering (Industrial Engineering), King Mongkut's University of Technology North Bangkok
- Master of Public Health, Sukhothai Thammathirat Open University
- Bachelor of Engineering, Electrical Engineering, King Mongkut's University of Technology North Bangkok
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (2)**

- Directors Accreditation Program (DAP) 136/2017, Thai Institute of Directors Association
- Director Certification Program (DCP) 261/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2019 Directors, Executive Committee, and the Nomination, Remuneration and Corporate Governance Committee, Quality Construction Products Public Company Limited

**Position in Other Company/Organization/Institution (3)**

- Since 2018 Director, Asia Cement Public Company Limited

- Since 2020 Chairman of Thai Cement Manufacturers Association
- Since 2020 Director, The Federation of Thai Industries

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2005 – 2007 Managing Director, Kampot Cement Co., Ltd.
- 2008 – 2010 Supply Chain Director, SCG Cement Co., Ltd.
- 2008 – 2010 Managing Director, SCI Eco Services Co., Ltd.
- 2010 – 2013 Energy Director, SCG Cement-Building Materials
- 2013 – 2015 Country Director-Myanmar, SCG Cement-Building Materials
- 2013 – 2015 Managing Director, ECO Plant Services Company Limited
- 2013 – 2014 Managing Director, Mawlamyine Cement Limited
- 2014 – 2016 Managing Director, Myanmar CBM Services Company Limited
- 2015 – 2017 Vice President-Operations, SCG Cement-Building Materials

**Family Relationship among Directors and Executives**

(None)

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**Mr. Paramate Nisagornsen**

Age 53 years

**Position** • Director**Education/Training**

- M.S. Operational Management & Finance, Massachusetts Institute of Technology, U.S.A.
- Bachelor of Engineering, Electrical Engineering, King Mongkut's University of Technology North Bangkok
- Advanced Management Program (AMP) Harvard Business School, U.S.A.

**Director Training (1)**

- Director Certification Program (DCP) 258/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2018 Director, Siam Global House Public Company Limited

**Position in Other Company/Organization/Institution**  
(None)**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2007 – 2011 Managing Director, Nawa Plastic Industries Company Limited
- 2011 – 2012 Business Group Head of Fabricated Products, SCG Chemicals Company Limited
- 2012 – 2016 Operations Vice President Director, PT. Chandra Asri Petrochemicals Tbk. Indonesia\*
- 2016 – 2017 Managing Director, Bangkok Synthetics Company Limited

Remark: \*Listed in the Stock Exchange of Indonesia

**Family Relationship among Directors and Executives**  
(None)

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**Mr. Suracha Udomsak**

Age 52 years

**Position** • Director**Education/Training**

- PhD. In Chemical Engineering, Texas A&W University
- Bachelor of Engineering, Chemical Engineering, Chulalongkorn University
- Advanced Management Program (AMP) Harvard Business School, U.S.A

**Director Training**

(None)

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Positions in Other Company/Organization/Institution (6)**

- Since 2018 Director, Center of Excellence on Petrochemical and Material, Chulalongkorn University
- Since 2018 Advisor, Japan Advanced Institute of Science and Technology
- Since 2018 Representative of Thai-UK Business Leadership Council
- Since 2018 Advisor, The Petroleum and Petrochemical College, Chulalongkorn University

- Since 2019 Director, Licensing Executives Society (Thailand)
- Since 2020 Director, The Federation of Thai Industries

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2004 Deputy Managing Director, Grand Siam Composites Co., Ltd.
- 2007 Managing Director, Thai Polyethylene Co., Ltd.
- 2013 - 2017 Research and Development Director, Business Group Head - Technology SCG Chemicals Co., Ltd.
- 2018 - 2019 Research and Development Director, Emerging Business Director, SCG Chemicals Co., Ltd.

**Family Relationship among Directors and Executives**  
(None)

## Chemicals Business

### The Board of Directors SCG Chemicals Company Limited

#### Mr. Roongrote Rangsiyopash

Age 57 years

#### Position • Director

#### Education/Training

- MBA, Harvard Business School, U.S.A
- M.S. (Industrial Engineering), University of Texas at Arlington, U.S.A.
- B.E. (Mining), Chulalongkorn University

#### Expertise

- Core Business or Industry of SCG
- Other Large Businesses or Industries
- Global and Regional Organization Management
- Economics and Investment
- Policy Setting and Strategic Planning (Global Vision)
- Foreign Affairs
- Crisis Management
- Marketing
- Domestic or International Marketing (Market Insight)
- Accounting / Financial Literacy
- Finance
- Human Capital Management
- Environmental, Social & Governance or “ESG”

#### Director Training (1)

- Directors Accreditation Program (DAP) 2004, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

- Since 2015 Director and President & CEO, The Siam Cement Public Company Limited

#### Position in Other Company/Organization/Institution (20)

- Since 2015 Member of Fund-Raising Committee for Navamindrapobitr 84<sup>th</sup> Anniversary Building Faculty of Medicine Siriraj Hospital, Mahidol University
- Since 2015 Advisory, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King
- Since 2015 Advisory Director, the National Science and Technology Development Board
- Since 2016 Director, Digital Economy and Society Preparation Committee

- Since 2016

Head of Private Sectors, Joint Public-Private-People Steering Committee (People’s State) under the Public-Private Steering Committee for Driving the Thai Economy E2 Competitive Workforce

- Since 2016

Council Member, World Business Council for Sustainable Development

- Since 2016

Member, Asia Business Council Committee, Engineer Division of the Anandamahidol Foundation

- Since 2016

Director, SCG Foundation Member, Sub-committee Government Administration System Development for Driving toward 4.0, Office of the Prime Minister

- Since 2016

Advisory Director on Industrial and Organizational Psychology, Political System Development Committee

- Since 2017

Executive Director, The Debsirin School Parents-Teacher Association

- Since 2017

Member, Public School Educational Innovation Administration Development Committee to support Driving Educational Reform towards Thailand 4.0 Policy

- Since 2017

Director, Mrigadayavan Palace Foundation Under the royal patronage of HRH Princess Bejaratana Rajasuda Sirisobhabannavadi

- Since 2017

Member, Sub-committee on the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation

- Since 2017

Honorary Advisor, The Federation of Thai Industries

- Since 2017

the Executive Board on Driving Reformation toward Higher Education, Science, Research and Innovation

- Since 2017

Member, Sub-committee Government Administration System Development for Driving toward the future

- Since 2017

- Since 2020 Member, Sub-committee Evaluate the achievement of operations for development, National Science and Technology Development Agency
- Since 2020 National Reform Committee No.13: Culture, Sports, Labor and Human Resource Development, Ministry of Tourism and Sports

#### Other Position in SCG

- Chairman of non-listed companies under SCG totaling 7 companies

#### 5-year Past Experiences and/or Remarkable Positions

- 2011 – 2015 Chairman of the Board of Directors and Executive Committee, Thai British Security Printing Public Company Limited
- 2011 – 2015 Chairman, Thai Cane Paper Public Company Limited
- 2011 – 2015 President, SCG Paper Public Company Limited (currently named as SCG Packaging Public Company Limited)

- 2012 – 2015 Director, Thai Plastic and Chemicals Public Company Limited
- 2013 – 2014 Expert Member, Government Pension Fund (GPF) Board of Directors
- 2013 – 2014 Chairman of Risk Management Sub-committee, Government Pension Fund (GPF)
- 2013 – 2015 Executive Director, Giga Impact Initiative Board, National Science and Technology Development Agency (NSTDA)
- 2015 Executive Vice President, The Siam Cement Public Company Limited
- 2017 – 2018 Committee, Steering Committee on the Reforming Support for THAILAND 4.0 Policy
- 2017 – 2019 Advisory, Chulalongkorn University Alumni Association
- 2018 – 2019 Advisory, Chulalongkorn University Engineering Alumni

**Family Relationship among Directors and Executives**  
(None)

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### Mr. Thammasak Sethaudom

Age 51 years

**Position** • Director

#### Education/Training

- Master of Business Administration, London Business School, United Kingdom (Distinction)
- Bachelor of Engineering, Electrical Engineering, Chulalongkorn University
- Management Development Program, The Wharton School, The University of Pennsylvania, U.S.A.
- Executive Development Program, Columbia University, U.S.A.
- Change Management, GE
- Total Quality Management for Executive, JUSE, Japan
- Marketing for Management, Kellogg School, U.S.A.
- Certificate for General Bidding Committee, Bidding Law, MPI, Vietnam
- Leadership Coaching, APM Group
- Innovation Management Program, Dupont, U.S.A.
- Orientation Course – CFO Focus on Financial Reporting Class 3/2018
- Advanced Management Program (AMP) Harvard Business School, U.S.A.

#### Director Training (2)

- Directors Accreditation Program (DAP) 159/2019, Thai Institute of Directors Association
- Directors Certification Program (DCP) 298/2020, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)

- Since 2018 SCG Packaging Public Company Limited

#### Position in Other Company/Organization/Institution (3)

- Since 2018 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
- Since 2019 Committee, Thai Listed Companies Association
- Since 2020 Project Director of Central Bank Digital Currency

Remark: \*Listed in the Stock Exchange of Indonesia

#### Other Positions in SCG

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2000 – 2004 eCommerce and eBusiness Manager, Chemicals Business
- 2004 – 2010 Business Development and Corporate Planning Director, Chemicals Business
- 2008 – 2012 Deputy General Director, Long Son Petrochemicals Company Limited

- 2012 – 2018 General Director, Long Son Petrochemicals Company Limited

**Family Relationship among Directors and Executives**  
(None)**Mr. Tanawong Areeratchakul**

Age 57 years

**Position** • Director**Education/Training**

- Bachelor of Engineering, Electrical Engineering, King Mongkut's Institute of Technology Thonburi
- Advanced Management Program (AMP), Harvard Business School, U.S.A.

**Director Training (1)**

- Director Accreditation Program (DAP) 149/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (1)**

- Since 2015 SCG Packaging Public Company Limited

**Position in Other Company/Organization/Institution (5)**

- Since 2019 President Commissioner, PT Fajar Surya Wisesa Tbk.\*
- Since 2019 Commissioner, PT Chandra Asri Petrochemical Tbk.\*
- Since 2017 Director, SCG Foundation
- Since 2018 Subcommittee, Royal Project Foundation

- Since 2020 Chairman of PTIT Refining and Petrochemical Standing Committee, Petroleum Institute of Thailand

Remark: \*Listed in the Stock Exchange of Indonesia

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/ or Remarkable Positions**

- 2007 – 2010 Managing Director, Rayong Olefins Company Limited
- 2008 – 2012 General Director, Long Son Petrochemicals Company Limited
- 2012 – 2015 Vice President-Corporate Administration, SCG
- 2014 – 2018 Executive Director, the Electronic Transactions Development Agency (Public Organization) or ETDA
- 2015 – 2017 Committee, Thai Listed Companies Association
- 2015 – 2019 President, SCG Packaging Public Company Limited

**Family Relationship among Directors and Executives**  
(None)

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**Mr. Sakchai Patiparnprechavud**

Age 53 years

**Position** • Director**Education/Training**

- Master of Business Administration, Kasetsart University
- Bachelor of Engineering, Chemical Engineering, Chulalongkorn University
- Advanced Management Program (AMP) Harvard Business School, U.S.A

**Director Training (1)**

- Director Accreditation Program (DAP) 148/2018, Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Positions in Other Company/Organization/Institution (2)**

- Since 2019 Advisor, Board of Trade of Thailand
- Since 2020 Representative of Chulalongkorn University Engineering Alumni

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2005 – 2009 Managing Director, Mehr Petrochemical Company, Iran
- 2009 – 2017 Managing Director, SCG Plastics Company Limited
- 2015 – 2019 Member of the Committee, Plastics Institute of Thailand

**Family Relationship among Directors and Executives**

(None)

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**Mr. Mongkol Hengrojanasophon**

Age 52 years

**Position** • Director**Education/Training**

- Bachelor of Engineering, Chemical Engineering, Khon Kaen University
- Advanced Management Program (AMP) Harvard Business School, U.S.A

**Director Training (1)**

- Director Certification Program (DCP), 263/2018 Thai Institute of Directors Association

**Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand**

(None)

**Position in Other Company/Organization/Institution (3)**

- Since 2017 Vice Chairman of Social and Image Task Force, Petrochemical Industry Club, The Federation of Thai Industries

- Since 2018 Vice Chairman, The Institute of Industrial Energy, The Federation of Thai Industries
- Since 2020 Director, The Federation of Thai Industries

**Other Positions in SCG**

- Chairman and director of SCG's subsidiaries, associates and other companies which are non-listed as assigned by the company

**5-year Past Experiences and/or Remarkable Positions**

- 2010 – 2013 Production Division Manager, Map Ta Phut Olefins Company Limited
- 2013 – 2018 Managing Director, Map Ta Phut Olefins Company Limited
- 2015 – 2017 Olefins Leader, SCG Chemicals Company Limited

**Family Relationship among Directors and Executives**

(None)

## Packaging Business

### The Board of Directors SCG Packaging Public Company Limited

#### Mr. Prasarn Trairatvorakul

Age 68 years

Director qualified as an Independent Director (From August 26, 2019)

#### Position

- Chairman
- Independent Director

#### Date of Appointment as a Director

- June 21, 2019

#### Education/Training

- Doctor of Business Administration, Harvard University, Massachusetts, USA
- Master in Business Administration, Harvard University, Massachusetts, USA
- Master of Engineering in Industrial Engineering and Management, Asian Institute of Technology, Thailand
- Bachelor of Engineering in Electrical Engineering (First Class Honors), Chulalongkorn University
- Honorary Doctor of Philosophy, National Institute of Development Administration
- Honorary Doctor of Economics, Chulalongkorn University
- Honorary Doctor of Economics, The University of the Thai Chamber of Commerce
- Honorary Doctor of Economics, Khon Kaen University
- Honorary Doctor of Business Administration, Rajamangala University of Technology Suvarnabhumi

#### Knowledge / Skills / Expertise

- Businesses in the Company's Supply Chains and Consumer Markets
- Other Large Businesses or Industries
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Economics, Accounting and Finance
- Business Laws and Investment
- Application of Technology in Industries and Business Sectors

#### Director Training (5)

- The Role of the Chairman Program (RCP) 2/2001, Thai Institute of Directors Association
- Director Certification Program (DCP) 21/2002, Thai Institute of Directors Association

- Ethical Leadership Program (ELP) 2/2015, Thai Institute of Directors Association
- Board Nomination and Compensation Program (BNCP) 5/2018, Thai Institute of Directors Association
- IT Governance and Cyber Resilience Program (ITG) 15/2020, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (3)

- Since 2019 Chairman, Central Retail Corporation Public Company Limited
- Since 2019 Chairman, Prukso Holding Public Company Limited (Director qualified as an Independent Director effective from 2016)
- Since 2017 Independent Director and Chairman of Remuneration Committee, The Siam Cement Public Company Limited (Director qualified as an Independent Director effective from August 26, 2019)

#### Position in Other Company/Organization/Institution (13)

- Since 2019 Chairman of the Board, Mihidol Witayanusorn
- Since 2018 Chairman, Education Equity Fund
- Since 2018 Director, Siam Sindhorn Co., Ltd.
- Since 2018 Director, CPB Equity Company Limited
- Since 2018 Director, Prince of Songkla University Distinguished Scholar, Faculty of Commerce and Accountancy, Chulalongkorn University
- Since 2017 Member, Asset Management Committee of Vajiravudh College
- Since 2017 Member, Committee on King's Scholarships for Thai Buddhist Monks
- Since 2017 Chairman of the Council of Trustees and the Board of Directors, Thailand Development Research Institute (TDRI)
- Since 2016 Senior Advisor, CENTRAL Group
- Since 2016 Member, Property Management Committee, Chulalongkorn University
- Since 2015 Advisor, Crown Property Bureau
- Since 1998 Director, Thai Red Cross Society

### 5-year Past Experiences and/or Remarkable Positions

- 2017 – 2019 Chairman, Economic Reform Committee
- 2017 – 2019 Director, Education Reform Committee
- 2017 – 2019 Chairman, Public Procurement Committee
- 2015 – 2019 Director, National Anti-Corruption Commission
- 2015 – 2019 Director, Committee to Enhance Competitiveness of the Nation
- 2014 – 2019 Director, State Enterprise Supervisory Board

- 2010 – 2015 Governor, The Bank of Thailand
- 2004 – 2010 President, KASIKORNBANK Public Company Limited
- 1999 – 2003 Secretary-General, The Securities and Exchange Commission, Thailand

### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: (None)
- Held by Spouse or minor children: (None)

### Family Relationship among Directors and Executives (None)

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## Mr. Cholanat Yanaranop

Age 61 years

- Positions**
- Vice Chairman
  - Member of the Remuneration Committee

### Date of Appointment as a Director

- June 1, 2019

### Education / Training

- Master of Chemical Engineering, Imperial College, University of London, UK
- Bachelor of Environmental Chemical Engineering, (Second Class Honours), Salford University, Manchester, UK
- Advanced Management Program (AMP), Harvard Business School, USA
- Inno-Leadership Program, INSEAD
- Top Executives Program, Class 16, Capital Market Academy
- Top Executives Program, Class 5, Thailand Energy Academy

### Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Other Large Businesses or Industries
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Marketing, Accounting and Finance
- Application of Technology in Industries and Business Sectors
- Total Quality Management (TQM)

### Director Training

- Directors Accreditation Program (DAP) 39/2005, Thai Institute of Directors Association
- Role of the Chairman Program (RCP) 38/2016, Thai Institute of Directors Association

### Board Member/Management of other Listed Company in Thailand (1)

- Since 2020 Director and Member of the Remuneration Committee, The Siam Cement Public Company Limited

### Position in other Company/Organization/Institution (7)

- Since 2020 Director, SCG Foundation
- Since 2016 Director, Siam Bioscience Company Limited
- Since 2016 Director, Apexcela Company Limited
- Since 2016 Advisor The Committee of Chemical and Petrochemical Engineering, - Institute of Thailand Under H.M. The King's Patronage
- Since 2009 Advisor, Thai Institute of Chemical Engineering and Applied Chemistry
- Since 2008 Authorized Representative at the Members Council, Long Son Petrochemicals Company Limited, Vietnam
- Since 2006 Director, Petroleum Institute of Thailand

### 5-year Past Experiences and/or Remarkable Positions

- 2018 – 2019 Chairman of the Members Council, Long Son Petrochemicals Company Limited, Vietnam
- 2018 – 2020 Director, SENFI Swiss GmbH, Switzerland
- 2017 – 2020 Director, SENFI UK Limited, UK

- 2017 – 2019 Executive Vice President, The Siam Cement Public Company limited
  - 2015 – 2016 Vice President, Community Partnerships Association
  - 2014 – 2020 Director, SENFI Norway AS (Formerly named Norner Holding AS), Norway
  - 2014 – 2016 Senior Vice President, The Siam Cement Public Company Limited
  - 2013 – 2015 President, Community Partnerships Association
  - 2012 – 2019 Chairman, Thai Plastic and Chemicals Public Company Limited
  - 2011 – 2019 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
  - 2008 – 2019 Authorized Representative at the Members Council, Long Son Petrochemicals Company Limited, Vietnam
  - 2007 – 2019 President, Chemicals Business, SCC
  - 2007 – 2008 President, The Thai Institute of Chemical Engineering and Applied Chemistry
  - 2006 – 2020 Director, Bangkok Synthetics Company Limited
  - 2006 – 2020 Director, BST Elastomers Company Limited
  - 2005 – 2010 Director, PTT Chemical Public Company Limited
- Shareholdings (Ordinary Shares) (as at December 31, 2020)**
- Held personally: 2,607 shares (0.0001%)
  - Held by spouse or minor children:(None)
- Family Relationship among Directors and Executives**  
(None)
- Remark: \*Listed in the Stock Exchange of Indonesia

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### Mr. Chumpol Na Lamlieng

Age 73 years

Director qualified as an Independent Director (From June 21, 2019)

- Positions**
- Independent Director
  - Chairman of the Remuneration Committee

**Date of Appointment as a Director**

- June 21, 2019

**Education / Training**

- MBA, Harvard Business School, USA
- B.S. Mechanical Engineering, University of Washington, USA

**Knowledge / Skills / Expertise**

- Core Business of the Company and Businesses in the Company's Supply Chains and Consumer Markets
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Accounting and Finance
- Business Laws and Investment
- Application of Technology in Industries and Business Sectors

**Director Training**

- Role of the Chairman Program (RCP) 2/2001, Thai Institute of Directors Association

**Board Member/Management of other Listed Company in Thailand (1)**

- Since 2020 Vice Chairman, Independent Director and Chairman of the Governance and Nomination Committee, The Siam Cement Public Company Limited

**Position in other Company / Organization / Institution (3)**

- Since 2017 Director, CPB Equity Company Limited
- Since 2012 Director, Kempin Siam Company Limited
- Since 2010 Director, Siam Sindhorn Company Limited

**5-year Past Experiences and/or Remarkable Positions**

- 2012 – 2017 Director, Kempinski International SA
- 2007 – 2016 Director, The Siam Commercial Bank Public Company Limited
- 2005 – 2009 Director, British Airways Public Company Limited
- 2004 – 2011 Chairman and Director, Singapore Telecommunication Company Limited, Singapore
- 1993 – 2005 President, The Siam Cement Public Company Limited
- 1992 – 2005 Chairman, The Siam Pulp and Paper Company Limited (presently SCG Packaging Public Company Limited)

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: 28,329 shares (0.0007%)
- Held by spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)****Mrs. Kaisri Nuengsigkapien**

Age 59 years

Director qualified as an Independent Director (From June 1, 2019)

- Positions**
- Independent Director
  - Chairman of the Audit Committee

**Date of Appointment as a Director**

- June 1, 2019

**Education / Training**

- Master of Business Administration, Thammasat University
- Bachelor of Accounting, Thammasat University
- Certified Public Accountant

**Knowledge / Skills / Expertise**

- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Consumer Markets, Accounting and Finance

**Director Training**

- Director Certification Program (DCP), Class 0/2000, Thai Institute of Directors Association
- Role of the Chairman Program (RCP), Class 30/2013, Thai Institute of Directors Association
- Role of the Compensation Committee Program (RCC), Class 16/2013 Thai Institute of Directors Association
- Advance Audit Committee Program (AACP), Class 36/2020, Thai Institute of Directors Association
- Director Leadership Certification Program 0/2020, Thai Institute of Directors Association

**Board Member/Management of other Listed Company in Thailand (1)**

- Since 2016 Chairman of the Board of Directors and Chairman of Executive Committee, Mc Group Public Company Limited

**Position in other Company / Organization / Institution (6)**

- Since 2020 Independent Director, Indorama Ventures Public Company Limited
  - Since 2019 Chairman, Buono (Thailand) Company Limited
  - Since 2018 Directors, Thai Institute of Directors
  - Since 2016 Member of Corporate Governance Committee, Bank of Thailand
  - Since 2016 Director and Treasurer, Rakkaew Foundation
  - Since 2016 Director, TOPT 2015 Company Limited
- 5-year Past Experiences and / or Remarkable Positions**
- 2018 - 2019 Independent Director and Member of the Audit Committee, SCG Ceramics Public Company Limited
  - 2016 - 2017 Advisor, Securities and Exchange Commission, Thailand
  - 2010 - 2014 Director, The Stock Exchange of Thailand
  - 2003 - 2015 President, KPMG Phoomchai Holdings Company Limited

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children (None)

**Family Relationship among Directors and Executives (None)**

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**Mr. Chalee Chantanayingyong**

Age 64 years

Director qualified as an Independent Director (From June 21, 2019)

- Positions**
- Independent Director
  - Chairman of the Corporate Governance and Nomination Committee
  - Member of the Audit Committee

**Date of Appointment as a Director**

- June 21, 2019

**Education / Training**

- Master in Business Administration (Finance), Texas A&M University, USA
- Bachelor of Business Administration (Money and Banking), Thammasat University
- Top Executive Program, Class 5, Capital Market Academy
- Top Executive Program in Commerce and Trade (TEPCoT), Class 5, Commerce Academy, University of the Thai Chamber of Commerce
- Advance Senior Executive Program (ASEP) (2006) SASIN GRADUATE Institute of Business Administration of Chulalongkorn University in collaboration with Kellogg School of management, Northwestern University, Chicago. IL, USA

**Knowledge / Skills / Expertise**

- Corporate Governance, Large Organization Management and Human Resource Management
- Vision, Mission and Policy Setting and Strategic Planning
- Risk Management and Crisis Management
- Business Laws and Investment including Rules, Regulations and Practices related to Capital Market and Financial Institutions
- Financial Statements Reviewing

**Director Training**

- Director Certification Program (DCP) (7/2001), Thai Institute of Directors Association
- Anti-corruption for Executive Program (ACEP) (8/2013), Thai Institute of Directors Association
- Advanced Audit Committee Program (AACP) (38/2020), Thai Institute of Directors Association
- Risk Management Program for Corporate Leaders (RCL) (21/2020), Thai Institute of Directors Association
- Boards that Make a Difference (BMD) (10/2020), Thai Institute of Directors Association

- Facilitator for Director Accreditation Program (DAP) and Audit Committee Program (ACP), Thai Institute of Directors Association

**Board Member/Management of other Listed Company in Thailand**

(None)

**Position in other Company / Organization / Institution (5)**

- Since 2019 Chairman, Disciplinary Sub-Committee, Thailand Clearing House Company Limited
- Since 2019 Chairman, Appealing Committee, Thailand Futures Exchange Public Company Limited
- Since 2019 Member, Appealing Committee, The Stock Exchange of Thailand
- Since 2018 Member, Education Equity Fund
- Since 2013 Member, the Anti-Corruption Organization of Thailand

**5-year Past Experiences and/or Remarkable Positions**

- 2017 – 2020 Member, Financial Institutions Policy Committee, The Bank of Thailand
- 2017 – 2018 Chairman, Audit Committee, The Bank of Thailand
- 2015 – 2018 Member, Corporate Governance Committee, The Bank of Thailand
- 2015 – 2018 Director, The Bank of Thailand
- 2009 – 2015 Deputy Secretary-General, The Securities and Exchange Commission, Thailand

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)**

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**Mrs. Pongpen Ruengvirayudh**

Age 65 years

Director qualified as an Independent Director (From June 21, 2019)

- Positions**
- Independent Director
  - Member of the Audit Committee

**Date of Appointment as a Director**

- June 21, 2019

**Education / Training**

- Master of Business Administration (Finance), Katholieke University, Belgium
- Master of Accounting Program (Accounting) Thammasat University
- Bachelor of Accounting (Accounting), Thammasat University
- Advanced Management Program, Wharton School of Management, USA
- Top Executives Program, Class 3, Capital Market Academy
- Thammasat Leadership Program, Class 3, Thammasat University
- Programs related to International Portfolio Investment, Risk Management, Monetary Policy and Central Bank

**Knowledge / Skills / Expertise**

- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Accounting and Finance
- Investment Strategy

**Director Training**

- Director Certification Program (DCP) 262/2018, Thai Institute of Directors Association

**Board Member/Management of other Listed Company in Thailand**

(None)

**Position in other Company / Organization / Institution (5)**

- Since 2019 Chairman, Sub-Committee on Investment Seeking Benefits from Money and Assets Supervision, Equitable Education Fund
- Since 2019 Qualified member, Dhurakij Pundit University Council
- Since 2019 Associate Judge, Central Intellectual Property and International Trade Court

- Since 2017 Chairman, Supervisory Board of The ABF Thailand Bond Index Fund (ABFTH), The Bank of Thailand
- Since 2016 Member, Investment Management Sub-Committee, Social Security Fund

**5-year Past Experiences and/or Remarkable Positions**

- 2018 - 2020 Member, Risk Management Sub-Committee, Government Pension Fund
- 2018 Director, Board of Directors, Government Savings Bank
- 2016 Chairman, Sukhumvit Asset Management Company Limited
- 2015 - 2016 Governor's Advisor, The Bank of Thailand
- 2013 - 2017 Member, The 19th National Wage Committee, Ministry of Labour
- 2012 - 2015 Director, Board of Directors, Government Pension Fund
- 2012 - 2015 Director, Board of Directors, The Bank of Thailand
- Member, Monetary Policy Committee, The Bank of Thailand
- Member, Financial Institutions Policy Committee, The Bank of Thailand
- Deputy Governor, Monetary Stability, The Bank of Thailand
- 2010 - 2011 Assistant Governor, Financial Markets Operations Group, The Bank of Thailand
- 2009 - 2010 Senior Director, Risk Management Policy Department, Financial Institutions Policy Group, The Bank of Thailand
- 2005 - 2009 Senior Director, Financial Markets and Reserve Management Department, Financial Markets Operations Group, The Bank of Thailand

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**

(None)

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## Professor Kitipong Uraepatanapong

Age 65 years

Director qualified as an Independent Director (From August 21, 2019)

<b>Positions</b>	<b>Position in other Company / Organization / Institution (20)</b>
<ul style="list-style-type: none"><li>Independent Director</li><li>Member of the Corporate Governance and Nomination Committee</li></ul>	<ul style="list-style-type: none"><li>Since 2020 Chairman, Chotiwat Manufacturing Co., Ltd.</li><li>Since 2020 Member of the Sub-Committee, Office of Social Enterprise Promotion</li><li>Since 2020 Member of the Law Sub-Committee, The Board of Investment of Thailand</li><li>Since 2020 Advisor to the Board of Investment, The Board of Investment of Thailand</li><li>Since 2020 Member of the Corporate Governance Committee, Thai Institute of Directors Association</li><li>Since 2020 Member of the Economics Situation Administration Committee, Center for COVID-19 Situation Administration (CCSA)</li><li>Since 2019 Member of the Professional Expert of Steering Committee, Office of the National Higher Education, Science, Research and Innovation Policy Council</li><li>Since 2019 Director, The Stock Exchange of Thailand</li><li>Since 2018 Director, Rachakarn Asset Management Company Limited</li><li>Since 2018 Director, Thai Institute of Directors Association</li><li>Since 2018 Honorary Member of the National Reform Commission (Legal and member of the Critical Issues Committee)</li><li>Since 2018 Member of the Professional Expert Committee, National Commission for Justice Administration Development</li><li>Since 2017 Chairman, Cheevamitr Social Enterprise Company Limited</li><li>Since 2017 Director, The Hub 99 Company Limited</li><li>Since 2017 Vice President, National Reform Committee on Legal</li><li>Since 2012 Chairman, Tax and Regulatory Commission, Thai Chamber of Commerce</li><li>Since 2009 Chairman, Baker &amp; McKenzie Company Limited</li><li>Since 1999 Director, Siam Piwat Retail Holding Company Limited</li><li>Since 1999 Executive Director, Siampiwat Company Limited</li></ul>
<b>Date of Appointment as a Director</b>	
<ul style="list-style-type: none"><li>August 21, 2019</li></ul>	
<b>Education / Training</b>	
<ul style="list-style-type: none"><li>LL.M., The University of British Columbia, Canada</li><li>Master of Laws, Chulalongkorn University</li><li>Admitted as Thai Barrister-at-law</li><li>Bachelor of Laws (Second Class Honors), Chulalongkorn University</li><li>Honorary Doctorate Degree, Faculty of Law, Hatyai University</li><li>Top Executive Program in Commerce and Trade (TEPCoT), Class 1, Commerce Academy, University of the Thai Chamber of Commerce</li><li>Senior Executives Program, Class 4, Capital Market Academy</li><li>Director Executive Program, School of Management, Yale University, USA</li><li>Certificate of Completion on Company Directors, Australian Institute of Company Directors, Australia</li><li>Certificate Executive Program, J.L. Kellogg School of Management, Northwestern University, USA</li></ul>	
<b>Knowledge / Skills / Expertise</b>	
<ul style="list-style-type: none"><li>Businesses in the Company's Supply Chains</li><li>International or Regional Business Administration and Cultural Difference Management</li><li>Corporate Governance, Large Organization Management and Human Resource Management</li><li>Risk Management and Crisis Management</li><li>Business Laws and Investment</li><li>Capital Market Law, Tax Law, Merger and Acquisition, Restructuring and Family Business</li></ul>	
<b>Director Training</b>	
<ul style="list-style-type: none"><li>Role of the Chairman Program (RCP) 21/2009, Thai Institute of Directors Association</li><li>Directors Certification Program (DCP) 0/2000, Thai Institute of Directors Association</li><li>IT Governance and Cyber Resilience Program (ITG) 15/2020, Thai Institute of Directors Association</li></ul>	
<b>Board Member/Management of other Listed Company in Thailand (1)</b>	
<ul style="list-style-type: none"><li>Since 2019 Independent Director and Member of the Enterprise Risk Management Committee, Pruksa Holding Public Company Limited</li></ul>	

- Since 1993 Director, Business Strategic Holding Company Limited

#### 5-year Past Experiences and/or Remarkable Positions

- 2014 – 2015 Member, National Reform Council
- 1999 Independent Director, Krung Thai Bank Public Company Limited

#### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: (None)
- Held by spouse or minor children: (None)

#### Family Relationship among Directors and Executives (None)

### Mr. Vanus Taepaisitphongse

Age 61 years

Director qualified as an Independent Director (From March 24, 2020)

- #### Positions
- Independent Director
  - Member of the Remuneration Committee

#### Date of Appointment as a Director

- March 24, 2020

#### Education / Training

- Master of Business Administration, Santa Clara University, USA
- Bachelor of Economics, Chulalongkorn University
- Honorary Doctor of Business Administration, Prince of Songkla University
- Honorary Doctorate Degree in Business Administration, Chulalongkorn University
- Honorary Doctoral Degree in Philosophy (Animal Production Technology), Suranaree University of Technology

#### Knowledge / Skills / Expertise

- Businesses in the Company's Supply Chains and Consumer Markets
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Innovation and Sustainable Organization Management
- Risk Management and Crisis Management
- Economics and Investment
- Foreign Affairs
- Information Technology
- Community Development

#### Director Training

- Director Certification Program (DCP) 70/2006, Thai Institute of Directors Association

#### Board Member/Management of other Listed Company in Thailand

(None)

#### Position in other Company / Organization / Institution (58)

- Since 2018 Chairman of the Executive Board, Betagro Public Company Limited
- Directors of Companies in Betagro Group (34 Companies)
- Honorary Institute Councilor of King Mongkut's Institute of Technology Ladkrabang

- Member of University Council, University of the Thai Chamber of Commerce
- Honorary Board of Trustee of CMKL University
- Executive Committee Member, CMKL University
- Board Member of King Mongkut's University of Technology Thonburi (KMUTT)'s University Council
- Chairman of the University Promotion, King Mongkut's University of Technology Thonburi
- KX Board of Director member
- Governing Board Member, National Science and Technology Development Board
- Expert Committee, the National Food Committee
- Member of the Agricultural Technology and Innovation Management Institute Steering Committee
- Advisor of National Commission on Science, Research and Innovation Promotion (CSRP)
- Advisor of Research and Innovation Utilization Promotion Committee, Thailand Science Research and Innovation (TSRI)
- Research and Innovation Promotion Director, National Research Council of Thailand (NRCT)
- Director of the Board of Trade of Thailand
- Honorary Advisory Committee on National Policy and Strategy Framework for Higher Education and Manpower Development, Office of National Higher Education Science Research and Innovation Policy Council (NXPO)
- Committee Member of High-Skilled Workforce Promotion and Development, Ministry of Higher Education, Science, Research and Innovation
- Committee Member of Innovation Development for Partnership School Management, Office of Basic Education Commission (OBEC)
- Executive Board Member of Thailand International Chamber of Commerce – (ICC Thailand)
- Committee Member of Public Engagement Committee of Princess Maha Chakri Award Foundation
- Nomination of Director Member of the Chulalongkorn University Alumni Association Under The Royal Patronage of His Majesty The King

- Advisor to the Board of Chulalongkorn University Economics Association
- Chairman of The Saitarn Foundation
- Chairman of Betagro Foundation

#### **5-year Past Experiences and/or Remarkable Positions**

- 2018 – 2019 Member of the Working Committee on Innovation Development for Partnership School Management, Office of Basic Education Commission (OBEC)
- 2017 – 2019 Working Group Member, Advisor to Deputy Minister of Education (Clinical Professor Emeritus Udom Kachintorn, MD.)
- 2016 – 2019 Honorary Member of the University Council, Khon Kaen University

- 2014 – 2018 Honorary Member of the University Council, Institute of Vocational Education in Agriculture Central Region
- 2013 – 2018 Chief Executive Officer, Betagro Group
- 2013 – 2016 Honorary Member of the University Council, Kasetsart University
- 1987 – 2013 Managing Director, Betagro Group

#### **Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

#### **Family Relationship among Directors and Executives (None)**

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### **Mr. Vibul Tuangsitthisombat**

Age 55 years

- Positions**
- Director
  - Member of the Corporate Governance and Nomination Committee

#### **Date of Appointment as a Director**

- March 24, 2020

#### **Education / Training**

- Bachelor of Science (B.S.) in Management, Indiana State University, USA
- Master of Business Administration, Chulalongkorn University
- Strategic Leaders Program: Vision, Strategy, and Managing the Organization to Drive Results, Michigan Ross Executive Education, University of Michigan, USA
- Advanced Human Resource Executive Program, Michigan Ross Executive Education, University of Michigan, USA
- Leading in a Disruptive world (LDW), Stanford Center for Professional Development, Stanford University, USA
- Breakthrough Program for Senior Executives, IMD Business School, Switzerland
- Thailand National Defence College (Class 57)
- Capital Market Academy (Class 16)

#### **Knowledge / Skills / Expertise**

- Businesses in the Company's Supply Chains and Consumer Markets
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management

- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Economics and Investment
- Domestic and International Marketing
- Information Technology

#### **Director Training**

- Director Certification Program (DCP) 237/2017, Thai Institute of Directors Association

#### **Board Member/Management of other Listed Company in Thailand**

(None)

#### **Position in other Company / Organization / Institution (22)**

- Since 2019 Advisor, The Thai Chamber of Commerce
- Since 2017 Director, Iconic International Co., Ltd.
- Since 2015 Director, Top T 2015 Co., Ltd.
- Since 2013 Director and Chief Executive Officer, Nan Yang Textile Group (18 Companies)
- Since 2001 Director, Paddy Holding Co., Ltd.

#### **5-year Past Experiences and/or Remarkable Positions**

- Holding positions in the subsidiaries of Nan Yang Textile Group
- Director The Association of Thai Textile Bleaching Dyeing Printing and Finishing Industries
- Director Thai Garment Manufacturers Association

#### **Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: 1,042 shares (0.00002%)

#### **Family Relationship among Directors and Executives (None)**

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**Mr. Tanawong Areeratchakul**

Age 57 years

**Position** • Director**Date of Appointment as a Director**

- March 23, 2015

**Education/Training**

- Bachelor of Engineering, Electrical Engineering, King Mongkut's Institute of Technology Thonburi
- Advanced Management Program (AMP), Harvard Business School, USA

**Knowledge / Skills / Expertise**

- Core Businesses of the Company and Businesses in the Company's Supply Chains
- Other Large Businesses or Industries
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Economics and Investment
- Consumer Markets, Accounting and Finance
- Application of Technology in Industries and Business Sectors

**Director Training**

- Director Accreditation Program (DAP) 149/2018, Thai Institute of Directors Association

**Board Member/Management in other Listed Company (1)**

- Since 2019 President, Chemicals Business, The Siam Cement Public Company Limited

**Position in other Company/Organization/Institution (45)**

- Since 2020 Chairman of PTIT Refining and Petrochemical Standing Committee, Petroleum Institute of Thailand
- Since 2019 Director, SENFI Swiss GmbH, Switzerland
- Since 2019 Director, SENFI UK Limited, UK
- Since 2019 Director, SENFI Norway AS (Norner Holding AS), Norway

- Since 2019 Chairman, Norner AS, Norway
- Since 2019 President Commissioner, PT Fajar Surya Wisesa Tbk., Indonesia\*
- Since 2019 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
- Since 2019 Chairman of the Members' Council, Long Son Petrochemicals Co., Ltd., Vietnam
- Since 2018 Sub-committee, Royal Project Foundation
- Chairman and director of SCG's subsidiaries, associates, and other companies which are non-listed in the Stock Exchange of Thailand and Overseas, as assigned (36)

**5-year Past Experiences and/or Remarkable Positions**

- 2015 – 2019 Chairman, Thai Cane Paper Public Company Limited
- 2015 – 2019 Chairman, Phoenix Pulp & Paper Public Company Limited
- 2015 – 2019 Chairman, Thai Containers Group Company Limited
- 2015 – 2019 President, Packaging Business, The Siam Cement Public Company Limited
- 2015 – 2017 Committee, Thai Listed Companies Association
- 2014 – 2018 Executive Director, the Electronic Transactions Development Agency (Public Organization)
- 2012 – 2015 Vice President-Corporate Administration, The Siam Cement Public Company Limited

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives (None)**

Remark: \*Listed in the Stock Exchange of Indonesia

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**Mr. Thammasak Sethaudom**

Age 51 years

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**Position** • Director

**Date of Appointment as a Director**

- October 1, 2018

**Education / Training**

- Master of Business Administration, London Business School, United Kingdom (Distinction)
- Bachelor of Engineering, Electrical Engineering, Chulalongkorn University
- Management Development Program, The Wharton School, The University of Pennsylvania, USA
- Executive Development Program, Columbia University, USA
- Advanced Management Program (AMP), Harvard Business School, USA

**Knowledge / Skills / Expertise**

- Core Business of the Company and Businesses in the Company's Supply Chains
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Financial Statements Reviewing
- Economics and Investment
- Marketing, Accounting and Finance
- Application of Technology in Industries and Business Sectors

**Director Training**

- Director Accreditation Program (DAP) 159/2019, Thai Institute of Directors Association
- Director Certification Program (DCP) 298/2020, Thai Institute of Directors Association

**Board Member/Management of other Listed Company in Thailand (1)**

- Since 2018 Vice President-Finance and Investment & CFO, The Siam Cement Public Company limited

**Position in other Company / Organization / Institution (42)**

- Since 2020 Project Director of Central Bank Digital Currency
- Since 2019 Director, Thai Listed Companies Association
- Since 2018 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia\*
- Since 2018 Authorized Representative at the Members Council, Long Son Petrochemicals Company Limited, Vietnam
- Director of SCG's subsidiaries, associates, and other companies which are non-listed in the Stock Exchange of Thailand, as assigned (38)

**5-year Past Experiences and/or Remarkable Positions**

- 2012 – 2018 General Director, Long Son Petrochemicals Company Limited
- 2008 – 2012 Deputy General Director, Long Son Petrochemicals Company Limited

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by Spouse or minor children: (None)

**Family Relationship among Directors and Executives**  
(None)

Remark: \*Listed in the Stock Exchange of Indonesia

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**Mr. Wichan Jitpukdee**

Age 54 years

- Positions**
- Director
  - Chief Executive Officer

**Date of Appointment as a Director**

- June 1, 2019

**Education / Training**

- Bachelor of Engineering (Industrial Engineering), Chiang Mai University
- Diploma in Pulp & Paper Technology, The University of Auckland, New Zealand
- Advanced Management Program (AMP), Harvard Business School, USA
- Executive Education Program – Columbia Business School, USA
- Management Development Program XIX – The Wharton School, University of Pennsylvania, USA
- Building Competitive Advantage Through Operations Program – Harvard Business School, USA
- Top Executive Program in Commerce and Trade (TEPCoT#10), University of the Thai Chamber of Commerce
- Top Executives Program, Class 29, Capital Market Academy

**Knowledge / Skills / Expertise**

- Core Business of the Company and Businesses in the Company's Supply chains
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Financial Statements Reviewing
- Application of Technology in Industries and Business Sectors

**Director Training**

- Director Accreditation Program (DAP) 163/2019, Thai Institute of Directors Association

**Board Member/Management of other Listed Company in Thailand**

(None)

**Position in other Company/Organization/Institution (2)**

- Since 2019 Director of Executive Board, Thai Chamber of Commerce
- Since 2019 President Commissioner, PT Fajar Surya Wisesa Tbk., Indonesia\*

**Other Positions in SCG Packaging**

- Chairman and director of SCG Packaging's subsidiaries, associates and other companies which are non-listed as assigned by the Company

**5-year Past Experiences and/or Remarkable Positions**

- 2019 President, Packaging Business, The Siam Cement Public Company Limited
- 2018 – 2019 Managing Director, ThaiContainersGroupCompanyLimited
- 2017 – 2018 President, The Thai Pulp and Paper Industries Association
- 2014 – 2019 Managing Director, Siam Kraft Industry Company Limited
- 2011 – 2014 President & CEO, United Pulp and Paper Company Limited, Philippines
- 2011 Director, Procurement Office, Siam Kraft Industry Company Limited
- 2010 – 2011 Director, Corporate Sustainable Development, SCG Paper Public Company Limited
- 2007 - 2010 Vice President - Manufacturing, United Pulp and Paper Company Limited, Philippines

**Shareholdings (Ordinary Shares) (as at December 31, 2020)**

- Held personally: (None)
- Held by spouse or minor children: (None)

**Family Relationship among Directors and Executives**

(None)

Remark: \*Listed in the Stock Exchange of Indonesia

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**INFORMATION OF HEAD OF INTERNAL AUDIT  
AND HEAD OF COMPLIANCE AND LEGAL**

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## Head of Internal Audit

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### Mr. Pitaya Chanboonmi

Age 54 years

**Position** • Internal Audit Director

#### Education/Training

- Master of Business Administration, Kasetsart University
- Bachelor of Business Administration in Finance and Banking, Ramkhamhaeng University
- Bachelor of Accountancy, Chulalongkorn University
- Management Development Program, The Wharton School, The University of Pennsylvania
- Executive Development Program, International Institute for Management Development
- Advanced Management Program (AMP), International Institute for Management Development (IMD), Switzerland

#### Director Training (2)

- Director Accreditation Program (DAP) 167/2019, Thai Institute of Directors Association
- IT Governance and Cyber Resilience Program (ITG) 15/2020, Thai Institute of Directors Association

#### Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand

(None)

#### Position in Other Company/Organization/Institution

(None)

#### 5-year Past Experiences and/or Remarkable Positions

- 2009 – 2011 Chief Accounting Officer, SCG Chemicals Company Limited
- 2012 – 2018 Head of Finance and Accounting Operations, The Siam Cement Public Company Limited

#### Shareholdings (Ordinary Shares)

##### (as at December 31, 2020)

- Held personally: (None)
- Held by Spouse or minor children: (None)

#### Family Relationship among Directors and Executives

(None)

## Head of Compliance and Legal

### Mr. Kittit Tangjitrmaneesakda

Age 56 years

- Position**
- Managing Director, SCG Legal Counsel Limited
  - Chairman of Compliance Management Committee

#### Responsibilities

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.

#### Education/Training

- Master of Laws (LL.M), Cornell University, USA
- Barrister of Laws
- Bachelor of Laws, Thammasat University (Honor)

#### Director Training

- Certificate Course in Corporate Governance for Director and Senior Executive of State Enterprises and Public Organization, King Prajadhipok's Institute (PDI 15)

#### Board Member/Management of Other Listed Company in Thailand

- Since 2018 Independent Director and Audit Committee, Amata VN Public Company Limited

#### Position in Other Company/Organization/Institution

- Since 2012 Committee, The Joint Standing Committee on Commerce, Industry and Banking
- Since 2012 Board of Trustee, Sirindhorn International Institute of Technology, Thammasat University
- Since 2018 Vice Chairman, The Federation of Thai Industries
- Since 2018 Committee, Faculty of Laws, Thammasat University
- Since 2019 Board of Directors of Thai Plastic and Chemicals Public Company Limited
- Since 2019 Committee, Public Sector Audit and Evaluations Committee (PAEC) of the Ministry of Commerce
- Since 2020 National Reform Committee on Law, Office of the National Economic and Social Development Council
- Since 2020 Law Reform Commission, Office of the Council of State
- Since 2020 Sub-commission on Regulatory Development to Reduce Barriers to the Establishment and the Operation of Business, Strategic Transformation Office

- Since 2020 Sub-commission on Regulatory Reform to Promote Economic Recovery After Covid-19 Pandemic, Strategic Transformation Office
- Since 2020 PDC Sub-commission on Promotion and Enhancement of Facilitation on Government Licensing and Business Operation, Office of the Public Sector Development Commission

#### 5-year Past Experiences and/or Remarkable Positions

- 2010 – 2015 Commission on Trade Competition, Department of Internal Trade, Ministry of Commerce
- 2011 – 2016 Commission on Pricing of Goods and Services (Price Control) Department of Internal Trade, Ministry of Commerce
- 2014 – 2018 Secretary General, The Federation of Thai Industries
- 2014 – 2018 Executive Board, The Support Arts and Crafts International Center of Thailand
- 2015 – 2018 Executive Board, International Institute for Trade and Development
- 2015 – 2019 Committee and Secretary, Regulatory and Public Mechanism Reform (E4) Public-Private Collaboration Project
- 2016 - 2019 PDC Sub-commission on Promotion and Enhancement of Facilitation on Government Licensing and Business Operation, Office of the Public Sector Development Commission
- 2017 – 2018 Law Reform Commission of Thailand, Prime Minister's Office
- 2017 – 2019 Sub - commission on the Reform of Business Activities Regulation, Prime Minister's Office
- 2018 – 2019 Working Group on Implementation of Personal Data Protection, Ministry of Digital Economy and Society

#### Shareholdings (Ordinary Shares) (as at December 31, 2020)

- Held personally: 3,000 shares (0.00025%)
- Held by Spouse or minor children: (None)

#### Family Relationship among Directors and Executives

- (None)

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## **ASSETS USED IN OPERATIONS**

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## Assets Used in Operations

### Total Assets

Total assets of The SCG as at 31 December 2020 were Baht 749,381 million of which 29 percent of them are current assets, comprising of cash and cash equivalents, short-term investment, trade and other current receivables, and inventories. The rest (71 percent) are investments, property, plant and equipment.

Most assets shown in the financial statements of the Company and its subsidiaries were belonged to the Company and its subsidiaries.

Total assets can be classified according to main business units as follows:

	<u>2020</u>	<u>2019</u>	
Cement-Building Materials Business	212,615	211,573	Million Baht
Chemicals Business	283,614	230,543	Million Baht
Packaging Business	172,429	139,513	Million Baht
Other	318,831	307,424	Million Baht

From the consolidated financial statements as at 31 December 2020, SCG's property, plant and equipment have carrying values of Baht 363,425 million, which are 48 percent of total assets.

### Property, Plant and Equipment - Net

(in million Baht)

Business Unit	Land		Building		Machinery and others		Total	
	31 Dec 20	31 Dec 19	31 Dec 20	31 Dec 19	31 Dec 20	31 Dec 19	31 Dec 20	31 Dec 19
Cement-Building Materials Business	18,899	16,680	24,908	23,938	63,095	65,197	106,902	105,815
Chemicals Business	10,258	2,681	6,788	5,632	151,203	107,200	168,249	115,513
Packaging Business	7,533	6,660	10,458	9,468	69,280	66,736	87,271	82,864
Other	232	180	1,457	1,579	918	898	2,607	2,657
Consolidated SCG	35,737	25,286	42,914	40,414	284,774	240,286	363,425	305,986

Remark: Figures in financial statements are classified according to business unit before intersegment elimination.

## Intangible Assets

- Patent

At the end of 2020, SCG has 789 valid patents comprising 325 invention patents, 116 petty patents and 348 design patents. The number of patents owned by the Siam Cement PLC., Chemicals Business, Packaging Business, Cement-Building Materials Business and Chemicals Business together with Cement-Building Materials Business, Packaging Business together with Cement-Building Materials Business and Packaging Business together with Chemicals Business are 8 patents, 372 patents, 66 patents, 325 patents, 15 patents, 1 patent and 2 patents consecutively. List of valid patents owned by companies and subsidiaries are listed below:

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
<b>The Siam Cement PLC.</b>								
1	71209	Aug 22, 2019	The Siam Cement PLC.	1502000122	Jan 14, 2015	-	Design on packaging box	Jan 13, 2025
2	ES2690073 (Spain)	Jul 25, 2018	The Siam Cement PLC.	15001396.9	Apr 8, 2015	Catalyst for 1,3-Butadiene Production from Ethanol	-	Apr 7, 2035
3	DE602015013 848.1 (Germany)	Jul 25, 2018	The Siam Cement PLC.	15001396.9	Apr 8, 2015	Catalyst for 1,3-Butadiene Production from Ethanol	-	Apr 7, 2035
4	3090801 (Great Britain)	Jul 25, 2018	The Siam Cement PLC.	15001396.9	Apr 8, 2015	Catalyst for 1,3-Butadiene Production from Ethanol	-	Apr 7, 2035
5	3090801 (Italy)	Jul 25, 2018	The Siam Cement PLC.	15001396.9	Apr 8, 2015	Catalyst for 1,3-Butadiene Production from Ethanol	-	Apr 7, 2035

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
6	3090801 (France)	Jul 25, 2018	The Siam Cement PLC.	15001396.9	Apr 8, 2015	Catalyst for 1,3-Butadiene Production from Ethanol	-	Apr 7, 2035
7	6793719 (Japan)	Nov 12, 2020	The Siam Cement PLC.	2018-510693	May 4, 2016	Catalyst for 1,3-Butadiene Production from Ethanol	-	May 4, 2036
8	10-2018-7026734 (Korea)	Jul 25, 2019	The Siam Cement PLC.	102004111	Feb 23, 2017	Antimicrobial benzoic acid dental gypsum composition enhanced with addition of low concentration of IPBC	-	Feb 22, 2037

**Chemicals Business**

9	65437	Oct 9, 2018	SCG Chemicals Co., Ltd.	1602000062	Jan 8, 2016	-	Elderly tableware	Jan 7, 2026
10	65438	Oct 9, 2018	SCG Chemicals Co., Ltd.	1602000063	Jan 8, 2016	-	Elderly tableware	Jan 7, 2026
11	65439	Oct 9, 2018	SCG Chemicals Co., Ltd.	1602000064	Jan 8, 2016	-	Elderly tableware	Jan 7, 2026
12	65440	Oct 9, 2018	SCG Chemicals Co., Ltd.	1602000065	Jan 8, 2016	-	Elderly tableware	Jan 7, 2026
13	65435	Oct 9, 2018	SCG Chemicals Co., Ltd.	1602000066	Jan 8, 2016	-	Elderly tableware	Jan 7, 2026
14	65436	Oct 9, 2018	SCG Chemicals Co., Ltd.	1602000067	Jan 8, 2016	-	Elderly tableware	Jan 7, 2026
15	70032	May 29, 2019	SCG Chemicals Co., Ltd.	1702003384	Sep 5, 2017	-	Nut	Sep 4, 2027
16	70375	Jun 20, 2019	SCG Chemicals Co., Ltd.	1702003383	Sep 5, 2017	-	Pathway	Sep 3, 2027
17	70373	Jun 20, 2019	SCG Chemicals Co., Ltd.	1702003386	Sep 5, 2017	-	Stand	Sep 3, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
18	70374	Jun 20, 2019	SCG Chemicals Co., Ltd.	1702003385	Sep 5, 2017	-	Pin	Sep 3, 2027
19	30201906955Y (Singapore)	Aug 22, 2019	SCG Chemicals Co., Ltd.	30201906955Y	Aug 22, 2019	-	Nut	Aug 21, 2029
20	30201906956X (Singapore)	Aug 22, 2019	SCG Chemicals Co., Ltd.	30201906956X	Aug 22, 2019	-	Floating Connection Unit	Aug 21, 2029
21	30201906954U (Singapore)	Aug 22, 2019	SCG Chemicals Co., Ltd.	30201906954U	Aug 22, 2019	-	Bolt	Aug 21, 2029
22	30201906957V (Singapore)	Aug 22, 2019	SCG Chemicals Co., Ltd.	30201906957V	Aug 22, 2019	-	Floating Solar Panel Stand	Aug 21, 2029
23	Petty Patent 7762	Jan 16, 2013	SCG Chemicals Co., Ltd.	1103000619	Jun 21, 2011	Water container	-	Jun 20, 2021
24	60106 (Iran)	Jul 22, 2009	SCG Chemicals Co., Ltd.	387091337	Dec 20, 2008	Method for preparing a catalyst component for ethylene	-	Dec 19, 2028
25	11201403491T (Singapore)	Jul 9, 2015	SCG Chemicals Co., Ltd.	11201403491T	Jun 20, 2014	Modification of layered double hydroxides	-	Dec 18, 2032 (PCT filing date Dec 18, 2012)
26	4/13336/2014 (Myanmar)	Sep 2, 2014	SCG Chemicals Co., Ltd.	4/13336/2014	Sep 2, 2014	Polymer composition and cable spacer comprising the polymer composition	-	Sep 1, 2034
27	2816051B1 (Germany)	Nov 4, 2015	SCG Chemicals Co., Ltd.	13172833.9	Jun 19, 2013	Catalyst for olefin polymerization, method for its preparation and use	-	Jun 18, 2033

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
28	602014002301.0 (Germany)	Jun 15, 2016	SCG Chemicals Co., Ltd.	14166673.5	Apr 30, 2014	Polymer composition for a container closure	-	Apr 29, 2034
29	2939814 (France)	Jun 15, 2016	SCG Chemicals Co., Ltd.	14166673.5	Apr 30, 2014	Polymer composition for a container closure	-	Apr 29, 2034
30	502016000090465 (Italy)	Jun 15, 2016	SCG Chemicals Co., Ltd.	14166673.5	Apr 30, 2014	Polymer composition for a container closure	-	Apr 29, 2034
31	2939814 (Austria)	Jun 15, 2016	SCG Chemicals Co., Ltd.	14166673.5	Apr 30, 2014	Polymer composition for a container closure	-	Apr 29, 2034
32	2939814 (Belgium)	Jun 15, 2016	SCG Chemicals Co., Ltd.	14166673.5	Apr 30, 2014	Polymer composition for a container closure	-	Apr 29, 2034
33	9382123 (USA)	Jul 5, 2016	SCG Chemicals Co., Ltd.	14/367,437	Jun 20, 2014	Modification of layered double hydroxides	-	Dec 17, 2032 (PCT filing date Dec 18, 2012)
34	20122800702770 (China)	Sep 14, 2016	SCG Chemicals Co., Ltd.	2012800702770	Jun 20, 2014	Modification of layered double hydroxides	-	Dec 17, 2032 (PCT filing date Dec 18, 2012)
35	6034399B2 (Japan)	Nov 4, 2016	SCG Chemicals Co., Ltd.	2014-548249	Jun 20, 2014	Modification of layered double hydroxides	-	Dec 17, 2032 (PCT filing date Dec 18, 2012)
36	2786978 (Germany)	Dec 7, 2016	SCG Chemicals Co., Ltd.	602013014937.2	Apr 3, 2013	Process for converting paraffin to olefin and catalyst for use therein	-	Apr 2, 2033
37	2786978 (France)	Dec 7, 2016	SCG Chemicals Co., Ltd.	13162080.9	Apr 3, 2013	Process for converting paraffin to olefin and	-	Apr 2, 2033

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						catalyst for use therein		
38	2786978 (Netherland)	Dec 7, 2016	SCG Chemicals Co., Ltd.	13162080.9	Apr 3, 2013	Process for converting paraffin to olefin and catalyst for use therein	-	Apr 2, 2033
39	272518 (India)	Apr 5, 2016	SCG Chemicals Co., Ltd.	2658/MUM/2008	Dec 22, 2008	Method for preparing a catalyst component for ethylene	-	Dec 21, 2028
40	9,765,264B2 (USA)	Sep 19, 2017	SCG Chemicals Co., Ltd.	13/518,751	Jun 22, 2012	Process for reducing the bromine index of a hydrocarbon	-	Jun 21, 2032
41	I609904 (Taiwan)	Jan 1, 2018	SCG Chemicals Co., Ltd.	105120175	Jun 27, 2016	Plasticizer composition	-	Jun 26, 2036
42	I620709 (Taiwan)	Apr 11, 2018	SCG Chemicals Co., Ltd.	102134589	Sep 25, 2013	Modification of layered double hydroxides	-	Sep 26, 2033 (PCT filing date Sep 27, 2013)
43	11201500993U (Singapore)	Jun 6, 2018	SCG Chemicals Co., Ltd.	11201500993U	Feb 9, 2015	Modification of layered double hydroxides	-	Sep 26, 2033 (PCT filing date Sep 27, 2013)
44	10,065,172 (USA)	Sep 4, 2018	SCG Chemicals Co., Ltd.	14/432,019	Mar 27, 2015	Modification of layered double hydroxides	-	Sep 26, 2033 (PCT filing date Sep 27, 2013)
45	6360832 (Japan)	Jun 29, 2018	SCG Chemicals Co., Ltd.	2015-534439	Mar 27, 2015	Modification of layered double hydroxides	-	Sep 26, 2033 (PCT filing date Sep 27, 2013)

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46	2018/0354809 A1 (Japan)	Dec 13, 2018	SCG Chemicals Co., Ltd.	16/054,324	Mar 27, 2015	Modification of layered double hydroxides	-	Sep 26, 2033 (PCT filing date Sep 27, 2013)
47	2014800186210 (China)	Mar 16, 2018	SCG Chemicals Co., Ltd.	2014800186210	Sep 25, 2015	Process for converting paraffin to olefin and catalyst for use therein	-	Mar 27, 2034 (PCT filing date Mar 28, 2014)
48	6353527 (Japan)	Jun 15, 2018	SCG Chemicals Co., Ltd.	2016-520342	Dec 4, 2015	Catalyst for olefin polymerization, method for its preparation and use thereof	-	Dec 3, 2035
49	10,040,695B2 (USA)	Aug 7, 2018	SCG Chemicals Co., Ltd.	15/129,137	Sep 26, 2016	Ultra high surface area layered double hydroxides	-	Mar 23, 2035 (PCT filing date Mar 25, 2015)
50	2993163 (Germany)	Feb 21, 2018	SCG Chemicals Co., Ltd.	602014021085.6	Sep 5, 2014	Process for the separation of ethylbenzene	-	Sep 4, 2034
51	2993163 (France)	Feb 21, 2018	SCG Chemicals Co., Ltd.	14003073.5	Sep 5, 2014	Process for the separation of ethylbenzene	-	Sep 4, 2034
52	2993163 (Netherlands)	Feb 21, 2018	SCG Chemicals Co., Ltd.	14003073.5	Sep 5, 2014	Process for the separation of ethylbenzene	-	Sep 4, 2034
53	2993163 (Italy)	Feb 21, 2018	SCG Chemicals Co., Ltd.	502018000014208	Sep 5, 2014	Process for the separation of ethylbenzene	-	Sep 4, 2034

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54	10,143,997 (USA)	Dec 4, 2018	SCG Chemicals Co., Ltd.	15/524,026	May 3, 2017	Stabilized rhenium-based heterogeneous catalyst and use thereof	-	Aug 3, 2035 (PCT filing date Aug 5, 2015)
55	3152218 (France)	Dec 26, 2018	SCG Chemicals Co., Ltd.	15725660.3	Dec 31, 2016	Process for Synthesis of Indenes	-	Dec 30, 2036
56	3152218 (Germany)	Dec 26, 2018	SCG Chemicals Co., Ltd.	15725660.3	Dec 31, 2016	Process for Synthesis of Indenes	-	Dec 30, 2036
57	3152218 (Netherlands)	Dec 26, 2018	SCG Chemicals Co., Ltd.	15725660.3	Dec 31, 2016	Process for Synthesis of Indenes	-	Dec 30, 2036
58	3152218 (Norway)	Dec 26, 2018	SCG Chemicals Co., Ltd.	15725660.3	Dec 31, 2016	Process for Synthesis of Indenes	-	Dec 30, 2036
59	2014800351824 (China)	Feb 1, 2019	SCG Chemicals Co., Ltd.	2014800351824	Dec 18, 2015	Catalyst for olefin polymerization, method for its preparation and use thereof	-	May 19, 2034 (PCT filing date May 22, 2014)
60	1654228 (Taiwan)	Mar 21, 2019	SCG Chemicals Co., Ltd.	106142557	Dec 5, 2017	Plasticizer composition	-	Nov 12, 2037 (PCT filing date Nov 11, 2017)
61	31942 (Eurasia)	Mar 29, 2019	SCG Chemicals Co., Ltd.	201691938	Oct 25, 2016	High surface area layered double hydroxides	-	Mar 23, 2035 (PCT filing date)

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								Mar 27, 2015)
62	11201700375Q (Singapore)	Mar 25, 2019	SCG Chemicals Co., Ltd.	11201700375Q	Jan 17, 2017	Stabilized rhenium-based heterogeneous catalyst and use thereof	-	Aug 3, 2035 (PCT filing date Aug 4, 2015)
63	10,221,259 (USA)	Mar 5, 2019	SCG Chemicals Co., Ltd.	15/541,663	Jun 5, 2017	Sio <sub>2</sub> -layered double hydroxide microspheres and their use as catalyst supports in ethylene polymerisation	-	Jan 4, 2036 (PCT filing date Jan 6, 2016)
64	313835 (India)	Jun 7, 2019	SCG Chemicals Co., Ltd.	201717006708	Feb 25, 2017	Process for the separation of ethylbenzene	-	Sep 3, 2035 (PCT filing date Sep 4, 2016)
65	6563457 (Japan)	Aug 21, 2019	SCG Chemicals Co., Ltd.	2017-201447	Oct 18, 2017	Process for converting paraffin to olefin and catalyst for use therein	-	Mar 27, 2034 (PCT filing date Mar 28, 2014)
66	170946A (Malaysia)	Sep 20, 2019	SCG Chemicals Co., Ltd.	2014701028	Apr 25, 2014	Polymer composition and cable spacer comprising the polymer composition	-	Apr 24, 2034
67	1670258 (Taiwan)	Sep 1, 2019	SCG Chemicals Co., Ltd.	104127863	Aug 26, 2015	Process for the separation of ethylbenzene	-	Aug 24, 2035
68	2794486	Sep 11, 2019	SCG Chemicals Co., Ltd.	602012063968.7	Jun 20, 2014	Modification of layered	-	Jun 19, 2034

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	(Germany)					double hydroxides		
69	2794486 (Great Britain)	Sep 11, 2019	SCG Chemicals Co., Ltd.	12837660.5	Jun 20, 2014	Modification of layered double hydroxides	-	Jun 19, 2034
70	2794486 (Netherlands)	Sep 11, 2019	SCG Chemicals Co., Ltd.	12837660.5	Jun 20, 2014	Modification of layered double hydroxides	-	Jun 19, 2034
71	2794486 (Czech)	Sep 11, 2019	SCG Chemicals Co., Ltd.	12837660.5	Jun 20, 2014	Modification of layered double hydroxides	-	Jun 19, 2034
72	2794486 (Italy)	Sep 11, 2019	SCG Chemicals Co., Ltd.	12837660.5	Jun 20, 2014	Modification of layered double hydroxides	-	Jun 19, 2034
73	2794486 (France)	Sep 11, 2019	SCG Chemicals Co., Ltd.	12837660.5	Jun 20, 2014	Modification of layered double hydroxides	-	Jun 19, 2034
74	6596027 (Japan)	Oct 4, 2019	SCG Chemicals Co., Ltd.	2016-572311	Dec 8, 2016	Process for Synthesis of Indenes	-	May 30, 2036 (PCT filing date Jun 2, 2016)
75	6616782 (Japan)	Nov 12, 2019	SCG Chemicals Co., Ltd.	2016-559183	Mar 25, 2015	High surface area layered double hydroxides	-	Mar 24, 2035
76	10,479,743 (USA)	Nov 19, 2019	SCG Chemicals Co., Ltd.	15/506,363	Feb 24, 2017	Process for the separation of ethylbenzene	-	Sep 3, 2035 (PCT filing date Sep 4, 2015)
77	18697 (Vietnam)	Mar 5, 2018	SCG Chemicals Co., Ltd.	1-2008-03080	Dec 18, 2008	Method For Preparing A Catalyst Component For	-	Dec 17, 2028



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						Ethylene Polymerization And Copolymerization		
78	102121026 (Korea)	Jun 11, 2020	SCG Chemicals Co., Ltd.	2015-7006890	Mar 18, 2015	Modification of layered double hydroxides	-	Sep 26, 2035 (PCT filing date Sep 28, 2015)
79	10,329,219B2 (USA)	Jun26, 2019	SCG Chemicals Co., Ltd.	14/782,457	Oct 5, 2015	Process for converting paraffin to olefin and catalyst for use therein		Mar 27, 2035 (PCT filing date Mar 28, 2015)
80	10,329,220B2 (USA)	Jun 25, 2019	SCG Chemicals Co., Ltd.	15/616,975	Jun 8, 2017	Process for converting paraffin to olefin and catalyst for use therein	-	Mar 27, 2035
81	9556286 (USA)	Jan 31, 2017	SCG Chemicals Co., Ltd.	14/896,555	May 22, 2014	Catalyst For Olefin Polymerization, Method For Its Preparation And Use Thereof	-	May 21, 2034
82	2016/06526 (South Africa)	Mar 25, 2020	SCG Chemicals Co., Ltd.	2016/06526	Sep 21, 2016	High surface area layered double hydroxides	-	Mar 24, 2035 (PCT filing date Mar 25, 2015)
83	3122687 (Great Britain)	May 22, 2019	SCG Chemicals Co., Ltd.	15719621.3	Mar 24, 2015	High surface area layered double hydroxides	-	Mar 24, 2035

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84	3122687 (Italy)	May 22, 2019	SCG Chemicals Co., Ltd.	502019000038415	Mar 24, 2015	High surface area layered double hydroxides	-	Mar 24, 2035
85	3122687 (Netherlands)	May 22, 2019	SCG Chemicals Co., Ltd.	15719621.3	Mar 24, 2015	High surface area layered double hydroxides	-	Mar 24, 2035
86	106488901 (China)	Jun 12, 2020	SCG Chemicals Co., Ltd.	201580030543.0	Dec 8, 2016	Process for synthesis of indenenes	-	Jun 1, 2035 (PCT filing date Jun 2, 2015)
87	3152218 (Great Britain)	Dec 26, 2018	SCG Chemicals Co., Ltd.	1410202.4	Jun 9, 2014	Process for Synthesis of Indenes	-	Jun 8, 2034
88	6629842 (Japan)	Dec 13, 2019	SCG Chemicals Co., Ltd.	2017-512705	Mar 3, 2017	Process for the separation of ethylbenzene	-	Sep 3, 2035 (PCT filing date Sep 4, 2015)
89	ZL 2015800465373.4 (China)	Jun 9, 2020	SCG Chemicals Co., Ltd.	201580046537.4	Feb 28, 2017	Process for the separation of ethylbenzene	-	Sep 3, 2035 (PCT filing date Sep 4, 2015)
90	2673663 (Russia)	Nov 29, 2018	SCG Chemicals Co., Ltd.	2017111205	Apr 4, 2017	Process for the separation of ethylbenzene	-	Sep 3, 2035 (PCT filing date Sep 4, 2015)
91	6758289 (Japan)	Sep 3, 2020	SCG Chemicals Co., Ltd.	2017-525809	May 12, 2017	Catalyst	-	Nov 12, 2035 (PCT filing date Nov 13, 2015)



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92	6695341 (Japan)	Apr 23, 2020	SCG Chemicals Co., Ltd.	2017-535735A	Jul 4, 2017	SiO <sub>2</sub> layered double hydroxide microspheres and their use as catalyst supports for ethylene polymerization	-	Jan 5, 2036 (PCT filing date Jan 6, 2016)
93	ZL 201680005130.1 (China)	Jul 21, 2020	SCG Chemicals Co., Ltd.	201680005130.1	Jul 6, 2017	SiO <sub>2</sub> layered double hydroxide microspheres and their use as catalyst supports for ethylene polymerization	-	Jan 5, 2036 (PCT filing date Jan 6, 2016)
94	11201705079R (Singapore)	Jun 9, 2018	SCG Chemicals Co., Ltd.	11201705079R	Jan 6, 2016	SiO <sub>2</sub> layered double hydroxide microspheres and their use as catalyst supports for ethylene polymerization	-	Jan 5, 2036 (PCT filing date Jan 6, 2016)
95	6739435 (Japan)	Jul 27, 2020	SCG Chemicals Co., Ltd.	2017-535733	Jul 6, 2017	SiO <sub>2</sub> -Layered double hydroxide microspheres and methods of making them	-	Jan 5, 2036 (PCT filing date Jan 6, 2016)
96	10,773,246	Sep 15, 2020	SCG Chemicals Co., Ltd.	15/541,655	Jul 6, 2017	SiO <sub>2</sub> -Layered double	-	Jan 5, 2036

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	(USA)					hydroxide microspheres and methods of making them		(PCT filing date Jan 6, 2016)
97	2016800304841 (China)	May 19, 2020	SCG Chemicals Co., Ltd.	2016800304841	Nov 24, 2017	Plasticizer composition	-	Jun 28, 2036 (PCT filing date Jun 29, 2016)
98	6659740 (Japan)	Feb 10, 2020	SCG Chemicals Co., Ltd.	2017-568442	Dec 28, 2017	Plasticizer composition	-	Jun 28, 2036 (PCT filing date Jun 29, 2016)
99	10-2104480 (Korea)	Apr 20, 2020	SCG Chemicals Co., Ltd.	2017-7036643	Dec 19, 2017	Plasticizer composition	-	Jun 28, 2036 (PCT filing date Jun 29, 2016)
100	10,538,644 (USA)	Jan 21, 2020	SCG Chemicals Co., Ltd.	15/567,993	Oct 20, 2017	Plasticizer composition	-	Jun 28, 2036 (PCT filing date Jun 29, 2016)
101	11201710650S (Singapore)	Feb 26, 2020	SCG Chemicals Co., Ltd.	11201710650S	Jul 15, 2016	Inorganic porous framework - layered double hydroxide core-shell materials	-	Jul 14, 2036
102	11201809887W	Apr 15, 2020	SCG Chemicals Co., Ltd.	11201809887W	Nov 7, 2018	Unsymmetrical Metallocene	-	Nov 6, 2038

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	(Singapore)					Catalysts And Uses Thereof		
103	3455231B1 (European)	Sep 30, 2020	SCG Chemicals Co., Ltd.	17724406.8	May 10, 2017	Unsymmetrical Metallocene Catalysts And Uses Thereof	-	May 10, 2037
104	3455231B1 (Germany)	Sep 30, 2020	SCG Chemicals Co., Ltd.	17724406.8	May 10, 2017	Unsymmetrical Metallocene Catalysts And Uses Thereof	-	May 10, 2037
105	3455231B1 (Sweden)	Sep 30, 2020	SCG Chemicals Co., Ltd.	17724406.8	May 10, 2017	Unsymmetrical Metallocene Catalysts And Uses Thereof	-	May 10, 2037
106	3318544 (European)	Mar 18, 2020	SCG Chemicals Co., Ltd.	16197563.6	Nov 7, 2016	Process for the preparation of polymerized polyethylene wax	-	Nov 6, 2036
107	สิทธิบัตร 3318544 (Sweden)	Mar 18, 2020	SCG Chemicals Co., Ltd.	16197563.6	Nov 7, 2016	Process for the preparation of polymerized polyethylene wax	-	Nov 6, 2036
108	สิทธิบัตร 3318544 (Germany)	Mar 18, 2020	SCG Chemicals Co., Ltd.	602016031913.6	Nov 7, 2016	Process for the preparation of polymerized polyethylene wax	-	Nov 6, 2036
109	48910	Mar 28, 2016	SCG Chemicals Co., Ltd. and Kasetsart University	1102000372	Feb 4, 2011	-	Holder for plant growing	Feb 3, 2021
110	Petty Patent 10718	Nov 11, 2015	SCG Chemicals Co., Ltd. and RIL 1996 Co., Ltd.	1403000584	Jun 11, 2014	Process for the sludge management using earthworms	-	Jun 10, 2024

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111	74485	Jan 29, 2020	SCG Chemicals Co., Ltd. and Khon Kaen University and Chiang Mai University and Prince of Songkla University	1702003849	Sep 9, 2017	-	Locking Cover for Invasive Surgery Camera	Sep 25, 2027
112	Petty Patent 14173	Jul 18, 2018	SCG Chemicals Co., Ltd. and Khon Kaen University and Chiang Mai University and Prince of Songkla University	1703001899	Sep 26, 2017	Camera Drape	-	Sep 24, 2027
113	104609450B (China)	Apr 20, 2016	SCG Chemicals Co., Ltd. and Beijing University of Chemical Technology and Tech Layer Co. Ltd. and University of Oxford	2014105284565	Oct 9, 2014	Process and complete industrial installation for producing highly dispersed magnalium hydrotalcite powder bodies	-	Oct 6, 2034
114	Petty Patent 16533	Jul 24, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	1903001470	Jun 5, 2019	TRASH TRAPS	-	Jun 4, 2029
115	3272821B1 (Belgium)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
116	3272821B1 (Spain)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
117	3272821B1 (Portugal)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
118	3272821B1	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036



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	(Turkey)							
119	3272821B1 (France)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
120	3272821B1 (Great Britain)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
121	3272821B1 (Germany)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
122	3272821B1 (Italy)	Aug 29, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16180302.8	Jul 20, 2016	Emulsion and use thereof for coating a textile	-	Jul 18, 2036
123	3293210B1 (Germany)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	602016010626.4	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
124	3293210B1 (France)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
125	3293210B1 (Turkey)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
126	3293210B1 (Spain)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
127	3293210B1 (Portugal)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
128	3293210B1 (Hungary)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
129	3293210B1	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036

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	(Italy)		Polyethylene Co., Ltd.					
130	3293210B1 (Great Britain)	Mar 6, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188335	Sep 12, 2016	Multimodal polyethylene film	-	Sep 11, 2036
131	3293211B1 (Germany)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	602016015824.8	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
132	3293211 (Great Britain)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188337.6	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
133	3293211 (France)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188337.6	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
134	3293211 (Italy)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	502019000061668	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
135	3293211 (Spain)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188337.6	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
136	3293211 (Turkey)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	2019/13075T4	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
137	3293211 (Hungary)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188337.6	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
138	3293211 (Portugal)	Jun 26, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188337.6	Sep 12, 2016	Multimodal polyethylene screw cap	-	Sep 11, 2036
139	3293207 (Spain)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036

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140	3293207 (Turkey)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
141	3293207 (Hungary)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
142	3293207 (Portugal)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
143	3293207 (Germany)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
144	3293207 (France)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
145	3293207 (Italy)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
146	3293207 (Great Britain)	Aug 7, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188322.8	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
147	3293213 (Germany)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	602016018482.6	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
148	3293213 (Spain)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
149	3293213 (Turkey)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
150	3293213	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036



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	(Hungary)		Polyethylene Co., Ltd.			container		
151	3293213 (Portugal)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
152	3293213 (France)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
153	3293213 (Italy)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
154	3293213 (Great Britain)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188343.4	Sep 12, 2016	Multimodal polyethylene container	-	Sep 11, 2036
155	3293209 (France)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188329.3	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036
156	3293209 (Germany)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	602016018481.8	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036
157	3293209 (Turkey)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188329.3	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036
158	3293209 (Spain)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188329.3	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036
159	3293209 (Portugal)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188329.3	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036
160	3293209 (Austria)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188329.3	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036



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161	3293209 (Hungary)	Aug 14, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188329.3	Sep 12, 2016	Multimodal polyethylene thin film	-	Sep 11, 2036
162	3293205 (Spain)	Aug 28, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188318.6	Sep 12, 2016	Reactor system for multimodal polyethylene polymerization	-	Sep 11, 2036
163	3293205 (Turkey)	Aug 28, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188318.6	Sep 12, 2016	Reactor system for multimodal polyethylene polymerization	-	Sep 11, 2036
164	3293205 (Hungary)	Aug 28, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	E047204	Sep 12, 2016	Reactor system for multimodal polyethylene polymerization	-	Sep 11, 2036
165	3293205 (Portugal)	Aug 28, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188318.6	Sep 12, 2016	Reactor system for multimodal polyethylene polymerization	-	Sep 11, 2036
166	3293205 (Austria)	Aug 28, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188318.6	Sep 12, 2016	Reactor system for multimodal polyethylene polymerization	-	Sep 11, 2036
167	3293206 (Germany)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
168	3293206 (Spain)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036



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169	3293206 (Turkey)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
170	3293206 (Hungary)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
171	3293206 (Portugal)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
172	3293206 (France)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
173	3293206 (Italy)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	502019000107475	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
174	3293206 (Great Britain)	Oct 23, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188319.4	Sep 12, 2016	Multimodal polyethylene pipe	-	Sep 11, 2036
175	3293214 (Great Britain)	Dec 25, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188347.5	Sep 12, 2016	High performances multimodal ultra high molecular weight polyethylene	-	Sep 11, 2036
176	3293214 (Poland)	Dec 25, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188347.5	Sep 12, 2016	High performances multimodal ultra high molecular weight polyethylene	-	Sep 11, 2036

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177	3293214 (France)	Dec 25, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188347.5	Sep 12, 2016	High performances multimodal ultra high molecular weight polyethylene	-	Sep 11, 2036
178	3293214 (Germany)	Dec 25, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	16188347.5	Sep 12, 2016	High performances multimodal ultra high molecular weight polyethylene	-	Sep 11, 2036
179	3510086 (Netherlands)	Aug 19, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17764410.1	Sep 11, 2017	High performances multimodal ultra high molecular weight polyethylene	-	Sep 10, 2038
180	3510086 (Germany)	Aug 19, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17764410.1	Sep 11, 2017	High performances multimodal ultra high molecular weight polyethylene	-	Sep 10, 2038
181	2017/05981 (South Africa)	Sep 26, 2018	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	2017/05981	Sep 4, 2017	Polymer Composition For Container Closures	-	Aug 31, 2037 (PCT filing date Sep 1, 2017)

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
182	3293214 (Italy)	Dec 25, 2019	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	502020000025867	Sep 12, 2016	High Performances Multimodal Ultra High Molecular Weight Polyethylene	-	Sep 11, 2036
183	3510054 (Germany)	Nov 4, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17768063.4	Sep 8, 2017	Multimodal Polyethylene Screw Cap	-	Sep 7, 2037
184	3510054 (Austria)	Nov 4, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17768063.4	Sep 8, 2017	Multimodal Polyethylene Screw Cap	-	Sep 7, 2037
185	3510054 (European)	Nov 4, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17768063.4	Sep 8, 2017	Multimodal Polyethylene Screw Cap	-	Sep 7, 2037
186	3510053 (Germany)	Jul 29, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17767780.4	Sep 8, 2017	Multimodal Polyethylene Composition And A Film Comprising The Same	-	Sep 7, 2037
187	3510053 (France)	Jul 29, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	17767780.4	Sep 8, 2017	Multimodal Polyethylene Composition And A Film Comprising The Same	-	Sep 7, 2037
188	2722148 (Korea)	May 23, 2020	SCG Chemicals Co., Ltd. and Thai Polyethylene Co., Ltd.	2019-7010004	Apr 8, 2019	Multimodal Polyethylene Pipe	-	Sep 6, 2037 (PCT filing date Sep 7, 2017)
189	2670962 (Russia)	Oct 26, 2018	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	2017111206	Apr 4, 2017	Separation process for C8 aromatics mixture	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)

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190	2670963 (Russia)	Oct 26, 2018	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	2017111207	Apr 4, 2017	Separation process for C8 aromatics mixture	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)
191	1670259 (Taiwan)	Sep 1, 2019	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	104127868	Aug 26, 2015	Separation process for C8 aromatics mixture	-	Aug 24, 2035
192	1675825 (Taiwan)	Nov 1, 2019	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	104127865	Aug 26, 2015	Process for the enhanced separation of ethylbenzene	-	Aug 24, 2035
193	329995 (India)	Jan 22, 2020	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	201717007563	Mar 3, 2017	Separation process for C8 aromatics mixture	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)
194	10,427,994B2 (USA)	Oct 1, 2019	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	15/505,593	Feb 21, 2017	Separation process for C8 aromatics mixture	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)
195	6735752 (Japan)	Jul 16, 2020	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	2017-533157A	Mar 3, 2017	Process for the enhanced separation of ethylbenzene	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)
196	ZL2014800816111 (China)	Jul 31, 2020	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	201480081611.1	Feb 28, 2017	Process for the enhanced separation of ethylbenzene	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)
197	323494 (India)	Oct 23, 2019	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	201717007569	Mar 3, 2017	Process for the enhanced separation of ethylbenzene	-	Sep 4, 2034 (PCT filing date Sep 5, 2014)
198	10,435,340 B2	Oct 8, 2019	SCG Chemicals Co., Ltd. and	15/505,590	Feb 21, 2017	Process for the enhanced	-	Sep 4, 2034

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	(USA)		GTC Technology US, LLC			separation of ethylbenzene		(PCT filing date Sep 5, 2014)
199	10,647,641 (USA)	May 12, 2020	SCG Chemicals Co., Ltd. and GTC Technology US, LLC	16/516,656	Jul 19, 2019	Separation process for C8 aromatics mixture	-	Jul 19, 2039
200	3176213B1 (Germany)	Apr 24, 2019	SCG Chemicals Co., Ltd. and Mitsui Chemicals Inc.	602015028782.7	Dec 3, 2015	Ethylene copolymer composition	-	Nov 30, 2035
201	3176213B1 (France)	Apr 24, 2019	SCG Chemicals Co., Ltd. and Mitsui Chemicals Inc.	15197727.9	Dec 3, 2015	Ethylene copolymer composition	-	Nov 30, 2035
202	3176213B1 (Great Britain)	Apr 24, 2019	SCG Chemicals Co., Ltd. and Mitsui Chemicals Inc.	15197727.9	Dec 3, 2015	Ethylene copolymer composition	-	Nov 30, 2035
203	3176213B1 (Marcedonia)	Apr 24, 2019	SCG Chemicals Co., Ltd. and Mitsui Chemicals Inc.	MK/P/2019/609	Dec 3, 2015	Ethylene copolymer composition	-	Nov 30, 2035
204	10604643 (USA)	Mar 31, 2020	SCG Chemicals Co., Ltd. and Mitsui Chemicals Inc.	15/780,645	Nov 15, 2016	Ethylene copolymer composition	-	Nov 14, 2036
205	10201807201W (Singapore)	Aug 22, 2019	SCG Chemicals Co., Ltd. and INC SQUARE., CO., LTD.	10201807201W	Aug 24, 2018	Solid-Liquid separator	-	Aug 23, 2038
206	10201807199W (Singapore)	Aug 22, 2019	SCG Chemicals Co., Ltd. and INC SQUARE., CO., LTD.	10201807199W	Aug 24, 2018	Waste treatment device	-	Aug 23, 2038
207	10201807200Q	Jan 6, 2020	SCG Chemicals Co., Ltd. and	10201807200Q	Aug 24, 2018	Disinfection apparatus and	-	Aug 23, 2038

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	(Singapore)		INC SQUARE., CO., LTD.			method of treating waste		
208	28126	Jun 30, 2010	Thai Polyethylene Co., Ltd.	0101003359	Aug 21, 2001	Titanium catalyst composition for ethylene polymerization and process using thereof	-	Aug 20, 2021
209	3360918 (European)	Nov 4, 2020	Thai Polyethylene Co., Ltd.	17155580.8	Feb 10, 2017	Polymer Nanocomposite Masterbatch, Polymer Nanocomposite And Methods For Preparation Thereof	-	Feb 9, 2037
210	10201903296W (Singapore)	Oct 6, 2020	Thai Polyethylene Co., Ltd.	10201903296W	Apr 12, 2019	A Polypropylene Composition for Retort Packaging Application	-	Apr 11, 2039
211	55522	Jun 20, 2017	Nawaplastic Industries Co., Ltd.	1502000277	Jan 30, 2015	-	15°Elbow square	Jan 29, 2025
212	55523	Jun 20, 2017	Nawaplastic Industries Co., Ltd.	1502000278	Jan 30, 2015	-	30°Elbow square	Jan 29, 2025
213	55524	Jun 20, 2017	Nawaplastic Industries Co., Ltd.	1502000279	Jan 30, 2015	-	90°Elbow square	Jan 29, 2025
214	55525	Jun 20, 2017	Nawaplastic Industries Co., Ltd.	1502000280	Jan 30, 2015	-	Connect square	Jan 29, 2025
215	57200	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000197	Jan 31, 2014	-	Casement frame	Jan 30, 2024
216	57201	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000198	Jan 31, 2014	-	Sliding frame	Jan 30, 2024
217	57202	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000199	Jan 31, 2014	-	Casement frame and interior trim	Jan 30, 2024
218	57203	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000200	Jan 31, 2014	-	Casement frame with	Jan 30, 2024



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							extension adaptor and interior trim	
219	57204	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000201	Jan 31, 2014	-	Sliding frame with interior trim	Jan 30, 2024
220	57205	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000202	Jan 31, 2014	-	Sliding frame with extension adapter and interior trim	Jan 30, 2024
221	59102	Nov 21, 2017	Nawaplastic Industries Co., Ltd.	1502000281	Jan 30, 2015	-	Adaptor for downspout	Jan 29, 2025
222	62069	Apr 20, 2018	Nawaplastic Industries Co., Ltd.	1402002514	Sep 5, 2014	-	End Cap for shading	Sep 4, 2024
223	59861	Jan 8, 2018	Nawaplastic Industries Co., Ltd.	1402002516	Sep 5, 2014	-	Shading system	Sep 4, 2024
224	59862	Jan 8, 2018	Nawaplastic Industries Co., Ltd.	1402002517	Sep 5, 2014	-	Shading Clip Line	Sep 4, 2024
225	62938	Jun 12, 2018	Nawaplastic Industries Co., Ltd.	1502000282	Jan 30, 2015	-	Hidden clip	Jan 29, 2025
226	65636	Oct 17, 2018	Nawaplastic Industries Co., Ltd.	1502002935	Aug 27, 2015	-	Corner Square Tooling	Aug 26, 2025
227	60359	Jan 30, 2018	Nawaplastic Industries Co., Ltd.	1502002937	Aug 27, 2015	-	Smart Frame with installation clip	Aug 26, 2025
228	60360	Jan 30, 2018	Nawaplastic Industries Co., Ltd.	1502002936	Aug 27, 2015	-	Smart Frame with installation clip	Aug 26, 2025
229	60356	Jan 30, 2018	Nawaplastic Industries Co., Ltd.	1502002939	Aug 27, 2015	-	Threshold System	Aug 26, 2025
230	60357	Jan 30, 2018	Nawaplastic Industries Co., Ltd.	1502002940	Aug 27, 2015	-	Threshold System	Aug 26, 2025
231	60358	Jan 30, 2018	Nawaplastic Industries Co., Ltd.	1502002938	Aug 27, 2015	-	Insect Screen with Security grill	Aug 26, 2025
232	64153	Aug 10, 2018	Nawaplastic Industries Co., Ltd.	1502003693	Oct 26, 2015	-	Door Z Lock	Oct 25, 2025



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233	64154	Aug 10, 2018	Nawaplastic Industries Co., Ltd.	1502003694	Oct 26, 2015	-	Window Z Lock	Oct 25, 2025
234	64155	Aug 10, 2018	Nawaplastic Industries Co., Ltd.	1502003695	Oct 26, 2015	-	Window Z Lock	Oct 25, 2025
235	64156	Aug 10, 2018	Nawaplastic Industries Co., Ltd.	1502003696	Oct 26, 2015	-	Door Z Lock	Oct 25, 2025
236	65040	Sep 20 2018	Nawaplastic Industries Co., Ltd.	1502002941	Aug 27, 2015	-	Threshold System	Aug 26 2025
237	71388	Sep 5, 2019	Nawaplastic Industries Co., Ltd.	1502000276	Jan 30, 2015	-	Square downspout	Jan 29, 2025
238	71939	Oct 8, 2019	Nawaplastic Industries Co., Ltd.	1702000760	Mar 8, 2017	-	Rain Gutter	Mar 5, 2027
239	72109	Oct 18, 2019	Nawaplastic Industries Co., Ltd.	1702000466	Feb 9, 2015	-	PVC Sound Barrier	Feb 5, 2027
240	73175	Dec 13, 2019	Nawaplastic Industries Co., Ltd.	1702000465	Feb 9, 2017	-	PVC Sound Barrier	Feb 5, 2027
241	62421	May 11, 2018	Nawaplastic Industries Co., Ltd.	1502003340	Sep 29, 2015	-	Flashing socket	Sep 26, 2025
242	62423	May 11, 2018	Nawaplastic Industries Co., Ltd.	1502003341	Sep 29, 2015	-	Flashing socket	Sep 26, 2025
243	74375	Feb 12, 2020	Nawaplastic Industries Co., Ltd.	1702000767	Mar 8, 2017	-	Rain Chain Gutter	Mar 7, 2027
244	74376	Feb 12, 2020	Nawaplastic Industries Co., Ltd.	1702000768	Mar 8, 2017	-	Rain Chain Gutter	Mar 7, 2027
245	79677	Nov 6, 2020	Nawaplastic Industries Co., Ltd.	1702001528	May 5, 2017	-	Hydroponic Gully	May 4, 2027
246	79676	Nov 6, 2020	Nawaplastic Industries Co., Ltd.	1702001527	May 5, 2017	-	Hydroponic Gully	May 4, 2027
247	52998	Dec 22, 2016	Nawaplastic Industries Co., Ltd.	1402002979	Oct 8, 2014	-	Smart 30° hanger set	Oct 7, 2024
248	52999	Dec 22, 2016	Nawaplastic Industries Co., Ltd.	1402002980	Oct 8, 2014	-	Smart 90° hanger set	Oct 7, 2024
249	53000	Dec 22, 2016	Nawaplastic Industries Co., Ltd.	1402002981	Oct 8, 2014	-	Smart shim plate	Oct 7, 2024
250	57195	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000203	31 Jan, 2014	-	Rain gutter	Jan 30, 2024
251	57196	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000204	31 Jan, 2014	-	Rain gutter	Jan 30, 2024
252	57197	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000206	31 Jan, 2014	-	Rain gutter	Jan 30, 2024

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253	57198	Sep 5, 2017	Nawaplastic Industries Co., Ltd.	1402000207	31 Jan, 2014	-	Rain gutter	Jan 30, 2024
254	59898	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002977	Oct 8, 2014	-	Rain gutter	Oct 7, 2024
255	59899	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002978	Oct 8, 2014	-	End cap for rain gutter	Oct 7, 2024
256	59900	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002982	Oct 8, 2014	-	Inside corner	Oct 7, 2024
257	59901	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002983	Oct 8, 2014	-	Outside corner	Oct 7, 2024
258	59902	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002984	Oct 8, 2014	-	Drop outlet	Oct 7, 2024
259	59903	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002985	Oct 8, 2014	-	Joiner	Oct 7, 2024
260	59904	Jan 9, 2018	Nawaplastic Industries Co., Ltd.	1402002986	Oct 8, 2014	-	Connector	Oct 7, 2024
261	Petty Patent 9500	Feb 5, 2015	Nawaplastic Industries Co., Ltd.	1403000069	Jan 31, 2014	Frame for fast installation	-	Jan 30, 2024
262	Petty Patent 10795	Nov 26, 2015	Nawaplastic Industries Co., Ltd.	1403001034	Sep 5, 2014	Lathing system	-	Sep 4, 2024
263	Petty Patent 11343	Apr 4, 2016	Nawaplastic Industries Co., Ltd.	1503000102	Jan 30, 2015	Rain gutter system	-	Jan 29, 2025
264	Petty Patent 11417	Apr 25, 2016	Nawaplastic Industries Co., Ltd.	1403000501	May 23, 2014	PVC composition	-	May 22, 2024
265	Petty Patent 13423	Jan 5, 2018	Nawaplastic Industries Co., Ltd.	1603001707	Sep 8, 2016	Frame assembly and method of installing the same	-	Sep 7, 2026
266	Petty Patent 13891	May 28, 2018	Nawaplastic Industries Co., Ltd.	1703002412	Dec 1, 2017	PVC-Brass Fitting	-	Nov 30, 2027
267	Petty Patent 11978	Sep 29, 2016	Nawaplastic Industries Co., Ltd.	1503001613	Sep 29, 2015	Flashing socket	-	Sep 26, 2025

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268	Petty Patent 16127	Apr 10, 2020	Nawaplastic Industries Co., Ltd.	1703000205	Feb 9, 2017	PVC Sound Barrier	-	Feb 8, 2027
269	Petty Patent 15805	Jan 8, 2020	Nawaplastic Industries Co., Ltd.	1703000768	May 5, 2017	Hydroponic	-	May 4, 2027
270	Petty Patent 2392	Jul 27, 2020	Nawaplastic Industries Co., Ltd.	2-2016-00031	Jan 29, 2016	Downspout Assembly	-	Jan 28, 2026
271	54709	Apr 21, 2017	Nawaplastic Industries Co., Ltd.	1401006089	Oct 8, 2014	Rain gutter system	-	Oct 6, 2034
272	61035	Feb 27, 2018	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1602002942	Aug 5, 2016	-	Precast electrical box	Aug 4, 2026
273	61036	Feb 27, 2018	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1602002943	Aug 5, 2016	-	Precast electrical box	Aug 4, 2026
274	61034	Feb 27, 2018	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1602002944	Aug 5, 2016	-	Precast electrical box	Aug 4, 2026
275	61033	Feb 27, 2018	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1602002945	Aug 5, 2016	-	Precast electrical box	Aug 4, 2026
276	67420	Jan 14, 2019	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1602003566	Sep 16, 2016	-	Installation Clip Railing	Sep 15, 2026



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277	67421	Jan 14, 2019	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1602003568	Sep 16, 2016	-	Installation Clip Railing	Sep 15, 2026
278	74379	Feb 12, 2020	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1702003319	Aug 28, 2017	-	Joiner For Gutter	Aug 27, 2027
279	74377	Feb 12, 2020	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1702003317	Aug 28, 2017	-	End Cap For Gutter	Aug 27, 2027
280	74378	Feb 12, 2020	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	1702003318	Aug 28, 2017	-	Hanger For Gutter	Aug 27, 2027
281	Petty Patent 4/13546/2016	Oct 13, 2016	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	4/13546/2016	Oct 13, 2016	Leakage-Proof Sleeve	-	Oct 12, 2026
282	Petty Patent 2452	Apr 21, 2017	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	2-2016-00350	Sep 28, 2016	Leakage-Proof Sleeve	-	Sep 27, 2026
283	Petty Patent KH/GUM/00005	Feb 18, 2020	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries	KH/UM/2016/0001 5	Sep 29, 2016	Leakage-Proof Sleeve	-	Sep 28, 2026

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			(Saraburi) Co., Ltd.					
284	Petty Patent 4/13942/2015	Oct 16, 2015	Nawaplastic Industries Co., Ltd. and The Nawaplastic Industries (Saraburi) Co., Ltd.	4/13942/2015	Oct 16, 2015	Rain gutter system	-	Oct 15, 2025
285	70033	May 29, 2019	SCG Performance Chemicals Co., Ltd.	1602003569	Sep 16, 2016	-	Surgical knife	Sep 15, 2026
286	Petty Patent 13153	Oct 3, 2017	SCG Performance Chemicals Co., Ltd.	1603002548	Dec 14, 2016	A solar energy board float	-	Dec 11, 2026
287	69092	Mar 29, 2019	SCG Performance Chemicals Co., Ltd. and National Healthcare Systems Co., Ltd.	1602003570	Sep 16, 2016	-	Medical container	Sep 15, 2026
288	30201805823Q (Singapore)	Nov 1, 2018	Rayong Engineering & Plant Service Co., Ltd.	30201805823Q	Nov 1, 2018	-	A device for detecting corrosion	Nov 1, 2038
289	006396750-002 /006396750-001 (Great Britain)	Apr 25, 2019	Rayong Engineering and Plant Service Co., Ltd.	639675	Apr 25, 2019	-	A device for detecting corrosion of a metal part	Apr 24, 2029
290	30-1041621	Dec 27, 2019	Rayong Engineering and Plant Service Co., Ltd.	A00201901351	Apr 24, 2019	-	A device for detecting corrosion of a metal part	Apr 23, 2029

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291	30-1041621	Jan 10, 2020	Rayong Engineering and Plant Service Co., Ltd.	30-2019-0020603	Apr 30, 2019	-	A device for detecting corrosion of a metal part	Apr 29, 2029
292	Petty Patent 11586	Jun 8, 2016	Rayong Engineering & Plant Service Co., Ltd.	1503001900	Nov 6, 2015	Corrosion inspection detector	-	Nov 5, 2025
293	Petty Patent 14816	Jan 14, 2019	Rayong Engineering and Plant Service Co., Ltd.	1703002476	Dec 12, 2017	Cable Robot	-	Dec 10, 2027
294	2016102 (Netherlands)	Aug 2, 2017	Rayong Engineering & Plant Service Co., Ltd.	2016102	Jan 15, 2016	Movable detector and methods for inspecting elongated tube-like objects in equipment	-	Jan 14, 2036
295	3259570 (Spain)	Feb 27, 2019	Rayong Engineering & Plant Service Co., Ltd.	17730285.8	Sep 22, 2017	Movable detector and methods for inspecting elongated tube-like objects in equipment	-	Sep 21, 2037
296	3259570 (France)	Feb 27, 2019	Rayong Engineering & Plant Service Co., Ltd.	17730285.8	Sep 22, 2017	Movable detector and methods for inspecting elongated tube-like objects in equipment	-	Sep 21, 2037
297	3259570 (Great Britain)	Feb 27, 2019	Rayong Engineering & Plant Service Co., Ltd.	17730285.8	Sep 22, 2017	Movable detector and methods for inspecting elongated tube-like objects	-	Sep 21, 2037

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						in equipment		
298	3259570 (Belgium)	Feb 27, 2019	Rayong Engineering & Plant Service Co., Ltd.	17730285.8	Sep 22, 2017	Movable detector and methods for inspecting elongated tube-like objects in equipment	-	Sep 21, 2037
299	3259570 (Germany)	Feb 27, 2019	Rayong Engineering & Plant Service Co., Ltd.	17730285.8	Sep 22, 2017	Movable detector and methods for inspecting elongated tube-like objects in equipment	-	Sep 21, 2037
300	10201609261X (Singapore)	Sep 1, 2020	Rayong Engineering & Plant Service Co., Ltd.	10201609261X	Nov 4, 2016	Corrosion Inspection Detector	-	Nov 3, 2036
301	10656120B (USA)	May 19, 2020	Rayong Engineering & Plant Service Co., Ltd.	15/755,306	Feb 26, 2018	Movable Detector and Methods for Inspecting Elongated tube-like objects in Equipment	-	Jan 15, 2037 (PCT filing date Jan 16, 2017)
302	2024040 (Netherlands)	Dec 2, 2020	Rayong Engineering & Plant Service Co., Ltd.	2024040	Nov 1, 2018	Device and method for detecting corrosion of a metal part	-	Oct 31, 2038
303	10,131,594 (USA)	Nov 10, 2018	SMH Co., Ltd.	15/515,732	Mar 30, 2017	Metathesis catalyst on mixed metal oxide-zeolite support and process for use	-	Oct 27, 2034 (PCT filing date Oct 28, 2014)



No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
						thereof		
304	11201706042V (Singapore)	Nov 10, 2018	SMH Co., Ltd.	11201706042V	Jul 25, 2017	Catalyst and process for producing olefin	-	Jan 28, 2036 (PCT filing date Jan 29, 2014)
305	3277421 (Germany)	May 15, 2019	SMH Co., Ltd.	16732668.5	Oct 19, 2017	Dehydrogenation catalyst and process utilizing the catalyst	-	Oct 16, 2037
306	3277421 (Poland)	May 15, 2019	SMH Co., Ltd.	16732668.5	Oct 19, 2017	Dehydrogenation catalyst and process utilizing the catalyst	-	Oct 16, 2037
307	3277421 (Belgium)	May 15, 2019	SMH Co., Ltd.	16732668.5	Oct 19, 2017	Dehydrogenation catalyst and process utilizing the catalyst	-	Oct 16, 2037
308	3277421 (Spain)	May 15, 2019	SMH Co., Ltd.	16732668.5	Oct 19, 2017	Dehydrogenation catalyst and process utilizing the catalyst	-	Oct 16, 2037
309	3277421 (France)	May 15, 2019	SMH Co., Ltd.	16732668.5	Oct 19, 2017	Dehydrogenation catalyst and process utilizing the catalyst	-	Oct 16, 2037
310	3277421	May 15, 2019	SMH Co., Ltd.	16732668.5	Oct 19, 2017	Dehydrogenation catalyst	-	Oct 16, 2037

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	(Netherlands)					and process utilizing the catalyst		
311	10,472,304 (USA)	Nov 12, 2019	SMH Co., Ltd.	15/737,848	Jun 29, 2016	Catalyst and hydrocarbon conversion process utilizing the catalyst	-	Jun 28, 2036
312	10,457,616 (USA)	Oct 29, 2019	SMH Co., Ltd.	15/515,703	Jan 29, 2016	Catalyst And Process For Producing Olefin	-	Jan 28, 2036
313	11201702901V (Singapore)	Oct 10, 2019	SMH Co., Ltd.	11201702901V	Jan 29, 2014	Metathesis catalyst on mixed metal oxide-zeolite support and process for use thereof	-	Jan 22, 2034
314	6595606 (Japan)	Oct 4, 2019	SMH Co., Ltd.	2017-540252	Jul 28, 2017	Catalyst and process for producing olefins	-	Jan 28, 2036 (PCT filing date Jan 29, 2016)
315	I651128B (Taiwan)	Feb 21, 2019	SMH Co., Ltd.	105103017	Jan 30, 2016	Catalyst and process for producing olefin	-	Jan 29, 2036
316	10336947 (USA)	Jul 2, 2019	SMH Co., Ltd.	15/737,762	Dec 19, 2017	A Process For Conversion Of A Hydrocarbon Feed	-	Jun 28, 2036 (PCT filing date Jun 29, 2016)

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
317	11201705448V (Singapore)	Mar 1, 2019	SMH Co., Ltd.	11201705448V	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
318	1694862 (Taiwan)	Mar 1, 2020	SMH Co., Ltd.	104135215	Oct 27, 2015	Metathesis catalyst and process for use thereof	-	Oct 26, 2035
319	6676063 (Japan)	Mar 13, 2020	SMH Co., Ltd.	2017-545707S	Aug 30, 2017	Catalyst system for olefin metathesis	-	Mar 15, 2036 (PCT filing date Mar 16, 2016)
320	3238819 (Spain)	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
321	3238819 (Poland)	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
322	3238819 (Belgium)	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
323	3238819 (Germany)	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
324	3238819 (Netherlands)	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
325	3238819 (Great Britain )	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
326	3238819 (Italy )	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036



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327	3238819 (France)	Nov 4, 2020	SMH Co., Ltd.	17171366.2	Mar 16, 2016	Catalyst system for olefin metathesis	-	Mar 15, 2036
328	1692466 (Taiwan)	May 1, 2020	SMH Co., Ltd.	105120546	Jun 29, 2016	A process for conversion of a hydrocarbon feed	-	Jun 28, 2036
329	6698110 (Japan)	Apr 30, 2020	SMH Co., Ltd.	017-567290A	Dec 26, 2017	Catalyst and hydrocarbon conversion process using the catalyst	-	Jun 28, 2036 (PCT filing date Jun 29, 2016)
330	3335791 (Spain)	Apr 8, 2020	SMH Co., Ltd.	16203704.8	Dec 13, 2016	Catalyst system and process utilizing the catalyst system	-	Dec 12, 2036
331	3335791 (Poland)	Apr 8, 2020	SMH Co., Ltd.	16203704.8	Dec 13, 2016	Catalyst system and process utilizing the catalyst system	-	Dec 12, 2036
332	3335791 (Belgium)	Apr 8, 2020	SMH Co., Ltd.	16203704.8	Dec 13, 2016	Catalyst system and process utilizing the catalyst system	-	Dec 12, 2036
333	3335791 (Germany)	Apr 8, 2020	SMH Co., Ltd.	16203704.8	Dec 13, 2016	Catalyst system and process utilizing the catalyst system	-	Dec 12, 2036
334	3335791	Apr 8, 2020	SMH Co., Ltd.	16203704.8	Dec 13, 2016	Catalyst system and	-	Dec 12, 2036



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	(Netherlands)					process utilizing the catalyst system		
335	3335792 (Spain)	Apr 1, 2020	SMH Co., Ltd.	16203692.5	Dec 13, 2016	Catalyst system and process for conversion of a hydrocarbon feed utilizing the catalyst system	-	Dec 12, 2036
336	3335792 (Poland)	Apr 1, 2020	SMH Co., Ltd.	16203692.5	Dec 13, 2016	Catalyst system and process for conversion of a hydrocarbon feed utilizing the catalyst system	-	Dec 12, 2036
337	3335792 (Belgium)	Apr 1, 2020	SMH Co., Ltd.	16203692.5	Dec 13, 2016	Catalyst system and process for conversion of a hydrocarbon feed utilizing the catalyst system	-	Dec 12, 2036
338	3335792 (Germany)	Apr 1, 2020	SMH Co., Ltd.	16203692.5	Dec 13, 2016	Catalyst system and process for conversion of a hydrocarbon feed utilizing the catalyst system	-	Dec 12, 2036
339	3335792 (Netherlands)	Apr 1, 2020	SMH Co., Ltd.	16203692.5	Dec 13, 2016	Catalyst system and process for conversion of a hydrocarbon feed utilizing	-	Dec 12, 2036



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						the catalyst system		
340	3335793 (Spain)	Mar 18, 2020	SMH Co., Ltd.	16203690.9	Dec 13, 2016	Hydrocarbon conversion catalyst	-	Dec 12, 2036
341	3335793 (Poland)	Mar 18, 2020	SMH Co., Ltd.	16203690.9	Dec 13, 2016	Hydrocarbon conversion catalyst	-	Dec 12, 2036
342	3335793 (Belgium)	Mar 18, 2020	SMH Co., Ltd.	16203690.9	Dec 13, 2016	Hydrocarbon conversion catalyst	-	Dec 12, 2036
343	3335793 (Germany)	Mar 18, 2020	SMH Co., Ltd.	16203690.9	Dec 13, 2016	Hydrocarbon conversion catalyst	-	Dec 12, 2036
344	3335793 (Netherlands)	Mar 18, 2020	SMH Co., Ltd.	16203690.9	Dec 13, 2016	Hydrocarbon conversion catalyst	-	Dec 12, 2036
345	2809717 (Romania)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 28, 2033
346	2809717 (Portugal)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 28, 2033
347	2809717 (Poland)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033



No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
348	2809717 (Italy)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
349	2809717 (Hungary)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
350	2809717 (France)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
351	2809717 (Spain)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
352	2809717 (Germany)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
353	2809717 (Belgium)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
354	2809717 (Austria)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
355	2809717 (Turkey)	Jul 13, 2016	Norner AS	13702439.4	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033

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356	ZL201380017952.8 (China)	Oct 12, 2016	Norner AS	201380017952.8	Jan 31, 2013	Multimodal polyethylene polymers and processes preparing said polymer (NTT)	-	Jan 30, 2033
357	6272237 (Japan)	Jan 12, 2018	Norner AS	2014-555196	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer	-	Jan 30, 2033
358	2049537 (Korea)	Nov 21, 2019	Norner AS	10-2014-7024238	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer	-	Jan 30, 2033
359	2930205 (Austria)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
360	2930205 (Belgium)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
361	2930205 (Germany)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
362	2930205 (Spain)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process	-	Jan 30, 2033

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
						preparing said polymer (Divisional application)		
363	2930205 (France)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
364	2930205 (Great Britain)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
365	2930205 (Hungary)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
366	2930205 (Poland)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
367	2930205 (Portugal)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
368	2930205 (Romania)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process	-	Jan 30, 2033



No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
						preparing said polymer (Divisional application)		
369	2930205 (Turkey)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
370	2930205 (Italy)	May 10, 2017	Norner AS	15164618.9	Jan 31, 2013	Multimodal polyethylene polymers and process preparing said polymer (Divisional application)	-	Jan 30, 2033
371	9340646 (USA)	May 17, 2016	Norner IP AS	14/232,250	Jul 11, 2012	Process for purifying poly (alkylene carbonate)	-	Jul 10, 2032
372	2731981 (France)	Aug 31, 2016	Norner IP AS	12733739.2	Jul 11, 2012	Process for purifying poly (alkylene carbonate)	-	Jul 10, 2032
373	2731981 (Spain)	Aug 31, 2016	Norner IP AS	12733739.2	Jul 11, 2012	Process for purifying poly (alkylene carbonate)	-	Jul 10, 2032
374	2731981 (Netherlands)	Aug 31, 2016	Norner IP AS	12733739.2	Jul 11, 2012	Process for purifying poly (alkylene carbonate)	-	Jul 10, 2032
375	2731981 (Germany)	Aug 31, 2016	Norner IP AS	12733739.2	Jul 11, 2012	Process for purifying poly (alkylene carbonate)	-	Jul 10, 2032
376	103842406 (China)	Nov 2, 2016	Norner IP AS	201280044028.4	Jul 11, 2012	Process for purifying poly (alkylene carbonate)	-	Jul 10, 2032

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377	ZL201480004698.2 (China)	Jan 15, 2019	Norner IP AS	201480004698.2	Jan 10, 2014	Process	-	Jan 9, 2034
378	6479680 (Japan)	Feb 15, 2019	Norner IP AS	2015-552059	Jan 10, 2014	Process	-	Jan 9, 2034
379	10370503 (USA)	Aug 6, 2019	Norner IP AS	14/760356	Jan 10, 2014	Process	-	Jan 9, 2034
380	2694769 (Russia)	Jul 16, 2019	Norner Verdandi AS	2017126222	Jul 21, 2015	Polyethylene for pipes	-	Jul 20, 2035
<b>Packaging Business</b>								
381	50419	Jul 14, 2016	SCG Packaging PLC.	1102001273	May 3, 2011	-	Paper splint	May 2, 2021
382	78568	Sep 16, 2020	SCG Packaging PLC.	0901000582	Feb 11, 2009	Folding chair blanks and chair made by folding said blanks	-	Feb 10, 2029
383	Petty Patent 11664	Jun 28, 2016	SCG Packaging PLC.	1503001838	Oct 29, 2015	Investigated method of macro sticky in paper pulp	-	Oct 28, 2025
384	Petty Patent 12725	Jun 7, 2017	SCG Packaging PLC.	1503001837	Oct 29, 2015	Multi floors truck	-	Oct 28, 2025
385	Petty Patent 14843	Jan 21, 2019	SCG Packaging PLC.	1703002391	Mar 29, 2017	Soil covering material having structural layers	-	Mar 28, 2027
386	Petty Patent 9259	Oct 24, 2014	SCG Packaging PLC. and Khon Kaen University and Thailand Research Fund	1203000685	Jun 29, 2012	Geopolymer from fly ash and biomass ash which obtained from fluidized bed reactor mixing with fly ash from coal and	-	Jun 28, 2022



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						gypsum combustion		
387	Petty Patent 10340	Sep 4, 2015	SCG Packaging PLC. and The National Science and Technology Development Agency	1103000736	Jul 28, 2011	Method of pulp treatment with enzyme in refining step for papermaking process	-	Jul 27, 2021
388	Petty Patent 16465	Jul 9, 2020	SCG Packaging PLC and Asoke Skin Hospital Co., Ltd.	1903001921	Jul 26, 2019	Wound closure device	-	Jul 26, 2029
389	Petty Patent 10041	July 2, 2015	Siam Kraft Industry Co., Ltd.	1403000945	Aug 22, 2014	Wireless hygrometer	-	Aug 21, 2024
390	Petty Patent 12351	Jan 24, 2017	Siam Kraft Industry Co., Ltd.	1403001694	Dec 12, 2014	Portable, scoring device	-	Dec 11, 2024
391	19467 (Vietnam)	Jun 13, 2018	Siam Kraft Industry Co., Ltd.	1-2015-04170	Mar 28, 2014	Sheets with organic filler	-	Mar 27, 2034
392	46617	Oct 26, 2015	Thai Containers Group Co., Ltd.	1202002433	Sep 14, 2012	-	Container blank	Sep 13, 2022
393	49033	Apr 4, 2016	Thai Containers Group Co., Ltd.	1202002432	Sep 14, 2012	-	Container	Sep 13, 2022
394	49034	Apr 4, 2016	Thai Containers Group Co., Ltd.	1202002431	Sep 14, 2012	-	Container	Sep 13, 2022
395	53597	Feb 1, 2017	Thai Containers Group Co., Ltd.	1402003369	Nov 3, 2014	-	Display	Nov 2, 2024
396	58761	Nov 3, 2017	Thai Containers Group Co., Ltd.	1402003368	Nov 3, 2014	-	Display	Nov 2, 2024
397	63990	Aug 3, 2018	Thai Containers Group Co., Ltd.	0701005183	Oct 15, 2007	Chair	-	Oct 14, 2027
398	66067	Nov 6, 2018	Thai Containers Group Co., Ltd.	1502003764	Oct 29, 2015	-	Folding chair	Oct 28, 2025
399	66068	Nov 6, 2018	Thai Containers Group Co., Ltd.	1502003765	Oct 29, 2015	-	Folding chair blank	Oct 28, 2025

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400	66433	Nov 19, 2018	Thai Containers Group Co., Ltd.	0701006255	Dec 7, 2007	Chair	-	Dec 6, 2027
401	66472	Nov 21, 2018	Thai Containers Group Co., Ltd.	1302001479	Jun 4, 2013	-	Container	Jun 3, 2023
402	66471	Nov 22, 2018	Thai Containers Group Co., Ltd.	1302001480	Jun 4, 2013	-	Container blank	Jun 3, 2023
403	69428	Apr 23, 2019	Thai Containers Group Co., Ltd.	1702000703	Mar 3, 2017	-	Container	Mar 2, 2027
404	69429	Apr 23, 2019	Thai Containers Group Co., Ltd.	1702000704	Mar 3, 2017	-	Container blank	Mar 2, 2027
405	70253	Jun 11, 2019	Thai Containers Group Co., Ltd.	1702002115	Jun 8, 2017	-	Container	Jun 7, 2027
406	70254	Jun 11, 2019	Thai Containers Group Co., Ltd.	1702002116	Jun 8, 2017	-	Container blank	Jun 7, 2027
407	70255	Jun 11, 2019	Thai Containers Group Co., Ltd.	1702002117	Jun 8, 2017	-	Container	Jun 7, 2027
408	70256	Jun 11, 2019	Thai Containers Group Co., Ltd.	1702002118	Jun 8, 2017	-	Container blank	Jun 7, 2027
409	71053	Aug 8, 2019	Thai Containers Group Co., Ltd.	1702002533	July 7, 2017	-	Container blank	July 6, 2027
410	71054	Aug 8, 2019	Thai Containers Group Co., Ltd.	1702002534	July 7, 2017	-	Container blank	July 6, 2027
411	72812	Nov 25, 2019	Thai Containers Group Co., Ltd.	0701006254	Dec 7, 2007	Assembly chair	-	Dec 6, 2027
412	Petty Patent 9838	Apr 28, 2015	Thai Containers Group Co., Ltd.	1403000528	May 30, 2014	Water-proof sheath for pallet leg	-	May 29, 2024
413	Petty Patent 11075	Jan 26, 2016	Thai Containers Group Co., Ltd.	1503000291	Mar 9, 2015	Box with a creaser line and production thereof	-	Mar 8, 2025
414	Petty Patent 15813	Jan 10, 2020	Thai Containers Group Co., Ltd.	1803002959	Dec 21, 2018	Ventilated packaging	-	Dec 21, 2028
415	55526	Jun 20, 2017	Thai Paper Co.,Ltd.	1402002351	Aug 22, 2014	-	Container	Aug 21, 2024
416	55527	Jun 20, 2017	Thai Paper Co.,Ltd.	1402002352	Aug 22, 2014	-	Container blank	Aug 21, 2024

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417	55528	Jun 20, 2017	Thai Paper Co.,Ltd.	1402002353	Aug 22, 2014	-	Container blank	Aug 21, 2024
418	55529	Jun 20, 2017	Thai Paper Co.,Ltd.	1402002354	Aug 22, 2014	-	Container blank	Aug 21, 2024
419	55530	Jun 20, 2017	Thai Paper Co.,Ltd.	1402002355	Aug 22, 2014	-	Container blank	Aug 21, 2024
420	55531	Jun 20, 2017	Thai Paper Co.,Ltd.	1402002356	Aug 22, 2014	-	Container blank	Aug 21, 2024
421	58757	Nov 3, 2017	Thai Paper Co.,Ltd.	1502004293	Dec 17, 2015	-	Container	Dec 16, 2025
422	58758	Nov 3, 2017	Thai Paper Co.,Ltd.	1502004294	Dec 17, 2015	-	Container	Dec 16, 2025
423	58759	Nov 3, 2017	Thai Paper Co.,Ltd.	1502004295	Dec 17, 2015	-	Container blank	Dec 16, 2025
424	58760	Nov 3, 2017	Thai Paper Co.,Ltd.	1502004296	Dec 17, 2015	-	Container blank	Dec 16, 2025
425	61702	Mar 30, 2018	Thai Paper Co.,Ltd.	1502003338	Sep 29, 2015	-	Container	Sep 28, 2025
426	61703	Mar 30, 2018	Thai Paper Co.,Ltd.	1502004005	Nov 24, 2015	-	Container	Nov 23, 2025
427	61704	Mar 30, 2018	Thai Paper Co.,Ltd.	1502004006	Nov 24, 2015	-	Container blank	Nov 23, 2025
428	61705	Mar 30, 2018	Thai Paper Co.,Ltd.	1502004007	Nov 24, 2015	-	Container blank	Nov 23, 2025
429	63510	Jul 5, 2018	Thai Paper Co.,Ltd.	1602001211	Mar 31, 2016	-	Container	Mar 30, 2026
430	66313	Nov13, 2018	Thai Paper Co.,Ltd.	1702002966	Aug 4, 2017	-	Lid	Aug 3, 2027
431	66314	Nov13, 2018	Thai Paper Co.,Ltd.	1502003339	Sep 29, 2015	-	Container blank	Sep 28, 2025
432	71076	Aug 9, 2019	Thai Paper Co.,Ltd.	1702002840	July 27, 2017	-	Container	July 26, 2027
433	71077	Aug 9, 2019	Thai Paper Co.,Ltd.	1702002841	July 27, 2017	-	Container blank	July 26, 2027
434	72457	Nov 8, 2019	Thai Paper Co.,Ltd.	1702004851	Nov 30, 2017	-	Container belt blank	Nov 29, 2027
435	72458	Nov 8, 2019	Thai Paper Co.,Ltd.	1702004852	Nov 30, 2017	-	Container with belt	Nov 29, 2027
436	72459	Nov 8, 2019	Thai Paper Co.,Ltd.	1702004853	Nov 30, 2017	-	Container with belt	Nov 29, 2027



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437	73657	Jan 10, 2020	Thai Paper Co.,Ltd.	1702005000	Dec 14, 2017	-	Container	Dec 14, 2027
438	73658	Jan 10, 2020	Thai Paper Co.,Ltd.	1702004999	Dec 14, 2017	-	Container	Dec 14, 2027
439	73659	Jan 10, 2020	Thai Paper Co.,Ltd.	1702005001	Dec 14, 2017	-	Container	Dec 14, 2027
440	Petty Patent 12796	Jun 23, 2017	Thai Paper Co.,Ltd.	1603001729	Sep 9, 2016	Food container	-	Sep 8, 2026
441	Petty Patent 13983	Jun 15, 2018	Thai Paper Co.,Ltd.	1603000174	Feb 1, 2016	Packaging having separated containers	-	Jan 31, 2026
442	Petty patent 15101	Apr 17, 2019	Thai Paper Co.,Ltd.	1703001413	Aug 4, 2017	Food container	-	Aug 3, 2027
443	AU349045 (Australia)	Jun 6, 2013	Visy R&D Pty Ltd	201310113	Jan 7, 2013	-	Screw cap for a jar	Jan 6, 2023
444	CN302813835S (China)	May 7, 2014	Visy R&D Pty Ltd	201330308180.6	July 5, 2013	-	Screw cap for a jar	July 4, 2023
445	3-2013-000811 (Philippines)	May 14, 2014	Visy R&D Pty Ltd	3-2013-000811	July 5, 2013	-	Screw cap for a jar	July 4, 2023
446	USD723370S (USA)	Mar 3, 2015	Visy R&D Pty Ltd	29/459,982	July 5, 2013	-	Screw cap for a jar	Mar 2, 2029
<b>Cement-Building Materials Business</b>								
447	47306	Dec 8, 2015	SCG Cement Co., Ltd.	1102000780	Mar 21, 2011	-	Refractory supporting unit	Mar 20, 2021
448	49089	Apr 8, 2016	SCG Cement Co., Ltd.	1102000784	Mar 21, 2011	-	Mortar refractory	Mar 20, 2021

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
449	49090	Apr 8, 2016	SCG Cement Co., Ltd.	1102000782	Mar 21, 2011	-	Mortar refractory	Mar 20, 2021
450	51916	Oct 18, 2016	SCG Cement Co., Ltd.	1102000781	Mar 21, 2011	-	Refractory	Mar 20, 2021
451	52081	Oct 26, 2016	SCG Cement Co., Ltd.	1102000783	Mar 21, 2011	-	Refractory	Mar 20, 2021
452	54694	Apr 20, 2017	SCG Cement Co., Ltd.	1402003424	Nov 6, 2014	-	Shoveling device	Nov 5, 2024
453	Petty Patent 9756	Apr 4, 2015	SCG Cement Co., Ltd.	1103000179	Feb 23, 2011	Method for manufacturing lightweight aggregate from biomass and its product	-	Feb 22, 2021
454	Petty Patent 11798	Aug 4, 2016	SCG Cement Co., Ltd.	1203001476	Dec 7, 2012	Pozzolanic material made from high ferrous clay and manufacturing method thereof	-	Dec 6, 2022
455	Petty Patent 12528	Mar 21, 2017	SCG Cement Co., Ltd.	1603000176	Feb 2, 2016	Textured concrete element	-	Feb 1, 2026
456	Petty Patent 12794	Jun 23, 2017	SCG Cement Co., Ltd.	1603001632	Sep 2, 2016	Big bag transporting device	-	Sep 1, 2026
457	Petty Patent 13228	Nov 3, 2017	SCG Cement Co., Ltd.	1603001194	Jun 6, 2016	Fast drying mixed cement for masonry or plastering application	-	Jun 5, 2026
458	Petty Patent 13229	Nov 3, 2017	SCG Cement Co., Ltd.	1603001193	Jun 6, 2016	Pigment for cementitious material and manufacturing method thereof	-	Jun 5, 2026
459	Petty Patent 13535	Feb 7, 2018	SCG Cement Co., Ltd.	1603000177	Feb 2, 2016	Repairing Cement	-	Feb 1, 2026
460	Petty Patent 13614	Feb 28, 2018	SCG Cement Co., Ltd.	1603000645	Apr 20, 2016	Flexible mortar for	-	Apr 19, 2026

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
						construction joint sealing		
461	Petty Patent 13745	Apr 11, 2018	SCG Cement Co., Ltd.	1703001856	Sep 22, 2017	Shim installing apparatus for refractory brick	-	Sep 21, 2027
462	Petty Patent 15051	Mar 8, 2019	SCG Cement Co., Ltd.	1703001373	Jul 27, 2017	Expansive agent	-	Jul 26, 2027
463	US8864903 (USA)	Oct 21, 2014	SCG Cement Co., Ltd.	US13/717,054	Oct 29, 2012	Composite plaster including an organic additive	-	Oct 28, 2032
464	20285	Jul 28, 2006	The Siam Refractory Industry Co., Ltd.	0301003134 (084687)	Aug 22, 2003	Procedure for packaging basic brick to improve ventilation system	-	Aug 21, 2023
465	25337	Jan 23, 2009	The Siam Refractory Industry Co., Ltd.	0301003133	Aug 22, 2003	Spraying or mortar Refractory	-	Aug 21, 2023
466	Petty Patent 8528	Dec 11, 2013	SCI Eco Services Co., Ltd.	1203000839	Aug 10, 2012	Solid fuel product that is made from waste	-	Aug 9, 2022
467	75620	Apr 15, 2020	SCG Cement Co., Ltd.	1801003726	Dec 24, 2015	A Method of Constructing a Layered Structure and Apparatus therefore	-	Dec 23, 2035
468	Petty Patent 16130	Apr 15, 2020	SCG Cement Co., Ltd.	1603001865	Sep 21, 2016	System for reducing sulphurdioxide gas in cement production process which is directly connected to raw mill and method for reducing said	-	Sep 20, 2026

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
						sulphurdioxide gas		
469	11201807807Y (Singapore)	Jun 12, 2020	SCG Cement Co., Ltd.	11201807807Y	Sep 11, 2018	A CEMENT FORMULA COMPOSITION FOR CONSTRUCTING A MULTIPLE LAYERED OBJECT	-	Sep 10, 2038
470	20285	Jul 28, 2006	The Siam Refractory Industry Co., Ltd.	0301003134 (084687)	Aug 22, 2003	Procedure for packaging basic brick to improve ventilation system	-	Aug 21, 2023
471	25337	Jan 23, 2009	The Siam Refractory Industry Co., Ltd.	0301003133	Aug 22, 2003	Spraying or mortar Refractory	-	Aug 21, 2023
472	Petty Patent 8528	Dec 11, 2013	SCI Eco Services Co., Ltd.	1203000839	Aug 10, 2012	Solid fuel product that is made from waste	-	Aug 9, 2022
473	49595	May 30, 2016	The Siam Fibre-Cement Co., Ltd.	1202002887	Nov 2, 2012	-	Seat	Nov 1, 2022
474	51075	Sep 6, 2016	The Siam Fibre-Cement Co., Ltd.	1302000153	Jan 24, 2013	-	Shelter	Jan 23, 2023
475	77851	Jul 29, 2020	The Siam Fibre-Cement Co., Ltd.	1702001616	May 15, 2017	-	Oval Model	May 14, 2027
476	Petty Patent 15396	Aug 9, 2019	The Siam Fibre-Cement Co., Ltd.	1703000818	May 15, 2017	Building Blocks	-	May 14, 2027
477	49317	May 4, 2016	Siam Fibre Cement Group Co., Ltd.	1202002474	Sep 17, 2012	-	Building material element	Sep 16, 2022
478	49596	May 30, 2016	Siam Fibre Cement Group Co., Ltd.	1402000487	Mar 14, 2014	-	Patterned tile	Mar 13, 2024

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
479	53439	Jan 20, 2017	Siam Fibre Cement Group Co., Ltd.	1302002661	Sep 24, 2013	-	Bracked element	Sep 23, 2023
480	53440	Jan 20, 2017	Siam Fibre Cement Group Co., Ltd.	1302002660	Sep 24, 2013	-	Bracked element	Sep 23, 2023
481	53971	Feb 24, 2017	Siam Fibre Cement Group Co., Ltd.	1402003915	Dec 19, 2014	-	Patterned floor	Dec 18, 2024
482	53972	Feb 24, 2017	Siam Fibre Cement Group Co., Ltd.	1402003916	Dec 19, 2014	-	Patterned floor	Dec 18, 2024
483	53973	Feb 24, 2017	Siam Fibre Cement Group Co., Ltd.	1402003917	Dec 19, 2014	-	Patterned floor	Dec 18, 2024
484	58152	Oct 11, 2017	Siam Fibre Cement Group Co., Ltd.	1502000029	Jan 6, 2015	-	Patterned floor	Jan 5, 2025
485	58153	Oct 11, 2017	Siam Fibre Cement Group Co., Ltd.	1402000734	Mar 28, 2014	-	Building material element	Mar 27, 2024
486	60014	Jan 12, 2018	Siam Fibre Cement Group Co., Ltd.	1502001733	May 29, 2015	-	Patterned floor	May 28, 2025
487	60804	Feb 16, 2018	Siam Fibre Cement Group Co., Ltd.	1502001416	April 30, 2015	-	Patterned floor	April 29, 2025
488	60805	Feb 16, 2018	Siam Fibre Cement Group Co., Ltd.	1502001741	May 29, 2015	-	Building material element	May 28, 2025
489	61072	Feb 28, 2018	Siam Fibre Cement Group Co., Ltd.	1402000291	Feb 12, 2014	-	Patterned floor	Feb 11, 2024



No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
490	61919	Apr 11, 2018	Siam Fibre Cement Group Co., Ltd.	1502001738	May 29, 2015	-	Building material element	May 28, 2025
491	62386	Apr 30, 2018	Siam Fibre Cement Group Co., Ltd.	1502004404	Dec 24, 2015	-	Patterned ceiling	Dec 23, 2025
492	62387	Apr 30, 2018	Siam Fibre Cement Group Co., Ltd.	1502004405	Dec 24, 2015	-	Patterned ceiling	Dec 23, 2025
493	62388	Apr 30, 2018	Siam Fibre Cement Group Co., Ltd.	1502004406	Dec 24, 2015	-	Patterned ceiling	Dec 23, 2025
494	63420	Jul 3, 2018	Siam Fibre Cement Group Co., Ltd.	1602002718	Jul 15, 2016	-	Patterned ceiling	Jul 14, 2026
495	63421	Jul 3, 2018	Siam Fibre Cement Group Co., Ltd.	1602002720	Jul 15, 2016	-	Patterned ceiling	Jul 14, 2026
496	63425	Jul 3, 2018	Siam Fibre Cement Group Co., Ltd.	1602002719	Jul 15, 2016	-	Patterned ceiling	Jul 14, 2026
497	65195	Sep 28, 2018	Siam Fibre Cement Group Co., Ltd.	1502001136	Apr 10, 2015	-	Patterned floor	Apr 9, 2025
498	65196	Sep 28, 2018	Siam Fibre Cement Group Co., Ltd.	1502001135	Apr 10, 2015	-	Patterned floor	Apr 9, 2025
499	65826	Oct 25, 2018	Siam Fibre Cement Group Co., Ltd.	1402001287	May 14, 2014	-	Wall and floor tile	May 13, 2024
500	75617	Apr 14, 2020	Siam Fibre Cement Group Co., Ltd.	1702000696	Mar 2, 2017	-	Building material	Mar 1, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
			Ltd.				element	
501	77525	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1602001299	Apr 8, 2016	-	Screw	Apr 7, 2026
502	77523	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1702000609	Feb 24, 2017	-	Screwdriver	Feb 23, 2027
503	16485	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1703000309	Feb 24, 2017	-	Step Cover	Feb 23, 2027
504	77524	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1702000610	Feb 24, 2017	-	Building material element	Feb 23, 2027
505	77522	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1802004601	Oct 25, 2018	-	Wall tiles	Oct 24, 2028
506	77920	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1802004229	Sep 28, 2018	-	Building material element	Sep 27, 2028
507	77921	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd.	1802004228	Sep 28, 2018	-	Building material element	Sep 27, 2028
508	Petty Patent 8721	Mar 17, 2014	Siam Fibre Cement Group Co., Ltd.	1303001128	Sep 24, 2013	Installation of plaques	-	Sep 23, 2023
509	Petty Patent 10440	Sep 28, 2015	Siam Fibre Cement Group Co., Ltd.	1403001403	Oct 30, 2014	Cover roof end tools and process of that	-	Oct 29, 2024
510	Petty Patent 11004	Jan 11, 2016	Siam Fibre Cement Group Co., Ltd.	1503000960	Jun 25, 2015	Eave	-	Jun 24, 2025

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
511	Petty Patent 11738	Jul 15, 2016	Siam Fibre Cement Group Co., Ltd.	1503001907	Nov 9, 2015	Ventilating ceiling	-	Nov 8, 2025
512	Petty Patent 12648	May 15, 2017	Siam Fibre Cement Group Co., Ltd	1603000339	Mar 1, 2016	Jambs and installation system	-	Feb 28, 2026
513	Petty Patent 13560	Feb 16, 2018	Siam Fibre Cement Group Co., Ltd	1603001100	Jun 24, 2016	Digital printing for fiber cement material	-	Jun 23, 2026
514	Petty Patent 14047	Jul 3, 2018	Siam Fibre Cement Group Co., Ltd	1603000590	Apr 8, 2016	Screw	-	Apr 7, 2026
515	Petty Patent 14707	Dec 13, 2018	Siam Fibre Cement Group Co., Ltd	1703000595	Apr 7, 2017	Ventilation and installation system	-	Apr 6, 2027
516	Petty Patent 14708	Dec 13, 2018	Siam Fibre Cement Group Co., Ltd	1703000915	May 29, 2017	Eaves	-	May 28,2027
517	Petty Patent 15362	Jul 25, 2019	Siam Fibre Cement Group Co., Ltd	1703001274	Jul 14,2017	Edge of sheet and installation system	-	Jul 13,2027
518	Petty Patent 16485	Jul 3, 2020	Siam Fibre Cement Group Co., Ltd	1703000309	Feb 24, 2017	Step Cover	-	Feb 23, 2027
519	Petty Patent 16535	Jul 29, 2020	Siam Fibre Cement Group Co., Ltd	1703001860	Sep 22, 2017	Spacer	-	Sep 21, 2027
520	54434	Mar 27, 2017	SCG Building Materials Co., Ltd.	0701004624	Sep 13, 2007	Roofing materials	-	Sep 12, 2027
521	54435	Mar 27, 2017	SCG Building Materials Co., Ltd.	0701004625	Sep 13, 2007	Bracked element	-	Sep 12, 2027
522	56127	Jul 21, 2017	SCG Building Materials Co., Ltd.	0701004623	Sep 13, 2007	Installation of roofing	-	Sep 12, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
						materials		
523	56256	Jul 27, 2017	SCG Building Materials Co., Ltd.	0901001969	May 4, 2009	Apparatus and method for forming powder materials	-	May 3, 2029
524	64005	Aug 3, 2018	SCG Building Materials Co., Ltd. and SCG Ceramics Public	0701004776	Sep 21, 2007	Apparatus and method for forming a pattern in ceramic tile or slab with prescribed thickness	-	Sep 20, 2027
525	68316	Feb 22, 2019	SCG Building Materials Co., Ltd.	1101000516	Apr 8, 2011	Ventilation for housing	-	Apr 7, 2031
526	69124	Mar 29, 2019	SCG Building Materials Co., Ltd.	1201004386	Aug 27, 2012	roof tile stacking and packing machine	-	Aug 26, 2032
527	79974	Nov 26, 2020	SCG Building Materials Co., Ltd.	1101000132	Jan 28, 2011	Wall installation system	-	Jan 27, 2031
528	44001	Apr 30, 2015	SCG Building Materials Co., Ltd.	1102000953	Mar 31, 2011	-	Floor tile	Mar 31, 2021
529	44641	Jun 12, 2015	SCG Building Materials Co., Ltd.	1202001166	May 3, 2012	-	Bracked element	May 3, 2022
530	48365	Mar 1, 2016	SCG Building Materials Co., Ltd.	1102001140	Apr 12, 2011	-	Floor tile	Apr 11, 2021
531	48366	Mar 1, 2016	SCG Building Materials Co., Ltd.	1102001137	Apr 12, 2011	-	Floor tile	Apr 11, 2021
532	48367	Mar 1, 2016	SCG Building Materials Co., Ltd.	1102001138	Apr 12, 2011	-	Floor tile	Apr 11, 2021
533	48368	Mar 1, 2016	SCG Building Materials Co., Ltd.	1102001139	Apr 12, 2011	-	Floor tile	Apr 11, 2021
534	48471	Mar 7, 2016	SCG Building Materials Co., Ltd.	1202001165	May 3, 2012	-	Attaching device	May 2, 2022
535	48472	Mar 7, 2016	SCG Building Materials Co., Ltd.	1302002137	Jul 31, 2013	-	Ventilators	Jul 30, 2023
536	49321	May 4, 2016	SCG Building Materials Co., Ltd.	1202000189	Jan 26, 2012	-	Wall	Jan 26, 2022
537	52230	Nov 4, 2016	SCG Building Materials Co., Ltd.	1302002995	Oct 18, 2013	-	Fastener	Oct 17, 2023
538	52231	Nov 4, 2016	SCG Building Materials Co., Ltd.	1302002994	Oct 18, 2013	-	Fastener	Oct 17, 2023
539	52234	Nov 4, 2016	SCG Building Materials Co., Ltd.	1302002996	Oct 18, 2013	-	Fastener	Oct 17, 2023

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540	52235	Nov 4, 2016	SCG Building Materials Co., Ltd.	1302003588	Dec 6, 2013	-	Fastener	Dec 5, 2023
541	55988	Jul 14, 2017	SCG Building Materials Co., Ltd.	1102000097	Jan 11, 2011	-	Roof tile	Jan 10, 2021
542	56898	Aug 22, 2017	SCG Building Materials Co., Ltd.	1402000375	Feb 28, 2014	-	Growing unit	Feb 27, 2024
543	58157	Oct 11, 2017	SCG Building Materials Co., Ltd.	1302003804	Dec 27, 2013	-	Concrete block dividing unit	Dec 26, 2025
544	60803	Feb 16, 2018	SCG Building Materials Co., Ltd.	1502000028	Jan 6, 2015	-	Ventilation system	Jan 5, 2025
545	60813	Feb 16, 2018	SCG Building Materials Co., Ltd.	1502001743	May 29, 2015	-	Heat shield	May28, 2025
546	60816	Feb 16, 2018	SCG Building Materials Co., Ltd.	1602001695	May 4, 2016	-	Basin	May 3, 2026
547	61073	Feb 28, 2018	SCG Building Materials Co., Ltd.	1502003708	Oct 27, 2015	-	Wall and floor tile	Oct 26, 2025
548	61924	Apr 11, 2018	SCG Building Materials Co., Ltd.	1602000691	Mar 1, 2016	-	Building material element	Oct 28, 2026
549	62509	May 17, 2018	SCG Building Materials Co., Ltd.	1502003709	Oct 27, 2015	-	Floor and wall tile	Oct 26, 2025
550	65194	Sep 28, 2018	SCG Building Materials Co., Ltd.	1602004273	Nov 4, 2016	-	Wall and floor tile	Nov 3, 2026
551	66881	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004282	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
552	66882	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004281	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
553	66883	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004280	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
554	66884	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004279	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
555	66885	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004278	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
556	66886	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004277	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
557	66887	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004276	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
558	66888	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004275	Nov 4, 2016	-	Wall Panel	Nov 3, 2026
559	66889	Dec 13, 2018	SCG Building Materials Co., Ltd.	1602004274	Nov 4, 2016	-	Wall Panel	Nov 3, 2026



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560	68318	Feb 22, 2019	SCG Building Materials Co., Ltd.	1702001392	Apr 28, 2017	-	Bracketed element	Apr 27, 2027
561	69463	Apr 24, 2019	SCG Building Materials Co., Ltd.	1602004272	Nov 4, 2016	-	Wall and floor tile	Nov 3, 2026
562	70401	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000374	Feb 2, 2017	-	Roof tile	Feb 1, 2027
563	70402	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000376	Feb 2, 2017	-	Roof tile	Feb 1, 2027
564	70403	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000377	Feb 2, 2017	-	Roof tile	Feb 1, 2027
565	70404	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000378	Feb 2, 2017	-	Roof tile	Feb 1, 2027
566	70405	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000379	Feb 2, 2017	-	Roof tile	Feb 1, 2027
567	70406	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000380	Feb 2, 2017	-	Roof tile	Feb 1, 2027
568	70407	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000383	Feb 2, 2017	-	Roof tile	Feb 1, 2027
569	70408	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000384	Feb 2, 2017	-	Roof tile	Feb 1, 2027
570	70409	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000385	Feb 2, 2017	-	Roof tile	Feb 1, 2027
571	70410	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000386	Feb 2, 2017	-	Roof tile	Feb 1, 2027
572	70411	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000392	Feb 2, 2017	-	Roof tile	Feb 1, 2027
573	70412	Jun 20, 2019	SCG Building Materials Co., Ltd.	1702000393	Feb 2, 2017	-	Roof tile	Feb 1, 2027
574	70898	Jul 25, 2019	SCG Building Materials Co., Ltd.	1702003751	Sep 22, 2017	-	Celling Hanging device	Sep 21, 2027
575	184579	Jul 25, 2019	SCG Building Materials Co., Ltd.	1702004859	Dec 1, 2017	-	Fan control Device	Nov 30, 2027
576	71302	Aug 30, 2019	SCG Building Materials Co., Ltd.	1802001216	Mar 23, 2018	-	Ventillation system	Mar 22, 2028
577	75544	Apr 2, 2020	SCG Building Materials Co., Ltd.	1702000818	Mar 10, 2017	-	Roof tile	Mar 9, 2027
578	75545	Apr 2, 2020	SCG Building Materials Co., Ltd.	1702000819	Mar 10, 2017	-	Solar roof tile	Mar 9, 2027

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579	76830	Jun 23, 2020	SCG Building Materials Co., Ltd	1202001164	May 3, 2012	-	Building material element	May 2, 2022
580	6831	Jun 23, 2020	SCG Building Materials Co., Ltd	1202001163	May 3, 2012	-	Building material element	May 2, 2022
581	76822	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001385	Apr 28, 2017	-	Wall panel	Apr 27, 2027
582	76823	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001386	Apr 28, 2017	-	Wall panel	Apr 27, 2027
583	76825	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001387	Apr 28, 2017	-	Wall panel	Apr 27, 2027
584	76828	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001388	Apr 28, 2017	-	Wall panel	Apr 27, 2027
585	76824	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001389	Apr 28, 2017	-	Wall panel	Apr 27, 2027
586	76826	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001390	Apr 28, 2017	-	Wall panel	Apr 27, 2027
587	76829	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001391	Apr 28, 2017	-	Wall panel	Apr 27, 2027
588	76821	Jun 23, 2020	SCG Building Materials Co., Ltd	1702001384	Apr 28, 2017	-	Wall panel	Apr 27, 2027
589	76827	Jun 23, 2020	SCG Building Materials Co., Ltd	1702003936	Sep 27, 2017	-	Wall panel	Sep 26, 2027
590	76820	Jun 23, 2020	SCG Building Materials Co., Ltd	1702004860	Dec 1, 2017	-	Pattern for display	Nov 30, 2027
591	77518	Jul 3, 2020	SCG Building Materials Co., Ltd	1602001440	Apr 22, 2016	-	Ventilating opening	Apr 21, 2026
592	77517	Jul 3, 2020	SCG Building Materials Co., Ltd	1702001615	May 15, 2017	-	Roof Ventilation tile	May 14, 2027
593	77852	Jul 29, 2020	SCG Building Materials Co., Ltd	1702004861	Dec 1, 2017	-	Pattern for display	Nov 30, 2027
594	78576	Sep 16, 2020	SCG Building Materials Co., Ltd	1702002846	Jul 27, 2017	-	Roof Cover	Jul 26, 2027
595	78581	Sep 16, 2020	SCG Building Materials Co., Ltd	1702002847	Jul 27, 2017	-	Roof Cover	Jul 26, 2027
596	78577	Sep 16, 2020	SCG Building Materials Co., Ltd	1702004173	Oct 11, 2017	-	Roof Cover	Oct 10, 2027
597	78580	Sep 16, 2020	SCG Building Materials Co., Ltd	1702004174	Oct 11, 2017	-	Roof Cover	Oct 10, 2027



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598	78579	Sep 16, 2020	SCG Building Materials Co., Ltd	1702004175	Oct 11, 2017	-	Roof Cover	Oct 10, 2027
599	Petty Patent 6471	Aug 11, 2011	SCG Building Materials Co., Ltd.	1103000368	Apr 12, 2011	Cementitious floors	-	Apr 11, 2021
600	Petty Patent 6889	Jan 26, 2012	SCG Building Materials Co., Ltd.	1103000303	Mar 25, 2011	Lath installation system	-	Mar 24, 2021
601	Petty Patent 7794	Jan 24, 2013	SCG Building Materials Co., Ltd.	1103001300	Dec 6, 2011	Rain filter	-	Dec 5, 2021
602	Petty Patent 7898	Mar 4, 2013	SCG Building Materials Co., Ltd.	1203000406	Apr 24, 2012	Foundation system	-	Apr 23, 2022
603	Petty Patent 8140	Jul 15, 2013	SCG Building Materials Co., Ltd.	1103001301	Dec 6, 2011	Rain filtration	-	Dec 5, 2021
604	Petty Patent 8327	Sep 24, 2013	SCG Building Materials Co., Ltd.	1303000079	Jan 24, 2013	Heat trapping device	-	Jan 23, 2023
605	Petty Patent 8637	Feb 12, 2014	SCG Building Materials Co., Ltd.	1303000336	Mar 27, 2013	Parts for installation frame	-	Mar 26, 2023
606	Petty Patent 8916	Jun 9, 2014	SCG Building Materials Co., Ltd.	1303000299	Mar 20, 2013	Power management unit in a building with electricity reserves in itself	-	Mar 19, 2023
607	Petty Patent 9162	Sep 24, 2014	SCG Building Materials Co., Ltd.	1303001541	Dec 6, 2013	Set adjustable fan	-	Dec 5, 2023
608	Petty Patent 9215	Oct 13, 2014	SCG Building Materials Co., Ltd.	1403000092	Feb 12, 2014	System of growing plants vertically	-	Feb 11, 2024
609	Petty Patent 9216	Oct 13, 2014	SCG Building Materials Co., Ltd.	1403000050	Jan 17, 2014	System for the installation of the roof	-	Jan 16, 2024
610	Petty Patent 9217	Oct 13, 2014	SCG Building Materials Co., Ltd.	1303001325	Oct 18, 2013	Set for roof ventilation	-	Oct 17, 2023

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611	Petty Patent 9218	Oct 13, 2014	SCG Building Materials Co., Ltd.	1303001540	Dec 6, 2013	Equipment for the installation of the roof	-	Dec 5, 2023
612	Petty Patent 9306	Nov 10, 2014	SCG Building Materials Co., Ltd.	1203000444	May 3, 2012	Installation slabs	-	May 2, 2022
613	Petty Patent 9592	Feb 27, 2015	SCG Building Materials Co., Ltd.	1403000991	Sep 1, 2014	Instance concrete bathroom floor panel	-	Aug 31, 2024
614	Petty Patent 10188	Aug 7, 2015	SCG Building Materials Co., Ltd.	1503000012	Jan 6, 2015	Roof air flow set	-	Jan 5, 2025
615	Petty Patent 10438	Sep 28, 2015	SCG Building Materials Co., Ltd.	1403000776	Jul 17, 2014	Facial setting, eaves setting tools and process of that	-	Oct 16, 2024
616	Petty Patent 10441	Sep 28, 2015	SCG Building Materials Co., Ltd.	1303001502	Nov 28, 2013	Process of fuel cell electric production for building	-	Nov 27, 2023
617	Petty Patent 10857	Dec 4, 2015	SCG Building Materials Co., Ltd.	1403001721	Dec 19, 2014	Plant pot on water surface	-	Dec18, 2024
618	Petty Patent 11005	Jan 11, 2016	SCG Building Materials Co., Ltd.	1503000330	Mar 16, 2015	Ventilation system	-	Mar 15, 2025
619	Petty Patent 11006	Jan 11, 2016	SCG Building Materials Co., Ltd.	1503000815	May 29, 2015	Apparatus for reducing thermal bridge and vibration	-	May 28, 2025
620	Petty Patent 11636	Jun 17, 2016	SCG Building Materials Co., Ltd.	1403000091	Feb 12, 2014	Receptacle	-	Feb 11,2024
621	Petty Patent 12333	Jan 20, 2017	SCG Building Materials Co., Ltd.	1503001396	Sep 4, 2015	Apparatus for reducing thermal bridge and vibration	-	Sep 3, 2025
622	Petty Patent 12334	Jan 20, 2017	SCG Building Materials Co., Ltd.	1603000755	May 4, 2016	Bathtub Set	-	May 3, 2026
623	Petty Patent	Jul 14, 2017	SCG Building Materials Co., Ltd.	1503001858	Oct 30, 2015	Lighting control system	-	Oct 29, 2025

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	12857							
624	Petty Patent 13813	May 3, 2018	SCG Building Materials Co., Ltd.	1603002401	Nov 21, 2016	Wall installation system	-	Nov 20, 2026
625	Petty Patent 13862	May 17, 2018	SCG Building Materials Co., Ltd.	1703000917	Mar 31, 2017	Ventilation system	-	Mar 30, 2027
626	Petty Patent 13861	May 17, 2018	SCG Building Materials Co., Ltd.	1703000916	Mar 31, 2017	Ventilation system	-	Mar 30, 2027
627	Petty Patent 14048	Jul 3, 2018	SCG Building Materials Co., Ltd.	1603000655	Apr 22, 2016	Air grill	-	Apr 21, 2026
628	Petty Patent 14706	Dec 13, 2018	SCG Building Materials Co., Ltd.	1703001857	Sep 22, 2017	Apparatus for cutting heat insulation and vibration damping	-	Sep 21, 2027
629	Petty Patent 14851	Jan 23, 2019	SCG Building Materials Co., Ltd	1703000719	Apr 28, 2017	Installation of wall panel	-	Apr 27, 2027
630	Petty Patent 15233	Jun 7, 2019	SCG Building Materials Co., Ltd	1703002028	Oct 11, 2017	Roof cover	-	Oct 10, 2027
631	Petty Patent 15696	Nov 14, 2019	SCG Building Materials Co., Ltd	1703002120	Oct 25, 2017	Cover panel with ventilation	-	Oct 24, 2027
632	Petty Patent 15697	Nov 14, 2019	SCG Building Materials Co., Ltd	1703000718	Apr 28, 2017	Shock absorption floor	-	Apr 27, 2027
633	Petty Patent 15741	Dec 6, 2019	SCG Building Materials Co., Ltd	1703000717	Apr 28, 2017	Flooring tiles	-	Apr 27, 2027
634	Petty Patent 15928	Feb 17, 2020	SCG Building Materials Co., Ltd	1703001275	Jul 14, 2017	Roof Panel	-	Jul 13, 2027
635	Petty Patent 15929	Feb 17, 2020	SCG Building Materials Co., Ltd	1703001371	Jul 27, 2017	Building Ventilation System	-	Jul 26, 2027

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636	Petty Patent 15930	Feb 17, 2020	SCG Building Materials Co., Ltd	1803002230	Sep 28, 2018	Planting container	-	Sep 27, 2028
637	Petty Patent 16398	Jun 23, 2020	SCG Building Materials Co., Ltd	1703001858	Sep 22, 2017	Motion Detector	-	Sep 21, 2027
638	Petty Patent 16597	Aug 11, 2020	SCG Building Materials Co., Ltd	1703001370	Jul 27, 2017	Building Ventilation System	-	Jul 26, 2027
639	Petty Patent 16797	Sep 30, 2020	SCG Building Materials Co., Ltd	1803000694	Mar 23, 2018	Floor tile	-	Mar 22, 2028
640	Petty Patent 16977	Nov 26, 2020	SCG Building Materials Co., Ltd	1803000695	Mar 23, 2018	Floor tile	-	Mar 22, 2028
641	ZL200710305114.7 (China)	Aug 7, 2011	SCG Building Materials Co., Ltd.	ZL200710305114.7	Sep 20, 2007	Apparatus and method for forming a pattern in ceramic tile or slab with prescribed thickness	-	Sep 19, 2027
642	US8333916B2 (USA)	Dec 18, 2012	SCG Building Materials Co., Ltd.	11/859684	Sep 21, 2007	Apparatus and method for forming a pattern in ceramic tile or slab with prescribed thickness	-	Sep 20, 2027
643	11310 (Vietnam)	Apr 16, 2013	SCG Building Materials Co., Ltd.	1-2007-01913	Sep 20, 2007	Apparatus and method for forming a pattern in ceramic tile or slab with prescribed thickness	-	Sep 19, 2027
644	EP2036694B1 (Italy)	Mar 5, 2014	SCG Building Materials Co., Ltd.	07116535.1	Sep 17, 2007	Apparatus and method for forming a pattern in ceramic tile or slab with prescribed thickness	-	Sep 16, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
645	EP2036694 (Spain)	Mar 5, 2014	SCG Building Materials Co., Ltd.	07116535.1	Sep 17, 2007	Apparatus and method for forming a pattern in ceramic tile or slab with prescribed thickness	-	Sep 16, 2027
646	602007035323.8 (Germany)	Mar 5, 2014	SCG Building Materials Co., Ltd.	07450217.0	Apr 27, 2007	A device for making continuous veining of desired patterns extending through the entire thickness of a product, a process of making thereof	-	Apr 26, 2027
647	2065150 (Italy)	Mar 5, 2014	SCG Building Materials Co., Ltd.	07450217.0	Apr 27, 2007	A device for making continuous veining of desired patterns extending through the entire thickness of a product, a process of making thereof	-	Apr 26, 2027
648	2065150 (Spain)	Mar 5, 2014	SCG Building Materials Co., Ltd.	07450217.0	Apr 27, 2007	A device for making continuous veining of desired patterns extending through the entire thickness of a product, a process of making thereof	-	Apr 26, 2027



No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
649	ZL2017303396490 (China)	Jan 5, 2018	SCG Building Materials Co., Ltd.	2017303396490	Jul 28, 2017	-	Roof tile	Jul 27, 2027
650	ZL2017303393539 (China)	Jan 30, 2018	SCG Building Materials Co., Ltd.	2017303393539	Jul 28, 2017	-	Roof tile	Jul 27, 2027
651	68537 (India)	Nov 22, 2018	SCG Building Materials Co., Ltd.	296226	Jul 28, 2017	-	Roof tile	Jul 27, 2027
652	63841 (India)	Mar 22, 2018	SCG Building Materials Co., Ltd.	29227	Jul 28, 2017	-	Roof tile	Jul 27, 2027
653	50454	Jul 15, 2016	SCG Ceramics Public	1302000201	Feb 1, 2013	-	Floor tile	Jan 31, 2023
654	61920	Apr 11, 2018	SCG Ceramics Public	1602000240	Jan 29, 2016	-	Floor and wall tile	Jan 28, 2026
655	61921	Apr 11, 2018	SCG Ceramics Public	1602000241	Jan 29, 2016	-	Floor and wall tile	Jan 28, 2026
656	61925	Apr 11, 2018	SCG Ceramics Public	1602000693	Mar 1, 2016	-	Floor and wall tile	Feb 28, 2026
657	71886	Oct 4, 2019	SCG Ceramics Public	1702001123	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
658	71887	Oct 4, 2019	SCG Ceramics Public	1702001124	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
659	71888	Oct 4, 2019	SCG Ceramics Public	1702001125	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
660	71889	Oct 4, 2019	SCG Ceramics Public	1702001126	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
661	73001	Dec 6, 2019	SCG Ceramics Public	1702001127	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
662	73002	Dec 6, 2019	SCG Ceramics Public	1702001128	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
663	73003	Dec 6, 2019	SCG Ceramics Public	1702001129	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
							wall tile	
664	73004	Dec 6, 2019	SCG Ceramics Public	1702001130	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
665	73005	Dec 6, 2019	SCG Ceramics Public	1702001131	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
666	73006	Dec 6, 2019	SCG Ceramics Public	1702001132	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
667	73007	Dec 6, 2019	SCG Ceramics Public	1702001133	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
668	73008	Dec 6, 2019	SCG Ceramics Public	1702001134	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
669	73009	Dec 6, 2019	SCG Ceramics Public	1702001135	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
670	73010	Dec 6, 2019	SCG Ceramics Public	1702001137	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
671	73011	Dec 6, 2019	SCG Ceramics Public	1702001138	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
672	73012	Dec 6, 2019	SCG Ceramics Public	1702001139	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
673	73013	Dec 6, 2019	SCG Ceramics Public	1702001140	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
674	73014	Dec 6, 2019	SCG Ceramics Public	1702001142	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
675	73015	Dec 6, 2019	SCG Ceramics Public	1702001143	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
							wall tile	
676	73018	Dec 6, 2019	SCG Ceramics Public	1702001141	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
677	73019	Dec 6, 2019	SCG Ceramics Public	1702001136	Mar 31, 2017	-	Patterned of Floor and wall tile	Mar 30, 2027
678	77922	Aug 11, 2020	SCG Ceramics Public	1802001642	Apr 24, 2018	-	Patterned of Floor and wall tile	Apr 23, 2028
679	185121	Sep 16, 2020	SCG Ceramics Public	1802001659	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
680	78584	Sep 16, 2020	SCG Ceramics Public	1802001660	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
681	78578	Sep 16, 2020	SCG Ceramics Public	1802001652	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
682	78585	Sep 16, 2020	SCG Ceramics Public	1802001653	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
683	78575	Sep 16, 2020	SCG Ceramics Public	1802001654	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
684	78586	Sep 16, 2020	SCG Ceramics Public	1802001655	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
685	78582	Sep 16, 2020	SCG Ceramics Public	1802001656	Apr 24, 2018	-	Floor and wall tile	Apr 23, 2028
686	Petty Patent 10186	Aug 7, 2015	SCG Ceramics Public	1503000634	Apr 30, 2015	Adjust surfact and setting trowel	-	Apr 30, 2025
687	Petty Patent 10439	Sep 28, 2015	SCG Ceramics Public	1503000635	Apr 30, 2015	Setting trowel	-	Apr 30, 2025
688	40369	Jun 9, 2014	SCG Landscape Co.,Ltd.	1102003513	Dec 6, 2011	-	Package	Dec 5, 2021
689	44002	Apr 30, 2015	SCG Landscape Co.,Ltd.	1102003514	Dec 6, 2011	-	Floor and wall tile	Dec 6, 2021
690	46643	Oct 27, 2015	SCG Landscape Co.,Ltd.	1102003516	Dec 6, 2011	-	Seat	Dec 6, 2021
691	58154	Oct 11, 2017	SCG Landscape Co.,Ltd.	1402000975	Apr 25, 2014	-	Floor and wall tile	Apr 24, 2024
692	58155	Oct 11, 2017	SCG Landscape Co.,Ltd.	1402000974	Apr 25, 2014	-	Floor and wall tile	Apr 24, 2024

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693	60015	Jan 12, 2018	SCG Landscape Co.,Ltd.	1402001809	Jul 17, 2014	-	Floor block	Jul 16, 2024
694	60009	Jan 12, 2018	SCG Landscape Co.,Ltd.	1402003353	Oct 30, 2014	-	Floor tile	Oct 29, 2024
695	60010	Jan 12, 2018	SCG Landscape Co.,Ltd.	1402003352	Oct 30, 2014	-	Floor tile	Oct 29, 2024
696	60011	Jan 12, 2018	SCG Landscape Co.,Ltd.	1402003351	Oct 30, 2014	-	Floor tile	Oct 29, 2024
697	60012	Jan 12, 2018	SCG Landscape Co.,Ltd.	1402003350	Oct 30, 2014	-	Floor tile	Oct 29, 2024
698	60013	Jan 12, 2018	SCG Landscape Co.,Ltd.	1402003349	Oct 30, 2014	-	Floor tile	Oct 29, 2024
699	60806	Feb 16, 2018	SCG Landscape Co.,Ltd.	1502001857	Jun 12, 2015	-	Brick	Jun 11, 2025
700	60807	Feb 16, 2018	SCG Landscape Co.,Ltd.	1502001858	Jun 12, 2015	-	Brick	Jun 11, 2025
701	60814	Feb 16, 2018	SCG Landscape Co.,Ltd.	1502001859	Jun 12, 2015	-	Brick	Jun 11, 2025
702	60815	Feb 16, 2018	SCG Landscape Co.,Ltd.	1502001860	Jun 12, 2015	-	Brick	Jun 11, 2025
703	61795	Apr 4, 2018	SCG Landscape Co.,Ltd.	1502001376	Apr 27, 2015	-	Flowerpot	Apr 26, 2025
704	71654	Sep 23, 2019	SCG Roofing Co., Ltd.	1201002592	Jun 1, 2012	Safety hook for roof tiles	-	May 31,2032
705	73777	Jan 16, 2020	SCG Roofing Co., Ltd.	1001001355	Sep 3, 2010	Fall protection for roof tiles	-	Sep 2, 2020
706	73778	Jan 16, 2020	SCG Roofing Co., Ltd.	1001001891	Dec 13, 2010	Lifeline safety for roof tiles	-	Dec 12, 2020
707	44791	Jun 25, 2015	SCG Roofing Co., Ltd.	1102002691	Sep 6, 2011	-	Roof bracked element	Sep 6, 2021
708	51074	Sep 6, 2016	SCG Roofing Co., Ltd.	1102000098	Jan 11, 2011	-	Fastener	Jan 10, 2021
709	52232	Nov 4, 2016	SCG Roofing Co., Ltd.	1402000099	Jan 17, 2014	-	Fastener	Jan 16, 2024
710	52233	Nov 4, 2016	SCG Roofing Co., Ltd.	1402000100	Jan 17, 2014	-	Fastener	Jan 16, 2024
711	55987	Jul 14, 2017	SCG Roofing Co., Ltd.	1502000543	Feb 27, 2015	-	Bracked element	Feb 26, 2025
712	55989	Jul 14, 2017	SCG Roofing Co., Ltd.	1502000544	Feb 27, 2015	-	Bracked element	Feb 26, 2025
713	60016	Jan 12, 2018	SCG Roofing Co., Ltd.	1402001810	Jul 17, 2014	-	Building material element	Jul 16, 2024

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714	61573	Mar 23, 2018	SCG Roofing Co., Ltd.	1602000766	Mar 7, 2016	-	Roof tile	Mar 6, 2026
715	64257	Aug 16, 2018	SCG Roofing Co., Ltd.	1602003634	Sep 21, 2016	-	Roof tile	Sep 20, 2026
716	73000	Dec 6, 2019	SCG Roofing Co., Ltd.	1602001694	May 4, 2016	-	Roof tile	May 3, 2026
717	77521	Jul 3, 2020	SCG Roofing Co., Ltd.	1602003417	Sep 6, 2016	-	Roof tile	Sep 5, 2026
718	77519	Jul 3, 2020	SCG Roofing Co., Ltd.	1702000697	Sep 2, 2017	-	Roof Cover	Sep 1, 2027
719	77520	Jul 3, 2020	SCG Roofing Co., Ltd.	1702000698	Sep 2, 2017	-	Roof Cover	Sep 1, 2027
720	79307	Jul 20, 2020	SCG Roofing Co., Ltd.	1802002254	Jun 8, 2018	-	Roof tile	Jun 7, 2028
721	80231	Dec 14, 2020	SCG Roofing Co., Ltd.	1802002794	Jul 10, 2018	-	Roof Cover	Jul 9, 2028
722	Petty Patent 8719	Mar 14, 2014	SCG Roofing Co., Ltd	1203001424	Jun 1, 2012	Roof tiles	-	May 31, 2022
723	Petty Patent 10187	Aug 7, 2015	SCG Roofing Co., Ltd.	1403000775	Jul 17, 2014	Process of cover gable setting	-	Jul 16, 2024
724	Petty Patent 11253	Mar 7, 2016	SCG Roofing Co., Ltd.	1503000803	May 29, 2015	Sky walker	-	May 28, 2025
725	Petty Patent 14513	Oct 25, 2018	SCG Roofing Co., Ltd.	1703002027	Oct 11, 2017	Eaves	-	Oct 10, 2027
726	Petty Patent 16598	Oct 11, 2020	SCG Roofing Co., Ltd.	1903002592	Oct 4, 2019	Animal Protection System for roof	-	Oct 3, 2029
727	Petty Patent 9002	Jul 23, 2014	SCG Trading Co., Ltd.	1103000443	May 3, 2011	Liquid coal fuel	-	May 2, 2021
728	72311	Oct 31, 2019	Siam Sanitary Ware Co.,Ltd.	1201002379	May 23, 2012	toilet	-	May 22, 2032
729	72312	Oct 31, 2019	Siam Sanitary Ware Co.,Ltd.	1301005911	Oct 15, 2013	Toilet and flushing system	-	Oct 14, 2033

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730	72313	Oct 31, 2019	Siam Sanitary Ware Co.,Ltd.	1501001269	Mar 9, 2015	Automatic sheet support system for sanitary ware production	-	Mar 8, 2035
731	40572	Jun 25, 2014	Siam Sanitary Ware Co.,Ltd.	1102001262	Apr 29, 2011	-	Tap	Apr 28, 2021
732	41048	Aug 6, 2014	Siam Sanitary Ware Co.,Ltd.	1102001263	Apr 29, 2011	-	Sink	Apr 28, 2021
733	41049	Aug 6, 2014	Siam Sanitary Ware Co.,Ltd.	1102001261	Apr 29, 2011	-	Sink	Apr 28, 2021
734	41695	Oct 1, 2014	Siam Sanitary Ware Co.,Ltd.	1102003640	Dec 20, 2011	-	Toilet	Dec 19, 2021
735	42053	Nov 11, 2014	Siam Sanitary Ware Co.,Ltd.	1102001259	Apr 29, 2011	-	Sink	Apr 28, 2021
736	42054	Nov 11, 2014	Siam Sanitary Ware Co.,Ltd.	1102001260	Apr 29, 2011	-	Sink	Apr 28, 2021
737	43147	Mar 9, 2015	Siam Sanitary Ware Co.,Ltd.	1202001026	Apr 23, 2012	-	Water tank	Apr 23, 2022
738	51555	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302001680	Jun 19, 2013	-	Water tank	Jun 18, 2023
739	51556	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302001681	Jun 19, 2013	-	Water tank	Jun 18, 2023
740	51557	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302001682	Jun 19, 2013	-	Water tank	Jun 18, 2023
741	51558	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302001683	Jun 19, 2013	-	Water tank	Jun 18, 2023
742	51559	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302001684	Jun 19, 2013	-	Water tank	Jun 18, 2023
743	51560	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302001685	Jun 19, 2013	-	Water tank	Jun 18, 2023
744	51562	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302002772	Oct 7, 2013	-	Toilet	Oct 6, 2023
745	51563	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302002773	Oct 7, 2013	-	Toilet	Oct 6, 2023
746	51564	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302002775	Oct 7, 2013	-	Toilet	Oct 6, 2023
747	51565	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302002776	Oct 7, 2013	-	Sink	Oct 6, 2023
748	51566	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302002777	Oct 7, 2013	-	Sink	Oct 6, 2023
749	51567	Sep 27, 2016	Siam Sanitary Ware Co.,Ltd.	1302002778	Oct 7, 2013	-	Sink	Oct 6, 2023
750	51940	Oct 18, 2016	Siam Sanitary Ware Co.,Ltd.	1302002774	Oct 7, 2013	-	Toilet	Oct 6, 2023
751	54269	Mar 16, 2017	Siam Sanitary Ware Co.,Ltd.	1402002184	Aug 6, 2014	-	Sink	Aug 5, 2024

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752	71216	Aug 22, 2019	Siam Sanitary Ware Co.,Ltd.	1802000452	Jan 30, 2018	-	Cover seat	Jan 19, 2028
753	40144	May 23, 2014	Siam Sanitary Fitting Co.,Ltd.	1102001189	Apr 21, 2011	-	Tap	Apr 20, 2021
754	49197	Apr 21, 2016	Siam Sanitary Fitting Co.,Ltd.	1202001997	Jul 30, 2012	-	Valve	Jul 29, 2022
755	54455	Mar 28, 2017	Siam Sanitary Fitting Co.,Ltd.	1402000964	Apr 24, 2014	-	Tap	Apr 23, 2024
756	55511	Jun 19, 2017	Siam Sanitary Fitting Co.,Ltd.	1402000963	Apr 24, 2014	-	Tap	Apr 23, 2024
757	61965	Apr 17, 2018	Siam Sanitary Fitting Co.,Ltd.	1602001432	Apr 21, 2016	-	Handrail for toilet	Apr 20, 2026
758	61966	Apr 17, 2018	Siam Sanitary Fitting Co.,Ltd.	1602001860	May 18, 2016	-	Handrail	May17, 2026
759	61967	Apr 17, 2018	Siam Sanitary Fitting Co.,Ltd.	1602001861	May 18, 2016	-	Handrail	May17, 2026
760	61968	Apr 17, 2018	Siam Sanitary Fitting Co.,Ltd.	1602001862	May 18, 2016	-	Handrail	May17, 2026
761	62930	Jun 12, 2018	Siam Sanitary Fitting Co.,Ltd.	1602001431	Apr 21, 2016	-	Tap	Apr 20, 2026
762	66002	Nov 2, 2018	Siam Sanitary Fitting Co.,Ltd.	1602001430	Apr 21, 2016	-	Tap	Apr 20, 2026
763	74764	Jul 12, 2019	Siam Sanitary Fitting Co.,Ltd.	1702002392	Jun 27, 2017	-	Tap	Jun 26, 2027
764	74765	Jul 12, 2019	Siam Sanitary Fitting Co.,Ltd.	1702002393	Jun 27, 2017	-	Tap	Jun 26, 2027
765	Petty Patent 9302	Nov 7, 2014	Siam Sanitary Fitting Co.,Ltd.	1403000383	Apr 24, 2014	Tap	-	Apr 23, 2024
766	73016	Dec 6, 2018	SCG Cement-Building Materials Co., Ltd	1702001283	Apr 12, 2017	-	Wall panel	Apr 11, 2027
767	73017	Dec 6, 2018	SCG Cement-Building Materials Co., Ltd	1702001284	Apr 12, 2017	-	Wall panel	Apr 11, 2027
768	Petty Patent 12995	Aug 22, 2017	SCG Cement-Building Materials Co., Ltd.	1703000308	Feb 24, 2017	Apparatus for testing wall	-	Feb 23, 2027
769	Petty Patent 16798	Sep 30, 2020	SCG Cement-Building Materials Co., Ltd	1803002977	Dec 24, 2018	Apparatus for turning a Patient in bed	-	Dec 23, 2028

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770	Petty Patent 16799	Sep 30, 2020	SCG Cement-Building Materials Co., Ltd	1803002978	Dec 24, 2018	Apparatus for turning a Patient in bed	-	Dec 23, 2028
771	Petty Patent 15234	Jun 7, 2019	Siam Fiberglass Co., Ltd.	1703000715	Apr 28, 2017	Sound insulation sheet	-	Apr 27, 2027
<b>Chemicals Business and Cement-Building Materials Business</b>								
772	11201402718T (Singapore)	Jun 22, 2016	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd.	11201402718T	Feb 29, 2012	High emissivity coating compositions and manufacturing processes therefore	-	Feb 28, 2032
773	1500721 (Taiwan)	Jul 29, 2015	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd.	102107293	Mar 1, 2013	High emissivity coating compositions and manufacturing processes therefore	-	Feb 28, 2033
774	2.863.294 (Canada)	Aug 16, 2016	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd.	2.863.294	Feb 29, 2012	High emissivity coating compositions and manufacturing processes therefore	-	Feb 28, 2032
775	5982502 (Japan)	Aug 31, 2016	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd.	2014-559867	Apr 2, 2014	High emissivity coating compositions and manufacturing processes therefore	-	Apr 1, 2034
776	9,587,120B2 (USA)	Mar 7, 2017	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	14/240,550	Feb 24, 2014	High emissivity coating compositions and	-	Feb 23, 2034

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						manufacturing processes therefore		
777	602012030318.2 (Germany)	Mar 22, 2017	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	12869694.5	Feb 29, 2012	High emissivity coating compositions and manufacturing processes therefore	-	Feb 28, 2032
778	2820364 (Netherland)	Mar 22, 2017	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	12869694.5	Feb 29, 2012	High emissivity coating compositions and manufacturing processes therefore	-	Feb 28, 2032
779	2820364 (France)	Mar 22, 2017	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	12869694.5	Feb 29, 2012	High emissivity coating compositions and manufacturing processes therefore	-	Feb 27, 2032
780	2820364 (Great Britain)	Mar 22, 2017	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	12869694.5	Feb 29, 2012	High emissivity coating compositions and manufacturing processes therefore	-	Feb 27, 2032
781	1908000 (Republic of Korea)	Oct 8, 2018	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	2014-7018583	Jul 4, 2014	High emissivity coating compositions and manufacturing processes therefore	-	Jul 3, 2034
782	6461050	Jan 30, 2019	SCG Chemicals Co., Ltd. and	2016-127184	Jun 28, 2016	High emissivity coating	-	Feb 27, 2032

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
	(Japan)		Siam Refractory Industry Co., Ltd			composition and manufacturing process thereof		(PCT filing date Feb 29, 2014)
783	10,400,150 (USA)	Oct 8, 2019	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	15/421,241	Jan 31, 2017	High emissivity coating composition and manufacturing process thereof	-	Feb 27, 2032  (PCT filing date Feb 29, 2014)
784	75579 (Thailand)	Apr 10,2020	SCG Chemicals Co., Ltd. and Siam Refractory Industry Co., Ltd	1301001031	Feb 28, 2013	High emissivity coating composition and manufacturing process thereof	-	Feb 27, 2032  (PCT filing date Feb 29, 2014)
785	70030	May 29, 2019	SCG Chemicals Co., Ltd. and Cement Thai Energy Conservation Co.,Ltd.	1702003753	Sep 22, 2017	-	Solar Floating System	Sep 21, 2037
786	70031	May 29, 2019	SCG Chemicals Co., Ltd. and Cement Thai Energy Conservation Co.,Ltd.	1702003754	Sep 22, 2017	-	Solar Floating System	Sep 21, 2037
<b>Packaging Business and Cement-Building Materials Business</b>								
787	Petty Patent 15003	Mar 12, 2019	SCG Packaging PLC. and SCG Cement-Building Materials Co., Ltd.	1703000534	Mar 29, 2017	Binder with lime mud	-	Mar 28, 2027

No.	Patent Number	Registration Date	Assignee	Application Number	Filing Date	Patent/Petty Patent	Design Patent	Expiry Date
<b>Packaging Business and Chemicals Business</b>								
788	Petty Patent 16520	Jul 22, 2020	Thai Paper Co.,Ltd. and Nawa Intertech Co.,Ltd.	1903002389	Sep 16, 2019	Folding apparatus for paper container forming machine	-	Sep 15, 2029
789	Petty Patent 16521	Jul 22, 2020	Thai Paper Co.,Ltd. and Nawa Intertech Co.,Ltd.	1903002390	Sep 16, 2019	Paper container forming machine	-	Sep 15, 2029



- **Concession**

Concessions in limestone and gypsum mines are long-lived. Their maturities have been continuously extended because cement is a fundamental product for construction and infrastructure related to the country's economy.

Details of utilized concessions of The Siam Cement Public Company Limited and Companies Cement-Building Materials Business are shown in below table

Concessionaire	Location	Type of Mineral	Number of Concession (Copies)	Type of Area	Area (Rai)	Remaining Years of Concession	Expiry Year
The Siam Cement PLC.	Saraburi	Limestone for cement industry	15	RFD	3,312	15	2036
		Pyrophyllite	1	RFD	96	7	2028
			2	RFD	139	11	2032
	Nakorn Sawan	Gypsum	1	RFD	298	10	2031
			1	RFD	278	4	2025
SCG Cement Co., Ltd.	Lampang	Lignite, ball clay	1	RFD	210	11	2032
The Siam Cement (Lampang) Co., Ltd.	Lampang	Limestone for cement industry	17	RFD	4,977	21	2042
		Shale for cement industry	2	RFD	596	18	2039
			3	RFD	846	21	2042
		Industrial clay for cement industry	1	Owned by the company	51	8	2029
			1	Owned by the company	280	14	2035
The Siam Cement (Kaeng Khoi) Co., Ltd.	Saraburi	Limestone for cement industry	10	RFD	2,571	6	2027
		Shale for cement industry	3	Owned by the company	874	6	2027
	Lopburi	Industrial clay for cement industry	1	Owned by the company	218	17	2038

Concessionaire	Location	Type of Mineral	Number of Concession (Copies)	Type of Area	Area (Rai)	Remaining Years of Concession	Expiry Year
The Siam Cement (Kaeng Khoi) Co., Ltd.	Prachinburi	Industrial clay for cement industry	2	Owned by the company	507	16	2037
	Nakhon Ratchasima	Industrial clay for cement industry	4	Owned by the company	997	21	2042
The Siam Cement (Ta Luang) Co., Ltd.		Limestone for cement industry	5	RFD	956	9	2030
			13	RFD	3,877	21	2042
	Saraburi	Industrial clay for cement industry	1	Owned by the company	280	5	2026
			3	Owned by the company	840	17	2038
			1	Owned by the company	86	3	2024
			1	Owned by the company	208	20	2041
The Siam Cement (Thung Song) Co., Ltd.	Nakorn Sri Thammarat	Limestone for cement industry	19	RFD	4,971	14	2035
			1	Owned by the company	118	20	2041
		1	Owned by the company	65	12	2033	
	Krabi	Industrial clay for cement industry	2	Owned by the company	372	17	2038
	Suratthani	Gypsum	1	Owned by the company	39	5	2026
Silasanon Co., Ltd.	Saraburi	Limestone for cement industry, Limestone for white cement and limestone for building industry	1	RFD	257	13	2034

Concessionaire	Location	Type of Mineral	Number of Concession (Copies)	Type of Area	Area (Rai)	Remaining Years of Concession	Expiry Year
Silathai Sanguan (2540) Co., Ltd.	Khonkaen	Limestone for construction industry	1	Owned by the company	167	In process of renewal	2020
Khammouane Cement Co., Ltd.	Laos	Limestone for cement industry	1	RFD	21,500 (3,440 ha)	26	2047
		Laterite for cement industry			5,300 (848 ha)	26	2047
		Clay			4,675 (748 ha)	26	2047
Kampot Cement Co.,Ltd.	Cambodia	Limestone for cement industry	1	Ministry of industry, Mines and Energy	6,133	45	2066
PT Tambang Semen Sukabumi (For PT.Semen Jawa)	Indonesia	Limestone for cement industry (Mt. Guha)	1	Ministry of forestry	3,006	17	2038
		Limestone for cement industry (Mt. Batu)	1	Owned by resident	741	18	2039
		Shale for cement industry	1	Ministry of forestry	743	17	2038
Mawlamyine Cement Limited	Myanmar	Limestone for cement industry	1	Ministry of forestry	800 (320 Acre)	15	2036

- **BOI Certificates**

SCG adheres to the policy to apply for the BOI's privileges in every business it is eligible for. The Group believes that it can fully operate under all BOI's rules and regulations due to its transparent operation based on good corporate governance.

- **Chemicals Business**

The Business acquired BOI tax incentives such as machinery import duty exemption, corporate tax exemption for 8 years from the date of first revenue received, and 50 percent reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
R&D (SCG Chem) - New process/ process improvement for Polyethylene	May 6, 2011	Oct, 2026
R&D (SCG Chem) - New product / new technology in Petrochemicals	Nov 10, 2011	Dec, 2024
R&D (SCG Chem) - Synthesis of new chemicals products for industrial use	Sep 9, 2015	13 years from the date of first revenue received
Calibration	May 22, 2012 May 22, 2014 July 24, 2019	Nov, 2025 Feb, 2030 13 years from the date of first revenue received
Scientific testing services (CI BOT)	Feb 16, 2016	Nov, 2030
Scientific testing services (Oval BOT)	Feb 16, 2016	13 years from the date of first revenue received
Human resources development	Dec 16, 2011	Jan, 2027
Mould	Nov 25, 2010	Nov, 2023
Automation System Integration Machine	Oct 25, 2018 Dec 13, 2018	Feb, 2032 13 years from the date of first revenue received
Scientific testing services (ADC)	Feb 15, 2019	13 years from the date of first revenue received

The Business acquired BOI tax incentives such as machinery import duty exemption, corporate tax exemption for 8 years in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received, and 50 percent reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
PP 3	Nov 1, 2013	Mar, 2023
HDPE 4	Nov 1, 2013	Feb, 2023
Jetty and terminal	Dec 12, 2007	Mar, 2023

Project	Date Acquired	Expiry of Tax Incentives
	Aug 14, 2009 Mar 5, 2010 Jun 26, 2012 Aug 4, 2014	Sep, 2023 May, 2024 Dec, 2025 Mar, 2028
Olefins (MOC)	Dec 25, 2006	Dec, 2022
Styrene Monomer	Apr 19, 2018	13 years from the date of first revenue received
Ethylene and Propylene (Side Cracker)	Apr 23, 2018	13 years from the date of first revenue received
PE compound	Nov 1, 2013 Jan 5, 2015 Jan 5, 2015	Jul, 2020 Mar, 2026 Feb, 2028
Steam	Nov 1, 2013	Apr, 2024
Catalyst	Nov 1, 2013	Aug, 2033
Industrial wax	Nov 1, 2013	Nov, 2026
LDPE (DPEX)	Nov 22, 2013	Apr, 2030
Waste water treatment, plant industrial waste and toxic chemicals management	Mar 20, 2008	Apr, 2023
PVC resin	Aug 5, 2005	Jul, 2020
Profile, pipe, fitting	Oct 01, 2019 Oct 01, 2019	Mar, 2020 Jan, 2024 May, 2024 Mar, 2025 Oct, 2025 Mar, 2025 Oct, 2027 Feb, 2029 Sep, 2029 Jan, 2033 13 years from the date of first revenue received
Recycling and reuse of unwanted material	Oct 16, 2013	Sep, 2030
Floating solar farm	Aug 22, 2017	May, 2032
Solar farm	Mar 29, 2018	Dec, 2031
Jigs and Metal Parts	Dec 27, 2017 Dec 27, 2017	13 years from the date of first revenue received 13 years from the date of

Project	Date Acquired	Expiry of Tax Incentives
	Dec 27, 2017	first revenue received 13 years from the date of first revenue received

The project which receives corporate tax exemption for 8 years from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
R&D (SCG Chem) - Process for removing impurity of aromatic in Petrochemicals	Aug 27, 2009	8 years from the date of first revenue received
R&D (SCG Chem) - New catalyst for Petrochemicals	Oct 20, 2011	8 years from the date of first revenue received
R&D (SCG Chem) - Additives for polymer products	Jul 21, 2016	8 years from the date of first revenue received
Scientific Testing Services (CPP)	Jun 9, 2017	Jan, 2027
R&D (TPE) New technology for polymer product (SMX)	Apr 20, 2016	8 years from the date of first revenue received
R&D (TPE-PP pilot plant)	Apr 21, 2016	Nov, 2027
R&D (Cirplas) The demonstration unit for Pyrolysis Naphtha manufacturing from post-consumer plastic	Oct 6, 2020	8 years from the date of first revenue received
Manufacturing of Pyrolysis oil	Sep 24, 2020	8 years from the date of first revenue received

The project which receives 8 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
R&D (PVC) chemicals products for industry	Oct 11, 2017	8 years from the date of first revenue received
Thermal cracked PE WAX	Apr 3, 2019	8 years from the date of first revenue received

The project which receives 7 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Pipe, fitting	Oct 01, 2019	Mar, 2020
	Oct 01, 2019	Feb, 2022

Project	Date Acquired	Expiry of Tax Incentives
	Oct 01, 2019	Jan, 2023
	Oct 01, 2019	Nov, 2023
	Oct 01, 2019	Jul, 2023
	Oct 01, 2019	Jan, 2027
	Oct 01, 2019	7 years from the date of first revenue received

The project which receives corporate tax exemption for 6 years from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Enterprise software and digital content	Sep 13, 2016	Nov, 2022

The project which receives 8 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects with measures to reduce environmental impact. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Jetty and terminal	Oct 10, 2012	Oct, 2020

The project which receives corporate tax exemption on net profit not exceeding 50% of an investment amount excluding cost of land and working capital of modification project for 3 years from the first date of revenue generated. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
LLDPE, MDPE	May 5, 2017	May, 2020

The project which receives 3 years of corporate tax exemption in an amount equivalent to 50% of an investment amount excluding cost of land and working capital for the projects with measures to reduce environmental impact. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Jetty and terminal	Jun 21, 2017	Jun, 2020

The project which receives 6 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the first date revenue received, and 50% reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Raw Water Plant	Jan 15, 2018	Aug, 2029

### O Packaging Business

The Business acquired BOI tax incentives such as machinery import duty exemption, corporate tax exemption for 8 years in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received, and 50% reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Corrugated sheet and container	Jul 24, 2007	Jan, 2022
Plastic or plastic coated products	Mar 27, 2009	Sep, 2022
	Mar 27, 2013	Jul, 2026
	Apr 17, 2014	Jul, 2027
	Mar 19, 2015	Aug, 2028
	Mar 19, 2015	Jul, 2030

The project which receives corporate tax exemption for 8 years from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Eucalyptus forest	Feb 6, 2013	Jun, 2021
Production of electricity from waste or refuse-derived fuel	Jul 26, 2017	Oct, 2026
Energy service company (ESCO)	Oct 3, 2018	Oct, 2030

The project which receives 8 years of corporate tax exemption in an amount equivalent to 150% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Corrugated container	Apr 1, 2013	Sep, 2020
	May 14, 2013	Jun, 2025

The project which receives 8 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Printing	Oct 12, 2015	Oct, 2023
Co-generation plant	Dec 11, 2014	8 years from the date of first revenue received
Solar rooftop	Oct 26, 2018	Jun, 2027
	Oct 26, 2018	Mar, 2028

Project	Date Acquired	Expiry of Tax Incentives
	Nov 22, 2019	Jun, 2028
	Nov 22, 2019	Dec, 2028
	Nov 22, 2019	8 years from the date of first revenue received
	Nov 22, 2019	8 years from the date of first revenue received
Solar farm and floating solar farm	Feb 8, 2019	8 years from the date of first revenue received

The project which receives 8 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects with measures to reduce environmental impact. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Kraft paper	Feb 14, 2013	Dec, 2020
	May 20, 2013	May, 2021
	Feb 20, 2014	Feb, 2022

The project which receives 6 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Hygienic plastic coated paper	Mar 7, 2013	May, 2020

The project which receives 5 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Printing	Aug 26, 2015	Mar, 2021
	Oct 19, 2017	5 years from the date of first revenue received
Specialty pulp or specialty paper (Glassine paper)	Oct 18, 2017	Apr, 2022

The project which receives 3 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Kraft paper	Apr 19, 2018	3 years from the date of first revenue received
	Jun 12, 2018	3 years from the date of first revenue received
Industrial bag	Jan 5, 2018	3 years from the date of first revenue received
Corrugated sheet	Jul 28, 2016	3 years from the date of first revenue received
	Jul 28, 2016	3 years from the date of first revenue received
Products from hygienic paper	Dec 18, 2017	Feb, 2021
	Feb 2, 2018	Mar, 2021

The project which receives 3 years of corporate tax exemption in an amount equivalent to 50% of an investment amount excluding cost of land and working capital for the projects with measures to reduce environmental impact. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Pulp	Jul 21, 2017	Jul, 2020

The project which receives 3 years of corporate tax exemption in an amount equivalent to 50% of an investment amount excluding cost of land and working capital for the projects with alternative energy utilization. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Corrugated container	Apr 12, 2017	Apr, 2020
	Feb 27, 2018	Feb, 2021
	Sep 3, 2018	Sep, 2021
	Sep 3, 2018	Sep, 2021
	Aug 20, 2019	Aug, 2022

The project which receives 3 years of corporate tax exemption in an amount equivalent to 50% of an investment amount of modification project with measure to increase production efficiency excluding cost of land and working capital. So that the project receives the corporate tax exemption on its revenue from existing operation. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
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Corrugated container	Aug 20, 2019	Aug, 2022
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#### O Cement-Building Materials Business

The Business acquired BOI tax incentives such as machinery import duty exemption, corporate tax exemption for 8 years from the date of first revenue received, and 50% reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Environmental laboratory	Jun 29, 2012	May, 2027
Refuse Derived Fuel (RDF)	Jan 8, 2014	Jul, 2027
Electricity and Steam Production from Refuse-Derived Fuel	Jan 25, 2019	Dec, 2031

The project which receives 8 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the date of first revenue received, and 50% reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Production of bathroom or kitchen fittings	Oct 31, 2012	Feb, 2027

The project which receives corporate tax exemption for 8 years from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Refuse Derived Fuel (RDF)	Jun 22, 2015	Sep, 2023
	Apr 5, 2016	Feb, 2024
Co-generation power plant	Dec 2, 2014	Jan, 2024

The project which receives 8 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Solar	Feb 21, 2019	8 years from the date of first revenue received
	Apr 29, 2019	Jul, 2028
	Apr 29, 2019	Jun, 2027
	Apr 29, 2019	May, 2027
	Apr 29, 2019	8 years from the date of first revenue received
	Apr 29, 2019	Jun, 2027

Project	Date Acquired	Expiry of Tax Incentives
	Nov 22, 2019	8 years from the date of first revenue received
	Dec 13, 2019	8 years from the date of first revenue received
Solar Floating	Apr 29, 2019	Jun, 2027
	Nov 22, 2019	8 years from the date of first revenue received
	Nov 22, 2019	8 years from the date of first revenue received
	Nov 22, 2019	8 years from the date of first revenue received
Solar Rooftop	Feb 27, 2019	8 years from the date of first revenue received
	Apr 29, 2019	Feb, 2027
	Nov 22, 2019	8 years from the date of first revenue received
	Oct 4, 2018	8 years from the date of first revenue received
Refuse Derived Fuel (RDF)	Aug 18, 2016	May, 2025
Port operations for loading vessels (Wat Ban Dai)	Aug 20, 2013	Dec, 2022

The project which receives 7 years of corporate tax exemption in an amount equivalent to 100% of an investment amount excluding cost of land and working capital for the projects from the first date revenue received but doesn't receive corporate tax reduction. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Production line of ceramic roof tiles LINE 4	Dec 4, 2012	Nov, 2020
Fiberglass insulation	Nov 9, 2010	Feb, 2020
Production of ceramic tile	Oct 19, 2018	Mar, 2023

The project which receives 3 years of corporate tax exemption in an amount equivalent to 50% of an investment amount of modification project with measure to increase production efficiency excluding cost of land and working capital for the projects from the first date of revenue generated. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Refractory brick and Monolithic	Mar 21, 2018	Mar, 2021
Production of ceramic (Except Earthen Ware and ceramic tile)	Feb 21, 2018	Feb, 2021

The project which receives 3 years of corporate tax exemption in an amount equivalent to 100% of an investment amount of modification project with measure to increase production efficiency in automation or robots for the projects from the date of revenue after receiving the promotion certificate.

Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Production of ceramic (Except Earthen Ware and ceramic tile)	Sep 10, 2020	Sep, 2023

#### ○ Corporate & Investments

The Business acquired BOI tax incentives such as machinery import duty exemption, corporate tax exemption for 8 years from the date of first revenue received, and 50% reduction of corporate income tax for 5 years after the exemption period. Details are shown below:

Project	Date Acquired	Expiry of Tax Incentives
Solar roof	Mar 20, 2014	Feb, 2027

## Trademarks

The key trademarks of The Siam Cement Public Company Limited and its subsidiaries comprise of “Elephant Device in Hexagon”, “Elephant Device in Circle”, “Erawan Device in Circle”, “Tiger Device in Circle” and “Elephant Device in Hexagon and SCG” etc. There are approximately 537 trademarks, which are registered at The Department of Intellectual Property, Ministry of Commerce.



## Investment policy in subsidiaries and associate companies

The Siam Cement Public Company Limited is the holding company. Therefore, to ensure clarity in business management and effective resource management to strengthen the organization management according to the long term strategy and corporate governance. SCG has diversified into three core businesses, namely Cement-Building Materials Business, Chemicals Business and Packaging Business. And Investments was established to manage investment in jointly invest with leading companies in other businesses, such as agricultural machinery business, automotive business, automotive accessories and equipments business, and steel business. The returns are in term of dividend and management fee.

Please refer to “ List of subsidiaries, joint ventures, associates and other companies of which their operations are significant” for shareholding structure of direct and indirect ownership of company, subsidiaries, joint ventures, associates and other companies.

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**CORPORATE GOVERNANCE GUIDELINES,  
POLICIES AND SCG CODE OF CONDUCT**

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# **SCG CORPORATE GOVERNANCE PRINCIPLE**

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## Message from the Board of Directors

SCG has continuously carried on its business for over 100 years under the thorough supervision of the Board of Directors to fulfill its commitment to just and responsible business conduct toward every stakeholder and adherence to the long-standing principles observed and practiced since the Company's establishment. All of this is achieved under the Code of Conduct, which is constantly reviewed and adjusted to reflect economic and social changes on the basis of balanced and sustainable growth.

The Board of Directors has deemed that the principle of Corporate Governance is a universally-accepted organizational management guideline that closely corresponds with SCG's core values and Code of Conduct. As such, the Company has compiled and employed various bodies of knowledge and practices relevant to organizational management in its business conduct, which is rooted in ethics, integrity, and social responsibility, as consistently practiced and passed down from generation to generation insofar as it is evident and accepted that such guidelines truly correspond with and achieve the same objectives as the principles prescribed by the SCG Corporate Governance. Therefore, these guidelines have been compiled in SCG Corporate Governance, first published in 2003.

Given the shifting social and economic landscape as well as the global climate of attempts to define guidelines and principles for organizational management that are in line with international corporate governance standards so as to create confidence in stakeholders and promote sustainable growth, the Board of Directors has approved a revision of the content of SCG Corporate Governance to keep it aligned with current changes. The revision is carried out in adherence to The Principles of Good Corporate Governance for Listed Companies 2012 stipulated by the Stock Exchange of Thailand, Corporate Governance Code for Listed Company 2017 stipulated by The Securities and Exchange Commission, and The Thai Institute of Directors Association as well as the ASEAN Corporate Governance Scorecard, which aims to elevate corporate governance of listed companies in ASEAN nations to international standards.

SCG aims to develop the organization as a model in Corporate Governance and has declared such a commitment in SCG visions because of its conviction that SCG Corporate Governance is a management system that will create fairness, transparency, return, and added values for shareholders in the long run as well as create confidence in every stakeholder and promote the Company's competitive capability for sustainable growth.

**Air Chief Marshal Satitpong Sukvimol**

**Chairman of the Board of Directors**

As an individual prospers in life through moral conduct,  
so does a company through ethical practices.

# **Part 1**

## **Introduction**

## Part 1 Introduction

### Four Core Values of the Siam Cement Group (SCG)

The present prosperity, success, and stability of SCG are the result of conducting business according to its ethical core values – the ideals that have been held in high regard and put into practice by the Board of Directors, by management, and by staff at all levels. They are:

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

#### **Adherence to Fairness**

It is the responsibility of SCG to ensure that all who come in contact with us are treated with equal fairness. For example:

- Customers who use our goods and services will obtain maximum benefit in terms of quality and cost.
- Shareholders will receive a proper rate of return on their investment.
- Employees will enjoy both appropriate compensation and a good standard of living.
- All groups of stakeholders will be fairly treated.

#### **Dedication to Excellence**

SCG is dedicated to right conduct and achieving the best results in all we undertake.

All employees and persons who come into contact with SCG recognize the total effort, knowledge, and skill we devote to constantly improving what we do. We strive to learn and pursue whatever we can to help us overcome obstacles and advance in the path of growth and sustainability. This dedication will generate the best results for both SCG and all stakeholders

#### **Belief in the Value of the Individual**

SCG is convinced that each of our staff constitutes our most valuable assets. SCG has managed to prosper through the efforts of our good and knowledgeable people, who have chosen to spend their careers with us. We select the most ethical and capable individuals we can find, and then enrich them to cope with challenges of our changing times. In return, we provide all our employees with security and a sense of belonging. With such care and concern between the Company and staff, little wonder that our personnel work so hard and skillfully for the progress of SCG.

#### **Concern for Social Responsibility**

SCG behaves as a good corporate citizen in all communities and countries where we operate. We diligently perform our social duties and responsibilities while engaging in activities to preserve

natural resources and sustainability of the environment.

## **SCG Code of Conduct**

### **Implementing the Code of Conduct**

#### **1. Persons Obligated to Observe the Code of Conduct**

All employees of SCG are obliged to observe principles and guidelines stipulated in SCG Code of Conduct, and Directors shall serve as role models of such conduct.

#### **2. Advice Concerning the Code of Conduct**

- 1) Study principles and guidelines stipulated in SCG Code of Conduct, particularly in areas relevant to your roles and responsibilities.
- 2) Consult your supervisors or refer to the Code of Conduct consultation system if you are not certain whether an action is in line with SCG Code of Conduct.
- 3) Communicate with colleagues and relevant parties to establish an understanding of practices prescribed in SCG Code of Conduct
- 4) Notify the Company upon encountering violations of SCG Code of Conduct via provided channels and cooperate in the fact-finding process.

#### **3. Non-compliance with SCG Code of Conduct**

- Non-compliance with the principles and practices stipulated in SCG Code of Conduct may result in disciplinary or legal actions, to be reviewed on a case by case basis, and may be liable to penalties as prescribed.
- In addition to non-compliance with SCG Code of Conduct mentioned above, any promotion of non-compliance, failure to report non-compliance, obstruction of fact-finding processes, and unfair treatment of informants also constitutes non-compliance with SCG Code of Conduct.

#### **4. Responding to non-compliance with SCG Code of Conduct**

SCG has put in place a whistleblowing system in accordance with international standards. If you are aware or encounter a case of non-compliance or if you have been affected by corruption or violations of laws, regulations, the company's articles of association, or its Code of Conduct, you may provide relevant information by following these steps:

- File a complaint via channels provided and ensure that the information is neither false nor submitted with malice intent, both of which will constitute a violation of human resources regulations.

- The Company has a procedure for handling complaints and providing protection to whistleblowers and informants.

## 5. Whistleblower protection policy

SCG has put in place a whistleblower protection policy to ensure fair treatment of whistleblowers, informants, fact-finding committees, and investigation committees related to a case of corruption or violations of laws, regulations, the company's articles of association, or its Code of Conduct. The details are as follows.

1. If the whistleblower or informant reveals their name, the company will be able to notify them of progress and mitigate impact with greater ease and convenience.
2. SCG considers all relevant information confidential and will reveal only as much as necessary, taking into consideration the safety and possible consequences to the whistleblower, information sources, or parties related to SCG.
3. If the whistleblower feels that their safety is threatened or that they may be affected, they may request appropriate protection measures from the company. The Company may prescribe protection measures without such a request if it appears that the whistleblower is likely to be affected or put in danger.
4. Those affected will receive compensation through an appropriate and fair process

## Guidelines of SCG Code of Conduct

### 1. Human and Labor Rights

SCG is aware of respecting human rights of every individual so it treats everyone fairly without discrimination. It promotes and supports human rights and avoids human rights violation. Moreover, SCG has realized importance of labour so it treats the employees in compliance with labour laws and relevant regulations on a fair basis.

### 2. Environment, Health, and Safety

#### 2.1 Environment

SCG is determined to take care of the environment through all its value chain starting from environment impact assessment before investing in any business, design of, production process, machine and equipment and adoption of appropriate technology to prevent possible impacts on the environment and raise awareness of these issues among employees and parties relevant to business operation to comply with the guidelines.

#### 2.2 Health and Safety

SCG has paid great attention to health and safety of employees, contractors, customers, communities and stakeholders throughout our business value chain. Health and safety impact assessment must be carried out before investment or joint-venture is made. Place of business, production process, technology, machines, equipment and raw materials must be taken care of to ensure safety to health. Moreover, employees and relevant parties must be raised awareness in safety consciousness to comply with the health and safety regulations.

#### 2.3 Safety of Products and Services

SCG has ensured that all the products and services' safety complies with or is higher than those stipulated by laws, has standard compatible with industrial and international standards and as agreed with the customers. This covers design and production process, provides information or warnings about the products and services and appropriate use for the whole life cycle. In addition, SCG pays attention to safety of products SCG hires others to produce, import and uses for sale promotion activities.

### 3. Anti-Corruption

SCG's business should be conducted with stakeholders in correct, transparent, honest and traceable ways with no corruption. The business must comply with relevant laws and SCG's Anti-Corruption Policy ensuring it shall not cause condemnation or loss of reputation.

### 4. Gifts and Entertainment

Receiving and giving benefits including items of value, services, facilitating or entertainment with persons involved in business must be made in accordance with the customs of each locality or country and relevant laws, provided that the value of such is appropriate and it will not motivate an unfair decision making.

### 5. Conflicts of Interest

SCG is determined to do right things with an aim for excellence. Therefore, employees must aim to maximize SCG's benefits, comply with the laws and ethics, and avoid action creating conflicts of interest that may affect any decision.

### 6. Political Activities

SCG remains politically neutral, and does not give financial support or support any particular political party, political group, or candidates of any kind in local, regional or national levels or person with political influence. Nonetheless, SCG recognizes and respects the freedom of employees to exercise their political rights, such as voting or being members of any political party.

### 7. Handling of Information and Assets

#### 7.1 Personal Information

SCG respects privacy of relevant person, therefore, personal information of employees and relevant business parties such as status, biographical, career-related, financial record contact information, health-related or other kinds of data must be protected not to use, disclose or transfer to other parties which shall be deemed an infringement.

#### 7.2 Recording, Reporting, and Storing Information

SCG has realized the importance of internal information management. Recording and storing of information must comply with SCG's standard and be complete as prescribed by law. For storing, all employees are obligated to ensure that the information involved with their work remains safe and available for reference or use by SCG whenever needed.

### **7.3 Buying and Selling Securities and Use of Inside Information**

Use of inside information which is material must be appropriately done considering impacts on all stakeholders and legitimacy. The information must not be used for personal or other people's benefits.

### **7.4 Use and protection of the Company's assets**

SCG has made efficient and full use of its assets and promoted the employees to protect them from damage, loss or personal use for themselves and other people.

### **7.5 Use and Protection of Information Technology System**

SCG desires that information technologies are used efficiently and safely according to SCG e-Policy to protect and preserve them from infringement or use without permission.

### **7.6 Use and Protection of Intellectual Property**

SCG regards intellectual property as valuable assets to SCG. Employees must strictly follow established 'SCG Intellectual Property (IP) Policy' and protect SCG's intellectual property from unauthorized use or disclosure and must respect and not infringe other people's intellectual properties.

## **8. Information Disclosure and Communication**

### **8.1 Information Disclosure**

SCG's disclosure of information is based on fairness, transparency and traceability. It must be ensured that the information is correct, clear, compliant with law on fair basis regardless of format as written and verbal, press conference or any other manner.

### **8.2 Communication**

SCG's communication including SCG brand communication to internal and external target, marketing communication of brands in SCG, use of SCG logo and communication via social media must be properly and accurately done considering fairness to every stakeholder and must not lead to damages to SCG. The Brand Communication Guidelines and SCG Social Media Policy should be strictly observed.

## 9. SCG's Transactions

### 9.1 Transactions between Companies in SCG

Doing business or performing work which incur related transaction between SCG group of companies must abide by the laws and regulations issued by State agencies, the regulations and delegation of authority of SCG, as well as the principles and conditions prescribed in each locality.

### 9.2 Transaction between SCG and External Parties

Transactions with external parties must strictly comply with guidelines and procedure as specified by laws and regulations issued by state agencies as well as SCG's policy and delegation of authority. Moreover, it must comply with the conditions agreed upon straightforwardly, transparently and traceably. Avoid transactions that may cause trouble or damage to SCG or external parties.

## 10. Doing Business Abroad and International Trading

### 10.1 Doing Business Abroad

All of SCG business operation abroad including establishing a company, plant, office, branch, agent; trading with dealer; or doing acquisition overseas must comply with the laws and rules applicable in that country which SCG has invested and perform as good citizen in each locality. Moreover, such business operation must also take into account the circumstances, customs, traditions, and culture of each locality.

### 10.2 International Trading

Import and export of products or any transactions of SCG relating to foreign countries must strictly comply with relevant laws such as laws on import and export, customs act, product safety and consumer protection laws including relevant SCG's regulations and guidelines.

## 11. Business Competition

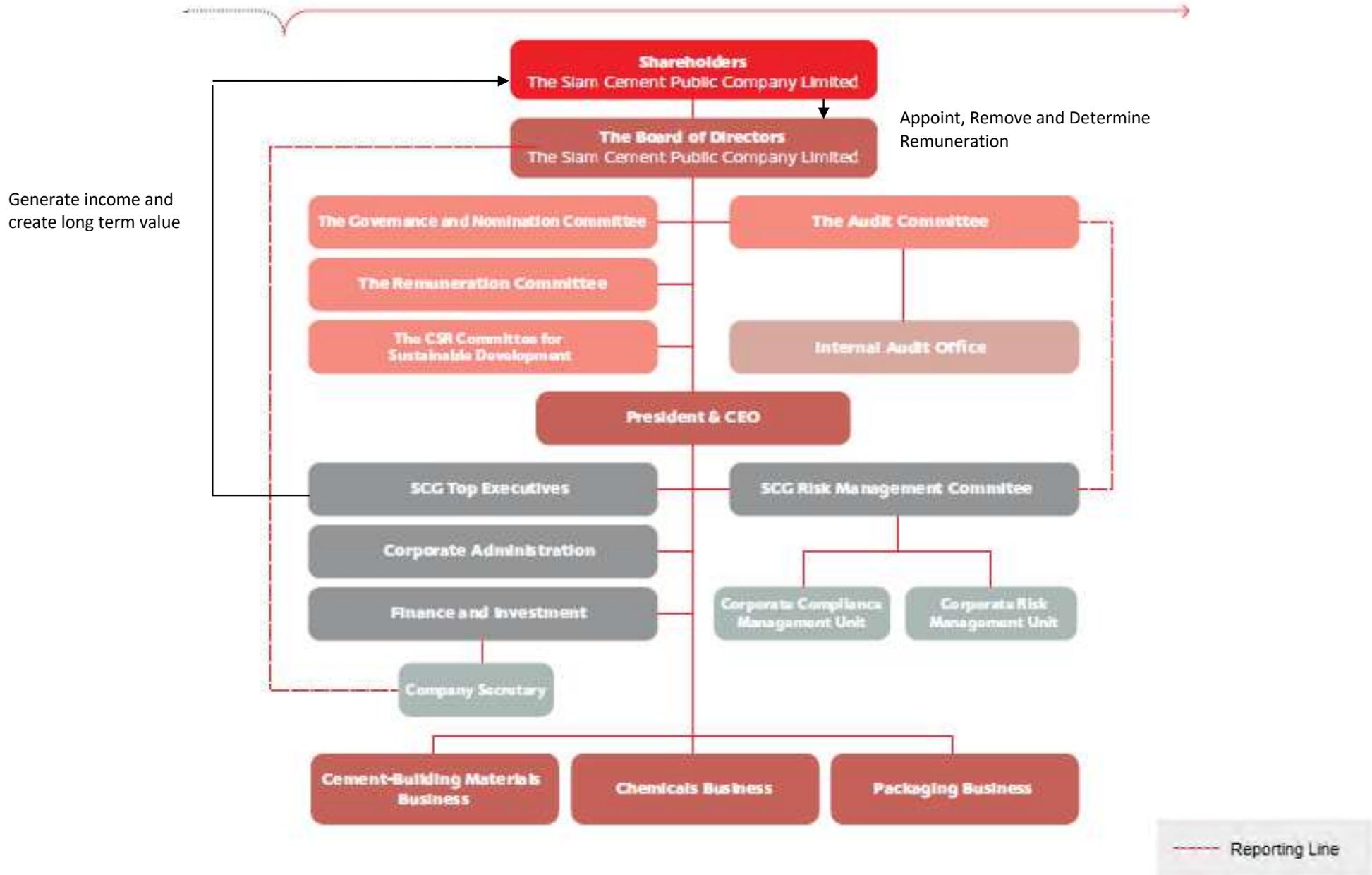
SCG is committed to fair competition to both SCG's customers and vendors by considering code of business ethics and competition laws in every country where SCG conducts its business and conduct its business in accordance with relevant SCG's guidelines.

## 12. Anti-Laundering Measures

SCG complies with all guidelines and laws pertaining to the suppression of money laundering. SCG will not accept transfers or conversions of assets or support such actions insofar as they are related to criminal activities, and will prevent anyone using SCG as a channel or instrument for the dispersion or concealment of illegally obtained assets.

**Part 2**  
**Corporate Governance Structure,  
Policies and Guidelines**

### SCG CORPORATE GOVERNANCE STRUCTURE



## Corporate Governance Policy

SCG operates its business with responsibility, transparency and fairness, observes the principles that have been practiced through generations and are outlined in SCG Code of Conduct, as well as operates on the basis of balanced and sustainable success, with the Company's Board and top executives serving as role models in adhering to SCG Code of Conduct and Corporate Governance principles.

SCG's corporate governance is considered an integral part of its business policy. The Governance and Nomination Committee is entrusted with overseeing SCG's corporate governance matters, encompassing the establishment of policy and guidelines as well as monitoring the performances of the Board of Directors and the Management to ensure their compliance with SCG's corporate governance policy. The Committee also monitors and evaluates the corporate governance practices as well as regularly reviews the guidelines to ensure their alignment with business operations and corporate governance practices on national and international levels. Moreover, corporate governance is specified as one of the main items on the agenda at the Board of Directors' meeting.

### CHARTER OF THE BOARD OF DIRECTORS

(Revised as of November 25, 2020 by the Board of Directors' resolution)

The Board of Directors is the driving force of the organization. Its roles and duties are to set strategies and policies pertaining to business operation of the company. The Board of Directors must perform its duties responsibly, carefully, loyally, and in the best interest of the Company on the basis of social and environmental responsibility and fairness to all stakeholders under the principles of good corporate governance. In addition, the board plays an important role in overseeing and assessing the performance of SCG Management Committee and the President & CEO to ensure the accomplishment of SCG's action plan. The Board of Directors has thus resolved to adopt this Charter of the Board of Directors so that every director is aware of his/her duties and responsibilities and performs them correctly and completely, so as to create value to SCG, customers, stakeholders, and society as a whole in a sustainable manner.

#### 1. Scope of Duties

The duties of the Board of Directors are as follows:

Take responsibility as the leaders who sustainably bring value to the Company's business

- 1.1 Acting in a best interest of shareholders (Fiduciary Duty) by observing the following four main practices:
  - 1.1.1 Performing its duties with responsibility and all due circumspection and caution (Duty of Care).
  - 1.1.2 Performing its duties with faithfulness and honesty (Duty of Loyalty).

- 1.1.3 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).
- 1.1.4 Disclosing information to shareholders accurately, completely, and transparently with verification and timeliness. (Duty of Disclosure).
- 1.2 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.
- 1.3 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 highest interests of the Company with fairness to all stakeholders.
- 1.4 Overseeing and developing SCG's corporate governance to keep it consistent with international standards to provide guidelines for business operations while monitoring to ensure compliance and being a role model in complying with the principles of good corporate governance and SCG Code of Conduct.

Define key objectives and business goals that promote sustainable value creation

- 1.5 Reviewing the major operating plan, budgets, business goals, and business policies and enhancing the capabilities of SCG to reach a globally competitive level.

Strengthen Board effectiveness

- 1.6 Defining and reviewing the structure of the Board of Directors, number of directors, proportion of independent director as well as Board diversity and director qualifications, including knowledge, expertise, experience, and specializations to align with SCG's business operations; and appointing the chairmen and members of sub-committees to assist and support the board's discharge of duties.
- 1.7 Assessing the performance of the Board of Directors annually by performing three types of assessments, namely that of the Board and its Sub-committees as a whole, that of each individual director as a self-assessment, and that of the chairman together with monitoring the assessment results of the Board and its Sub-committees which will be jointly deliberated by the Board of Directors as well as reviewing the assessment results of the Board and Sub-committees on a regular basis.
- 1.8 Overseeing and monitoring to ensure the selection and nomination process of a director is carried out transparently and the remunerations for directors and Sub-committee members are determined appropriately.
- 1.9 Devoting sufficient time to performing their duties, attending all meetings of the Board of Directors and Shareholders' Meetings, except in unavoidable circumstances. The directors who are unable

to attend a meeting must notify the Chairman or the Secretary to the Board in advance of the meeting.

- 1.10 Developing their knowledge and competency related to their duties through courses or curricula related to directorial duties or seminars that enhance their knowledge.

Nominate top executives and encourage development of their skills, and manage the

Company personnel

- 1.11 Reviewing top executive development plans and the succession plan for the President & CEO 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.

Promote innovation and responsible business

- 1.12 Overseeing to ascertain shareholders' involvement in the decision making of SCG's important matters, respecting the rights of shareholders, ensuring the equitable and transparent treatment of shareholders and other stakeholders, establishing a clear process and channels for receiving and handling complaints from informants or stakeholders effectively and ensuring an opportunity for every stakeholder to contact or lodge complaints about potential issues directly to the Board of Directors.
- 1.13 Overseeing and monitoring IT management and the implementation of the IT security system.
- 1.14 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.

Monitor the implementation of effective risk management and internal control systems

- 1.15 Specifying risk management policies and overseeing to ensure effective risk management systems and internal control together with reviewing and assessing the systems periodically and in the wake of a change in risk levels.
- 1.16 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.
- 1.17 Monitoring and managing any potential conflicts of interest between the Company, the Management, 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.

Ensure disclosure and financial Integrity

- 1.18 Overseeing and monitoring the Company's liquidity and debt service coverage together with

emergency plans and mechanisms in case of problems arising.

- 1.19 Overseeing and monitoring to ensure that the preparation of financial statements and disclosure of material information are accurate, sufficient, and timely and are in compliance with the relevant regulations and guidelines.

Ensure engagement and communication with shareholders

- 1.20 Overseeing and supporting the creation of innovations that create value for SCG as well as all stakeholders. Acting with social and environmental responsibility, and ensuring that the Management manages and allocates resources effectively and efficiently.

In performing its duties, the Board of Directors may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate.

**2. Scope of Authority of the Chairman of the Board of Directors**

The Chairman of the Board of Directors has the following authority:

- 2.1 Sets Board meeting agenda in consultation with the President & CEO and oversees to ensure Board members receive accurate, complete, timely, and clear information prior to the meeting to assist in their decision making process.
- 2.2 Provides leadership and direction to the Board of Directors and chairs meetings of the Board.
  - 2.2.1 Conducts a Board meeting according to the agendas, the Company's Regulations, and applicable laws.
  - 2.2.2 Encourages and allocates sufficient time to each Board member to discuss and express their free and frank opinion with due circumspection and concern for all stakeholders.
  - 2.2.3 Sums up the Board meeting resolutions and the actions to take clearly.
  - 2.2.4 Sets up a Board meeting without the presence of the Executive Director.
- 2.3 Chairs meetings of shareholders according to the agendas, the Company's Articles of Association, and relevant laws by allocating time appropriately along with providing opportunities for shareholders to express their opinions equitably and ensuring that shareholders' inquiries are responded to appropriately and transparently.
- 2.4 Supports and be a role model in compliance with the principles of good corporate governance and SCG Code of Conduct.
- 2.5 Fosters a positive working relationship between the Board of Directors and the Management and supports the performance of the duties of the President & CEO and the Management in accordance with the Company's policy.
- 2.6 Oversees to ensure the transparent disclosure of information and management in the event of conflicts of interest.
- 2.7 Oversees to ensure the Board of Directors has appropriate structure and composition.

2.8 Oversees that the Board of Directors as a whole, Sub-committee members, and each individual director perform their duties effectively and efficiently.

### **3. Composition of the Board of Directors**

The compositions of the Board of Directors are as follows:

3.1 The Board of Directors consists of not less than 9 but not more than 12 directors, each of whom shall be appointed and removed by shareholders' meeting. Not less than half of the directors shall be residents of the Kingdom.

3.2 The Board of Directors consists of independent directors which shall total up not less than half of the directors, representatives of major shareholders, and directors from SCG Management.

3.3 The Board of Directors shall elect one of their members to be the Chairman of the Board.

When a person is appointed as a director of the Company, the Company shall provide he/she with SCG's director orientation and present to every new director a Director's Manual and various relevant information so that he/she acknowledges his/her roles and duties as a director of the Company.

### **4 Qualifications of Company Directors**

4.1 Company directors must be qualified pursuant to the requirements set forth in the Public Limited Company Act and Company's Articles of Association, they must not have any trustworthiness according to Notification of the Office of Securities and Exchange Commission.

4.2 Company directors must have a capacity of leadership, wide-ranging vision, and knowledge of SCG's business.

4.3 Each company director must be able to perform his/her duty and express opinions independently, and be able to devote sufficient time to perform his/her duties.

4.4 Each company director must not hold directorship in no more than a total of four other listed companies on The Stock Exchange of Thailand.

### **5 Terms of Office**

At the annual general meeting of shareholders, one third of the directors, or if their number is not multiple of three, then the number nearest to one-third must retire from the office. The director who has held office longest shall retire. However, a retiring director is eligible for re-election.

Apart from the vacancy upon the expiration under the Company's Articles of Association, a director shall vacate office when:

- 1) he/she is no longer qualified for the office according to the Company's Articles of Association or any laws and regulations.
- 2) he/she gives notice of resignation to the Board of Directors, which shall be effective from the date that on which the Company receives the resignation letter;

- 3) he/she has been absent from three consecutive regular meetings of the Board of Directors without leave of absence, and the Board of Directors has passed a resolution by a vote of not less than half of all the directors that he/she retire from his/her office;
- 4) The shareholders pass a resolution removing him/her from office in accordance with the provisions of the Public Limited Company Act;
- 5) the court so orders;
- 6) he/she dies.

In case of vacancies of all members in the Board of Directors, the said Board of Directors may perform any act in the name of the Board of Directors only in matters necessary until a new Board of Directors takes over.

In case of a vacancy in the Board of Directors for any reason other than the expiration of the director's term of office, the Board of Directors shall elect a person who is fully qualified as the substitute director at the next meeting of the Board of Directors, unless the remaining term of office of the said director is less than 2 months. The substitute director shall hold office only for the remaining term of office of the director whom he/she replaces.

## **6 Meetings of the Board of Directors**

The Company has stipulated that there shall be at least 8 meetings of the Board of Directors per year. For each meeting, the main items of the agenda are to be clearly determined in advance. Special meetings may be called to consider important or urgent matters. The Chairman and the President & CEO will together determine the agenda and their matters to be considered at the meeting.

In calling a meeting of the Board of Directors, the Chairman or the Secretary to the Board of Directors, by order of the Chairman, shall serve a written notice calling for such meeting to the directors not less than 7 days prior to the date of the meeting. Where it is necessary or urgent, the meeting may be called by other methods and an earlier meeting date may be choosing.

In a board meeting, the Chairman of the Board of Directors or the chairman of the meeting may choose to conduct the meeting electronically according to defined criteria and methods to enable discussions and exchange of opinions among attendees who may not be in the same location.

## **7 Quorum**

At a meeting of the Board of Directors at least half the number of directors must attend to constitute a quorum. In case the Chairman is absent or unable to perform his/her duty but the Vice-Chairman is present, the Vice-Chairman shall perform the duty on behalf of the Chairman. If there is no Vice-Chairman or such Vice-Chairman is not present at the meeting, or cannot perform his or her duties, the directors in attendance shall appoint one director to perform the duty on behalf of the Chairman.

Decision in the meeting shall be made by a simple majority vote. Each director is entitled to one vote. In the event of tie vote, the Chairman of the meeting shall have a casting vote.

Each director is entitled to one vote, but a director who has an interest in any matter shall not be

entitled to vote on such matter.

In case of vacancies in the Board of Directors resulting in the number of directors being less than the number required for a quorum, the remaining directors may perform any act in the name of the Board of Directors only in matters relating to the calling of a shareholders' meeting to elect directors to replace all the vacancies, and that such shareholders' meeting shall be held within one month from the date the number of directors falls below the number required for a quorum.

## **8 The Board of Directors' Authorization**

The Board of Directors is empowered to authorize various matters in accordance with the scope of authority stipulated by laws, the Company's regulations, Articles of Association, the Board of Directors charter, and the shareholders' meeting resolutions. Such matters include delegation of authority, defining and reviewing corporate vision, mission, operating strategies, operating plans, risk management policy, annual budget and business plans, and medium-range business plan. Added to this is the defining of the target operating results, following up and assessing the operating results to ensure they are consistent with the plan, and overseeing capital expenditure, significant connected transactions, merger and acquisition, corporate spin-off, and joint venture deals.

## **9 Remuneration**

The directors shall be paid a remuneration, the amount of which shall be fixed by the shareholders' meeting.

## **CHARTER OF THE AUDIT COMMITTEE**

(Revised as of July 29, 2020 by the Board of Directors' resolution)

The core values of The Siam Cement Public Company Limited are "Adherence to Fairness, Dedication to Excellence, Belief in the Value of Individual, and Concern for Social Responsibility" They have always been the ethical codes of the Company – ones that have been guided by in all business operations. This moral code for doing business and the Company's rules of practical conduct for employees, which have always been consistently implemented, often as corporate 'traditions' handed on from one generation to the next, were scattered about in various places. The Company finally compiled them in writing as its "Code of Conduct" and publicized in 1987.

The existence of the Audit Committee is a part of good corporate governance, and thus the Board of Directors has resolved to adopt this Charter of the Audit Committee guided by the Company's Code of Conduct, along with the relevant criteria and laws, which have been applied to form this present Charter.

### **1. Scope of Duties**

The duties of the Audit Committee are as follows:

Oversight, Risk Management, Oversight of Performance of Duties, and Internal Controls

- 1.1 Review the appropriateness of the financial reporting system and disclosure of information in its financial statements in accordance with the legally defined Financial Reporting Standards and promote the development of financial reporting systems in compliance with International Financial Reporting Standards.
- 1.2 Consider connected transactions, acquiring or selling of assets, or those with possible conflict of interest to ensure compliance with all pertinent laws and requirements of the Securities and Exchange Commission, Thailand.
- 1.3 Review the presence of the Company's risk management, work processes, control, oversight of performance of duties, IT governance, as well as Information and Integrated Network Security to ensure their effectiveness and compliance with international standards.
- 1.4 Review the Company's effective Anti-corruption procedures to ensure the compliance with relevant governance bodies' guidelines such as The Collective Action Coalition Against Corruption (CAC), The Thai Institute of Directors Association (IOD) and The National Anti-Corruption Commission starting from promoting and raising the awareness, assessing the risks, internal control, incorporating the proactive preventive system, offense reporting, auditing, as well as reviewing the self-assessment form regarding anticorruption measures as assessed by Internal Audit Office.
- 1.5 Review the Company's Compliance Procedure in accordance with the Securities and Exchange Act, rules, regulations and other laws relevant to the Company's business.
- 1.6 Review the compliance of the Company's Internal Control System with Internal Control Framework (COSO 2013) and the appropriateness and the effectiveness of the Company's Internal Audit System in accordance with internationally accepted approaches and standards. Also, review "The Assessment Form of the Adequacy of the Internal Control System" as audited and assessed by the Internal Audit Office to ensure that the Company has sufficient internal control system and propose to the Board of Directors for consideration.
- 1.7 Review the results of fraud investigation, establish the preventive measures in organization and review the internal processes of whistleblowing system.
- 1.8 Review the presence of proactive preventive system to enhance operating effectiveness and efficiency.

#### Others

- 1.9 Select and propose the appointment or discharge an independent person to perform the duties of the Company's auditor and also propose the remuneration of the Company's auditor and evaluate the effectiveness of auditor's performance.

- 1.10 Prepare the audit committee's report to be disclosed in the Company's Annual Report and duly signed by the Chairman of the Audit Committee and containing opinions on various matters as required by SET.
- 1.11 Review and give the opinion toward the audit practices of the Internal Audit Office and coordinate with the Company's auditors. Also, organize meetings with the Company's auditor, without the attendance of management, at least once a year.
- 1.12 Approve the internal audit plan, budget and manpower of the Internal Audit Office. Also, provide recommendations in respect of appointment, removal, transfer, or dismissal of the Director of Internal Audit Office.
- 1.13 Consider the independence of the Internal Audit Office based upon the execution of work, reports, and line of command. Also, review the execution of the Internal Audit Office for the performance assessment according to international standards.
- 1.14 Review the presence of the Audit Committee's performance assessment as a whole and as self-assessment on an annual basis.
- 1.15 Perform other actions as required by law or as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the Audit Committee is authorized to call for and order management, heads of offices, or employees concerned to present opinions, attend meetings, or submit necessary documents. In addition, the Committee may seek independent opinion from professional consultants as deemed appropriate, at the Company's expense.

The Audit Committee performs duties within its authority and responsibilities under the order of the Board of Directors. The Board of Directors is responsible for the Company's operations and is directly accountable to shareholders, stakeholders, and the public.

## 2. Composition of the Audit Committee

The constituents of the Audit Committee are to be as follows:

- 2.1 The members of the Audit Committee must be appointed by the Board of Directors.
- 2.2 The Audit Committee must consist of not less than 3 members, at least 1 of whom must possess sufficient knowledge and experience in order to perform his/her/their duties of reviewing the credibility of the financial statements.
- 2.3 The Chairman of the Audit Committee may be appointed by either the Board of Directors or the Audit Committee

## 3. Qualifications of the Audit Committee

The members of the Audit Committee must be directors of the Company who are qualified as independent directors pursuant to the definition announced by to the Company and in accordance with the stipulations of the Capital Market Commission and the regulations of the Stock Exchange.

#### 4. Terms of Office

The term of office of the members of the Audit Committee is 3- year each, ending at the annual general meeting of shareholders. Nevertheless, a retiring member is eligible for re-appointment.

Apart from the vacancy upon the expiration as aforementioned, a member of the Audit Committee shall vacate office when:

- 4.1 he/she resigns;
- 4.2 he/she is no longer qualified for the office of the Audit Committee as specified in this Charter;
- 4.3 the Board of Directors passes a resolution removing him/her from office.

If a member of the Audit Committee wishes to resign, he/she shall give a notice of resignation to the Chairman of the Company's Board of Directors. The resignation shall be effective from the date on which the Chairman of the Company's Board of Directors receives the resignation letter.

If a member of the Audit Committee resigns or is dismissed from his/her position before his/her expiration of the term of office, the Company shall immediately inform the Stock Exchange of Thailand. The member of the Audit Committee who resigned or was dismissed may explain his/her reason to the Securities Exchange Commission (SEC) and the Stock Exchange.

In case of vacancies of all members in the Audit Committee, the said Audit Committee may perform any act in the name of the Audit Committee until a new Audit Committee takes over the duties.

In case of a vacancy in the Audit Committee for reason other than expiration of the term of office, the Board of Directors shall elect a person who is fully qualified as a substitute member of the Audit Committee so that the number of members of the Audit Committee remains in full as the Board of Directors had stipulated. The substitute member shall hold office only for the remaining term of office of the member whom he/she replaces.

#### 5. Meetings

Meetings of the Audit Committee shall be at least 4 meetings per year.

In calling a meeting of the Audit Committee, the Chairman or the Secretary to the Audit Committee, by order of the Chairman, shall serve a written notice calling for such meeting to members of the Audit Committee not less than 7 days prior to the date of the meeting. Where it is necessary or urgent, the meeting may be called by other methods or an earlier meeting date may be choosing.

In a meeting of the Audit Committee, the Chairman of the Audit Committee or the chairman of the meeting may choose to conduct the meeting electronically according to defined criteria and methods to enable discussions and exchange of opinions among attendees who may not be in the same location.

The Audit Committee should hold meetings to discuss matters within its scope of duties.

## 6. Quorum

At a meeting of the Audit Committee at least half the number of the members of the Audit Committee must attend to constitute a quorum. In case the Chairman is absent or unable to perform his/her duty, the Audit Committee shall appoint a member who is attending the meeting to perform the duty on behalf of the Chairman.

Decisions in the meeting shall be made by a simple majority vote.

Each member of the Audit Committee is entitled to one vote, except the member of the Audit Committee who has a conflict of interest in any matter shall not be entitled to vote on such matter. In the event of tie vote, the Chairman of the meeting shall have a casting vote.

Resolutions of the Audit Committee may be made without meeting, and shall be deemed valid as if they were made at the meeting, when all members of the Audit Committee have adopted it by their signatures.

## 7. Responsibilities of the Audit Committee

7.1 In case the Audit Committee is informed by the auditor about suspicious behavior of directors, managers or persons responsible for business operation of the Company, which may violate paragraph 2 of Section 281/2, Section 305, 306, 308, 309, 310, 311, 312 or 313 of the Securities and Exchange Act, the Audit Committee is to investigate the case and submit a preliminary report to the Securities and Exchange Commission (SEC), as well as to the auditor, within 30 days of the date it is informed.

7.2 Upon finding or having doubt about the following actions or transactions, which may significantly affect the financial position and performance of the Company, the Audit Committee is to report such events to the Board of Directors in order to find remedy within a period deemed appropriate by the Audit Committee:

- (1) Transaction which may cause conflicts of interest.
- (2) Fraud or irregular events or material flaws in the internal control system.
- (3) Violations of laws pertaining to Securities and the Stock Exchange, the regulations of the Stock Exchange, or laws pertaining to the Company's business.

Should the Board of Directors or management fail to remedy the issues within the timeline specified by the Audit Committee, a member of the Audit Committee may report the issue to the SEC or the SET

## 8. Remuneration

The Audit Committee shall be paid a remuneration, the amount of which shall be approved at the general meeting of shareholders.

### CHARTER OF THE GOVERNANCE AND NOMINATION COMMITTEE

(Revised as of July 29, 2020 by the Board of Directors' resolution)

The Governance and Nomination Committee is a part of good corporate governance. The duties of the Governance and Nomination Committee are to recommend practices and procedures concerning corporate governance of SCG to the Board of Directors, and also to identify qualified candidates to replace directors retiring at the end of their terms, or for other cases. The Board of Directors has thus resolved to adopt this Charter of the Governance and Nomination Committee so that every member of the Governance and Nomination Committee is aware of his/her duties and responsibilities and performs them correctly and completely.

#### 1. Scope of Duties

The duties of the Governance and Nomination Committee are as follows:

- 1.1 Define the scope and policy of SCG's corporate governance and propose to the Board of Directors on a regular basis.
- 1.2 Make recommendations on the practice of SCG's corporate governance and give advice on corporate governance to the Board of Directors.
- 1.3 Oversee and monitor the performance of the Company's Board of Directors and the executive committee to ensure their compliance with SCG's corporate governance policy.
- 1.4 Review the practice of corporate governance within SCG to ensure it is appropriate for the Company's business operations and consistent with international best practices and make recommendations to the Board of Directors for further improvement and keeping it up-to-date.
- 1.5 Oversee the presence of appropriate and sufficient anti-corruption policy for business operations.
- 1.6 Review the independence of the Board of Directors, as well as any potential conflicts of interest in the performance of its duties.
- 1.7 Review the appropriateness of retaining the directorship should there be any change in a director's qualifications.
- 1.8 Develop director development plans to enhance the knowledge and skills of directors and foster their understanding of the roles and duties of directors, business, economic conditions, standards, risks, the environment, information technology, as well as laws and rules relevant to SCG's businesses; and formulate the Board Skill Matrix, taking into account the diversity of the board to suit SCG's business operations.

- 1.9 Recommend methods for performance assessment of the Board of Directors, Sub-committees, and the Chairman on an annual basis as well as follow up and report the assessment results to the Board of Directors, allowing them to enhance their performance of duties and improve the directors' competency.
- 1.10 Report regularly a progress and performance results to the Board of Directors after every meeting of the Corporate Governance and Nomination Committee.
- 1.11 Define nomination and selection procedures and guidelines in accordance with applicable regulations and laws. Nominate qualified candidates for directorship to replace a director retiring at the end of their terms, or whatever the case may be, as well as nominate directors to sub-committees, to which authority and responsibilities are directly assigned by the Board of Directors, with the diversity of the board regarding knowledge, expertise, experience, and specializations beneficial to the Company taken into consideration, and submit a list of candidates to the Board of Directors and/or Shareholders' Meeting for approval.
- 1.12 Recommend a succession plan of the Company's President & CEO and the top executives to the Board of Directors for consideration.
- 1.13 Review and give advice to the Board of Directors on the structure, roles and responsibilities, and practices of the Board of Directors and the Sub-committees. Review the suitability of the Charter of the Board of Directors and the committees, the Governance and Nomination Committee annually.
- 1.14 Review the performance appraisal of the Governance and Nomination Committee on a regular annual basis as a whole and as self-assessment.
- 1.15 Promote ethics, integrity, as well as compliance with SCG Code of Conduct and good corporate governance principles.
- 1.16 Perform other duties as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the Governance and Nomination Committee is authorized to call for and order the management, heads of offices or employees concerned to give opinions, attend meetings or submit necessary documents. In addition, the committee may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate, at the Company's expense.

## **2. Composition of the Governance and Nomination Committee**

The compositions of the Governance and Nomination Committee are as follows:

- 2.1 The Governance and Nomination Committee consists of not less than 3 members.

- 2.2 The members of the committee must be appointed by the Board of Directors.
- 2.3 The Chairman of the Governance and Nomination Committee may be appointed by either the Board of Directors or the Governance and Nomination Committee.

### 3. Qualifications of the Corporate Governance and Nomination Committee

- 3.1 Shall be Company directors.
- 3.2 Shall possess knowledge and good understandings on corporate governance.
- 3.3 Shall have wide-ranging vision, and keep updated continuously with changes of corporate governance internationally for further improvement of SCG's corporate governance policies.
- 3.4 Shall be able to independently perform his/her duties, express opinions, report on the performance of the assigned duties, and devote sufficient time to perform his/her duties.
- 3.5 The members of the Corporate Governance and Nomination Committee must be neutral in looking for and selection of persons qualified for nomination to hold the position of Company directors, replacing those whose terms of office expired or for other cases, and in preparation of sufficient biographical data of such persons for the consideration of the Board of Directors.

### 4. Terms of Office

The term of office of the members of the Governance and Nomination Committee is 3-year each, ending at the annual general meeting of shareholders. A retiring member is eligible for re-appointment.

Apart from the vacancy upon the expiration as aforementioned, a member of the Corporate Governance and Nomination Committee shall vacate office when:

- 1) he/she resigns;
- 2) he/she is no longer qualified for the office of the Corporate Governance and Nomination Committee, as specified in this charter;
- 3) the Board of Directors pass a resolution removing him/her from office.

If a member of the Corporate Governance and Nomination Committee wishes to resign, he/she shall give notice of resignation to the Chairman of the Company's Board of Directors. The resignation shall be effective from the date on which the Chairman of the Company's Board of Directors receives the resignation letter.

In case of vacancies of all members in the Corporate Governance and Nomination Committee, the said Corporate Governance and Nomination Committee may perform any act in the name of the Corporate Governance and Nomination Committee only in matters necessary until a new Corporate Governance and Nomination Committee takes over the duties.

In case of a vacancy in the Corporate Governance and Nomination Committee for reason other than expiration of the term of office, the Board of Directors shall elect a person who is fully qualified as a substitute member of the Corporate Governance and Nomination Committee so that the number of members of the Corporate Governance and Nomination Committee remains in full as the Board of Directors had stipulated. The substitute member shall hold office only for the remaining term of office of the member whom he/she replaces.

## 5. Meetings

Meetings of the Corporate Governance and Nomination Committee are to be called whenever the Committee or the Chairman of the Committee sees fit. There must be at least 4 meetings per year.

In calling a meeting of the Corporate Governance and Nomination Committee, the Chairman or the Secretary of the Corporate Governance and Nomination Committee, by order of the Chairman, shall serve a written notice calling for such meeting to members of the Corporate Governance and Nomination Committee not less than 7 days prior to the date of the meeting. Where it is necessary or urgent, the meeting may be called by other methods and an earlier meeting date may be choosing.

In a meeting of the Governance and Nomination Committee, the Chairman of the Governance and Nomination Committee or the chairman of the meeting may choose to conduct the meeting electronically according to defined criteria and methods to enable discussions and exchange of opinions among attendees who may not be in the same location.

The Corporate Governance and Nomination Committee should hold meetings to discuss matters within its scope of duties.

## 6. Quorum

At a meeting of the Corporate Governance and Nomination Committee, at least half the number of the members of the Corporate Governance and Nomination Committee must attend to constitute a quorum. In case the Chairman is absent or unable to perform his/her duty, the Corporate Governance and Nomination Committee shall appoint a member who is attending the meeting to perform the duty on behalf of the Chairman.

Decisions in the meeting shall be by a simple majority vote. Each member of the Corporate Governance and Nomination Committee is entitled to one vote. In the event of tie vote, the Chairman of the meeting shall have a casting vote. The member of the Corporate Governance and Nomination Committee who has an interest in any matter, he/she shall not be entitled to vote on such matter.

Resolutions of the Corporate Governance and Nomination Committee may be made without meeting, and shall be deemed valid as if they were made at the meeting, when all members of the Corporate Governance and Nomination Committee have adopted it by their signatures.

## **7. Remuneration**

The Corporate Governance and Nomination Committee shall be paid a remuneration, the amount of which shall be fixed by the shareholders' meeting.

### **CHARTER OF THE REMUNERATION COMMITTEE**

(Revised as of July 29, 2020 by the Board of Directors' resolution)

The Remuneration Committee is a part of a good corporate governance system. The duties of the Remuneration Committee are to recommend remunerations of the Board of Directors and its sub-committees, propose them to the Board of Directors for approval at the general meeting of shareholders, and recommend the compensation of top executives of SCG for the Board of Directors' approval. The Board of Directors has thus resolved to adopt this Charter of the Remuneration Committee so that every member of the Remuneration Committee is aware of his/her duties and responsibilities and performs them correctly and completely.

#### **1. Scope of Duties**

The duties of the Remuneration Committee are as follows:

- 1.1 Propose guidelines and methods for remuneration to be paid to the Board of Directors and the sub-committees appointed by the Board of Directors, including bonus and attendance fee.
- 1.2 Recommend the policy on SCG management Incentives including salary and annual bonus, in line with the Company's operating results and the performance of each SCG top executive. Whenever it deems appropriate, the Committee shall consider hiring of consulting firms to advise on project implementation.
- 1.3 Assess the performance of the President & CEO on an annual basis in order to determine his/her remuneration before proposing the Board of Directors for approval.
- 1.4 Assess the performance of each SCG top executive on an annual basis, based on the recommendation of President & CEO, in order to determine his/her remuneration before proposing the Board of Directors for approval.
- 1.5 Consider the annual budget for the salary increase, changes of wage and compensation, and bonus of top executives before proposing to the Board of Directors.
- 1.6 Review, study, and track regularly the changes and trends in remuneration for the Board of Directors and SCG top executives in order to propose for the approval of the Board of Directors.
- 1.7 Consider the remuneration of the Board of Directors and SCG top executives, as compared to the remuneration offered by other listed companies operating in the same business, to ensure that SCG retains its leadership in that industry and to motivate them to foster the Company's continuing

development.

- 1.8 Report regularly a progress and performance results to the Board of Directors after every meeting of the Remuneration Committee.
- 1.9 Assess the performance of the Remuneration Committee and report the assessment results to the Board of Directors for acknowledgement.
- 1.10 Review and recommend for the Board of Directors' approval if there may be any alteration to the Charter of the Remuneration Committee in keeping it applicable and up-to-date.
- 1.11 Perform other duties as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the Remuneration Committee is authorized to call for and order the management, heads of offices or employees concerned to give opinions, attend meetings or submit necessary documents. In addition, the committee may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate, at the Company's expense.

## **2. Composition of the Remuneration Committee**

The compositions of the Remuneration Committee are as follows:

- 2.1 The Remuneration Committee consists of not less than 3 members.
- 2.2 The members of the Remuneration Committee must be appointed by the Board of Directors.
- 2.3 The Chairman of the Remuneration Committee may be appointed by either The Board of Directors and The Remuneration Committee.

## **3. Qualifications of the Remuneration Committee**

- 3.1 Shall be the Company directors.
- 3.2 Shall have wide-ranging vision, and keep updated with changes of the Company's performances for further improvement of SCG's guideline on remuneration determination.
- 3.3 Shall be able to independently perform his/her duties, express opinions, report on the performance of the assigned duties, and devote sufficient time to perform his/her duties.

## **4. Terms of Office**

The term of office of the members of the Remuneration Committee is 3- year each, ending at the annual general meeting of shareholders. A retiring member is eligible for re-appointment.

Apart from the vacancy upon the expiration as aforementioned, a member of the Remuneration Committee shall vacate office when:

- 1) he/she resigns;
- 2) he/she is no longer qualified for the office of the Remuneration Committee as specified in this

Charter;

- 3) the Board of Directors passes a resolution removing him/her from office.

If a member of the Remuneration Committee wishes to resign, he/she shall give notice of resignation to the Chairman of the Company's Board of Directors. The resignation shall be effective from the date on which the Chairman of the Company's Board of Directors receives the resignation letter.

In case of vacancies of all members in the Remuneration Committee, the said Remuneration Committee may perform any act in the name of the Remuneration Committee until a new Remuneration Committee takes over the duties.

In case of a vacancy in the Remuneration Committee for reason other than expiration of the term of office, the Board of Directors shall elect a person who is fully qualified as a substitute member of the Remuneration Committee so that the number of members of the Remuneration Committee remains in full as the Board of Directors had stipulated. The substitute member shall hold office only for the remaining term of office of the member whom he/she replaces.

## **5. Meetings**

Meetings of the Remuneration Committee are to be called whenever the Committee or the Chairman of the Committee sees fit. There shall be at least 5 meetings per year.

In calling a meeting of the Remuneration Committee, the Chairman or the Secretary to the Remuneration Committee, by order of the Chairman, shall serve a written notice calling for such meeting to members of the Remuneration Committee not less than 7 days prior to the date of the meeting. Where it is necessary or urgent, the meeting may be called by other methods and an earlier meeting date may be choosing.

In a meeting of the Remuneration Committee, the Chairman of the Remuneration Committee or the chairman of the meeting may choose to conduct the meeting electronically according to defined criteria and methods to enable discussions and exchange of opinions among attendees who may not be in the same location.

The Remuneration Committee should hold meetings to discuss matters within its scope of duties.

## **6. Quorum**

At a meeting of the Remuneration Committee at least half the number of the members of the Remuneration Committee must attend to constitute a quorum. In case the Chairman is absent or unable to perform his/her duty, the Remuneration Committee shall appoint a member who is attending the meeting to perform the duty on behalf of the Chairman.

Decisions in the meeting shall be made by a simple majority vote. Each member of the Remuneration

Committee is entitled to one vote. In the event of tie vote, the Chairman of the meeting shall have a casting vote. The member of the Remuneration Committee who has a conflict of interest in any matter, he/she shall not be entitled to vote on such matter.

Resolutions of the Remuneration Committee may be made without meeting, and shall be deemed valid as if they were made at the meeting, when all members of the Remuneration Committee have adopted it by their signatures.

## **7. Remuneration**

The Remuneration Committee shall be paid a remuneration, the amount of which shall be approved at the general meeting of shareholders.

## **CHARTER OF THE CSR COMMITTEE FOR SUSTAINABLE DEVELOPMENT**

(Revised as of July 29, 2020 by the Board of Directors' resolution)

SCG pledges its commitment to carrying out socially-responsible activities to uplift the quality of life for the community and society where SCG has operations. Emphasis is placed on empowering communities to become more self-reliant and be able to keep pace with changes in a balancing manner. Thus, the Board of Directors has resolved to adopt this Charter of the CSR Committee for Sustainable Development (CSR for SD Committee) so that every member of the CSR for SD Committee is aware of his/her duties and responsibilities and performs them correctly and completely.

### **7. Scope of Duties**

The duties of the CSR for SD Committee are as follows:

- 7.1 Define the policy, direction and budget for socially-responsible activities and propose to the Board of Directors for approval on a yearly basis.
- 7.2 Follow up to ensure that the policy implementation is effectiveness according to plan and target setting by the Company's Board of Directors and the CSR for SD Committee.
- 7.3 Report regularly a progress and performance to the Board of Directors after every meeting of the CSR for SD Committee.
- 7.4 Review the performance appraisal of the CSR for SD Committee and report the performance results to the Board of Directors.
- 7.5 Review and recommend the revision of the Charter of the CSR for SD Committee to the Board of Directors for approval in order that the Charter retains its appropriateness and up-to-date.
- 7.6 Perform other duties as assigned by the Board of Directors.

To fulfill its duties under its scope of authority, the CSR for SD Committee is authorized to call for and order management, heads of offices, or employees concerned to present opinions, attend meetings, or

submit necessary documents. In addition, the CSR for SD Committee may seek external consultation from independent consultants or experts in various fields, as deemed necessary and appropriate, at the Company's expense.

The expenses related to the performing duties of the CSR for SD Committee shall be paid by the Company.

#### **8. Composition of the CSR Committee for Sustainable Development**

The compositions of the CSR for SD Committee are to be as follows:

- 8.1 The CSR for SD Committee consists of not less than 3 members from the Board of Directors and 3 members from SCG Management. The President of SCG shall be presumed as a member of the CSR for SD Committee by position.
- 8.2 The members of the CSR for SD Committee shall be appointed by the Board of Directors.
- 8.3 The Chairman of CSR for SD Committee may be appointed by either the Board of Directors and the CSR for SD Committee.

#### **9. Qualifications of the CSR for SD Committee**

- 9.1 Shall be Company directors or executives as may deemed appropriate by the Board of Directors.
- 9.2 Shall possess knowledge and good understandings on socially-responsible practices and sustainable development.
- 9.3 Shall have wide vision, and keep updated continuously with international movement towards responsible practices and sustainable development for further improvement of SCG's CSR for sustainable development policy.
- 9.4 Shall be able to independently perform his/her duties, express opinions, report on the performance of the assigned duties, and devote sufficient time to perform.

#### **10. Terms of Office**

The term of office of the members of the CSR for SD Committee is 3-year each, ending at the annual general meeting of shareholders. Nevertheless, a retiring member is eligible for re-appointment.

Apart from the vacancy upon the expiration as aforementioned, a member of the CSR for SD Committee shall vacate office when:

- 1) he/she resigns;
- 2) he/she is no longer qualified for the office of the CSR for SD Committee, as specified in this charter;
- 3) the Board of Directors passes a resolution removing him/her from office.

If a member of the CSR for SD Committee wishes to resign, he/she shall give a notice of resignation to the Chairman of the Company's Board of Directors. The resignation shall be effective from the date on which the Chairman of the Company's Board of Directors receives the resignation letter.

In case of vacancies of all members in the CSR for SD Committee, the said CSR for SD Committee may perform any act in the name of the CSR for SD Committee only in matters necessary until a new CSR for SD Committee takes over the duties.

In case of a vacancy in the CSR for SD Committee for reason other than expiration of the term of office, the Board of Directors shall elect a person who is fully qualified as a substitute member of the CSR for SD Committee so that the number of members of the CSR for SD Committee remains in full as the Board of Directors had stipulated. The substitute member shall hold office only for the remaining term of office of the member whom he/she replaces.

#### **11. Meetings**

Meetings of the CSR for SD Committee are to be called whenever the Committee or the Chairman of the Committee sees fit. There must be at least 4 meetings per year.

In calling a meeting of the CSR for SD Committee, the Chairman or the Secretary of the CSR for SD Committee, by order of the Chairman, shall serve a written notice calling for such meeting to members of the CSR for SD Committee not less than 7 days prior to the date of the meeting. Where it is necessary or urgent, the meeting may be called by other methods and an earlier meeting date may be choosing.

In a meeting of the CSR for SD Committee, the Chairman of the CSR for SD Committee or the chairman of the meeting may choose to conduct the meeting electronically according to defined criteria and methods to enable discussions and exchange of opinions among attendees who may not be in the same location.

The CSR for SD Committee should hold meetings to discuss matters within its scope of duties.

#### **12. Quorum**

At a meeting of the CSR for SD Committee at least half the number of the members of the CSR for SD Committee must attend to constitute a quorum. In case the Chairman is absent or unable to perform his/her duty, the CSR for SD Committee shall appoint a member who is attending the meeting to perform the duty on behalf of the Chairman.

Decisions in the meeting shall be made by a simple majority vote. Each member of the CSR for SD Committee is entitled to one vote. In the event of tie vote, the Chairman of the meeting shall have a casting vote. The member of the CSR for SD Committee who has an interest in any matter, he/she shall not be entitled to vote on such matter.

Resolutions of the CSR for SD Committee may be made without meeting, and shall be deemed valid as if they were made at the meeting, when all members of the CSR for SD Committee have adopted it by their signatures.

## 9. Remuneration

The CSR for SD Committee is dedicated to perform duties without remuneration.

## CHARTER OF THE INTERNAL AUDIT OFFICE

(Revised as of May 14, 2020 by Audit Committee's resolution)

This charter has been established to set forth the mission, scope of operation, authority, duties, and responsibilities, as well as operational guidelines of the Internal Audit Office of the Siam Cement Public Company Limited (SCG) to ensure that the Board of Directors, the Management Team, and SCG's employees at all levels have a basic understanding of the following matters.

### Mission

The mission of the Internal Audit Office is to foster, safeguard, and protect the value of the organization by providing risk-based assurance in a fair manner and offering suggestions and business insights in accordance with SCG's corporate goals and strategies.

### Definition

The Internal Audit Office is charged with providing assurance services and consulting services with independence and fairness to create added value and enhance the operations of companies under SCG. The office also helps businesses under SCG achieve defined goals by assessing and improving the efficiency and effectiveness of the risk management systems, internal controls, and corporate governance processes through a systematic and structured method.

### Duties and Responsibilities

The Internal Audit Office has the following duties and responsibilities:

#### Corporate governance, risk management, corporate compliance, and internal control

1. The Internal Audit Office shall conduct audits to ensure that financial statements are prepared in accordance with domestic and international accounting standards, using accurate, complete, transparent, and reliable preparation processes and supplementary accounting documents, and that disclosure of information in notes to the financial statements is adequate. The Internal Audit Office shall also consider and report impacts of changes in accounting standards and choice of accounting policies to the Audit Committee.
2. The Internal Audit Office shall conduct audits on connected transactions, acquisition or disposition of assets, or transactions that may involve a conflict of interest to ensure compliance with laws and requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand.

3. The Internal Audit Office shall assess risk management systems and encourage companies under SCG to adopt international risk management standards so that they can identify key risks and manage them efficiently as well as establish suitable indicators. The Internal Audit Office shall also define warning signs and audit the accuracy and effectiveness of operational processes, risk management, corporate compliance, and the security of data and communication systems in accordance with international standards.
4. The Internal Audit Office shall assess the effectiveness of awareness building initiatives, risk assessment, internal control, proactive preventive systems and auditing as well as review the assessment of self-assessment forms related to SCG Anti-corruption Policy to ensure alignment with the guidelines of regulatory agencies, such as Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), the Thai Institute of Directors (IOD), and the National Anti-Corruption Commission (NACC).
5. The Internal Audit Office shall audit work processes to ensure alignment with good corporate governance processes.
6. The Internal Audit Office shall audit the compliance control and monitoring process in accordance with laws related to securities and the Stock Exchange of Thailand, rules, regulations, and other laws relevant to SCG's businesses.
7. The Internal Audit Office shall assess internal control to ensure its suitability and adequacy for the protection of SCG's key business activities against material damage as well as assess the overall internal control of the company being audited in accordance with the 2013 COSO internal control framework.
8. The Internal Audit Office shall conduct audits on frauds and look into complaints filed in compliance with rules and legal requirements as well as establish guidelines for addressing and preventing frauds.
9. The Internal Audit Office shall establish and develop proactive preventive systems and audit methods to enhance SCG's preventive operations so as to benefit and add further value to the organization, enable it to achieve its objectives efficiently and effectively, and ensure compliance with SCG's rules and regulations, laws related to securities and the Stock Exchange of Thailand, and other relevant laws.

#### Others

10. The Internal Audit Office shall propose auditors, along with audit fees, to the Audit Committee for appointment, coordinate with auditors to exchange audit-related information, and hold at least one meeting per year with auditors without the presence of the Management Team.

11. The Internal Audit Office shall prepare the report of the Audit Committee and present it to the Audit Committee to be reviewed, signed, and disclosed in SCG's annual report.
12. The Internal Audit Office shall plan and present its budget and manpower to the Audit Committee for approval.
13. The Internal Audit Director is responsible for seeking independent opinions from other professional consultants on SCG's operations when necessary, with relevant expenses covered by SCG.
14. Performance assessment of the Audit Committee and its members shall be conducted every year.
15. The Internal Audit Office shall carry out any other tasks required by laws or assigned by the Board of Directors or the Audit Committee.

### **Scope of Audit**

The Internal Audit Office is responsible for the internal audit of SCG and any subsidiaries where SCG has controlling power. It may also conduct audits on joint venture companies or other companies as assigned by the Audit Committee or top executives of each business unit or upon detecting irregular incidents in order to ensure that SCG's risk management systems, internal control, and corporate compliance are adequate, efficient, and in alignment with objectives. The Internal Audit Office may also propose improvements in all areas, such as management control, opportunities to generate profit, as well as corporate reputation and image, as follows:

1. Appropriate risk identification, assessment, and management
2. Appropriate and efficient internal control:
  - 2.1 Accurate, reliable, and timely information on finance, management, and vital operations
  - 2.2 Compliance with policies, standards, procedures, as well as other relevant laws and rules.
  - 2.3 Operational efficiency and effectiveness
  - 2.4 Cost-efficient acquisition, efficient use, and adequate control and protection of assets

### **Audit Authority**

The Internal Audit Director, senior auditors, and auditors are authorized to access information, work systems, and personnel relevant to auditing as deemed necessary and appropriate. Management personnel at every level of companies under SCG have the duty to support the operation of the Internal Audit Office in achieving audit objectives and ensuring the best interest of SCG.

Any document and information acquired or made known to auditors through auditing shall be kept confidential and shall not be disclosed to a third party without permission from relevant authorized persons,

except as required by the law.

### **Reporting and Monitoring of Audit Results**

1. The Internal Audit Director is responsible for audit supervision and management to ensure that audits are conducted according to audit plans. It is also charged with preparing reports of audit results to present to the management of the company under audit as well as presenting a summary of the audit results to the Management Team and the Audit Committee of SCG. As for audit management, the Internal Audit Director reports to Vice President –Finance and Investment & CFO.
2. The Internal Audit Director is responsible for establishing and controlling monitoring systems and audit result reporting and for creating preventive systems that monitoring systems are put in place, audit results are reported, and preventive systems are established.

### **Independence and Objectivity**

1. Audit activities, including the audit scope, steps, timeframe, and content of audit reports, shall be free from any influence so as to ensure audit efficiency and accomplish established goals and audit plans.
2. The Internal Audit Director, senior auditors, and auditors shall maintain neutrality and impartiality and avoid conflicts of interest.
3. The Internal Audit Director, senior auditors, and auditors should refrain from auditing an activity previously under their responsibility. The provision of assurance to such activities in the previous year by senior auditors and auditors may be considered to compromise their objectivity.
4. In the event that objectivity is compromised, the details of the cause of such compromise should be disclosed to relevant parties as appropriate. The nature of the disclosure shall depend on the cause of the compromise.

### **Qualifications of Internal Auditors**

1. Internal auditors shall possess knowledge, competency, and expertise in auditing.
2. Internal auditors shall possess knowledge and understanding of corporate governance, risk management, laws, regulations, rules, and orders. Information technology auditors shall also be knowledgeable about controls and techniques for information technology audits.
3. Internal auditors shall regularly develop their professional competency, effectiveness, as well as internal audit quality.
4. Internal auditors shall have good human relations skills and provide suggestions beneficial to SCG and compliant with international standards.

5. Internal auditors shall maintain independence and shall have no interest in an activity under audit.

### **Code of Ethics**

Internal auditors shall carry out their duties in adherence to the code of ethics for professional internal audits, which consists of five principles:

1. Integrity
2. Objectivity
3. Confidentiality
4. Competency
5. Transparency

### **Standards for the Professional Practice**

The Internal Audit Office shall operate in compliance with the Standards for the Professional Practice of Internal Auditing.

**Part 3**

**Policies related to Compliance with  
SCG Corporate Governance**

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## Part 3: Policies related to Compliance with SCG Corporate Governance Principles

### 3.1 Policies and Guidelines on the Responsibilities of the Board of Directors and the Management

#### Policy on Director Qualifications and Nomination

##### 1. Principle

In accordance with SCG Corporate Governance Principle, director nomination and selection is of paramount importance as the Board of Directors plays a critical role in formulating strategies and business directions for the sustainable growth of SCG. As such, the Board of Directors has deemed it appropriate to establish a Policy on Director Qualifications and Nomination.

##### 2. Policy on Director Qualifications and Nomination

The Board of Directors must be composed of Directors who have all qualifications and possess none of the prohibited characteristics prescribed by the law and the Company's Article of Association, and should consist of a diverse range of skills, experiences, knowledge, and expertise beneficial to the Company, without any discrimination on the grounds of gender, age, ethnicity, nationality, religion, country of origin, cultural background and tradition, so to enable to the Company to achieve its objectives and business goals and promote a management system guided by SCG Corporate Governance Principle in order to bring about fairness and transparency as well as the ability to generate returns and added values in the long term to shareholders and inspire trust in all stakeholders, all of which will lead SCG towards sustainable growth.

##### 3. Director nomination

The Board of Directors has entrusted the Governance and Nomination Committee with the task of nominating qualified candidates for directorship to replace Directors retiring by rotation or under other circumstances to the Board of Directors and/or the meeting of shareholders for appointment. The Governance and Nomination Committee selects candidates from a pool of qualified individuals with expertise from various disciplines who possess leadership, a breath of vision, integrity and ethics, clear and unblemished career records, as well as the ability to express opinion independently, without any discrimination on the grounds of nationality, ethnicity, gender, and cultural background.

In 2020, in the nomination of qualified candidates to replace directors due to retire by rotation in 2020, the Governance and Nomination Committee selected the qualified candidates without discrimination based on gender, age, ethnicity, nationality, country of origin, skin color, religion, cultural background, or customs, consisting of those nominated by the Company's directors and those listed as IOD's chartered directors, consistent with the Company's policy on director qualifications and nomination.

In addition, the following key components were also taken in the nomination of directors.

#### 3.1. Required qualifications of individual directors

The Governance and Nomination Committee should consider and prescribe a set of qualifications of individual candidates for directorship, such as:

- Integrity and accountability
- Ability to make informed judgments
- Maturity, firmness, and the ability to listen well and express independent opinion
- Commitment to principles and professionalism
- Other qualifications as the Governance and Nomination Committee deems vital

### 3.2 Required knowledge and expertise of the Board of Directors

The Governance and Nomination Committee should prescribe a set of knowledge and expertise requirements for the Board of Directors and formulate a Board Skill Matrix to help inform the selection and nomination of qualified candidates. These requirements should encompass knowledge and areas of expertise that will enhance the ability of the Board of Directors to formulate strategies and policies as well as ensure their effective implementation, such as:

- Accounting and finance
- Organization and human resources management
- Risk management
- Crisis management
- Industry knowledge
- International marketing
- Vision and Strategic planning
- Knowledge and specializations in areas that the Governance and Nomination Committee believes will become critical in the next 3-5 years, such as E-commerce, Research and Development, and Merger and Acquisition, Technological Skills, Cybersecurity, Data Management, Retail Business, Supply Chain, Health and Safety, and Experiences in Regional and International Organization Management

### 3.3 Diversity of the Board of Directors

In addition to the two aforementioned factors, the Governance and Selection Committee may consider prescribing other qualification requirements relevant to the diversity of the Board of Directors, such as gender, age, ethnicity, nationality, religion, country of origin, cultural background and tradition.

## 4. Nomination of Current Directors

If the Governance and Nomination Committee nominates current directors, their performance should be considered.

### **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

## 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.

### **Qualifications of Independent Directors of the Company**

The Company's qualifications for independent directors were revised on July 26, 2019 to be more stringent than those prescribed by the Capital Market Supervisory Board. The Company's qualifications of Independent Directors are as follows:

1. Shall not hold shares exceeding 0.5% of the total number of voting shares of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, including shares held by related persons of such independent director.
2. Shall neither be nor have ever been a director with management authority, employee, staff member, advisor who receives a salary or is a controlling person of the Company, its parent company, subsidiary, associate, same-tier subsidiary company, major shareholder or controlling person unless the foregoing status has ended not less than 2 years prior to the date of becoming a director. Such prohibitions shall not, however, include cases where the independent director previously served as a government officer or an advisor to a government agency which is a major shareholder or controlling person of the Company.
3. Shall not be a person related by blood or legal registration as father, mother, spouse, sibling, or child, including spouse of child of other directors, of an executive, major shareholder, controlling person, or person to be nominated as director, executive or controlling person of the Company or its subsidiary.
4. Shall neither have nor have ever had a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, in a manner that may interfere with his/ her independent judgment, and neither is nor has ever been a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than 2 years prior to the date of becoming an independent director.

The term 'business relationship' in the preceding paragraph shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantees,

providing assets as collateral, and any other similar actions, which result in the applicant or his/her counterparty being subject to indebtedness payable to the other party in the amount of 3% or more of the net tangible assets of the applicant or twenty million baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness incurred during the period of 1 year prior to the date on which the business relationship with the person commences.

5. Shall not be nor have ever been an auditor of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than 2 years prior to the date of becoming an independent director.
6. Shall not be nor have ever been a provider of any professional services including legal advisor or financial advisor who receives service fees exceeding 2 million baht per year from the Company, its parent company, subsidiary, associate, major shareholder or controlling person, and not be a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than 2 years prior to the date of becoming an independent director.
7. Shall not be a director appointed as representative of the Board of Directors, major shareholder or shareholder who is related to a major shareholder of the Company.
8. Shall not undertake any business in the same nature and in competition with the business of the Company or its subsidiary, nor be a significant partner in a partnership or director with management authority, employee, staff member or advisor who receives salary or holds shares exceeding 1% of the total number of shares with voting rights of another company which undertakes business in the same nature and in competition with the business of the Company or its subsidiary.
9. Shall be able to attend meetings of the Board of Directors and make independent judgment.
10. Shall not have any other characteristic that limits his or her ability to express independent opinions regarding the Company's operations.
11. Shall be able to look after the interests of all shareholders equally.
12. Shall be able to prevent conflicts of interest.
13. Shall not have been convicted of violating security or stock exchange laws, financial institution laws, life insurance laws, general insurance laws, anti-money laundering laws or any other financial law of a similar nature, whether Thai or foreign, by an agency with authority under that certain law. Such wrongful acts include those involved with unfair trading in shares or perpetration of deception, fraud, or corruption.

After being appointed as an independent director with all qualification items 1-13 specified above, such independent director may be assigned by the Board of Directors to make decisions relating to business

operations of the Company, its parent company, subsidiary, associate, same-tier subsidiary or any juristic person which may have a conflict of interest on the basis of collective decision, whereby such actions of the independent director are not deemed partaking of management.

In case that the appointed independent director is the person who has or used to have a business relationship, or provision of professional services at a value exceeding the specified amount under item 4 or 6, the Company shall be granted an exemption from such prohibition of having or having had a business relationship or provision of professional services at such excessive value, provided that the Company has obtained an opinion of the Board of Directors indicating that after a consideration in accordance with Section 89/7 of the Securities and Exchange Act, the appointment of such person does not affect the performance of duties and the giving of independent opinions, and that the relevant information is disclosed in the notice of shareholders' meeting under the agenda of the appointment of an independent director.

#### **Policy on the Target Share of the Independent Directors on the Board**

To strengthen the board composition on the principles of transparency, diversity and sufficient number of independent directors in order to ensure the Board capacity in overseeing the interest of the Company and every shareholder equitably, the Board of Directors has determined that the proportion of independent directors shall not be less than half of total number of the board members.

#### **Policy on Limitation of the Number of Listed Companies Where Directors May Hold Directorship**

To encourage the Company's directors to dedicate their time to fulfilling their duties efficiently, the Board of Directors has stipulated that each director shall hold directorship in no more than a total of four other listed companies on The Stock Exchange of Thailand.

#### **Policy and Guidelines on SCG Top Executive's 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 or associates or to spend the Company work hours carrying out directorships for external institutes for the three following 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 purposes but present no conflicts of interest with SCG and do not consume time to the extent that it is disadvantageous for the Company.

The President & CEO is to propose a directorship in other companies or external institutes for approval

from the Board of Directors. As for management employees, the proposal must be submitted for approval in accordance with the Company's Approval 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 ethical guidelines regarding conflicts of interest, whereby employees do not engage in a conduct that constitutes a competitive with the Company's business. The approval of directorships or the use of the Company's working time on duties in external institutes/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.

**Policy on Attendance at the Board of Directors Meetings**

To encourage regular board meeting attendance, the Board of Directors has stipulated that each year's board meetings shall be attended by no less than 80 percent of the directors on average and each director shall attend at least 75 percent of the meetings held each year.

Should there arise any circumstances that cause a director to be unable to attend a board meeting, the said director shall inform the chairman of such necessity for absence at the first opportunity and prior to that meeting.

Board meeting attendance under this policy includes meetings via electronic media provided to enable directors who are in different locations to discuss and express their opinions.

**The Formulation of a Systematic Director Training and Development Plan**

Today's business operations are grappled with intense competition and rapid change of the market and technology. In response to the circumstances and to maintain SCG's growth in a sustainable manner, the Board of Directors, as the leader of the organization, shall continuously enhance their skills, knowledge, competence. The Board of Directors deems it appropriate to establish a structured training and development program for directors in writing as follow:

Step	Activity	Responsible/approval persons	Time frame
1	Determine the number and proportion of directors with skills, knowledge, competence, and experience required by the Company. The requirement shall be in accordance with SCG's	The Governance and Nomination Committee	May to June

Step	Activity	Responsible/approval persons	Time frame
	vision, medium-term business plan, goals, and strategies, including corporate governance, relevant regulations, and laws.		
2 2.1 2.2	Self-assessment on the following: Skills, knowledge, competence, and experiences according to the Board Skill Matrix The need to develop knowledge and experience in the matters that support SCG's operations and directors' duty performance	Directors	July to August
3 3.1 3.2	Prepare the following information: Training records and panel discussion participation of each director. A table comparing the number/proportion of directors with skills, knowledge, competence, and experience required by the Company vs. the existing ones.	The secretary to the Governance and Nomination Committee	November to December
4 4.1 4.2	Provide training and development program for directors by focusing on areas the directors are lacking or directors' topics of interest, as follows: The program for the Board of Directors, e.g., providing a collection of interesting and useful information, arranging a seminar to foster opinion exchange, and organizing a visit or exhibition within SCG. The program designed for each director such as providing training or seminars organized by external agencies	The secretary to the Governance and Nomination Committee proposes to the meeting of the Governance and Nomination Committee for consideration before seeking approval from the Board of Directors	November to December
5	Proceed with the approved plan	The secretary to the Governance and Nomination Committee	January to December next year

Step	Activity	Responsible/approval persons	Time frame
6	Evaluate the performance of the program and seek feedback from the directors for further improvement	The secretary to the Governance and Nomination Committee	November to December next year

### Insider Trading Policy

In the operation of SCG, the Company's directors, executives, employees, and related parties must review and be informed of information that may affect securities prices and cannot be disclosed to shareholders, investors, or the general public. Therefore the use of insider information requires utmost management to prevent any leakage, misuse, or unfair advantage, which is not only illegal but may also affect the reputation of SCG.

As SCG has several guidelines on insider information management across various documents, such as SCG Code of Ethics, SCG Code of Conduct, SCG Employee Regulations, and other compliance measures, and as amendments and additions were made to the criteria related to insider information in the revised Securities and Exchange laws in 2016, the Board of Directors has approved the compilation of relevant practices and guidelines and the formulation of this insider trading policy in writing for every SCG director, executive, and employee to adopt and communicate accurately.

#### Policy

1. SCG is committed to complying with laws relevant to insider trading in every country SCG operates or plans to conduct business.
2. Any SCG director, executive, employee, or any external party who is privy to or is in possession of insider information through their duties:
  - 2.1 shall safeguard SCG's insider information with utmost caution to prevent any possible leakage; and
  - 2.2 shall not disclose such information to another party not related to the operation to prevent the use of insider information for private interests or personal interests of others.

This is because such actions may affect the prices or value of the securities of SCG's listed companies or other listed companies related to the insider information or may influence investment-related decisions.
3. Any SCG director, executive, employee, or any external party who is privy to or is in possession of insider information through their duties must not purchase or sale securities related to insider information that has not been publicly disclosed, which would create an unfair advantage over other traders who are not aware of such information.
4. SCG must impose a blackout period\* to prevent risks of misuse of insider information.
5. SCG must put in place an internal information management system to prevent any possible leakage

and the use of insider information in purchasing or selling securities for private interests or personal interests of others

6. To ensure compliance with this policy, SCG Code of Ethics, SCG Code of Conduct, and the Company's antitrust guidelines shall also be applied.
7. Non-compliance with this policy is considered a violation of SCG Code of Conduct.

### Prohibition from Trading SCG Securities

The Board of Directors, top executives, employees responsible for related functions (as well as their spouses or cohabiting couples) are prohibited from trading the securities of SCG or other listed companies related to insider information for one month prior to the public disclosure of quarterly and annual financial statements and for 24 hours after the disclosure of the information.

The Company's Directors, executives, and employees related to insider information (including their spouses or de facto partners) who are privy to undisclosed information that may affect the prices of securities of SCG's listed companies or other listed companies related to the insider information shall not trade in the securities of such companies until 24 hours following the public disclosure has elapsed

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Remarks: Any person engaging in insider trading, regardless of whether it takes place during a blackout period, shall be liable to penalties in accordance with the Securities and Exchange Act B.E. 2535 by the Office of the Securities Exchange Commission (SEC), as follows:

1. Criminal punishment

Imprisonment for a term not exceeding two years or a fine of 500,000-2,000,000 baht, or both

2. Civil penalties

- A fine not exceeding two times the benefit received or which should have been received but not less than 500,000 baht; or a fine of 500,000-2,000,000 baht if the benefit cannot be evaluated.
- A compensation to the amount of the benefit received or which should have been received
- A ban period of no more than five years during which the person is prohibited from trading in securities in the Stock Exchange of Thailand
- A period of no more than ten years during which the person is prohibited from holding a directorial or managerial office in the company issuing the securities.
- A compensation to the Office of the Securities and Exchange Commission for the investigation of the misconduct.

## 3.2 Policies and Guidelines on the Organization Management

### Compliance Policy

The Board of Directors has approved the formulation of this compliance policy as guidance for SCG's compliance in the operation and proper decision making. Every SCG employee is expected to fulfill their duties with honesty, integrity and reliability, and in their operation to follow the

company's four Core Values, namely "Adherence to Fairness, Dedication to Excellence, Belief in the Value of the Individual and Concern for Social Responsibility" , as well as to strictly adhere to best practices in accordance with SCG Code of Conduct. Furthermore, they are also expected to strive to be good citizens of every country where SCG operates to prevent risks that may arise and affect SCG, its directors, executives and employees or undermine the confidence of all stakeholders. Therefore, SCG has issued the following compliance policy.

- 1) Each SCG director, executive and employee shall strive for full compliance with the laws, regulations, orders, articles of association, contractual obligations, business ethics, policies, operational standards, best practices and public commitments in every country where SCG operates.
- 2) Compliance with domestic and international laws is of paramount importance that every SCG director, executive and employee shall respect and comply. Any illegal transactions are thus unacceptable.
- 3) Regulatory compliance constitutes part of the duties that each SCG director, executive, and employee shall fulfill actively, by initiating communications and fostering correct understanding, issuing compliance guidelines and ensuring correct implementation, as well as raising awareness and further fortifying SCG's culture of honesty, integrity and strengthening compliance.
- 4) SCG focuses on the implementation of a compliance management system in the operation to ensure compliance with the laws and key public commitments as prescribed by SCG Risk Management Committee or each business unit, by managing efficient compliance procedures in the operation and constantly improving such procedures to correspond with both internal and external business environment and any changes that may occur.
- 5) Any SCG employee who reports or provides information on an act that is or may constitute a violation of any law or key public commitment will be protected in accordance with SCG Whistleblowing Policy.

## **Policy for the Appointment of Directors and Executives to Subsidiaries**

### **1. Rationale**

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. As such, the Board of Directors approved the formulation of the policy for the appointment of directors and executives to subsidiaries.

### **2. 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.

3. 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.

4. The roles and responsibilities of the persons to be appointed as directors or executives in subsidiaries

- 1) They shall be fully qualified and shall not possess prohibited characteristics stipulated by relevant laws or requirements.
- (2) They shall possess knowledge, competency, and experience beneficial to business operations and suitable for their duties and responsibilities.
- (3) They shall demonstrate leadership and a breadth of vision necessary for the driving and achievement of objectives of SCG's subsidiaries.
- (4) They shall be able to make rational decisions in line with corporate governance guidelines and SCG Code of Conduct.

5. The selection of the persons to be appointed as directors or executives in subsidiaries

The selection of persons to be appointed as directors or executives in subsidiaries should take into consideration their business size and complexity according to the following criteria:

(1) For a subsidiary which is a holding company with assets worth over 10,000 million baht:

An appropriate number of members of SCG's Management Team shall be selected for directorship in the subsidiary, taking into consideration diversity as well as checks and balances. The list should at the very least include SCG's Vice President –Finance and Investment & CFO and may also include no more than one executive officer in Level M4 from SCG.

(2) For a subsidiary which is a holding company with assets worth over 10,000 million baht:

The President & CEO and/or Vice Presidents of the business unit holding shares in the subsidiary shall be appointed as directors. No more than two executive officers in Level M4 may also be appointed to the subsidiary as directors.

(3) For a subsidiary which is an operating company with assets worth over 10,000 million baht:

Members of SCG's Management Team shall be selected for directorship in the subsidiary. The list should at the very least include SCG's Vice President –Finance and Investment & CFO, along with the President & CEO and/or Vice Presidents of the business unit holding shares in the subsidiary. Executive officers from Level M4 upwards from the aforementioned business unit may also be appointed to the subsidiary as directors.

- (4) For a subsidiary which is an operating company with assets worth 1,000-10,000 million baht:  
The President & CEO and/or Vice Presidents of the business unit holding shares in the subsidiary shall be appointed as directors. Executive officers in Level M3 upwards may also be appointed to the subsidiary as directors.
- (5) For a subsidiary which is an operating company with assets worth under 1,000 million baht:  
The President & CEO and/or Vice Presidents of the business unit holding shares in the subsidiary shall be appointed as directors. Executive officers in Level M2 upwards may also be appointed to the subsidiary as directors.

In addition to the criteria above, the appointment of such persons shall also take into consideration other unique characteristics and conditions of each subsidiary, such as:

- (1) The status of the company that involves complex or high-risk criteria or requirements, such as the status as a public company listed in the Stock Exchange of Thailand or an overseas stock exchange
  - (2) The shareholding percentage in the subsidiary with other joint venture partners, in which case requirements specified in the joint venture agreement shall be taken into account
  - (3) Legal requirements of the country in which the subsidiary operates or is established
6. The roles and responsibilities of the persons appointed as directors or executives in subsidiaries
- (1) They shall ensure the subsidiary's compliance with relevant laws, rules, regulations, and requirements, effective management, and adherence to SCG's corporate governance principles, code of conduct, and anti-corruption policy, as well as other policies of SCG and policies that correspond with those of SCG.
  - (2) They shall provide guidance for the establishment of the subsidiary's strategic directions, policies, and business plans to ensure their alignment with SCG's directions as well as promote the adoption of additional innovation and technology to enhance the subsidiary's competitiveness.
  - (3) They shall report the subsidiary's operating results and performance to SCG in an accurate, complete, and timely manner, especially material transactions that may affect the subsidiary's financial standing and operating results and any transactions other than its ordinary business transactions with significant impact on the subsidiary.
  - (4) They shall oversee the subsidiary's business operations to ensure efficiency and appropriately manage SCG's return on investment in the subsidiary

## SCG Risk Management Policy

### Objective

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

### Scope of application

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

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

### Risk management policy

1. The Board of Directors is responsible for supervising corporate risk management. The Audit Committee is assigned to monitor and review risk management processes to ensure effectiveness and efficiency as well as identify material corporate risks. The committee is also tasked with ensuring appropriate assessment and management. The Management is assigned to manage SCG’s risks and report outcomes to the Audit Committee and the Board of Directors respectively on a regular basis.
2. The Management is assigned to define risk management policy, frameworks, and processes in compliance with international standards for organization-wide implementation and integration into business decision making; ensure efficient and effective risk management at every level, from policy formulation, execution, and decision making for investments; and promote and develop state-of-the-art IT systems for use in the Company’s risk management processes.
3. Directors are assigned to oversee risk management and that all executives and employees of SCG are risk owners and responsible for identifying, analyzing, and assessing opportunities and impacts of risks and opportunities; formulating balanced business and risk management strategies; managing business continuity under efficient and effective resource allocation; as well as regularly monitoring, reviewing, and reporting the efficiency of risk management and warning signs. All executives and employees shall also comply with the risk management policy, frameworks, and processes formulated by SCG.
4. Risk management is to be cultivated as part of the organizational culture, and employees’ risk management knowledge and capabilities are to be continuously developed.
5. The risk management policy is to be regularly revised, taking into account material changes that affect the Company.

### **Connected Transaction and Related Party Transaction**

The Board of Directors emphasizes the need for careful review and consideration before granting approval for related-party transactions, connected transactions, or transactions that may cause conflict of interest. SCG Code of Conduct has set forth a policy regarding such transactions as follows:

#### **1. Transactions between the Company and Its Subsidiaries**

SCG comprises a large number of companies whose businesses are bound to conduct

transactions with one another in such ways as providing services, trading raw materials and products, or providing financial support, technical assistance, human resources, etc. In doing business or performing duties that constitute related-party transactions between SCG's companies, all employees and parties concerned are required to comply with the law, the rules and regulations of government agencies, the rules and scope of authority set forth by SCG, as well as to any criteria or conditions prescribed by local communities.

## **2. Transactions with Outside Entities or Other Companies**

All transactions with external entities must be conducted in strict compliance with the criteria and procedure prescribed by the law, regulations issued by governmental agencies, and relevant policies of SCG, and must be approved in accordance the scope of authority prescribed by SCG. In addition, such transactions must be conducted in compliance with the terms and conditions as agreed upon in a straightforward, transparent, and accountable manner. Any transactions that may cause damage to SCG or an external party must be avoided.

The Company has formulated Stakeholder Engagement Policy and guidelines for treatment of stakeholders, under which the Company must comply with frameworks for honest trade competition, determine appropriate and fair purchase prices, consider the appropriateness of the prices, quality, and services obtained, as well as be able to provide reasonable explanations upon being audited.

In addition, the Company has formulated guidelines and procedures for approving related-party transactions, connected transactions, and transactions that may cause conflicts of interest. Executives shall disclose to the Company in advance whether they hold any stakes involving potential conflict of interest, and the Company, in turn, shall review relevant transactions. If the transactions require approval, the management shall propose the matter to the Board of Directors or at the Shareholders' Meetings, and shall disclose the information to investors in a transparent manner. The directors or management with conflict of interest shall not be allowed to participate in the process of considering the approval.

## **3. Policy and Trends Regarding Future Related-Party Transactions**

Future related-party transactions of the Company will be regular trade transactions. In accordance with the Company's policy, the price mechanism of the market will be used in trading and negotiation, and there will be no transfer of interest between the Companies and its subsidiaries or related parties.

## **4. Connected Transactions**

The Company strictly follows a policy to comply with the Notification of Capital Market

Supervisory Board Re: Rules on Connected Transactions and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning connected transactions, as well as laws, regulations, notifications or orders relating to the execution of related party transactions.

### **Anti-corruption Policy**

SCG conducts its business with fairness based on a philosophy that the Company shall demonstrate a keen sense to social responsibility and the best interests of its stakeholders in alignment with the principle of Corporate Governance, SCG code of conduct, and Stakeholders' Guidelines. In 2012, SCG participated "Collective Action Coalition in Anti-corruption Policy enacted by Thai Private Sector" in order to corroborate the Company's standpoint and emphasize on every Anti-corruption case.

To ensure that SCG has a proper policy determining responsibility, guideline, and regulation as a tool to prevent corruption from all business transactions, SCG has arranged a written guideline called 'Anti-corruption Policy' in order to prudently make a decision on any course of action that could possibly lead to corruption and to serve as an apparent guideline in performing business and effectively developing to sustainability organization.

### **Anti-corruption Definition**

Corruption means any types of bribery; an offering, agreement to give, giving, promising to give, soliciting, or receiving of money, asset, or other inappropriate benefits from the government officers, government sectors, private sectors, or responsible person either in direct or indirect action so that such person could proceed or disregard his/her function in order to acquire, retain the business, recommend specific company to the entity, or achieve any improper benefits in business transaction. Exception shall be applied in case of laws, regulation, statement, standard, custom, or business traditions enable to do so.

### **Anti-corruption Policy**

**Directors, Management, and SCG staffs are prohibited from operating or accepting every type** of corruption both in direct or indirect manner covering every business and related department in every country. The Anti-corruption Policy is needed to be reviewed regularly, including with a possible revision of such policy and implementation provision in order to accord with business changes, regulation, standard, and laws.

## Roles and Responsibilities

1. The Board of Directors is responsible for determining the policy, monitoring, and forming an effective system supporting Anti-corruption act in order to affirm that the Management Team intensively concerns, emphasizes, and cultivates Anti-corruption mindset as the company's culture.

2. The Audit Committee is responsible for revision of financial and accounting reports, internal control, internal audit function, and risk management so that such operations are concise, appropriate, effective, and conformed to global standard.

3. Presidents & CEO, SCG Top Executives, and the Management are responsible for determining Anti-corruption system, promoting, and encouraging Anti-corruption manner conveyed to all staff and related parties. This also includes reconsideration on system or regulation in order to best adjust with business changes, regulation, standard, and laws.

4. Internal Audit Director is responsible for auditing, assessment, and evaluations in business transactions whether they are accurate and complied with guidelines, Approval Authority, standard, laws, and policy in such monitored department in order to assure that the internal controls are sufficient and suitable for probable risk in corruption. This shall be directly reported to the Audit Committee.

## Anti-corruption Guidelines

1. The Board of Directors, the Management Team, and SCG staff in every level must follow with Anti-corruption Policy and the SCG Code of Conduct by avoiding involving with any course of corruption in direct or indirect manner.

2. SCG staff shall not be negligent in any corruption conditions involved directly with SCG. All staff must notify such act to supervisors or responsible person, including collaborate with investigation. Any queries or questions are needed to be consulted by the supervisor or a responsible person who monitors the SCG Code of Conduct compliance provided in particular channels.

3. SCG shall provide fairness and safeguard staff who denies or informs corruption cases relating to SCG by applying Protection Policy for appellant or persons who incorporate with Anti-corruption information as stated in the Whistleblowing Policy.

4. A person who commits the corruption is equivalent to misconduct in the SCG Code of Conduct. This means such person is needed to consider discipline followed by SCG standard. Conviction on laws may be applied in case such act violates the laws.

5. SCG concerns the importance of dissemination, knowledge sharing, and communications with other people who involve or affect SCG so that those parties shall conform effectively to the Anti-

corruption guideline.

6. SCG strives to create and sustain organization's culture representing that corruption is unacceptable in every business transaction dealing with both public and private sectors.

#### Provision in Implementation

1. This Anti-corruption Policy covers to Human Resource Management process starting from recruitment, promotion, training, evaluation, and benefits provided to staff. Every supervisor in every level must communicate to staff in order to apply in business transaction under their responsibility and to monitor such implementation effectively.

2. Implementation on Anti-corruption Policy should follow the guidelines in the SCG Code of Conduct, Corporate Governance guidelines, Stakeholders' Guidelines, standard, every SCG related operation manual, and additional guidelines which will be formulated afterward.

3. To stress the attention on processes which incur a high risk in corruption, the Board of Directors, the Management Team, and the SCG staff must conform carefully in the following course of action.

- 3.1 Gifts, Entertainment and Hospitality  
Offering gifts or entertainment and hospitality activities must be complied with the SCG Code of Conduct.
- 3.2 Charitable Contribution or Aid  
Granting contribution or receiving the aid must be transparent and in accordance with stipulated laws by confirming that such transaction shall not be claimed as a bribery act.
- 3.3 Business Relation and Procurement Process with the Public Sector  
All types of bribery or illegal payments are prohibited in all business transactions. SCG operation and connection with the government must be preceded transparently and in alignment with related laws and regulation.

## Policy on Protection and Fairness for Employees Who Inform on or Disclose of Wrongful Conduct or Non-Compliance with Laws, Rules and Regulations, the Company's Articles of Association, and SCG Code of Conduct (Whistleblowing Policy)

### Persons Entitled to Complain

1. An employee who discovers an action that violates laws rules and regulations, the Company's Articles of Association, or the SCG Code of Conduct;
2. An employee who is abused, threatened, or disciplinary penalized, such as by a reduction in salary, being laid off, being fired, or targeted for treatment that is unfair and related to conditions of employment, due to that employee having complained, informed, or been about to inform, assist in an investigation, or gather facts for a person handling the complaint, including processing legal action, being a witness, giving testimony, or providing any co-operation to a court or governmental agency.

### Persons Handling Complaints

1. An employee's supervisor, at any level, whom you trust
2. The Director of the Corporate Human Resources Office
3. The Director of the Office of Internal Audits
4. The Secretary to the Board of Directors
5. Any member of the Company's Board of Directors

### Procedure for Complaints

Complain to any person handling complaints as follows:

1. Complain directly, verbally or in writing.
2. Contact a person handling complaints by his/her e-mail address.
3. Send a letter to a person handling complaints.
4. If the complainant chooses not to disclose his/her name, he/she must provide sufficient factual details or clear evidence to show that there are grounds to believe that a violation of laws, rules and regulations, the Company's Articles of Association, or the ethical code occurred in the business practices of SCG.

The complaint shall be deemed top secret. The complainant may complain through several channels, and does not need to disclose his/her identity. However, if he/she does disclose his/her identity, this would allow SCG to report him/her the outcome of the investigation or additional particulars concerning the matter of complaint.

### Procedure for Investigating Facts

1. The person handling complaints will be the one to investigate and collect facts, or may

- authorize a trusted person or agency to investigate the facts.
2. The person handling complaints or the one authorized by that person may ask any employee to provide information or deliver any related document for the investigation of facts.
  3. If the investigation reveals that a violation did occur, SCG will act as follows:
    - If the complaint is one in which SCG committed a breach of laws, rules and regulations, the Company's Articles of Association, or the SCG Code of Conduct, the person handling complaints or the one authorized by that person will submit the matter, opinion, and the appropriate course of action, to the person having authorities in SCG to consider courses of action. If the matter is important, such as one that affects the reputation and image or financial status of the Company, or conflicts with the Company's policies for conducting business, or involves a senior executive, it will be submitted to the Audit Committee or the Board of Directors for consideration.
    - If the complaint has a detrimental impact on any person, an appropriate and fair method of mitigating that impact will be suggested to the person so affected.

#### Protection and Defence of the Informant or Whistleblower

1. The complainant may choose not to disclose his/her identity if he/she believes that disclosure may harm him/herself, but he/she must provide sufficient factual details or clear evidence to show that there are grounds to believe that a violation of laws, rules and regulations, the Company's Articles of Association, or the SCG Code of Conduct occurred in the business practices of SCG. Nonetheless, if he/she does disclose his/her identity, this would enable the person handling the complaint to act more quickly.
2. SCG regards the information related to SCG as secret, and will disclose only so much of it as necessary to ensure the safety of and prevent harm to those who report, their sources, and other individuals involved. The persons responsible at each stage must guard the information obtained with the utmost secrecy and not reveal it to anyone. A breach would be considered a violation of discipline.
3. If the complainant believes that he / she will not be safe or incur harm, he / she may ask the Company to provide appropriate protection, or the Company may provide such protection without the complainant's request if it is believed that danger or harm is likely to occur.

4. If an employee is unfair to, mistreats, or harms other person due to that person having complained or informed about or disclose of wrongful conduct or non-compliance with laws, rules and regulations, the Company's Articles of Association, or the SCG Code of Conduct in the business practices of SCG including processing legal action, being a witness, giving testimony, or providing any co-operation to a court or governmental agency, such action is regarded as a breach of discipline that must be penalized. He/she may be penalized as the law stipulates if such action is deemed an illegal offence.
5. Those who incur harm will be compensated in a fair and appropriate manner.

### **Disclosure Policy**

SCG's information disclosure has been consistently guided by fairness, transparency, and accountability, in accordance with the principle of corporate governance. As the Board of Directors deemed it appropriate, relevant guidelines were compiled, and SCG's disclosure policy was formulated in written form for the first time on October 21, 2008 to assure its shareholders, investors, stakeholders, and the general public that SCG's disclosure of information is clear, accurate, compliant with the law, and equitable.

As there have been amendments to laws relevant to disclosure, the Board of Directors has approved the revision of SCG's disclosure policy to keep it aligned with these developments.

### **Policy**

1. SCG is committed to complying with laws relevant to disclosure in every country SCG operates or plans to conduct business.
2. SCG must disclose material non-public information accurately, completely, and with utmost caution so as not to distort its essence, in accordance with relevant laws, criteria, standards, and practices of agencies concerned. The disclosure must also be timely and fair to make certain that shareholders and investors receive sufficient information for decision making equitably and can easily access the information. To this end, the information may be disclosed through SCG's official channels or other channels defined by related agencies as deemed appropriate. Caution must be exercised with regard to the time of disclosure.

In addition, SCG must clearly define persons authorized to disclose material non-public information and their scope of authority, so that material information of the Company is disclosed through one channel to ensure consistency and prevent potential confusion. SCG employees are prohibited from disclosing material non-public information under all circumstances unless assigned by the President and CEO, Executive Vice President, or Vice Presidents, or Presidents of the Business Groups of SCG.

3. Disclosure of material public information must be clear and complete to prevent potential confusion. Furthermore, any related additional information that will be provided must be clear and consistent with the disclosed information to prevent any misunderstanding about the latter.

4. Disclosure of forward-looking information must be conducted with utmost care to prevent any misunderstanding of the essence of the information, and the conditions or assumptions that inform the prediction must be set forth clearly. The source and accuracy of the information must be verified before it can be used in analyses and forecasts.
5. Non-material information must be disclosed on the basis of truthfulness and without an intent to mislead others with regard to facts about financial statements, operating results, and security prices. In addition, it must not be disclosed in such a manner that leads others to conceive that security prices are increasing or decreasing.
6. Disclosure of material information or other related information requires utmost caution. SCG must not disclose such information before the date of disclosure to the Stock Exchange of Thailand and the general public.
7. SCG must put in place information disclosure systems to ensure transparency, clarity, accuracy, timeliness, and sufficiency of information for investment-related decisions.
8. To ensure compliance with this policy, SCG Code of Ethics, SCG Code of Conduct, and the Company's antitrust guidelines shall also be applied.
9. Non-compliance with this policy is considered a violation of SCG Code of Conduct.

#### **Investor Relations Code of Conduct**

The Siam Cement Public Company Limited 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 and form a basis on which added value can be created and the Company can inspire confidence in its shareholders, investors, the general public, and every stakeholder.

The Investor Relations Code of Conduct comprises four main principles as follows:

1. Disclosing information material to investment decisions accurately sufficiently and timely
2. Handling and protecting inside information
3. Disclosing information fairly and equitably
4. Performing duties with integrity

#### **1. Disclosing information material to investment decisions accurately, sufficiently and timely**

- 1.1 Disclose information material to investment decisions accurately, sufficiently, and in a timely fashion in accordance with the rules and regulations of the authorities concerned such as the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
- 1.2 Exercise their discretion and caution in disclosing information and refuse to divulge trade secrets or information that may compromise the Company's competitiveness.

- 1.3 Disclose information in a regular and clear manner and exercise caution to prevent misunderstanding or misinterpretation. In addition, they must provide both positive and negative facts, ensure sufficient details for a clear understanding, and recognize that a disclosure of complete information will enable information receivers to better approximate and predict the Company's current and future performance.
- 1.4 Clarify facts to the general public in a timely manner in accordance with the rules and regulations of the SET and relevant authorities upon the surfacing of rumors, news leaks, inaccurate understanding among stakeholders, or any information about the company that may significantly influence investment decisions or the price or value of the Company's securities.
- 1.5 Do not disclose inaccurate information or information that is conjectural or predictive in nature, either verbally or in written forms, prior to public disclosure with the intention to manipulate the purchasing of the Company's shares.
- 1.6 Do not provide negative or slanderous information about the Company's competitors or stakeholders.
- 1.7 Establish information dissemination channels or sources to ensure equitable disclosure of information.

## **2. Handling and protecting inside information**

- 2.1 Do not use inside information which is material and not yet to be publicly disclosed for IROs' own interest or the interest of others and must not disclose such information until it has been publicly disclosed in accordance with relevant rules and regulations.
- 2.2 Comply with laws, rules, regulations, and the Company's policies related to handling of inside information. Material information that may affect performance should be disclosed through channels provided by the SET before it is relayed to any specific investor group.
- 2.3 Adopt a "Quiet Period" of at least two weeks prior to the disclosure of the Company's financial statements, during which IROs will not host a meeting or provide analysts and investors with information or answer questions related to the Company's short-term performance.

## **3. Disclosing information fairly and equitably**

- 3.1 Host activities for different stakeholder groups as deemed appropriate to offer opportunity to each group for equal and fair access to information and ensure that no group is placed in a disadvantageous position or has their investment opportunities compromised.
- 3.2 Provide channel with equal opportunity for all stakeholders to contact and make enquiries and must not extend special privileges to any particular group of stakeholders.
- 3.3 Disclose promptly the information presented in exclusive meetings such as roadshow and

analyst presentations on the Company's websites and channels provided by the SET after such meetings so that it becomes publicly available.

3.4 Treat each stakeholder group as the following guidelines:

(1) Investors

- Treat all investors, retail or institutional, equally.
- Provide opportunity to retail investors for the same level of access to data as analysts and institutional investors.
- Do not discriminate in accepting one-on-one meetings with institutional investors or investor groups.

(2) Analysts

- Offer analysts from every securities company equal opportunities to attend analyst meetings arranged by the Company.
- Do not give any gift or reward to analysts with the intention to influence them to write analysis for the Company or write reports on the Company solely in a positive light.
- Respect the report and opinion of analysts. Should such a report of opinion includes or provides inaccurate information, IROs may offer clarifications.

(3) Media

- Give opportunity to the media for equal access to accurate, clear, and pertinent information.
- Do not disclose information that is about to be publicly disclosed in the media to any specific media outlet in advance.
- Do not give any gift or reward to analysts with the intention to influence them to write groundless news or articles for the Company.

(4) Regulators

- Cooperate in providing vital and appropriate information when requested by regulators.
- Do not give any gift or reward to regulators with the expectation of special treatment in return.

(5) Internal parties

- Host activities occasionally so that the executives of the Company can meet different stakeholder groups as deemed appropriate.
- Report to the Board of Directors and the executives all useful information that helps add value to the Company such as results of investor relations activities, opinions of analysts and investors, and capital market sentiment.
- Communicate the Company's Investor Relations Code of Conduct to employees

with responsibilities relating to investor relations so as to establish a uniform practice consistent with that of IROs.

(6) Other stakeholders

- Disclose information to other stakeholders accurately, sufficiently, timely, and equitably. Should a disclosure be necessitated for certain business operations, utmost caution must be exercised to safeguard confidentiality.

**4. Performing duties with integrity**

- 4.1 Do not receive gifts or reward that may be construed as personal incentives or gain.
- 4.2 Avoid actions that constitute conflicts of interest with the Company such as the use of the Company's assets or information for personal gain.
- 4.3 Do not exploit their relationship or information obtained as IROs to seek personal gain.
- 4.4 Comply with SCG policies and Code of Conduct and report to supervisors should noncompliance of the Investor Relations Code of Conduct arise.

**Human Right Policy**

SCG aims to conduct business with ethics holding on to responsibility to society and all groups of stakeholders based on Good Corporate Governance principle and SCG Code of Conduct. For human rights protection, SCG has strictly complied with laws and international standards especially giving support to and complying with Universal Declaration of Human Rights: UDHR, United Nations Global Compact: UNGC, United Nations Guiding Principles on Business and Human Rights: UNGP and the International Labor Organization Declaration on Fundamental Principles and Rights at Work: ILO.

To ensure that SCG's business is free from human rights violation, the Board of Directors of The Siam Cement Public Company Limited considers, therefore, it is appropriate to define the Human Rights Policy and Guidelines to prevent violation of human rights in every activity of SCG's business (direct activity) including business partner in business value chain and joint venture.

Scope of Application

This Human Rights Policy is applicable to all activities of SCG (employees, direct business activities, products and services) where SCG has management control such as own operations, companies 100% owned by SCG, subsidiaries and joint ventures.

SCG expects business partners, such as associate companies or other investments where SCG does not have overall control, as well as contractors, suppliers and others to uphold and comply with this Policy.

Definition Terms in the Human Rights Policy

"Human Rights" are rights inherent to all human beings, regardless of physical or mental status, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, tradition or any other status as stipulated by laws of each country and treaty each country has

commitment to. Human rights include the rights to life and liberty, freedom from slavery and torture, freedom of expression and gathering, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.

“SCG” means the Siam Cement Public Company Limited and subsidiaries of the Siam Cement Public Company Limited based on consolidated financial statements.

#### Human Rights Policy

The Board of Directors, executives, management and employees at all level shall be aware of importance of, respect human rights of every aspect of everyone including social and community, laws of each country and treaty each country is committed to and:

- treat everyone following human rights principle on equal basis without discrimination,
- avoid any act considered violation of human rights,
- support human rights protection,
- support communication, dissemination, education, creation of understanding, defining direction, monitor and provide any support to any stakeholders or business partner in the business value chain including supplier, contractor and those in the joint venture to join the business with ethics respecting human rights and treating everyone based on the human rights principle in this policy.

#### Guidelines

1. Everyone shall pay respect to human rights and treat each other with respect and honor on equality basis without considering differences in physical or mental status, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, tradition or any other status.
2. Care must be taken when performing duty to prevent any risks in human rights violation in business. Everyone shall monitor and provide any support to protect human rights.
3. Everyone shall support actions to protect human rights.
4. Everyone shall support communication, dissemination, education, creation of understanding, defining direction, and provide any support to any stakeholders or business partner in the business value chain including supplier, contractor and those in the joint venture to join the business with ethics respecting human rights and treating everyone based on the human rights principle in this policy.
5. Everyone shall monitor and provide any support to protect human rights. They shall monitor human rights respect, not ignore or pay attention when finding any action matching human rights violation relating to SCG. Report must be made to supervisor or people of responsibility on this issue. Such person shall give cooperation to any inquiry or investigation of truth. In case of any doubt or question, such person shall consult his supervisor or people of responsibility via the assigned channels.

6. SCG shall fairly treat and protect any whistleblower who reports a violation of the human rights of an individual related to SCG by implementing whistleblower protection measures to protect all whistleblowers and informants involved as stipulated in SCG Whistleblower Protection Policy.
7. SCG shall continuously develop and conduct a Due Diligence Process to identify human rights risks and impacts and potentially affected stakeholders, plan for corrective and preventive actions on addressing, preventing, and managing human rights violations, and to track and monitor the situation. Also, appropriate mitigation plan shall be set for human rights violation case.
8. SCG shall track and monitor the performance on human rights management following tracking and monitoring processes, including a provision of support and cooperation in the remediation of negative human rights impacts the company has caused or contributed to.
9. SCG is determined to create and maintain corporate culture aiming to respect human rights according to this Human Rights Policy.
10. Any person who violates the human rights which is also acting against SCG Code of Conduct shall be considered disciplinary penalty as defined by SCG and may be subject to legal punishment if the act is against the law.

## SCG Privacy Policy

SCG respects the privacy of customers, shareholders, SCG's employees, and persons relevant to SCG. To ensure that the rights of said persons shall be protected under the Personal Data Protection Act (PDPA), the Board of Directors of The Siam Cement Public Company Limited has thus resolved to issue the SCG Privacy Policy so that SCG can have clear and proper guidelines, mechanisms, governance measures, and management for personal data.

### 1. Scope of Application

This Privacy Policy is applied to SCG, SCG 's employees, and any person relating to personal data processing as instructed by or on behalf of SCG.

### 2. Definitions

2.1 Processing means any operation performed on personal data such as collecting, recording, organizing, structuring, storing, editing, retrieving, disclosing, forwarding, disseminating, transferring, combining, erasing, and destroying.

2.2 Personal Data means information that relates to an individual and thus makes it possible to identify the individual, either directly or indirectly, such as name, surname, e-mail, phone number, IP Address, image, nationality, religion, political opinions, Genetic data, and Biometric data.

2.3 Data Subject means any natural person who can be directly or indirectly identified by personal data.

- 2.4 Data Controller means a natural person or a juristic person that is authorized to make decisions concerning personal data processing.
- 2.5 Data Processor means a natural person or a juristic person which carries out operations concerning personal data processing as instructed by or on behalf of the Data Controller.
- 2.6 SCG means The Siam Cement Public Company Limited and its subsidiaries according to the consolidated financial statements of The Siam Cement Public Company Limited.

### 3. Privacy Policy: Personal Data Protection Governance

- 3.1 SCG shall issue the structure of personal data governance so as to define proper methods and measures, in compliance with laws, as follows:
  - (1) Setting up Organizational Structure and clearly defining roles, missions and responsibilities of relevant departments and persons, so as to establish governance mechanisms, control, responsibility, operation, implementation, and monitoring of personal data protection measures in compliance with laws and SCG Privacy Policy;
  - (2) Appointing SCG Data Protection Officer (SCG DPO) with roles and duties as specified in SCG Privacy Policy.
- 3.2 SCG shall issue policies, standards, guidelines, procedures, and other documents relating to personal data protection in alignment with the law and SCG Privacy Policy.
- 3.3 SCG shall issue Policy Management Process to oversee that SCG Privacy Policy is being constantly adhered to.
- 3.4 SCG shall regularly carry out training for SCG's employees so that the employees will recognize the importance of the Privacy Policy, and to ensure that all of SCG's relevant employees are well-trained, understand personal data protection, and adhere to SCG Privacy Policy.

### 4. Privacy Policy: Personal Data Processing

- 4.1 SCG, as a data controller and data processor, shall conduct personal data processing in a fair and transparent manner in compliance with laws while taking into account the accuracy of such personal data. The determination of scopes and objectives of personal data processing as well as the period of time personal data shall be stored, shall be carry out as necessary under lawful objectives and SCG's business practices. In addition, SCG Packaging shall sufficiently maintain confidentiality, integrity, and security of personal data.
- 4.2 SCG shall issue a process and oversee to manage personal data at every step to comply with laws and SCG Privacy Policy.
- 4.3 SCG shall issue and retain Records of Processing (RoP) for recording transaction and any activity relating to personal data processing in compliance with laws. In addition, Records of Processing shall be revised should there be any change of transactions or relevant activities.

- 4.4 SCG shall issue clear process to ensure that notice of objectives, and accumulation and details of personal data processing (Privacy Notices), as well as seeking consent from the data subjects are in compliance with laws. Governance measures for and validation of the said issues shall also be implemented.
- 4.5 SCG shall establish mechanisms for personal data validation and personal data correction.
- 4.6 In the case where SCG send, transfer, or allow any other person to use personal data, SCG Packaging shall have an agreement with data receivers or users to define rights and duties in compliance with laws and SCG Privacy Policy.
- 4.7 In the case SCG send or transfer personal data abroad, SCG shall proceed in accordance with laws.
- 4.8 SCG shall destroy personal data when it is due in compliance with laws and SCG's business practices.
- 4.9 SCG shall assess risks and set measures to prevent risks and reduce effects which may occur with personal data processing.

## **5. Privacy Policy: Data Subject Rights**

SCG shall provide measures, channels, and means so that the data subject are able to exercise their rights as stipulated by laws, and shall record and assess the response to data subjects' rights of access.

## **6. Privacy Policy: Personal Data Security**

- 6.1 SCG shall sufficiently set forth personal data security measures, and prevent the personal data leaks and the use of personal data without permission.
- 6.2 SCG shall issue the Privacy Incident Management Policy and Incident Response Program so as to promptly identify and handle privacy incidents.
- 6.3 SCG shall provide notification process for data subjects, government officers, data controllers (in case SCG is the data processor or joint data controller), and other persons in compliance with laws.

## **7. Privacy Policy: Personal Data Protection Compliance**

- 7.1 SCG shall provide monitoring process in case there is any amendment of laws, and regularly keep personal data protection compliance up-to-date and compliant with laws
- 7.2 SCG shall regularly review and revise the policy, standards, guidelines, procedures, and other documents relevant to personal data protection in order to keep them up-to-date, and compliant to the law and situation in each period.

## **8. Roles, Duties and Responsibilities**

- 8.1 Board of Directors have roles duties, and responsibilities as follows:

- (1) Oversee that the structure for personal data governance and internal control concerning

SCG are set forth to ensure compliance with laws and SCG Privacy Policy.

- (2) Oversee and support SCG Packaging to carry out personal data protection with efficiency and compliance to laws.

## 8.2 Privacy Committee

Risk Management Committee shall be appointed to act as the Privacy Committee, which have roles, duties, and responsibilities as follows:

- (1) Set up the structure for personal data governance, relevant internal control, Privacy Incident Management Policy, and Incident Response Program so as to promptly identify and handle privacy incidents.
- (2) Assess the efficiency of compliance with SCG Privacy Policy and report the assessment results to the Board of Directors on a regular basis at least once a year, as well as supervise to ensure that any risk relating to personal data is properly handled and that proper risk management practices are implemented.
- (3) Define and review the standards and guidelines so that SCG's operation complies with laws and SCG Privacy Policy.
- (4) Appoint SCG Data Protection Office (SCG DPO)

8.3 The executives have roles, duties, and responsibilities to supervise departments in charge of overseeing compliance with SCG Privacy Policy and promoting awareness among SCG's employees.

8.4 SCG's DPO has roles, duties, and responsibilities as stipulated by laws, include:

- (1) Regularly report data protection status to the Privacy Committee and provide feedbacks so as to keep SCG's personal data protection up-to-date and compliant with the law
- (2) Giving advice to SCG's employees regarding compliance with laws and SCG Privacy Policy.
- (3) Supervise the operations of divisions in SCG to comply with laws and SCG Privacy Policy.

8.5 SCG employees have roles, duties, and responsibilities as follows:

- (1) Comply with SCG Privacy Policy, standards, guidelines, procedures, and other documents relevant to personal data protection.
- (2) privacy incidents, and non-compliance with laws and SCGP Privacy Policy to superior.

## 9. Punishment for Non-Compliance with SCG Privacy Policy

Non-compliance with SCGP Privacy Policy might be guilty of misconduct and lead to disciplinary actions, including punishments as specified by laws.

## Intellectual Property Policy

### Definitions

- Intellectual property refers to patents, petty patents, copyrights, trademarks, trade secrets, knowledge, circuit diagrams, geographical indications, or any rights in connection with the aforementioned items.
- SCG refers to
  1. The Siam Cement Public Company Limited
  2. Subsidiaries of the Siam Cement Public Company Limited, which includes Subsidiaries defined pursuant to consolidated financial statements of The Siam Cement Public Company Limited.
- Company refers to any company within SCG.
- Employee refers to any Permanent employees under the employment agreement, probationary employees, and employees under special employment agreements and companies in SCG in every country where SCG operates.
- Business Associate refers to any person or group or legal entity with whom SCG has to deal in the normal course of business, including the government, state agencies, state enterprises, private-sector organizations, etc.

### Objectives

1. To inform SCG employees and organizational units of the practice guideline concerning the intellectual property for further implementation.
2. To inform business associates of the practice guidelines concerning intellectual property and SCG expects business associates to implement the said guideline in their business practices.

### Scope

This policy applies to all employees and all organizational units within SCG.

### Principles

SCG Intellectual Property Policy is based on the following guiding principles:

1. SCG respects the law and adheres to the principles of good governance in the management of the intellectual property
2. SCG fosters innovation and technology development for continuous and sustainable utilization.
3. SCG employs a system of rewards, appreciation, and encouragement to boost employees' engagement with processes for the creation of intellectual property.

#### 1. Organization Structure

SCG establishes a department dedicated to overseeing the management of the intellectual property and related laws to promote the intellectual property management

#### 2. Awareness Promotion of Intellectual Property

- 2.1 SCG promotes and supports the education of intellectual property among employees.
- 2.2 Employees must obtain education of intellectual property to gain knowledge, understanding for effective implementation.

### **3. Intellectual Property and Innovation**

- 3.1 Employees must respect the ownership rights of other creators
- 3.2 SCG attaches great importance to the use of the intellectual property as key tool for innovation creation
- 3.3 SCG owns intellectual property rights regardless of whether or not it seeks the legal protection for the creation which employees have invented as follows:
  - (1) The creation developed under the employment contract or an employment contract with the purpose of facilitating the creation unless the employment contract is specified otherwise.
  - (2) Creation using methods, statistics, or reports employees can use or access as an employee under the employment contract, even if the employment contract is not related to the creation.
- 3.4 SCG rewards employees to promote innovation creation and establish fairness in line with applicable laws or regulations.

### **4. Protection of Intellectual Property**

- 4.1 SCG provides appropriate protection of intellectual property.  
Employees are responsible for providing cooperation and assistance in preserving the rights and obtaining the protection of the rights of the Company.
- 4.2 Employees understand the protection of trade secrets and adhere to the said policy.
- 4.3 Employees with relevant duties must perform a legal demonstration of rights and protections in accordance with appropriate intellectual property provisions on their work, products, services, logos, or advertisements.

### **5. Use of Intellectual Property**

- 5.1 SCG promotes the proper use of intellectual property, which is in line with the business situation.
- 5.2 SCG determines the valuation of intellectual property for the benefit of licensing or assigning rights to individuals or entities, both internal and external.
- 5.3 SCG establishes relevant guidelines and procedures for the licensing, transfer, purchase, or sale of intellectual property rights, including any other commercial uses for the benefit of intellectual property management in accordance with business strategy, research, and business planning.

### **6. Intellectual Property Monitoring and Auditing and Law Enforcement**

- 6.1 SCG has organized a monitoring and auditing process of intellectual property, products, and services to ensure appropriate action for preventing damage to the business and the Company's reputation, and others.
- 6.2 SCG will take appropriate legal action if any violation or activity is found, which may lead to an infringement of intellectual property rights.
- 6.3 Employees are responsible for cooperating and supporting the monitoring and auditing process of intellectual property, products and services according to Clause 6.1.

### **7. Partnership Between SCG and Business Associate**

Employees involved in the matters shall administer intellectual property in relation to each type of contract or agreement in an appropriate manner. Examples of an intellectual property contract or agreement that may be specified in the contract or agreement are confidentiality, proper information disclosure, intellectual property ownership, the exercise of intellectual property rights, and benefit-sharing.

### 3.3 Policies and Guidelines toward Stakeholders

#### **Stakeholder Engagement Policy**

SCG has always paid close attention to the engagement of stakeholders. This is evident from the corporate philosophy of engaging in business based on morality and responsibility to society as well as being a good citizen, implementing the code of conduct as a basis of work of all employees, employing the good corporate governance as a principle of management and exercising the sustainable development of SCG.

Along with the changing of the society, environment, and business conditions, groups of stakeholders are more complicated and carry higher expectations of fair treatment and demand participation in the expression of opinions, process of decision-making, and governance of affected issues. The engagement of stakeholders is thus more important than ever. SCG, therefore, provides “SCG Stakeholder Engagement Policy” in writing as a clear guideline for SCG employees in conducting business so as to offer shareholders long-term value added and more concerns to the impact over SCG stakeholders.

#### Definition of Stakeholders

Stakeholders are persons or groups of persons who are directly or indirectly affected by a business operation of SCG, as well as those who may have interests in a business operation of SCG, or abilities to influence over the outcomes of a business operation of SCG such as customers, employees, communities, shareholders, business partners, government agencies, intellectual leaders, etc.

#### Stakeholder Engagement Policy

SCG is committed to acting as a good citizen of society, especially in every community where SCG has business operations. It honours the rights of stakeholders and treats them fairly, listens to their opinions and concerns, builds understanding with stakeholders, encourages co-operation constructively in matters that interest stakeholders, and takes part in developing society and environment so that SCG continues developing its business sustainably.

## Guidelines for the Engagement of Stakeholders

### 1. Determining, Identifying, and Analyzing Stakeholders

Clearly determine, identify and categorize stakeholders taking into consideration the connection with each business unit in order to be able to analyze the risks and impacts, direct or indirect, incurred to each group of stakeholders comprehensively and clearly by bearing in mind that each group of stakeholders has its own set of perspectives and expectations. Different strategies and priorities of implementation thus need to be formulated for each respective group. Determine material sustainable development issues that affect decision making, operations, and operational effectiveness of SCG or stakeholders. In the formulation of business strategy formulation, identify the relationships and materiality of issues to SCG and stakeholders.

Develop stakeholder maps to identify stakeholders and relevant parties in SCG and to understand the perspective of stakeholders, potential impacts, and expectations of each stakeholder group. These stakeholder maps will be used in designing means of responding to the needs of stakeholders as well as appropriate strategies and communication methods that will sustainably influence the operation of SCG.

Good relations with stakeholders should be initiated from the very beginning, that is, from the planning stage, so that plans can be adjusted or work procedures can be revised on time.

### 2. Adopting Communication Strategies

Closely communicate and persistently build understanding with stakeholders in order to gain correct perception and lead to good relationship with and trust from stakeholders by adopting particular communication strategies, methods, formats, and procedures suitable to each group of stakeholders, situation, duration, and local culture. This may be determined by the degree of damage or the possible impact incurred from negligence or inaction.

### 3. Disclosing Information

Disclose information accurately, explicitly, transparently, and comprehensively in order to assure that the stakeholders received sufficient, consistent, and timely information. For example, the disclosure of useful information should be done at the appropriate time, stated the real purpose of information and assured that there is a transparent process of reporting information to stakeholders.

However, in disclosing information, one should consider a factor of appropriateness and follow SCG Disclosure Policy.

4. Encouraging Participation

Encourage stakeholders to participate in matters that affect them; provide channels for receiving suggestions, problems, and complaints from stakeholders; give priority; welcome opinion and exchange views (Stakeholder Dialogue) constructively in order to perceive ideas, expectations, and needs of stakeholders. In doing the Stakeholder Dialogue, one must recognize that differences of stakeholders may affect the opinions, e.g. age, gender, education, experience, attitudes, etc. Moreover, one should provide preliminary information prior to discussion, report outcomes of the discussion, disseminate reports to participants, and collect information systematically. SCG should also consider participating in giving opinions and identifying problems or obstacles to those having roles in regulating rules and orders which could have a widespread economic, social, and environmental impact.

5. Managing risks related to stakeholder engagement

Anticipate, identify, and prioritize risks related to stakeholder engagement in order to prepare plans to ensure a creative exchange of opinion with stakeholders. Risks that should be considered include reluctance to participate, fatigue, dissatisfaction with SCG's responses, presence of reserved stakeholders among those who prefer to share their opinion, presence of stakeholders who intentionally obstruct an exchange of opinion, presence of stakeholders who have not received information, presence of stakeholders who do not have leverage, technical problems, and conflict among stakeholder groups.

6. Reviewing and reporting

Inspect and assess stakeholder engagement systematically to continuously enhance stakeholder engagement; develop action plans; foster cooperation between stakeholders and related parties in SCG, track the cooperation development process, and report to stakeholders. In addition, SCG must also disclose the overall results of its stakeholder engagement to the public, including obtained results, impact, and operation scopes, as well as demonstrate the relations between benefits from stakeholder engagement and SCG's operations.

## The Duty of the Management

The duty of the management is to ensure efficient and effective stakeholder engagement operations in accordance with the policy by providing suitable resources, such as budgets and sufficient knowledgeable and skilled responsible individuals, and by putting in place systems of taking suggestions from stakeholders, compiling information, monitor progress, and conducting assessment. Information on stakeholder engagement will be integrated into the Company's corporate governance, strategies, and management at every level to create acceptance and develop sustainable business practices across the organization.

## **Policies and Practices Toward Stakeholders**

SCG has established policies and practices for 12 groups of stakeholders as guidelines for its business operations, added value creation, and sustainable development, as detailed below.

### Policies and Practices Toward Stakeholders

SCG places great importance on its shareholders, who are owners of the business. Accordingly, the executives and employees as well as the Board of Directors, which itself represents shareholders, are committed to carrying out business in line with the principles of good corporate governance and SCG's own business philosophy to ensure maximum benefits and long-term economic value for shareholders. To ensure proper treatment of shareholders, the company has set forth the following guidelines, pledging:

1. To operate in accordance with SCG's corporate vision and corporate governance principles with honesty and prudence, and without conflict of interest, while creating good returns for every shareholder in a sustainable manner.
2. To respect the rights of shareholders and provide equitable and fair treatment to every one of them. Accordingly, to not perform any act that might violate or restrict the rights of shareholders.
3. To provide shareholders the right to propose the agenda of the Annual General Meeting of Shareholders and to nominate any qualified person to be a director with sufficient time in advance.
4. To provide shareholders with all significant details concerning the Shareholders' Meeting and the Meeting agenda items to be considered by the shareholders with sufficient time in advance.
5. To prevent the directors, executives, and employees in the involved departments as well as their spouses and children from making use of inside information for their own benefit or that of others before disclosure to the public.
6. To assign independent directors to take care of minor shareholders and to receive

complaints or suggestions from shareholders through easily accessible channels established by the Company.

7. To establish efficient measures for internal control, internal audit, and risk management.
8. To disclose the Company's significant information, financial reports, and operating results on an accurate, complete, timely, transparent, and reliable basis through easily accessible channels to consistently keep shareholders abreast of the Company's operating performance.

#### Policies and Practices Toward Employees

SCG firmly believes that employees are its most valuable assets and a vital contributing factor to the Company's success. As a consequence, the Company treats employees fairly with respect to human rights in accordance with SCG's human rights policy and with concern for their needs. The goals are to foster a good relationship between the Company and employees, to promote ongoing development of employees' skills and potential, and to provide job security and career advancement. The guidelines for practice toward employees are as follows:

1. To recruit employees through a fair and efficient selection system and employment conditions to find "smart and ethical" employees having strong qualifications and integrity to join the Company.
2. To treat employees with sensitivity and fairness while paying due respect to their personal rights, protecting these rights from being violated. Likewise, to support and respect the right of employees to express their opinions independently.
3. To provide channels for employees to file grievances and report any act of impropriety in violation of the SCG Code of Conduct as well as to protect the complainant from retribution or penalty related to filing a complaint (Whistleblowing Policy).
4. To provide employees in every field of work and at all levels sufficient and continuous professional development appropriate for their duties and responsibilities and to instill ethical awareness into every employee.
5. To promote and encourage working as a team to create unity and to raise employees' awareness about work discipline.
6. To evaluate employees' performance and provide fair remuneration on the basis of the suitability, capability, and competence of each individual. The Company is also committed to providing fair and appropriate benefits to employees. The benefits will be constantly improved to keep them on a par with those of leading companies in the same industry.
7. To raise awareness and promote employees' occupational health and safety while maintaining a congenial work environment that enables employees to feel like being part of a family.
8. To operate in compliance with internationally accepted occupational health and safety standards as well as environmental management standards.
9. To encourage employees to find a balance between family life and work.

10. To provide channels where important information can be disclosed to employees to keep them informed of the operations and operating results of all SCG business units.

#### Policies and Practices Toward Customers

SCG pledges to ensure that customers for SCG products and services receive maximum benefits and complete satisfaction in terms of quality and fair price. Likewise the company pledges to develop and maintain a sustainable relationship with customers. The practice guidelines are as follows:

1. To deliver products and services that address the needs of consumers and the general public and to play a part in contributing to better quality of life and the sustainable development of society.
2. To constantly drive innovation and research & development to generate high quality, high value-added products and services that meet the needs of customers in multiple ways.
3. To develop environmentally-friendly products and services with a focus on resource-efficiency, energy-efficiency, recyclability, and long life of service.
4. To produce safe, reliable products and services as well as to give accurate and adequate information about them to customers.
5. To store customers' information safely and systematically and refrain from abusing the information.
6. To set the prices of products and services at reasonable rates.
7. To implement a quality management system that matches international standards.
8. To set up a customer support office to provide product information, advice, and solutions to problems, while also handling complaints, to ensure customers' highest satisfaction.

#### Policies and Practices Toward Suppliers

SCG always obeys fair competition standards and strictly complies with all contractual obligations, the SCG Code of Conduct, and all promises to suppliers. The guidelines are as follows:

1. To determine and establish fair and reasonable prices by taking into account the reasonableness of the offered prices, quality, and service levels and to be able to provide appropriate reasons during any audit.
2. To pay suppliers accurately and on time.
3. To establish clear procurement regulations.
4. To operate business sustainably and transparently by complying with all the terms and conditions agreed upon in a transaction and treating all involved parties equitably and fairly.
5. To refrain from demanding or accepting any improper benefits from its suppliers.
6. To pay regular visits to suppliers to exchange ideas and listen to their suggestions or

advice on improvement.

7. To support procurement of eco-friendly and community products.
8. To refrain from purchasing products from suppliers that violate human rights or intellectual property law.
9. To refrain from disclosing information of suppliers to others without their prior consent.
10. To refrain from dealing in any business with any supplier that carries out illegal acts or acts against public order and good morals.
11. To provide support and encourage suppliers to adopt the principle of sustainable development through social and environmental responsibility in their business operations, in accordance with SCG Supplier Code of Conduct.

#### Policies and Practices Toward Business Contractors

SCG assists its contractors with respect to human right standards, environment, work safety, and remuneration. Furthermore, the Company is resolved to develop the capabilities and knowledge of contractors both related to work and beyond to enable them to work more efficiently. The guidelines are as follows:

1. To determine appropriate and fair remuneration and ensure that the amount of remuneration paid by the contractors to their workers shall not be less than the wage rate stipulated by law.
2. To promote safety awareness among contractors and oversee a safe work environment in their operations.
3. To open up opportunities for contractors to meet with SCG executives to listen to their opinions and concerns so they can work more efficiently to achieve goals.
4. To encourage contractors to develop their knowledge to ensure maximum work efficiency.
5. To provide support and encourage contractors to adopt the principle of sustainable development through social and environmental responsibility in their business operations, in accordance with SCG Supplier Code of Conduct.

#### Policies and Practices Toward Joint Venture Partners

SCG respects the rights of joint venture partners and treats every partner equitably and fairly. It also promotes fair treatment of relevant parties in accordance with the Company human rights policy. In addition, the Company works collaboratively with joint venture partners to ensure that the joint ventures achieve the shared goals. The relevant guidelines are as follows:

1. To collaborate with joint venture partners in supporting and strengthening the joint venture operations.
2. To encourage the exchange of ideas and suggestions with the joint venture partners and to jointly define the business plans to ensure the sustainable growth and development of the joint ventures.
3. To monitor the operations of the joint ventures in order to ascertain that they comply with the law and the sustainable development approach.
4. To work with the joint venture partners in allocating profits from the joint ventures in a fair and transparent manner.

5. To refrain from taking advantage of the joint venture partners in any way.

#### Policies and Practices Toward Creditors

SCG has a policy to treat its creditors equitably, fairly, and transparently with commitment to strictly comply with all terms and conditions agreed upon. The guidelines are as follows:

1. To enter into contract with all types of creditors legally, equitably, fairly, and transparently without taking advantage of the contract party.
2. To refrain from resorting to dishonest means or concealment of any information that might harm the Company's creditors.
3. To strictly abide by any term or condition stated in any contract entered into with all types of creditors accurately and straightforwardly.
4. To repay loans and interest in full to all types of creditors on time as agreed upon.

#### Policies and Practices Toward the Community

SCG conducts business with respect to human rights, commitment to fairness to all stakeholders, and concern for social responsibility. The Company provides constant support to activities that contribute to improving the quality of life and development of the communities and societies in which SCG operates both in Thailand and the ASEAN countries. The Company encourages its employees and other concerned parties to be good citizens contributing to communities and society. The guidelines are as follows:

1. To support and provide needed assistance to society and communities, especially the communities surrounding SCG's plants.
2. To preserve the environment nearby the communities and to control and manage waste from the production process and general consumption as well as contamination released into the atmosphere through the use of efficient technology and close monitoring.
3. To promote and support the carrying out of activities/projects designed to develop the potential and capabilities of youths in the areas of education, science, technology, sports, and art as well as instilling ethics and morals into young people so they are both smart and ethical individuals.
4. To support activities/projects dedicated to providing immediate assistance to those affected by disasters and to improve the potential and quality of life of people in society through various efforts such as career development, and building strong communities to enable people to become self-reliant sustainably.
5. To support medical and public welfare activities/projects to enable people in local communities and society at large to have better health and better quality of life.
6. To promote and support activities in the areas of art, cultural heritage preservation, and sustaining religion as appropriate.
7. To provide support to foundations and charitable organizations to help and provide opportunities to the disenfranchised in society, empowering them to lead better lives. This support also extends to organizations carrying out activities beneficial to human resources development.
8. To open up opportunities for communities and other stakeholders to take part in the

activities/projects, to voice their opinions and suggestions, or to file complaints as a result of SCG's operations, with the goal of allowing industry and the community to coexist sustainably.

#### Policies and Practices Toward Government Agencies

SCG places great importance on government agencies as stakeholders of the Company. Guidelines for engaging in transactions with government agencies are defined in SCG Code of Conduct to allow employees to proceed appropriately and in compliance. The Company also cooperates with government agencies, providing technical assistance and support for various activities. The guidelines are as follows:

1. To strictly abide by applicable laws and regulations and keep in mind that laws, regulations, cultures, and traditions in each locale may have different conditions, procedures, or practices.
2. To refrain from influencing government officers to abet and collude in improper acts.
3. To build a body of knowledge in community development for government agencies such as local administration organizations.
4. To provide support to activities undertaken by government agencies.
5. To participate in meetings to share ideas, and to provide technical assistance on a continuous basis.
6. To receive visits from government agencies.
7. To receive comments, suggestions, or complaints from government agencies.

#### Policies and Practices Toward the Media

SCG stresses the importance of disclosing information to the media so they can communicate the information to the public accurately and rapidly. The guidelines are as follows:

1. To disclose information to the media equitably. The information must be accurate, clear, and right to the point.
2. To communicate information on a quick and timely basis.
3. To provide opportunities for the media to meet and talk with high-ranking executives.
4. To facilitate the media to get in contact with the Company.
5. To establish good relationships with the media through various activities such as plant visits to allow the media to observe the production process and plant management as well as obtain accurate first-hand information.

#### Policies and Practices Toward the Civil Society Sector, Academia, and Opinion Leaders

SCG conducts business with concern for social responsibility and all stakeholders. In addition to full and accurate disclosure of information, the Company is open to comments and suggestions from every part of the civil society sector to ensure a shared approach to operating business sustainably alongside social and community development. The guidelines are as follows:

1. To disclose information regarding business operations transparently and verifiably.
2. To disclose information in the annual report, sustainability report, articles and news releases, as well as in the form of electronic documents and information.
3. To carry out business with concern for impact on the environment and the community and

to encourage involved persons to take part in protecting the environment.

4. To collaborate with the agencies concerned to foster a relationship with the community and promote community involvement.
5. To receive comments, suggestions, or complaints from the concerned parties to find means for collaboration and to meet the needs of all stakeholders.

#### Policies and Practices toward Competitors

SCG has a policy to treat competitors fairly within the framework of honest competition. The Company is committed to carrying out business fairly in compliance with the law and SCG Code of Conduct and with concern for trade ethics and antitrust laws. The guidelines are as follows:

1. To operate under a fair competition framework and applicable laws ethically and transparently and to refrain from taking advantage of competitors unlawfully.
2. To refrain from obtaining confidential information through fraudulent or improper means.
3. To refrain from violating the intellectual property rights of competitors.
4. To refrain from attacking and destroying competitors' reputations by defaming them with any false statement.
5. To promote and support free trade and avoid entering into any agreement with competitors that may reduce or restrict competition.

#### **Diversity and Inclusion Policy**

SCG recognizes the significance of respecting human rights of every individual, ensuring equitable treatment to all without discrimination, and adhering to ethical business conduct as stipulated in SCG's Human Rights Policy, which includes respect for diversity and inclusion.

To ensure a diversity and inclusion practice that respects human rights, the Board of Directors of The Siam Cement Public Company Limited has deemed it appropriate to develop the Diversity and Inclusion Policy and Guidelines, applicable to all operations involved in SCG's products and services as well as all business activities of SCG (direct activity), including those of its business partner in the business value chain and joint ventures.

#### Definition Terms in the Diversity and Inclusion Policy

Diversity refers to individual differences in physical attribute, mental ability, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, tradition or any other aspects as stipulated by laws of each country and treaty each country has commitment to.

Inclusion refers to the appreciation and acceptance of individual differences.

SCG refers to the Siam Cement Group Public Company Limited and subsidiaries of the Siam Cement Public Company Limited in its consolidated financial statements.

## Diversity and Inclusion Policy

The Board of Directors, executives, management, and employees at all levels shall recognize and pledge to uphold respect for diversity and inclusion, and:

- Treat everyone equitably, respect and accept individual differences; either internal and outside SCG organization, and comply with SCG's policies, the laws of each country, and treaties by each country is bound;
- Foster an exemplary organizational culture that embraces diversity and inclusion and does not tolerate discrimination and inequitable treatment;
- Promote business practices that, ethically and respectfully, embrace diversity and inclusion in line with this policy among SCG's business partners in the business value chain, suppliers, contractors, and joint ventures.

## Guidelines

1. Everyone shall treat individuals equitably; show respect for diversity and inclusion; be open and promote openness to different opinions; foster an ambience and organizational culture that embraces diversity and inclusion in accordance with this policy.
2. Respect for diversity and inclusion is considered part of SCG's business strategy, which will promote SCG's business initiatives and development.
3. The executives, management, supervisors, and leaders at all levels shall promote respect for diversity and inclusion across SCG.
4. SCG encourages every business unit to take into consideration diversity and inclusion as appropriate when nominating members of the Board of Directors, members of other committee at any level, or candidates for other positions.
5. Diversity and inclusion practices must be strictly applied to human resource management, including recruitment, employment, employee development, career advancement, performance and remuneration management, retirement, and others.
6. SCG shall communicate with and educate SCG's business partners in the business value chain, suppliers, contractors, and joint ventures, as well as foster an understanding, prescribe directions, and provide other supports to promote business practices that embrace diversity and inclusion.
7. Every employee must exercise caution when performing duty to prevent human rights violations; be vigilant about diversity and inclusion; and do not willfully ignore any act considered to violate the rights of an individual related to SCG, in which case the employee shall report the incident to supervisors or responsible parties, cooperate in fact-finding processes, and should there be any inquiries, consult their supervisors or responsible parties through designated channels.
8. SCG shall fairly treat and protect any whistleblower who reports a violation of the rights of an individual related to SCG by implementing whistleblower protection measures to protect all whistleblowers and informants involved as stipulated in SCG Whistleblower Protection Policy.
9. Any person who violates the rights of another person on the basis of their individual

differences, which is also considered a violation of SCG Code of Conduct, shall be subject to a disciplinary inquiry as prescribed by SCG's regulations and may also be subject to legal punishment if the act is against the law.

## SCG Dividend Policy

The Company has a policy to distribute dividends at the rate of 40 - 50% of net profit as specified on the consolidated financial statements. The Company may consider changing the dividend distribution in case of necessity or extraordinary circumstances.

For dividend policy of most subsidiaries which are 100% owned by the company, the company takes into consideration their operating results, financial structure, financial position and investment plan, with no policy of transferring the interests.

## SCG Supplier Code of Conduct

SCG has developed SCG Supplier Code of Conduct in order to develop correct understanding among SCG suppliers and to serve as a mutual business standard to be adopted. SCG Supplier Code of Conduct comprises the five following principles.

- 1) **Business ethics**: Conduct business with honesty; uphold fairness for all stakeholders; disclose correct and complete information; protect confidentiality; and respect intellectual properties of others.
- 2) **Labor and human rights**: Do not discriminate; attach importance to labor protection, especially child labor, women's labor, and alien labor; do not use or exploit forced labor; and ensure correct and fair remuneration, benefits, and work periods.
- 3) **Occupational health and safety**: Keep the work environment hygienic and safe; control risks of accidents and potential health impacts while on duty; and provide sufficient and ready personal protective equipment.
- 4) **Environment**: Conduct business with consideration to impacts on natural resources and the environment as per the principles of 3Rs: namely reduce, reuse/recycle, and replenish.
- 5) **Laws and regulations**: Abide by all applicable laws, rules and regulations.

## Antitrust Policy

Antitrust laws are vital economic laws directly related to all business operations. The government has enacted antitrust laws to ensure all businesses compete with fairness, to prevent trade distortion, and to control abusive market power which may cause damages to other businesses. Antitrust laws impose severe civil and criminal penalties on company and its executives, the result of which may seriously tarnish SCG's business reputation worldwide in case of non-compliance.

Adhering to fair competition and taking into consideration trade ethics together with interest of its customers and suppliers, Antitrust Policy has long been included as a part of SCG Code of Conduct. Recently, the government has enacted the new Trade Competition Act 2017 (B.E. 2560) which came into effect on October 5, 2017. The new Antitrust laws have introduced some important changes; therefore, the Board of Directors deemed it appropriate for SCG to review, recheck, compile, and publish guidelines on antitrust in writing, which SCG employees are required to study and strictly comply with.

### Policy

1. SCG shall always engage its business to adhere to fairness and ethics, respect rules and regulations, and strictly comply with antitrust laws. SCG shall not engage or involve in any practice that may result in unfair competition, distortion of free trade, or undermining or causing damages, obstruction, or restriction to business operations of others.
2. In case SCG is a dominant position in the market according to the law, SCG shall not unfairly or unreasonably abuse such market dominance which may distort free and fair competition.
3. SCG shall not directly or indirectly engage in any practice that may cease competition with its competitors, including not to exchange business information or enter into agreements with its competitors, suppliers, or customers in order to reduce or limit competition in the market.
4. All units involved, domestic and overseas, shall be required to study and comply with applicable antitrust laws, regulations and policies, including trade practices of the countries where SCG has business operations, including regulations on merger control.
5. SCG employees shall be aware at all times that compliance with antitrust laws is of paramount importance and shall exercise utmost caution in carrying out operations to ensure that SCG respects antitrust laws and trade ethics. SCG employees shall also inform SCG's suppliers of the significance of compliance with antitrust laws.
6. All units involved in transactions and investment activities shall establish control and audit system to ensure full compliance with antitrust laws.
7. To ensure compliance with this Antitrust Policy, SCG Code of Ethics, SCG Code of Conduct, and the Company's antitrust guidelines shall also be applied to the operations.
8. Non-compliance with this Antitrust Policy is considered a violation of SCG Code of Conduct.

## SCG Procurement and Vendor Selection Policies and Guidelines

The Board of Directors of The Siam Cement Public Company Limited, in its meeting held on Wednesday 29 October 2014, approved the setting up and disclosure of SCG Procurement and Vendor Selection Policies and Guidelines to ensure that the selection process of SCG will be systematic, fair and transparent. SCG endorses vendors who are committed to ethical business practices and responsibilities toward society and environment and will not conduct transactions with any person who is involved in illegal or fraudulent activities or is suspected to do as such.

### Definitions

**Procurement** means the purchase, hire of work, outsource service, transportation service, lease and hire purchase.

**Vendor** means a seller/supplier, contractor, service provider, lessor or hire purchase provider who delivers goods or services to SCG.

**Vendor List** means a list of Vendors who conduct transactions with SCG and whose names are listed in the SCG system.

**Approved Vendor List** means Vendors listed in the Vendor List who have undergone SCG's selection and performance evaluation processes for the relevant goods and service categories.

### SCG Procurement and Vendor Selection Policies

SCG will conduct its Procurement in a systematic manner according to the strict controlled procurement regulations of SCG, taken into account the needs of SCG in terms of quality, price, quantity, time, service, delivery, after-sale service, warranty, and other requirements. SCG will not conduct transactions with any person who is involved in illegal or fraudulent activities or is suspected to do as such.

SCG Vendor Selection shall be systematic, fair and transparent. SCG endorses Vendors who are committed to ethical business practices and responsibilities toward society and environment.

### Qualifications of SCG Vendors

1. The Vendor shall have verifiable business facilities.
2. The Vendor shall have reliable staff, machinery and equipment, products, services, warehouses, financial status and performance records.
3. The Vendor shall agree to comply with SCG Supplier Code of Conduct.
4. The Vendor shall have satisfactory performance records, which will be evaluated by SCG on the basis of the quality of goods and services, including the delivery, after-sale services, warranty or other transactional requirements.
5. The Vendor shall have no conflict of interest with SCG's business.
6. The Vendor shall never be banned from doing business due to fraudulent conducts.

### Application

1. Prospective vendors can submit an application form provided by SCG together with detailed information and supporting documents, which include a registration certificate or identity certificate, other certificates issued by government authorities, power of attorney documents,

bank account numbers and copies of registration certificates issued by the Department of Revenue such as a copy of the Certificate of Value Added Tax (Por Por 20). The application form and supporting documents shall be submitted to SCG's procurement unit.

2. SCG's Vendor shall sign its agreement to comply with SCG Supplier Code of Conduct.

#### Business Transaction Procedures

1. SCG only deals business with Vendors listed in the Vendor List, except for the cases of a price quotation or a tender where the non-listed Vendors may be invited to submit a quotation or tender and can apply for a Vendor status thereafter if selected. SCG may ask its Vendors to agree to electronic transactions in accordance with the applicable electronic transactions laws for convenience and speed of the transactions.
2. A written purchase order or an agreement between a Vendor and SCG will be considered constituting the transactional obligations between both parties.
3. For submitting a price quotation or entering into an agreement, SCG may request in writing a performance bond, from the Vendor which will be returned after all transactional obligations are completed.
4. Upon the completion of their obligations under an agreement, contract or purchase order, Vendors shall submit the relevant tax invoices, receipts and/or other necessary supporting documents to SCG for payment at the time and place specified by SCG. This is to provide convenience and speed of operation for all work units. SCG will pay the Vendors for the prices of the delivered goods/services after deducting the withholding tax required by laws, and other expenses incurred under the agreement such as a performance bond. The payment will be transferred into the bank account notified by the Vendors unless a cheque payment is requested. SCG reserves the right to issue only account payee cheques.
5. Vendors may request an amendment of their data in the SCG system by contacting SCG's procurement unit and submitting supporting documents certified by the Vendors' authorized person.
6. Vendors may file a complaint on unfair treatment under the SCG Corporate Governance Principles through the specified channel at SCG Whistleblowing System, <https://whistleblowing.scg.com>

## SCG Environment and Climate Policy

With commitment to be a regional business leader focusing on innovation and sustainability. SCG realized the importance of environmental and climate management as key drivers in sustainable growth of our business. SCG has therefore chartered this policy that revise from previous SCG Environment and Energy Policy (1 April 2016) in order to ensure its efficiency and effectiveness of our environmental and climate management, as in SCG business philosophy.

The policy outlined herewith shall be applied to all production operations, business facilities, business partner in value chain and joint venture: from designing, procuring, manufacturing of products, services and solutions, distribution and logistics, and managing of our wastes and end of used products. This policy shall also be applied to suppliers, contractors and service providers; other key business partners such as non-managed operations, joint venture partners, outsourcing partners, new project, modification project, due diligence of mergers and acquisitions with the following:

1. Conduct the business in comply with regulatory requirements as a minimum including alignment with global issues and response to local concerns in line with SCG Sustainable Development Guidelines and other our policies.
2. Operate the business with minimize the environment impacts by climate change mitigation and adaptation, protecting the environment, sustainable use of natural resources including energy and water through eco-efficiency and circular economy: alignment with the Paris Agreement challenge targets, zero waste to landfill, protecting of biodiversity and ecosystems, supply chain management, green procurement, and green and eco products, services and solutions.
3. Implement the environmental management system as a part of business operation along with continual improvement and audit of its management system to enhance environmental performance.
4. Identify materiality issues and develop an environment and climate management that is accompanied by key performance indicators and strategies driving to achieve their performance targets.
5. Be open, transparent and accountable to our stakeholders regarding our environment and climate performance and regularly reporting.
6. Educate and raise awareness on environment and climate management among employees, customers, suppliers, contractors and others related stakeholders.

To ensure that this Environment and Climate policy is embedded in our organizational culture and put into action, all companies shall adapt this policy to suit their business according to SCG Vision.

**Part 4**  
**Appendix**

## Part 4 Appendix

### Definitions

“SCG” shall mean

- 1) The Siam Cement Public Company Limited and
- 2) Subsidiaries of The Siam Cement Public Company Limited.

**Company** shall mean The Siam Cement Public Company Limited. **Subsidiaries** shall mean

- 1) Any corporation or legal entity of which more than 50 percent of the voting stock is directly or indirectly owned or controlled by The Siam Cement Public Company Limited or
- 2) Any corporation or legal entity in which The Siam Cement Public Company Limited has the authority to introduce or implement its operating and financial policies to benefit from their activities.

**Board** shall mean the Board of Directors of The Siam Cement Public Company Limited.

**Employee** shall mean an individual signing an employment contract or a special employment contract with SCG.

**Stakeholders** shall mean those involved with SCG including the Board of Directors, employees, shareholders, parties to the contract, contractors, business associates, creditors, debtors, society, and surrounding communities

# SCG Code of Conduct

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**Doing  
the Right  
Things**

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**Message from  
the Chairman**

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# Message from the Chairman

Having encountered number of business variations dating back to the Company's inception in 1913, SCG has strongly upheld business credence to SCG's Core Values or the fundamental principles of corporate ethics and social responsibility that govern SCG's employee's professional behaviors, later drawn up as "SCG Code of Conduct."

"SCG Code of Conduct" was first compiled in writing in 1987, followed by five revisions to the Code. This latest 6<sup>th</sup> edition introduced clearer categorization and modification of contents that met all relevant regulations and policy with wider range of practice guidelines on stakeholders being laid down to accommodate current business administration.

All SCG Employees are obliged to study the guidelines to their understanding and at all time have full discretion in how to conduct work activities in compliance with the principles of SCG Code of Conduct to inherit what have been earnestly upheld by the Board of Directors, Management and employees in all levels for more than 100 years.

In this occasion, I wish to convey to all SCG employees my most sincere appreciation for committing to standards of SCG Code of Conduct and adequately fulfilling civil duties which partially contribute to the long-term consequences of the Company's reputation.

**Dr. Chirayu Isarangkun Na Ayuthaya**

Chairman

The Siam Cement Public Company Limited

December 23, 2015

# Four Core Values of SCG

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The present prosperity, success, and stability of SCG are the result of doing business according to its ethical core values – the ideals that have been held in high regard and put into practice by the Board of Directors, by management, and by staff at all levels. They are:



## Adherence to Fairness

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It is the responsibility of **SCG** to ensure that all who come in contact with us are treated with equal fairness. For example:

- Customers who use our goods and services will obtain maximum benefit in terms of quality and cost.
- Shareholders will receive a proper rate of return on their investment.
- Employees will enjoy both appropriate compensation and a good standard of living.
- All groups of stakeholders will be fairly treated.

### Examples of Practice for SCG Employees

- Work honestly, transparently, and traceably and treat all stakeholders with respect, sincerity, friendliness and fairness.
- Work fairly without bias on class, generation or institution.



## Dedication to Excellence

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**SCG** is dedicated to right conduct and achieving the best results in all we undertake. All employees and persons who come into contact with SCG recognize the total effort, knowledge, and skill we devote to constantly improving what we do. We strive to learn and pursue whatever we can to help us overcome obstacles and advance in the path of growth and sustainability. This dedication will generate the best results for both SCG and all stakeholders.

### Examples of Practice for SCG Employees

- Dedicate all the efforts to create valuable innovation to bring benefits to all stakeholders.
- Be determined and dedicate all efforts, knowledge and skills for work expecting better results to strive to excellence considering synergy of benefits and impacts on all stakeholders.
- Catch up with the latest situation and be ready to face ever-changing situation.

As an individual prospers in life through moral conduct,  
So does a company through ethical practices.



## Belief in the Value of the Individual

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SCG is convinced that each of our staff constitutes our most valuable assets. SCG has managed to prosper through the efforts of our good and knowledgeable people, who have chosen to spend their careers with us. We select the most ethical and capable individuals we can find, and then enrich them to cope with challenges of our changing times. In return, we provide all our employees with security and a sense of belonging. With such care and concern between the company and staff, little wonder that our personnel work so hard and skillfully for the progress of SCG.

### Examples of Practice for SCG Employees

- Work together like family members, give care, concern, praise, compliment and advice to give moral support to each other and respect each other's idea.
- Work as a team and help each other.

## Concern for Social Responsibility

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SCG behaves as a good corporate citizen in all communities and countries where we operate. We diligently perform our social duties and responsibilities while engaging in activities to preserve natural resources and sustainability of the environment.

### Examples of Practice for SCG Employees

- Always pay attention to safety standard, occupational health and environment while working.
- Be conscious in using resources to create optimal values, and preserve nature at home and work and extend this practice to outside community.
- Take part in natural preservation, community care and social development activities.

# Introduction

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## What is **SCG Code of Conduct?**

SCG Code of Conduct means good business practices that conform to SCG Four Core Values for all SCG employees to hold on to and adopt as guidelines for work appropriately. It forms part of Employee Regulations.



## Who has to be obliged to observe SCG Code of Conduct?

All employees of **SCG** are obliged to observe the principles and guidelines of SCG Code of Conduct, and the Directors must serve as role models of such conduct.



## What do you have to do with SCG Code of Conduct?

1. **Acquire** an understanding of the principles and guidelines of SCG Code of Conduct especially those relating to your duties and responsibilities.
2. **Consult** your superior or enquire in SCG consulting system when you are not sure if what you are going to do complies with SCG Code of Conduct.
3. **Convey** your knowledge and understanding of business conduct of SCG staffs according to SCG Code of Conduct to others you work with or who are involved with SCG.
4. **Inform** when you find non-compliance with SCG Code of Conduct via assigned channel and give cooperation to fact-finding investigation.

## What happens if one does not comply with SCG Code of Conduct?

- Failure to comply with the principles and guidelines of SCG Code of Conduct may result in disciplinary or legal action as the case may be and may be subject to penalties pursuant to specified regulations.
- Besides failure to comply with SCG Code of Conduct as mentioned above, supporting others to breach SCG Code of Conduct, ignoring when a non-compliance with SCG Code of Conduct is noticed, obstructing of an investigation process and unfair treatment to fact providers are also considered non-compliance with SCG Code of Conduct.

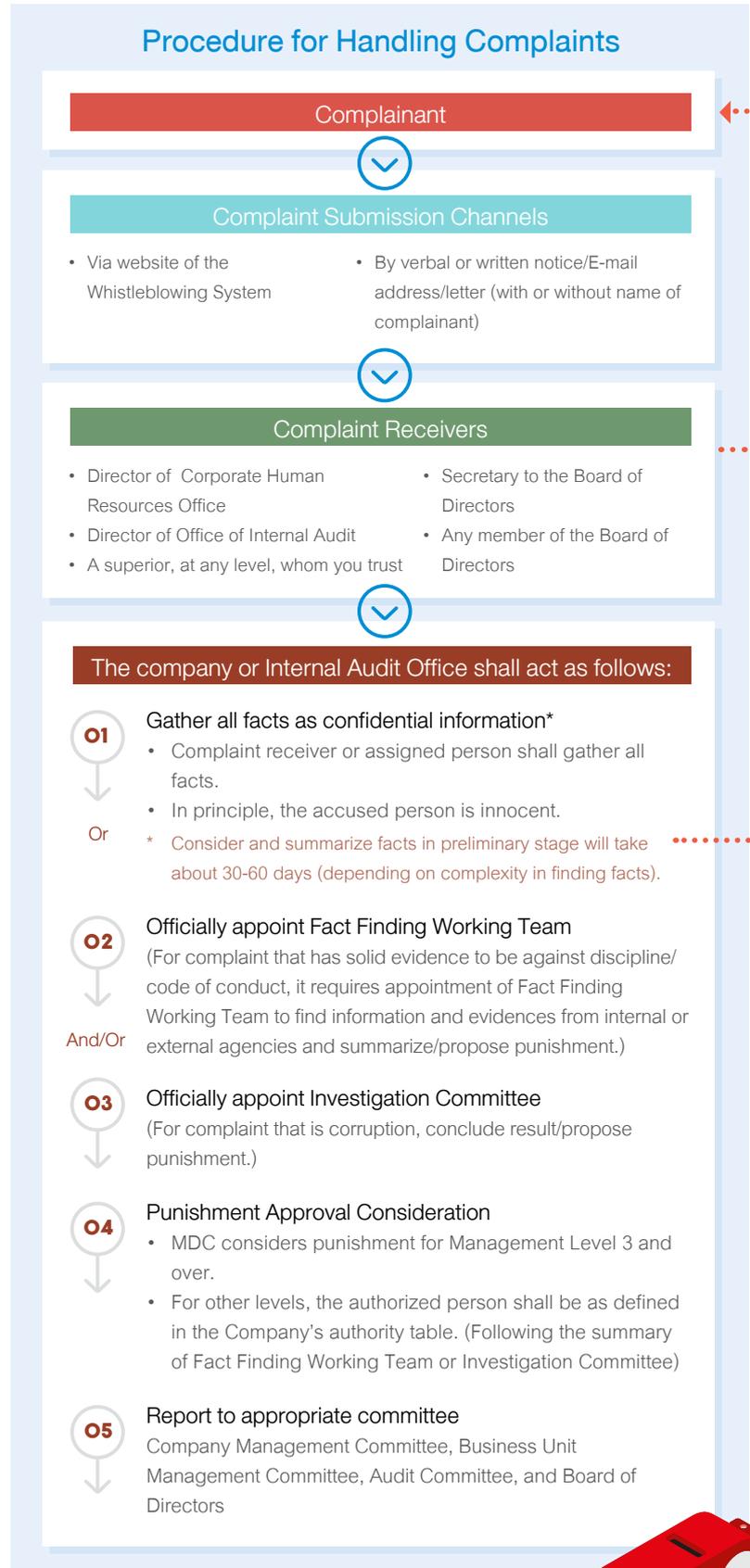
## What should you do when finding Non-compliance with SCG Code of Conduct?

SCG provides the Whistleblowing System which is a complaint system in line with international standard. In case you learn about or notice any action or become a victim of corruption and violation of laws, regulations, company's rules and code of conduct, you can inform of such action by following these procedures:

- Report to complaint receiver via the assigned channels. However, the information must not be false or made up to defame others which are considered disciplinary guilt according to human resource management regulations.
- SCG has complaint handling and whistleblower protection procedures.



More information can be found in the [SCG Whistleblowing Policy](#) or on SCG Intranet





# Definitions

## SCG

1. The Siam Cement Public Company Limited
2. Subsidiaries of The Siam Cement Public Company Limited.

## Subsidiaries

Subsidiaries defined pursuant to consolidated financial statements of The Siam Cement Public Company Limited.

## Stakeholders

Persons or group of persons directly or indirectly impacted by SCG's business or involved with SCG's interests or impacting on SCG's business, such as Company directors, employees, shareholders, contractual parties, contractors, business contacts, creditors, debtors, society at large, and communities where SCG operates.

## Company directors

The directors of The Siam Cement Public Company Limited.

## SCG Employee

Permanent employees under employment agreement, probationary employees and employees under special employment agreement made with and companies in SCG in every country where SCG operates.



## Business contact

A person or legal entity with whom SCG has to deal in the normal course of business, including the government, state agencies, state enterprises, private-sector organizations, etc.

### Vendor

Goods seller, lessor or hire-purchaser who hands over goods to SCG.

### Transaction

Activity relating to legal transaction, contract or any action made with other parties in terms of finance, business or asset such as service providing, purchasing, selling, hiring, financial support and technical or human resource support etc.



### Business Partner or Contractor

One hired to work or provide services to SCG or hired as service contractual parties to SCG.

### Contractual Party

One who enter into contractual obligations, namely mutual rights, duties and responsibilities specified in a contract made with SCG.

### Customer

A purchaser, user of goods and service receiver.

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# **Belief in the Value of the Individual**

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# Guidelines of SCG Code of Conduct

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## Human and Labor Rights

### Principle

SCG is aware of respecting human rights of every individual so it treats everyone fairly without discrimination. It promotes and supports human rights and avoids human rights violation. Moreover, SCG has realized importance of labour so it treats the employees in compliance with labour laws and relevant regulations on a fair basis.

### Guidelines

1. Show respect to and acceptance of one another and treat others fairly without considering differences in physical and mental aspects, race, nationality, religion, gender, language, age, skin, education, social status or any other factors.
2. Take great care at work to prevent risk in human rights violation in business operation including relevant parties in the value chain. Monitor business activities to prevent the violation and report to superior to prevent human rights infringement.
3. Treat everyone fairly in every stage of recruitment starting from selection, remuneration payment, working hours and job holidays, assignment, performance appraisal, learning and development, career path planning and others without discrimination.
4. Avoid forced labor, labor from human trafficking or child labor that is illegal and punishment that is physical or mental torture as coercing, threatening, detaining, harassment or any violence in any form.



### Definition

#### Human Rights

refers to basic rights of every human being to be protected from discrimination due to differences in physical and mental aspects, race, nationality, religion, gender, language, age, skin, education, social status or any other traits. The practice shall comply with laws of each country or commitment each country has made in any agreement.



## Examples

### O1

If you find that a business partner has abused child labor in its plant, what should you do?

#### Advice

You have to report your superior right away. SCG promotes fair business operation among business partners according to SCG Code of Conduct. If they do not comply with this code, SCG reserves the right to take any action with such partner by considering potential impacts and damages.

### O3

If you find your pregnant colleague working overtime in office, what should you do?

#### Advice

You should report your superior because pregnant employee will be specially protected as prescribed by labor law. Normally, pregnant employees are forbidden from working overtime or working on holidays except for exemption by law.

### O2

If you as supervisor have to do annual performance appraisal for subordinates who have personal conflict with you, what should you do?

#### Advice

You have to treat every subordinate on a fair basis without discrimination, avoid any action that is unreasonable and unfair and appraise him based on his competence and performance that is free from personal judgment, bias, or prejudice.

### O4

If you find a colleague insulting other people or behaving in a way that may lead to human rights violation to other people, what should you do?

#### Advice

You have to report your superior in order to raise this with relevant parties to find solution for each case. This is because this issue needs fact and details, provisions of laws and regulations and procedures of laws to find solution to the case.

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# Concern for **Social** **Responsibility**

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# 2

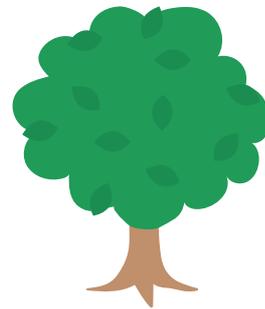
## Environment, Health and Safety

- Environment **2.1**
- Health and Safety **2.2**
- Safety of Products and Services **2.3**

## Environment

### Principle

SCG is determined to take care of the environment through all its value chain starting from environment impact assessment before investing in any business, design of, production process, machine and equipment and adoption of appropriate technology to prevent possible impacts on the environment and raise awareness of these issues among employees and parties relevant to business operation to comply with the guidelines.



### Guidelines

1. Comply with laws, standards, regulations and guidelines on environment and co-operate on complying with agreements in international levels to prevent or mitigate impacts on the environment.
2. Use resources such as energy, water, raw materials and materials following 3R Principle (Reduce, Reuse/Recycle and Replenish) to create efficiency in using resources and reduce impacts on the environment.
3. Consider using raw materials or materials for business operation according to "Guidelines for Green Procurement".
4. Provide appropriate support and assistance to society, and particularly the communities surrounding SCG's sites of operation.
5. Transparently disclose information on environmental management via appropriate channels and allow communities and stakeholders to take part in giving opinions for projects that may have social and community impacts.
6. Raise awareness in environment preservation among colleagues and community near the place of business via appropriate channels such as meeting, seminar, site survey or joining activity of community in various occasions.

# 2.1

## Examples

### 01

If a person offers goods to you at the price lower than the current supplier's but these goods has not yet been registered in SCG environmentally friendly goods and service list while there are enlisted vendors selling the same products, how do you consider purchasing the goods?

#### Advice

You must order goods according to SCG's regulation. In case there is enlisted vendor selling the same products, you have to purchase from the enlisted one. However, in case other vendors desire to enter into the list, you can give advice on manufacturing process and support them to make registration request for potential purchase consideration in the future.

### 02

A subordinate tells you that she has heard the local people talk about their trouble with a black, smelly liquid flowing from the vicinity of your plant into the community's land. They do not know whom to contact or how to complain. As her superior, what should you do?

#### Advice

Coordination and/or remedy must be taken urgently to accommodate complaints and allegations, either present or potential, concerning environmental problems caused by corporate operations. You should investigate the fact and analyse the data. If a resolution is possible, appoint someone to be responsible, determine the timeframe, and report on progress to those affected and to your superior so that the problem can be rectified as soon as possible.

## Health and Safety

### Principle

SCG has paid great attention to health and safety of employees, contractors, customers, communities and stakeholders throughout our business value chain. Health and safety impact assessment must be carried out before investment or joint-venture is made. Place of business, production process, technology, machines, equipment and raw materials must be taken care of to ensure safety to health. Moreover, employees and relevant parties must be raised awareness in safety consciousness to comply with the health and safety regulations.



### Guidelines

1. Comply with laws, standards, regulations and good practices on health and safety and cooperate on compliance with international agreements to prevent or mitigate possible impacts.
2. Examine your own readiness and physical health including co-worker, contractors and relevant party's before commencing work. If the persons doing the work are unhealthy or not ready, the work must be stopped or ordered to stop immediately so as to prevent exposure to unnecessary danger at work or caused by work.
3. Before starting the work, assess risk and study the working instructions of unsafe or potentially harmful jobs in order to plan or prepare appropriate prevention.
4. In case of being assigned harmful work or not being confident in safety at work, the work must be stopped or held. And you must immediately consult the supervisor or expert.
5. Immediately report to your superior when you notice anything unusual about your workplace that could affect health or safety.
6. Supervisors are obliged to set rules or guidelines that could prevent or control accidents and to inform employees and others involved concerning those rules and guidelines. They should also inspect the health of workers according to the risk to which they are exposed.
7. Transparently disclose information regarding health and safety via appropriate channels and allow community and stakeholders to take part in public hearing on projects that may have impacts on community and society.
8. Raise awareness on health care and safety precaution among co-workers and communities around the place of business via appropriate channels such as meeting, seminar and training, site patrol or community activities in different occasions.

# 2.2

## Examples

### O1

The company expects you to order spray paint. You know an employee at a company that produces spray paint at a lower price than the brand presently used by the company, but that manufacturer has not been certified for safety standard, what should you do?

#### Advice

When you purchase materials and equipment, especially chemical products for use in the office or plant, you must be certain that such products have been certified for safety by the agency responsible for environmental protection, and that their source of manufacture is reliable.

### O3

Your company has construction project to increase production capacity for which business partners will do construction in your area. You find their incompliance with the company's safety regulation. So as construction project head, what should you do?

#### Advice

You have to control, supervise and recommend the contractors, like the employees, to comply with safety regulation of the company to create safety while they are working. You should treat the contractor as if they were the company's employees. Before the work starts, there must be safety training for the contractors.

### O2

A subordinate who works in the area without hazards of noise informs you that he often has trouble hearing people call him. He has gone to see the doctor, who told him that this problem could be due to one of two causes: 1) exposure to a very loud noise on one occasion, or 2) remaining in a continuously loud work environment. Your subordinate feels that the source of the noise could be a machine in his workplace. As his superior, what should you do?

#### Advice

You must immediately launch a fact-finding investigation when you are informed of any irregular situation or event. You should rotate the subordinate to other less noisy area and uncover the cause of such loud noise in order to find the remedy. Every employee is obliged to report unusual incidents to his / her superior, even if it is just a small abnormality or still in doubt to prevent or control some sudden accidents.

### O4

You are assigned to fix roof at the height of 4 meters by the end of today. However, you find that all the safety harnesses have been used and none is left for you, what would you do?

#### Advice

You have to stop or hold the operation, if the assignment is dangerous work or there is no personal protection equipment (PPE) and you are not sure about safety. You should inform your supervisor to provide complete set of PPE. Working in high level is considered high risk work, therefore, the work site must be arranged to be safe and operator is required to wear full set of PPE.

# 2.3

## Safety of Products and Services

### Principle

SCG has ensured that all the products and services' safety complies with or is higher than those stipulated by laws, has standard compatible with industrial and international standards and as agreed with the customers. This covers design and production process, provides information or warnings about the products and services and appropriate use for the whole life cycle. In addition, SCG pays attention to safety of products SCG hires others to produce, import and uses for sale promotion activities.



### Guidelines

1. Produce products and provide services considering safety of customers for the whole life cycle of the products. If you are going to change production or service process that affects the safety of products or services, you must seek approval from superior or person of responsibility and record all the details and reasons for future reference.
2. Store information on product and service safety for future verification.
3. Report to superior right away if you know or have concern about safety of products and services caused by production process and/or service process or situation that may lead to unsafe condition to the customers.
4. Be open to safety complaint on products and services and coordinate or improve the condition right away. In case there is any limitation or in case of requiring a long time to solve the problem, the person of responsibility must report information and status to the customers at appropriate time and report progress of fixing the problem periodically.

### Examples

#### 01

You notice that your co-worker skips production step that may affect quality and safety of the product, what should you do?

#### Advice

You should consult your superior immediately since the production process is designed by the company to ensure quality, qualification and safety of customers which will retain standard, quality and reputation of the company. Consulting the superior will not be considered as accusation of the co-worker.

# 2.3

## O2

You have to arrange transportation to deliver goods to customers and have agreement with them on time delivery. You find that the vehicle to use is in unsafe condition but finding replacement will result in delay in delivery. What should you do?

### Advice

You have to inform the customers right away and find new vehicle. Although, there is some delay, the goods will arrive at the customer's site safely. Using unsafe vehicle may result in accident causing the cars and goods to damage and the driver to be injured.

## O4

If a product of your company does not have information on the products, instruction for use, warnings, Material Safety Data Sheet (MSDS) and storage, what should you do?

### Advice

You should recommend the unit of responsibility to do Product Hazard Analysis to cover use of the products for the whole product life cycle and consider harmful issues to summarize as warnings to prepare warnings, suggestion/recommendation, Material Safety Data Sheet (MSDS) and storage to be sufficient and appropriate to prevent danger.

## O3

Your company has marketing promotion activity for new products and your subordinates talk to you that they will give the guests bottled fruit juice as souvenir. They will hire someone to produce the juice with the company's logo. As a supervisor, what should you do?

### Advice

You must be aware of safety and assign the subordinates to check safety of the products they are going to hire other parties to produce. The manufacturer name must be shown on the bottle label. This is because although the Company does not produce or sell the souvenir, as the company hires someone to produce it and distributes it for commercial benefits, the company has to be responsible for safety of the souvenir as if it were the company's product.

## O5

if you find that the company/unit relevant to customer complaint slowly deals with the complaint and does not report any progress to the customers while they seem to be highly dissatisfied, what should you do?

### Advice

You should coordinate with such unit and recommend them to report the update to the customers since if they know the information, they will feel that they are being cared and it will reduce level of dissatisfaction. If the complaint scope is larger than you can make a decision or the damage cost is higher than authority of the company/unit, they must be reported to the superior right away to ask for opinion and consider authority in the next level. If the company fails to do it properly, the customers may complain via public channel that may affect the company or SCG's image and may cause the company to pay higher compensation.

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# Adherence to Fairness

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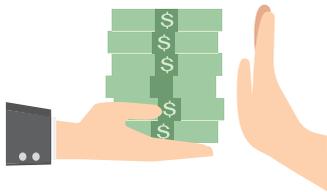


Anti-Corruption **3**

Gifts And Entertainment **4**

Conflicts of Interest **5**

Political Activities **6**



## Anti-Corruption

### Principle

SCG's business should be conducted with stakeholders in correct, transparent, honest and traceable ways with no corruption. The business must comply with relevant laws and SCG's Anti-Corruption Policy ensuring it shall not cause condemnation or loss of reputation.

### Guidelines

1. Not commit corruption and be careful with work process with high risk such as sale and marketing, procurement, project investment, contract execution, giving and receiving presents, entertainment, and donation or giving financial support etc.
2. Not ignore or overlook any transaction possibly considered as corruption relating to SCG. You must report to supervisor or person in charge and cooperate for fact finding investigation.
3. Arrange giving or receiving of donation and financial support in transparent way complying with the company's regulations and laws. Effort must be made to ensure that the donated or supported money is not used for bribery.
4. Pay attention when doing transactions with persons, juristic persons or any organization involved with corruption accusation.



### Definition

#### Corruption

refers to any form of bribery whether it is an offer to give, promise to give, giving, commitment to give and demand or acceptance of money, properties or any other benefits which are not appropriate with or to government officials, government agencies or private agencies or competent officers whether directly or indirectly to motivate such persons to do or avoid to do something to acquire or retain the business or give any recommendation to SCG's business or to obtain or retain any other inappropriate interests from the business.

# 3

## Examples

### O1

A project official asks what kickback he would get if he persuades the project owner to order SCG products. What should you answer him?

#### Advice

Explain to that person that SCG guidelines prohibit the payment of benefits that would not normally be received, other than the compensation SCG provides in the normal course of business.

### O2

The company you are working for is processing for a permit certificate. One person comes up and informs that he could facilitate permit granting process since he knows the official who could give you privilege in granting the permit. However, it will be made in exchange of benefits. What would you do?

#### Advice

Do not pay anything to anyone to get privilege since it does not comply with procedures prescribed by the law.

### O3

SCG has ordered production machine for construction material from an overseas vendor and you were informed by the vendor that it is customary to pay to you as a purchase issuer at 3% of total product price. What should you do?

#### Advice

You must not receive any benefits from the seller. In this case you must report to your supervisor and negotiate with him to return the benefits to SCG.

### O4

An officer from one organization informs you that they are renovating their office building so they would like to ask for SCG support on office supplies such as refrigerators and printers. What should you do?

#### Advice

Support or donation can be granted. The organization must submit request in writing specifying objectives and details to the company and SCG employee must correctly request approval for the support. SCG shall support organizations which will create common benefits.

### O5

In case any agency or organization demands bribe from the company and failure to pay shall negatively affect the company's business, what should you do?

#### Advice

You must not offer bribe and must report to the supervisor on impact on the company's business to find mitigation plan. If the supervisor is not certain what to do, he must consult the supervisor in hierarchical level for consideration.

## Gifts and Entertainment

# 4

### Principle

Receiving and giving benefits including items of value, services, facilitating or entertainment with persons involved in business must be made in accordance with the customs of each locality or country and relevant laws, provided that the value of such is appropriate and it will not motivate an unfair decision making.



### Guidelines

1. Before accepting or giving a present and entertainment to persons involved in business, make sure that the price is appropriate to the occasion and complies with laws, regulations, announcements, rules or customs in each locality.
2. Avoid accepting or giving valuable item, service or entertainment that may influence or motivate an unfair decision making and treatment.
3. Keep records of your expenses as evidence of the value of the items, services or entertainment, so that they can be examined later.
4. If you have been assigned or permitted by your superior to assist an outside agency, you may receive items of value, services or entertainment according to the guidelines or standards that agency has set.
5. Be careful for the case of offering items of value, services and entertainment to your superior or internal people/units, and the case of receiving items of value, services and entertainment from your subordinates or internal people/units. Such activity must not motivate any unfair decision making.

### Examples

#### 01

A contractor with whom you have been in contact has offered her seaside cottage for you and your family to stay in privacy at free of charge as she claimed that her cottage is seldom used. She also offered to pay for other expenses such as allowance, transportation expense, etc. Will you accept this offer?

#### Advice

You should not take this offer since it may influence your decision.

#### 02

The company has paid for you to take part in an outside seminar, and you have won the lucky drawing prize among all the seminar attendees. Can you keep that prize for yourself?

#### Advice

You may keep the prize for yourself if such prize obtained by random drawings, with a large number of potential winners, is intended to avoid the appearance of undue influence over someone's decision. If the prize is too high in value, however, you should consult with your superior to determine an appropriate action and to be sure that the offering is not intended to motivate you to any particular decision.

# 4

## O3

The company assigns you to take part in golf tournament held by the company to strengthen good relationship with customers. If you get a prize as an individual winner. Can you accept the prize and keep it for yourself?

### Advice

You can keep it since you join the tournament as a part of your assignment and the reward complies with rules announced to all players and each person uses his individual skills in playing. However, if the prize is too high in value, you should consult with your superior to determine an appropriate action.

## O4

A government or private agency invites you to be a special lecturer during normal working hours, and gives you a compensation at the rate set by said agency. What should you do? Can you keep this compensation for yourself?

### Advice

Ask the government or private agency to send an invitation letter to your superior because you are going to use normal working hours for the lecture. Then, you must ask your superior for his permission. If the amount of compensation is not too much and set as normal standard of such agency, you can keep it for yourself. However, if the amount of compensation or benefit is too high in value, you should consult your superior.

## O5

What should you do when offering gifts or entertainment to officers, high ranking officers or any organization and agent?

### Advice

Take great care of the offering no matter you are dealing with members of the board of directors, executives or officers because SCG deems that offering, giving or accepting gifts and entertainment are considered in high risk area to cause corruption. Is there is any doubt or unusual situation, you have to consult with your superior and counsel unit.

## O6

A government or private agency requests to visit your plant and offers memento to you who welcomes them as a representative of the company. What should you do?

### Advice

You can accept the gift or memento and deliver it to the company. Should the price of the gift is high, you have to consult with your superior to determine an appropriate action.

## O7

A superior receives high value gift from his subordinate, what should he do?

### Advice

He should explain to the subordinate that he cannot accept it since other people may criticize it and it may motivate his unfair decision.



# 5

## Conflicts of Interest



### Principle

SCG is determined to do right things with an aim for excellence. Therefore, employees must aim to maximize SCG's benefits, comply with the laws and ethics, and avoid action creating conflicts of interest that may affect any decision.

### Guidelines

1. Do not conduct any business that competes with or resembles the business of SCG. Do not enter into a partnership or a controlling ownership of shares or take a directorship or management position in a business that competes with or resembles the business of SCG.
2. Do not involve in any transaction with parties having relation with you such as being family members, close relatives, close friends or entity belonging to you or for which you are a shareholder, although the deal is beneficial to SCG.
3. Do not seek any benefit from information or anything else you may obtain due to your position or duties or responsibilities.
4. Avoid involvement in any activity with persons involved in business with SCG or SCG employees that may produce a conflict of interest with SCG.
5. Avoid other works made for one's own benefits apart from SCG's which may affect the work under responsibility and SCG's good image.
6. Employees must not use their working hours to search for information, contact or trade any securities or assets on regular basis for one's own or other people's benefits and not for SCG's benefits.
7. If there is any transaction that may produce a conflict of interest with SCG, you must report your superior immediately.

# 5

## Examples

### 01

You are taking charge of allocating products to distribution dealers and it happens that a dealer for SCG products who is a close relative of yours asks you to allocate to her the products that are in short supply at a higher price than normal. Can you do that?

#### Advice

You must not follow her request, although the conditions she offered would bring benefits to the company. You should explain her that you will consult with your superior and you are willing to co-ordinate, and update her of the progress.

### 04

SCG urgently needs to order a product and has given you the purchasing authority. You have a close friend who sells said product, enabling you to acquire the product quickly and at the price not higher than what you usually purchase. Can you do this?

#### Advice

You cannot do it because approving and purchasing by the same person may raise doubts about fairness. You must propose your superior to consider and approve this order, and explain your reasons with all due clarity and transparency. You must perform some other task, according to the authority manual as well as purchasing guidelines or procedures set forth by SCG, and should not involve in the purchasing process.

### 02

A contractor of SCG invites you to participate in an outside seminar, and offers to sponsor for the transportation expenses, air ticket, accommodations, meals, and allowances for all seminar participants. The contractor allows you to bring your family as well. Should you join this seminar?

#### Advice

You should not join this seminar because the offers seem to be greater than usual. If the seminar itself, however, is interesting and beneficial to the company's business, you may seek permission from your superior on a case-by-case basis. If you participate in the seminar, however, you should not bring your family or accept allowance as the benefits are deemed to be greater than usual.

### 03

If your close friend persuades you to be his business partner, what should you do?

#### Advice

You should consider if such being a business partner affects your working time at the company or has conflicts of interest with SCG, such as being a business that competes with the company or not. You should follow SCG's guidelines.

### 05

Can employees hold shares in a company that is SCG's customer or has transactions with SCG?

#### Advice

You may do this activity. However, if SCG has to do transactions with such companies, the employees must not take part in decision making process.

## 6

## Political Activities

### Principle

SCG remains politically neutral, and does not give financial support or support any particular political party, political group, or candidates of any kind in local, regional or national levels or person with political influence. Nonetheless, SCG recognizes and respects the freedom of employees to exercise their political rights, such as voting or being members of any political party.



### Guidelines

1. Exercise the political right on your own behalf and avoid any activity making other people believe that it is done on SCG's behalf.
2. Avoid any act that others might construe as signifying SCG's involvement in, or support or preference for, a political program or party, political group, person with political influence or election candidates.
3. Not wearing the uniform of an SCG employee, or dressing in any way that would lead others to believe that you are an employee of SCG, while engaged in any type of political activity or event involved with any political party in public.
4. Refrain from expression of political opinions at the workplace or during working hours, as this might lead to conflict.

### Examples

#### 01

A subordinate seeks to be elected as the member of a sub-district administrative council. How should you give advice to him?

#### Advice

Explain to your subordinate that he may run for office if such activity does not have an impact on her working hours as an employee, but that he may not refer to her status as an employee of SCG for the benefits in seeking a nomination or campaigning for such position. The subordinate may not mislead the public into believing that SCG supports for, is involved with or prefers her political group. And he must resign from SCG if he gets elected.

#### 02

Is an employee of SCG able to take leave to join politics-related activities?

#### Advice

Every employee has his right and freedom as prescribed by law to express his political view. However, it must be done on his behalf not SCG's and he must not act to make other people understand that SCG has involvement, support or sponsor any political party, group, persons with political influence or election candidates.

# 7

## Handling of Information and Assets

Personal Information **7.1**

Recording, Reporting, and Storing Information **7.2**

Buying and Selling Securities and Use of Inside Information **7.3**

Use and Protection of Company's Assets **7.4**

Use and Protection of Information Technology System **7.5**

Use and Protection of Intellectual Property **7.6**





## Personal Information

### Principle

SCG respects privacy of relevant person, therefore, personal information of employees and relevant business parties such as status, biographical, career-related, financial record contact information, health-related or other kinds of data must be protected not to use, disclose or transfer to other parties which shall be deemed an infringement.

### Guidelines

1. Each person must respect other individual's privacy in personal information. If one is required to use, disclose or transfer other people's personal information, he must get consent from such person and must not infringe on legitimate rights.
2. A person in charge of storing information held or maintained by the Company must protect personal information of employees and business-related parties. Therefore, use, disclosure or transfer of personal information of them could be done for usual work as necessary and not infringe on legitimate rights.

# 7.1

## Examples

### 01

You are the secretary to the president. A factory manager asks you to send biographical data on the president to be published in a magazine, and says that the president has already approved. You know nothing about the matter, however. What should you do?

#### Advice

Disclosure of someone's personal information requires direct consent from that person. Whoever discloses someone's personal information without permission must be responsible for whatever damage occurs.

### 03

A former employee of SCG, known to you, telephones to ask for the names and telephone numbers of employees in your department. The purpose, according to the caller, is to contact these individuals and offer material benefits such as credit cards and access to loans. What should you do?

#### Advice

Information such as names and telephone numbers, even though they are generally known in your department or group of friends, is still regarded as personal information for which consent must be provided by those concerned before being disclosed.

### 02

It is not your duty to take care of biographical data on Company personnel, but you want to see results of the medical examinations of job applicants. What should you do?

#### Advice

Results of medical examination constitute personal information. If you want to have access to these records, you must obtain direct consent from the person concerned.

### 04

For use of social media, how should employees treat other people?

#### Advice

Every employee must respect other people's personal information privacy. Use, disclosure or transfer of personal information can be done only when getting consent of such person and not infringe on legitimate rights.



## Recording, Reporting, and Storing Information

### Principle

SCG has realized the importance of internal information management. Recording and storing of information must comply with SCG's standard and be complete as prescribed by law. For storing, all employees are obligated to ensure that the information involved with their work remains safe and available for reference or use by SCG whenever needed.

### Guidelines

1. Recording of information should be done in accordance with the guidelines established by SCG and with all government laws, such as those pertaining to taxation and accounting.
2. Report information accurately and honestly, according to the facts.
3. Important documents and confidential information should be guarded by special procedures established for each level or type of information. The internal information and information relating to customers, business partners or vendors must be ensured to be safely and appropriately stored.
4. Storage of information should be done within the proper period of time, in accordance to the guidelines established by SCG and under the law. It should be done carefully, and so as to facilitate easy access. When the period for storage of information or documents has expired, the employees responsible should ensure that the data or documents are destroyed in the manner appropriate for each type of information.

# 7.2

## Examples

### 01

A friend of yours asks for a copy of electronic data from the Company's database, which he wants to use to benefit a company out of the SCG. Would you let him do that?

#### Advice

Any information in the Company's database is the property of SCG. It must not be disclosed or used for private benefit.

### 03

At the end of the year, you have to clear the documents in your unit. Most of the documents have to do with accounting. You are person in charge of collecting all documents whose legal storage period has expired and put them in a box to be destroyed. What should you do?

#### Advice

Check all the documents and make a list or index of all documents to be destroyed. Keep that list as evidence before destroying the documents. In this way, you have made sure that no document is destroyed before reaching its expiry date.

### 02

You are an instructor from SCG delegated to a student touring a Company site. The student asks for electronic data that she can use to make her report. What should you do?

#### Advice

Before giving any information to anyone, you should consult or ask permission from your superior and the owner of that information. You should only release it if it will not harm SCG in any way.

### 04

If you have pile of paper sheets used only one side and desire to use the other side, is it possible?

#### Advice

You can do it but you have to check if the paper contains confidential information. If it does, you must not re-use it and destroy it properly.



## Buying and Selling Securities and Use of Inside Information

### Principle

Use of inside information which is material must be appropriately done considering impacts on all stakeholders and legitimacy. The information must not be used for personal or other people's benefits.

### Guidelines

1. Do not use inside material information which has not been disclosed to public and deemed taking advantage over others for trading securities in any time.
2. Do not give advice or opinion on buying or selling Company stock unless the Company has assigned such advice-giving as a part of your work.
3. Employees and other authorized persons are prohibited from disclosing or conveying corporate information or secrets to unauthorized persons, including their own family members, relatives, and friends.
4. Employees in units taking charge of financial statements preparation and their family members must not trade the Company's securities before financial statement information or other information that may affect the Company's stock price is disclosed.



### Definition

#### **Material Information**

refers to information relating to SCG's business which, if disclosed inappropriately, may significantly affect SCG's business, stock price or influence investment decision such as information in financial statements, investment project information which has not yet been disclosed to SET or information relating to bidding.

# 7.3

## Examples

### O1

You have been assigned to work with information that could affect Company stock prices, but your work does not require that you meet with representatives of securities firms. One day, however, the representative of a securities firm that you have never personally contacted or heard of calls and invites you to dinner without saying why. What should you do?

#### Advice

Ask what the dinner is for. If the answer is not clear, or if you are not certain, politely refuse, and report to your superior. Avoid meeting with anyone without good cause, as others might interpret such a meeting as indicative of some special relationship.

### O2

Rumour has it that SCG will invest in a large project that, if successful, will have a huge positive impact on corporate operations. The rumour causes SCG stock prices to rise dramatically. It so happens that SCG does plan to invest in that very project, and is preparing to disclose its details to the public. If you were involved in preparing that disclosure, could you have bought the Company's stock or sold what you already held?

#### Advice

You must not buy or sell the Company's stock during this period, as this constitutes improper use of inside information according to the regulations of SCG, and is regarded as a criminal offence as well.

### O3

If you are member of bidding committee and your colleague in your unit asks for information of the bidders, can you give him this information?

#### Advice

You cannot provide information to people who do not relate to the bidding since the information is intended for use in the bidding only.

## 7.4

## Use and Protection of Company's Assets



### Principle

SCG has made efficient and full use of its assets and promoted the employees to protect them from damage, loss or personal use for themselves and other people.

#### Guidelines

1. Employees have to use SCG's assets efficiently and for SCG's benefits
2. Employees must not abuse SCG's assets in terms of objective and legal correctness
3. Employees must protect and take care of SCG's assets to prevent them from damage or loss.

### Definition

#### SCG's Assets

refers to all kinds of assets, including movable properties, immovable properties or any other properties owned, guarded and protected by SCG.

### Examples

#### 01

If you request advance money for the Company's business, what should you do?

#### Advice

You have to spend the advance for the Company's business only not for your own or other people's benefits. You have to acquire and return the money in compliance with SCG's regulation. Supervisors have duty to supervise the subordinate's advance acquisition to strictly comply with the regulation.

#### 02

If your unit has spare parts that are no longer fitted for use in the plant, what should you do?

#### Advice

You have to take care of and manage the spare parts to create highest benefits and not to use for your own or other people's benefits since the spare parts are still assets of the Company.

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# Dedication to Excellence

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## Use and Protection of Information Technology System

### Principle

SCG desires that information technologies are used efficiently and safely according to SCG e-Policy to protect and preserve them from infringement or use without permission.



### Guidelines

1. Use information technology and information in the system for SCG's benefits. Avoid using the system that may violate normal usage of other people that is irrelevant to work or that may impact on the system's efficiency.
2. Do not use the system to access to or send information that is against good ethics, gamble-related, affecting national security or violating other people's rights.
3. Use the system according to the authority granted and keep password secret and do not consent other people to use your password to access to the system.
4. Avoid opening file from unknown source and using data recording tool that has been used with a computer suspicious of virus infection or malware.
5. Avoid installing programs and configuration of the system that may affect security of the system. If you have any issue or find abnormality in the system, you have to contact IT helpdesk right away.



### Definition

#### Information Technology

refers to equipment and systems used to process and transfer electronic data such as computer, network, the Internet, e-mail, password or programs, etc.

# 7.5

## Examples

### 01

If you receive an e-mail from an external party who is interested in being raw material supplier to SCG, the e-mail does not address any unit and has attachment and link to website for you to find more information, what should you do?

#### Advice

You should not open the attachment or website in unfamiliar e-mail or e-mail from unknown source and to unknown addresses to prevent undesired software embedded in the e-mail. And for e-mail transaction, you should verify identification of the contact person by using telephone or fax.

### 02

If an external party that you assign to arrange sale promotion activity for SCG asks you to use your computer to access to the website to modify it to accommodate the activity, will you allow him to do so?

#### Advice

You must not allow any external party to access to your computer, user account or internal network of SCG. You should consult your superior to request authority for the external party.

## Use and Protection of Intellectual Property



### Principle

SCG regards intellectual property as valuable assets to SCG. Employees must strictly follow established 'SCG Intellectual Property (IP) Policy' and protect SCG's intellectual property from unauthorized use or disclosure and must respect and not infringe other people's intellectual properties.



### Guidelines

1. Employees must protect SCG's intellectual property from infringement, disclosure, reproduction, modification or any other actions not permitted by SCG.
2. All employees at SCG must respect and avoid violating the intellectual property rights of others. Examine the rights to information kept at or brought to SCG that belongs to outside persons.
3. The terms of contracts or legal documents concerning rights to intellectual property should be clear. When uncertain or in doubt, you should consult an expert in intellectual property at SCG or SCG's legal consultant.
4. Cooperate on claiming ownership or requesting protection of intellectual property for SCG's intellectual property.
5. Employees are obliged to report to a superior or the Intellectual Property Manager when they observe any actions that they believe to be, or will lead to, a violation of or conflict over SCG's intellectual property rights.

### Definitions

#### Intellectual Property

refers to work resulting from invention, creation or formation by human beings.

#### Patent

refers to documents issued by government to protect invention or design of products as invention patent, product design patent and petty patent.

#### Copyright

refers to literature, performance, arts, music, audio-visual materials, movie, audio records, audio and visual broadcast such as computer program, paintings, photograph and articles etc.

#### Trademark

refers to marks or symbols or logos used with products or services such as trademarks, service marks, certification marks and collective marks.

#### Trade Secrets

refer to trade information that is unknown to public and is commercially valuable since it is secret. They must be appropriately handled to keep them secret.

# 7.6

## Examples

### 01

After a while of researching on and developing a new product, Sales Team is planning to display the product's samples in trade exhibition so the superior recommends you to file patent registration, what should you do?

#### Advice

You have to consult SCG's Intellectual Property before starting the research to make a plan since you have to file request for registration at least 1-2 months before revealing the product to the public.

### 02

If you hire external party to arrange sale promotion activity and this contractor will design a character to use for this activity, in this case, who will own the copyright in this character?

#### Advice

If the hire contract does not specify provision on intellectual property, the copyright of the design of the character in the contract will belong to the creator. You should consult SCG's Intellectual Property, Technology Unit and/or SCG's legal counsel to prepare provision in copyright of the work which is in compliance with the law before executing the contract.

### 03

If you are preparing information for Company PR book and find that the pictures to be used belong to other people, what should you do?

#### Advice

You should inform the picture supplier and contact the copyright holder for permission and give credit to the owner or change to another picture which belongs to SCG.

### 04

If you desire to use a program not yet installed in your Company's computer and you find that it is available in illegal software shop, can you install it in this computer?

#### Advice

You are forbidden from installing any program in the computer since it is violation of copyright and may lead to lawsuit. If you want to use any program, please consult IT helpdesk.

### 05

The Company exports goods to foreign countries via distribution dealer and you find that someone is selling the same kind of products using logo similar to SCG's, what should you do?

#### Advice

You have to report to SCG's Intellectual Property, Technology Unit and/or SCG's legal counsel to take action as soon as possible. Trademark of products should be registered in the country of production and sale before launching to the market. And if there is distribution dealer, there should be provision in intellectual property.

### 06

During a trade exhibition, there are lots of visitors to SCG's booth and they ask about production process and technology the Company uses, what should you do?

#### Advice

You have to use great care in supplying information. Before that, you have to screen the information that can be disclosed since there may be knowledge, trade secrets and information about patents that must not be disclosed.



# 8

## Information Disclosure and Communication

Information Disclosure **8.1**

Communication **8.2**

## 8.1



## Information Disclosure

### Principle

SCG's disclosure of information is based on fairness, transparency and traceability. It must be ensured that the information is correct, clear, complaint with law on fair basis regardless of format as written and verbal, press conference or any other manner.

### Guidelines

1. Disclosure of information that may have impacts on SCG must be only done by authorized persons except for being assigned by the authorized persons to do so.
2. For disclosure of material information that has not been disclosed to the public, the authorized person must disclose it with great care, correctness and completeness on time. He must be sure that all the stakeholders sufficiently and fairly receive the information.
3. Disclosure of other information must be done correctly and not intend to temp other people to wrongly understand the information.

### Examples

#### 01

Press calls you to ask about rumour on the Company's performance, could you explain it to the press?

#### Advice

Answering question or giving important information must be done by authorized persons only except for being assigned for specific item of information. If in doubt, you should contact the unit taking charge of the information disclosure.

#### 02

If you have a friend working in a competitor company, can you exchange information on marketing such as growth rate of the Company's products?

#### Advice

You cannot do this except it is the information that has been publicized.

## 8.2

## Communication

### Principle

SCG's communication including SCG brand communication to internal and external target, marketing communication of brands in SCG, use of SCG logo and communication via social media must be properly and accurately done considering fairness to every stakeholder and must not lead to damages to SCG. The Brand Communication Guidelines and SCG Social Media Policy should be strictly observed.

### Guidelines

1. Communicate with responsibility to society, environment and values of each country where SCG operates.
2. Do not use marketing communication that directs comparisons with rivals' product or services.
3. Do not refer to subject matters that may cause conflicts in the society such as nation, monarchy, politics, belief, international relation, gender or issues that are against ethics and tradition, social disparity, discrimination and human rights violation.
4. Do not over exaggerate to make consumers misunderstand quality of products, services or other qualifications of the organization, except for using technique that enables the consumers to know it is not true but it adds spice to the media. Notice should be given to the audience that it is not true.
5. Use corporate logos accurately according to Corporate Identity Manual (CI Manual). Use of the corporate logos must be permitted by unit taking care of brand and do not use the logos for personal use.
6. Not ignore and always monitor any communication referring to the Company or action that may affect the Company's reputation and inappropriate use of logos that may damage the brand. In this case, you have to report to person taking charge or superior right away.
7. In disseminating information or expressing personal opinion on any topic online, you should indicate that it is personal opinion with great care as SCG employee.



### Examples

#### 01

You are assigned to produce advertisement media to create social attention. A PR agency proposes to use real events as plot of the commercial. Political demonstration or mocking of the homosexual is one of the events the agency proposes since it is entertaining and attractive, what should you do?

#### Advice

The advertisement must not portray the contents in this manner. You must take great care of contents and forms not to refer to any person or mock any event that may affect the society especially sensitive and controversial issues which may create negative impacts on the organization.

# 8.2

## O2

You are assigned to produce corporate communication media to reflect the position of business leader in ASEAN by using map and flags of the countries in the region. However, after the media is broadcast to the target group, someone complains that the contents and pictures used are incorrect, what should you do?

### Advice

You should verify the contents, maps, flags or any symbols of each country and consider source of information. You should also check with government agencies which can certify. If in doubt, do not use such pictures of information in the media. In case of complaint on correctness of information, you should contact the complainant and relevant units to explain, understand and cancel the media right away. After that you have to find solution to revise the media.

## O3

You are assigned to take care of the Company's trade exhibition and you desire to show quality of the Company's products to be better than the competitor's. Can you take the competitor's product to do quality test in the presence of the exhibition visitors?

### Advice

You must not take the competitor's product to test in the fair, although you have a proof on that since it is against business ethics. However, you can do it with name of manufacturer and source of product concealed.

## O4

You learn that the competitor is going to launch a commercial for new product that is the same as SCG's but it is still not ready to the market. Will you launch a commercial informing that SCG will launch this new product before the competitor to create business opportunity?

### Advice

You can do it if the product is under preparation and is going to be launched soon. However, period to launch must be communicated to customers and readiness of the Company should be considered. If the Company is not ready, truth should not be distorted to make the market misunderstand.

## O5

You are on holidays in Vietnam and you notice that on the way from airport, SCG billboard is in damaged condition. What should you do?

### Advice

You should find channel to inform relevant people or people taking charge of such billboard or inform Corporate Communications Office or superior right away to find resolution.

## O6

You need to raise funds to help flood victims by making t-shirts with SCG logo screened on them to sell to your co-workers. Is it possible for you to do it right away?

### Advice

You should request the unit taking charge of the logos in writing specifying objective of use and coordinator of the project. After getting permission, then you can do it.

## O7

If you find accusation of discrimination in SCG's recruitment process forwarded on social media, what should you do?

### Advice

You must not forward the message nor give any comments and report to relevant party or your superior right away.



# 9

## SCG's Transactions

Transactions between Companies in SCG **9.1**

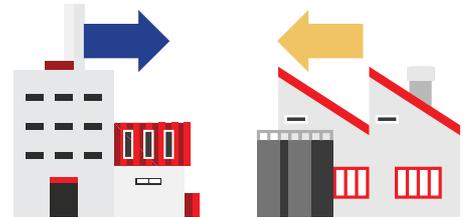
Transactions between SCG and External Parties **9.2**

# 9.1

## Transactions between Companies in SCG

### Principle

Doing business or performing work which incur related transaction between SCG group of companies must abide by the laws and regulations issued by State agencies, the regulations and delegation of authority of SCG, as well as the principles and conditions prescribed in each locality.



### Guidelines

1. Carefully study the principles, processes, and delegation of authority that SCG has established for its businesses before taking action.
2. Refuse to follow the request to skip any activity in the process or ignore any activity that is required in normal process.
3. Comply with guidelines and procedures for the approval of related transactions, connected transactions or transaction with possibility of conflicts of interest for highest benefits of SCG as stipulated by laws.
4. Carry out related transactions on fair and reasonable basis without transfer of benefits among companies in SCG.

### Examples

#### 01

Company A offers to buy motor wreck that is no longer in use from company B to use as tool for motor technician training while company B will not charge company A any expense since they are in SCG. Is this an acceptable practice?

#### Advice

It is unacceptable practice since purchase of assets between companies in SCG must be done based on market price or book value.

#### 02

Can assignment of one employee of a company in SCG to work in another company on temporary basis be done verbally by management of the two companies?

#### Advice

No, it cannot. Assignment of an employee to work in another company in SCG must comply with the Human Resource Regulation with Cost Center specified for correct expense collection.



## Transactions between SCG and External Parties

### Principle

Transactions with external parties must strictly comply with guidelines and procedure as specified by laws and regulations issued by state agencies as well as SCG's policy and delegation of authority. Moreover, it must comply with the conditions agreed upon straightforwardly, transparently and traceably. Avoid transactions that may cause trouble or damage to SCG or external parties.

### Guidelines

1. Employees should study to understand and comply with policy and guidelines towards stakeholders.
2. Strictly follow the procedures set forth in the procurement and purchasing regulations of SCG. The priority in procurement should be given to legal entities rather than individual person, except in cases where special expertise is required from particular individuals or where the benefits of SCG demand it.
3. Each transaction should take into consideration market values and prices, together with quality and services rendered. There should be neither bias nor any obstruction in doing business by means that are immoral or illegal.
4. Avoid transactions that may have social and environmental impacts or defame SCG, although such transactions may create business benefits.
5. SCG forbids using the name of SCG, its Board of Directors, management, or any employee in conducting any transaction not related to SCG, even if it has no direct impact on SCG.

# 9.2

## Examples

### O1

A foreign company offers to sell machinery at a lower price than it can be procured directly from the manufacturer. Are you allowed to purchase such machinery?

#### Advice

You may purchase such machinery, but you must carefully study the details to be sure that you are getting a machine whose conditions are efficient and appropriate to the price paid. The contract must also be comprehensive in guaranteeing that the machinery has been obtained legally without any violation of intellectual property right. A state agency, such as the Ministry of Industry, the Department of Customs, or the National Police Bureau, could be called upon to verify the matter.

### O2

If a customer asks SCG not to issue a tax invoice to avoid paying the value added tax, will you grant his request?

#### Advice

It cannot be done since the company has to comply with tax laws.

### O3

You wish to order a product for yourself from a manufacturer that happens to be a business partner of SCG. You know that if you make a contract in SCG's name you will get a larger discount than normal. Are you allowed to use SCG's name for such a purchase?

#### Advice

You cannot not use SCG's name for any transaction unrelated to SCG's business, whatever the circumstances, as it might lead the other party to believe that he / she is doing business with SCG, resulting in considerable harm to the company. However, if SCG has deal with the vendor to offer special price for personal use, employees can order on their behalf.



# 10

## Doing Business Abroad and International Trading

Doing Business Abroad **10.1**

International Trading **10.2**

# 10.1

## Doing Business Abroad

### Principle

All of SCG business operation abroad including establishing a company, plant, office, branch, agent; trading with dealer; or doing acquisition overseas must comply with the laws and rules applicable in that country which SCG has invested and perform as good citizen in each locality. Moreover, such business operation must also take into account the circumstances, customs, traditions, and culture of each locality.



### Guidelines

1. Completely comply with all the local laws. In case SCG has guidelines, regulations and procedures that are higher or better than those stipulated by the laws, the guidelines, regulations and procedures of SCG must be complied.
2. Refuse doing any transaction likely to be against the local laws and consult your superior or SCG's legal counsel when you notice transactions that may be unclear, non-compliance with regulations or have conflicts with local laws, customs, traditions or culture.
3. Regularly monitor updates of laws or regulations in the countries where SCG operates. In case of doubt, consult SCG legal counsel or relevant persons.

### Examples

#### 01

If someone offers you an assistance in requesting for plant license abroad claiming that he could access to competent officers who issue the license. However, this is against the procedure prescribed by law. What should you do?

#### Advice

Refuse that offer and follow normal procedure and report your superior.

#### 02

In case of business acquisition abroad and the seller requests to state the prices in the documents lower than actual prices to accommodate the seller to pay less taxes, what should you do?

#### Advice

Refuse that request and consult SCG's legal counsel. You have to also study and find other solution that is more appropriate and legitimate.

## 10.2

## International Trading



### Principle

Import and export of products or any transactions of SCG relating to foreign countries must strictly comply with relevant laws such as laws on import and export, customs act, product safety and consumer protection laws including relevant SCG's regulations and guidelines.

### Guidelines

1. Study and update information of customers and prospective business partners. Avoid doing business with customers or business partners who do not comply with relevant laws or run suspicious business.
2. Frequently verify transactions to ensure compliance with laws.
3. Report information and submit relevant documents on import or export to relevant agents such as SCG internal units or government agencies. The information must be verified to be true.

### Examples

#### 01

You receive import invoice wrongly showing price of goods or details of goods, what will you do?

#### Advice

You should inform the business partner to revise the invoice to be clear and correct.

#### 02

If a customer in a foreign country requests you to prepare documents containing contents not matching the agreed transaction to get tax benefits at the import country, what should you do?

#### Advice

You have to refuse preparing such document and report your supervisor.



Business  
Competition

11

Anti – Laundering  
Measures

12



## Business Competition

### Principle

SCG is committed to fair competition to both SCG's customers and vendors by considering code of business ethics and competition laws in every country where SCG conducts its business in accordance with relevant SCG's guidelines.

### Guidelines

1. Do not enter into any kind of agreement with competitors or any person that would reduce or limit fair competition in business.
2. Wherever SCG is a market leader for a particular type of product, SCG must not use its dominant power in ways that are unfair such as limiting customers' choices in purchasing products or services, and setting prices or selling conditions which are unfair.
3. Competition laws are complicated and vary from one country to another. Therefore, you should try to understand SCG's guidelines relating to trade competition and consult SCG's legal counsel from the very beginning.

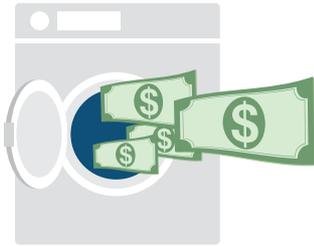
### Example

#### 01

You have received an invitation from a competitor to meet and exchange ideas about marketing plans in order to allotting customers and sales territories. This would help reduce price competition in sales. What should you do?

#### Advice

Refuse to take part in the discussions, and confirm that SCG's policy prohibits employees from exchanging ideas about such matters. This invitation should then be reported to your superior.



# 12

## Anti-Laundering Measures

### Principle

SCG complies with all guidelines and laws pertaining to the suppression of money laundering. SCG will not accept transfers or conversions of assets or support such actions insofar as they are related to criminal activities, and will prevent anyone using SCG as a channel or instrument for the dispersion or concealment of illegally obtained assets.

### Guidelines

1. Before engaging in a transaction, find out to assure the source of fund that the contract partner legally obtained his/her money.
2. Do not transfer to unknown account or receive abnormal payment especially from the country not relating to the transaction.
3. If you notice an unusual transaction, immediately report it to your superior.

### Examples

#### 01

An overseas debtor asks to pay off his account with SCG via a tax haven country, a country providing any tax privilege. Is it possible?

#### Advice

It is possible because transfers or payments of money via a tax haven country are not illegal, but you must make sure that the contracting party is credible and has a business background open to investigation.

#### 02

A debtor wants SCG to accept payment from an unknown individual who is not a party obligated to the contract. What will you do?

#### Advice

Avoid receiving payment of debt from any person who is not a contracting party. If necessary, you should attempt to verify the source of all money involved in a transaction, relationship between debtor and transferor and background of the transferor.



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**Live by Our  
Code of  
Conduct**

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# SCG Code of Conduct



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Walking  
Together

# SCG Supplier Code of Conduct

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สงวนลิขสิทธิ์ พ.ศ. 2556 : จัดทำโดย คณะกรรมการการพัฒนาอย่างยั่งยืน เอสซีจี

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# SCG Supplier Code of Conduct จรรยาบรรณคู่ธุรกิจเอสซีจี

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## สารจากกรรมการผู้จัดการใหญ่ เอสซีจี

เอสซีจี มุ่งมั่นดำเนินธุรกิจตามแนวทางการพัฒนาอย่างยั่งยืนภายใต้หลักบรรษัทภิบาล โดยทุ่มเทพัฒนาสินค้าและบริการ ตลอดจนกระบวนการผลิตให้เป็นมิตรต่อสิ่งแวดล้อม และสนับสนุนให้ชุมชนมีความเข้มแข็งอย่างต่อเนื่อง การนี้กำลังกันของคู่ธุรกิจกับเอสซีจีเพื่อร่วมกันทำความดี และสร้างประโยชน์ให้กับสังคมและสิ่งแวดล้อม ตามแนวทางการพัฒนาอย่างยั่งยืน เป็นการแสดงออกถึงความจริงใจที่จะใช้ศักยภาพจากความร่วมมืออย่างเต็มที่ ซึ่งเป็นมิติใหม่และเป็นต้นแบบของการดำเนินธุรกิจอย่างมีส่วนร่วม

เอสซีจี มีความตั้งใจที่จะพัฒนาคู่ธุรกิจที่ร่วมงานกับเอสซีจีให้มีการบริหารจัดการตามแนวทางการพัฒนาอย่างยั่งยืน โดยพร้อมให้คำแนะนำและความช่วยเหลือในด้านต่าง ๆ อาทิ การให้ความรู้ การประเมินประสิทธิภาพ การเสนอแนะแนวทางปรับปรุง รวมถึงได้จัดทำ "จรรยาบรรณคู่ธุรกิจเอสซีจี" (SCG Supplier Code of Conduct) ขึ้น เพื่อเป็นแนวทางให้คู่ธุรกิจร่วมกันปฏิบัติตนเป็นพลเมืองดี ควบคู่ไปกับการกำกับดูแลกิจการที่คำนึงถึงสังคมและสิ่งแวดล้อมอย่างเป็นรูปธรรม ตลอดจนใช้เป็นมาตรฐานในการดำเนินธุรกิจร่วมกัน

เอสซีจีหวังเป็นอย่างยิ่งว่า "จรรยาบรรณคู่ธุรกิจเอสซีจี" (SCG Supplier Code of Conduct) ฉบับนี้ จะเป็นก้าวแรกของความร่วมมือที่จะนำไปสู่การพัฒนาธุรกิจให้เติบโตไปด้วยกัน พร้อมสร้างสังคมและสิ่งแวดล้อมที่ยั่งยืน

กานต์ ตระกูลอุน  
กรรมการผู้จัดการใหญ่ เอสซีจี



## Message from President & CEO, SCG

SCG is firmly committed to conducting business in line with the principles of sustainable development and good corporate governance. We are thus developing products and services as well as production processes that are environmentally friendly and is also continuously providing support to efforts that strengthen communities. To synergize between SCG and our suppliers while benefiting society and the environment according to sustainable development principles reflects our sincere wish to exercise cooperation to the full. This paradigm demonstrates a new dimension and a role model for participatory business procedures.

SCG is determined to develop our partner suppliers so that these businesses operate with a management that is in line with sustainable development principles. We are also ready to offer advice and support in several fields, especially in providing knowledge, efficiency evaluation, and methods along with approaches for improvement. The aim in developing the **SCG Supplier Code of Conduct** is to offer guidelines to encourage our suppliers to behave as good citizens and conduct their businesses in such a way that they address societal and environmental concerns. The supplier code of conduct is also used as the standard for ongoing cooperation.

SCG sincerely hopes that this **SCG Supplier Code of Conduct** will be the first step in 'Walking Together' that will lead to business development for mutual growth of both SCG and our suppliers with the commitment to create a sustainable society and environment.

Kan Trakulhoon  
President & CEO, SCG



# อุดมการณ์และจรรยาบรรณเอสซีจี



เอสซีจีมีอุดมการณ์และจรรยาบรรณในการดำเนินธุรกิจอย่างมีคุณธรรม โดยยึดมั่นในความรับผิดชอบต่อผู้มีส่วนเกี่ยวข้องทุกฝ่าย ซึ่งทั้งคณะกรรมการบริษัท ฝ่ายจัดการ ตลอดจนพนักงานทุกระดับได้ถือปฏิบัติอย่างสม่ำเสมอ โดยมีแนวทางสอดคล้องกับหลักบรรษัทภิบาล ซึ่งเป็นหลักการบริหารองค์กรที่ได้รับการยอมรับในระดับสากล ส่งผลให้เอสซีจีเจริญก้าวหน้าและได้รับความเชื่อถือในทุกวงการ

## อุดมการณ์ในการดำเนินธุรกิจของเอสซีจี

- **ตั้งมั่นในความเป็นธรรม :** เอสซีจีมีความรับผิดชอบต่อที่จะให้ผู้มีส่วนได้เสียทุกฝ่ายได้รับความเป็นธรรม
- **มุ่งมั่นในความเป็นเลิศ :** เอสซีจีมุ่งกระทำการที่ถูกต้องด้วยความตั้งใจให้เกิดผลในทางที่เป็นเลิศเสมอ
- **เชื่อมั่นในคุณค่าของคน :** เอสซีจีถือว่าพนักงานเป็นทรัพยากรอันมีคุณค่าที่สุด
- **ถือนมั่นในความรับผิดชอบต่อสังคม :** เอสซีจีปฏิบัติตนเป็นพลเมืองที่ดีในทุกชุมชนและทุกประเทศที่เข้าไปดำเนินธุรกิจ

# SCG Business Philosophy and Code of Conduct



SCG's business philosophy and code of conduct have underlined our commitment to operating business with ethics and responsibility to our stakeholders. This has been consistently adopted and practiced by the Board of Directors, management, and employees at all levels. SCG business ethics are aligned with internationally recognized principles of Corporate Governance, helping SCG to propel business growth and acceptance from all circles.

## SCG Business Philosophy

- **Adherence to Fairness** : SCG is committed to the concept of fairness to all parties concerned.
- **Dedication to Excellence** : SCG earnestly focuses on right performance with effort to consistently provide excellence.
- **Belief in the Value of Individuals** : SCG believes that employees are the most valuable assets.
- **Concern for Social Responsibility** : SCG fully performs its duty as a good corporate citizen by contributing to the communities and countries where it operates.



# จรรยาบรรณคู่ธุรกิจเอสซีจี

เอสซีจี<sup>1</sup> ดำเนินธุรกิจอย่างมีคุณธรรมตามหลักบรรษัทภิบาล ควบคู่กับความมุ่งมั่นในการดูแล ส่งเสริม สนับสนุนต่อสังคมและสิ่งแวดล้อมตามแนวทางการพัฒนาอย่างยั่งยืน ซึ่งเป็นปัจจัยสำคัญที่นำมาสู่ความสมดุลของสังคม สิ่งแวดล้อม และธุรกิจ ให้สามารถเจริญเติบโตควบคู่กันได้อย่างยั่งยืน

เอสซีจีมีเจตนารมณ์ ที่จะส่งเสริมแนวคิดนี้ออกไปยังคู่ธุรกิจ<sup>2</sup> ซึ่งเป็นผู้มีส่วนสำคัญในการดำเนินธุรกิจ ของเอสซีจี ให้ร่วมกันนำหลักการและแนวคิดดังกล่าวไปปฏิบัติ นอกจากการปฏิบัติตัวเป็นพลเมืองดี ควบคู่ไปกับการกำกับดูแล กิจการเพื่อสังคมและสิ่งแวดล้อมแล้ว ยังเป็นการขยายผลออกสู่สังคมในวงกว้าง ดังนั้น เพื่อให้มีความเข้าใจที่ถูกต้องร่วมกัน เอสซีจีจึงได้จัดทำ “จรรยาบรรณคู่ธุรกิจเอสซีจี” เพื่อให้คู่ธุรกิจ ของเอสซีจีนำไปใช้เป็นแนวปฏิบัติต่อไป

เอสซีจีคาดหวังว่านอกเหนือจากการปฏิบัติตามข้อกำหนด ข้อบังคับ กฎหมายที่เกี่ยวข้อง ตลอดจน แนวทางปฏิบัติอันเป็นสากลแล้ว คู่ธุรกิจจะนำหลักการในจรรยาบรรณคู่ธุรกิจเอสซีจีไปใช้เป็นแนวปฏิบัติ ในการดำเนินธุรกิจ โดยเอสซีจีจะให้ความช่วยเหลือ ส่งเสริม สนับสนุนให้คู่ธุรกิจดำเนินธุรกิจอย่างมีจริยธรรม เคารพสิทธิเสรีภาพ ดูแลด้านแรงงานและสิทธิมนุษยชน ดูแลด้านอาชีวอนามัย ความปลอดภัย และสิ่งแวดล้อม รวมทั้งติดตามการนำ “จรรยาบรรณคู่ธุรกิจเอสซีจี” ไปปฏิบัติให้บรรลุตามวัตถุประสงค์ ทั้งนี้ หากคู่ธุรกิจปฏิบัติไม่สอดคล้องกับ “จรรยาบรรณคู่ธุรกิจเอสซีจี” เอสซีจีขอสงวนสิทธิ์ในการดำเนินการใด ๆ กับคู่ธุรกิจ โดยพิจารณาจากผลกระทบและความเสียหายที่เกิดขึ้น

สำหรับหลักการ ที่นำมาจัดทำ “จรรยาบรรณคู่ธุรกิจเอสซีจี” นอกจากการกำหนดข้อบังคับ กฎหมาย ที่เกี่ยวข้อง และจรรยาบรรณเอสซีจีแล้ว ยังได้อ้างอิงถึงกฎบัตรและมาตรฐานต่างๆ ซึ่งเป็นที่ยอมรับ ในระดับสากล เช่น ปฏิญญาสากลว่าด้วยสิทธิมนุษยชน (Universal Declaration of Human Rights: UDHR) องค์กรแรงงานระหว่างประเทศ (International Labour Organization: ILO) ข้อตกลงโลก แห่งสหประชาชาติ (UN Global Compact) มาตรฐานความรับผิดชอบต่อสังคม (Social Accountability International: SAI) เป็นต้น

<sup>1</sup>เอสซีจี หมายความว่า บริษัทปูนซิเมนต์ไทย จำกัด (มหาชน) และ บริษัทย่อยของบริษัทปูนซิเมนต์ไทย จำกัด (มหาชน) โดย บริษัทย่อย หมายถึง

1. บริษัทหรือนิติบุคคลที่บริษัทปูนซิเมนต์ไทย จำกัด (มหาชน) เป็นเจ้าของหรือถือหุ้นที่มีสิทธิออกเสียงในบริษัทหรือนิติบุคคลนั้นเกินกว่าร้อยละ 50 ไม่ว่าจะถือหุ้นเองโดยตรงหรือถือหุ้นโดยอ้อม หรือ
2. บริษัทหรือนิติบุคคลที่บริษัทปูนซิเมนต์ไทย จำกัด (มหาชน) มีอำนาจควบคุมในเรื่องการกำหนดนโยบายทางการเงินและการดำเนินงานเพื่อให้ได้มาซึ่งประโยชน์จากกิจกรรมต่างๆ ของบริษัทหรือนิติบุคคลนั้น

<sup>2</sup>คู่ธุรกิจ หมายความว่า ผู้ขายสินค้า ผู้รับจ้าง และ/หรือ ให้บริการแก่เอสซีจี



# SCG Supplier Code of Conduct

SCG<sup>1</sup> conducts its business ethically and responsibly in line with the principles of good corporate governance. We are also committed to supporting, abetting, and safeguarding society and the environment in accordance with the sustainable development approach to achieve a balance between the economic, social, and environmental needs, enabling them to grow alongside each other in a sustainable way.

SCG strives to share and encourage our suppliers<sup>2</sup>, who play an important role in SCG's overall success, to pursue these common goals of ethical business practices. Not only does this reflect our commitment to being a good corporate citizen as well as our corporate governance for the benefit of society and the environment, but it also allows SCG to share our ethical practices with society at large. To reinforce the standards to which we are committed, SCG has developed the **SCG Supplier Code of Conduct** to provide guidelines for our suppliers to follow.

In addition to operating in compliance with rules, regulations, all applicable laws, and international best practices, SCG expects our suppliers to apply the principles in the SCG Supplier Code of Conduct in their operations. We pledge to aid, abet, and support our suppliers to operate ethically, respect labor and human rights, and adhere to ethical principles for occupational health, safety, and the environment along with monitoring suppliers for compliance with the **SCG Supplier Code of Conduct**. Should supplier fail to comply with the **SCG Supplier Code of Conduct**, SCG reserves the right to take appropriate action considering the degree of the impacts and damage incurred.

Apart from rules, regulations, applicable laws, and SCG Code of Conduct, the **SCG Supplier Code of Conduct** was also founded upon internationally-accepted charters and standards including the Universal Declaration of Human Rights (UDHR), International Labour Organization (ILO), UN Global Compact, and Social Accountability International (SAI), etc.

<sup>1</sup>SCG means The Siam Cement Public Company Limited and its subsidiaries. For purposes of this definition, "Subsidiaries" means

1. Any company or legal entity which The Siam Cement Public Company Limited has direct or indirect ownership or control of more than 50% of the voting interests of the subject entity; or
2. Any company or legal entity which The Siam Cement Public Company Limited has the power to govern the financial and operating policies so as to obtain benefits from its activities.

<sup>2</sup>Suppliers means any supplier, contractor, and/or service provider for SCG.



## ความซื่อสัตย์สุจริตทางธุรกิจ

ดำเนินธุรกิจบนพื้นฐานของความถูกต้อง ซื่อสัตย์สุจริต มีจริยธรรม มีความโปร่งใส รวมถึงปฏิบัติตามกฎหมาย และระเบียบที่เกี่ยวข้องกับการดำเนินธุรกิจอย่างเคร่งครัด ไม่ทำการใด ๆ อันเป็นวิธีที่ทุจริต คอร์รัปชั่น ตัดสินบน ด้วยการเสนอหรือสัญญาจะให้เงิน ทรัพย์สิน สิ่งของ หรือผลประโยชน์อื่นใด รวมถึงการทำให้ได้เปรียบผู้อื่น เพื่อจูงใจให้ตนเองหรือบุคคลอื่นใดได้รับผลประโยชน์อื่น ๆ ที่ไม่ควรได้รับ

## ความเป็นธรรม

ดำเนินธุรกิจด้วยความรับผิดชอบที่จะให้ผู้มีส่วนได้เสียทุกฝ่าย ได้รับการปฏิบัติที่เป็นธรรม

## การเปิดเผยข้อมูล

เปิดเผยข้อมูลของตนอย่างถูกต้องครบถ้วนตามที่กฎหมายกำหนด

## การรักษาความลับ

ไม่เผยแพร่หรือไม่นำข้อมูลที่เป็นความลับของลูกค้า และผู้เกี่ยวข้องของคู่ธุรกิจไปใช้โดยที่ไม่ได้รับความยินยอม

## สิทธิในทรัพย์สินทางปัญญา

เคารพสิทธิในทรัพย์สินทางปัญญาของผู้อื่น และระมัดระวังไม่ให้มีการละเมิดสิทธิดังกล่าว



## Business Integrity

Conduct business in an ethical manner with adherence to correctness, honesty, integrity and transparency and strictly comply with all applicable laws and regulations and shall not participate in any fraudulent act or corruption, shall not offer, give, or promise any bribes, valuable things, gifts, or other advantages to any person, nor shall improperly influence any action or decision for their own benefit or for the benefit of any other person.

## Fairness

Conduct business responsibly to ensure fair treatment to all stakeholders.

## Information Disclosure

Provide full and accurate disclosure of information as stipulated by law.

## Confidentiality

Do not disclose or use any confidential information of customers or related parties without consent.

## Intellectual Property

Respect intellectual property rights of others and undertake not to allow violation of such rights.

## การไม่เลือกปฏิบัติ

คำนึงถึงศักดิ์ศรีความเป็นมนุษย์ ความเท่าเทียมกัน และความเป็นธรรม โดยไม่เลือกปฏิบัติต่อลูกจ้าง เพราะความแตกต่างทางกาย จิตใจ เชื้อชาติ สัญชาติ ศาสนา เพศ อายุ การศึกษา หรือเรื่องอื่นใด

## การคุ้มครองแรงงาน

- ไม่จ้างแรงงานเด็กที่อายุไม่ถึงเกณฑ์ตามที่กฎหมายกำหนด ในกรณีที่คู่ธุรกิจจ้างแรงงานเด็กที่มีอายุมากกว่าเกณฑ์ที่กฎหมายกำหนด ต้องจัดให้แรงงานได้รับความคุ้มครองตามที่กฎหมายกำหนดทุกประการ รวมทั้งการพัฒนาและส่งเสริมคุณภาพชีวิตและการทำงานอย่างเหมาะสม
- ไม่ให้ลูกจ้างหญิงทำงานในลักษณะที่อาจเป็นอันตรายต่อสุขภาพและความปลอดภัย ในกรณีที่ลูกจ้างซึ่งเป็นหญิงมีครรภ์ต้องจัดให้ได้รับความคุ้มครองและสิทธิประโยชน์ตามที่กฎหมายกำหนด
- การจ้างแรงงานต่างด้าว ต้องดำเนินการให้เป็นไปตามที่กฎหมายกำหนดอย่างถูกต้องครบถ้วน

## การไม่บังคับใช้แรงงาน

ไม่ใช้หรือได้รับประโยชน์จากการบังคับใช้แรงงานในลักษณะที่เป็นแรงงานทาส ซึ่งรวมถึงการลงโทษทางการชู้เชื้อ การกักขัง การคุกคามข่มขู่ การล่วงละเมิด การค้ามนุษย์ หรือการใช้ความรุนแรงไม่ว่าจะอยู่ในรูปแบบใดๆ

## ค่าจ้างและผลประโยชน์

ดำเนินการจ่ายค่าจ้าง ค่าทำงานล่วงเวลา ค่าทำงานในวันหยุด และผลประโยชน์ที่ลูกจ้างพึงได้รับอย่างถูกต้องเป็นธรรม และไม่ต่ำกว่าอัตราที่กฎหมายกำหนด จ่ายค่าจ้าง ค่าทำงานล่วงเวลา หรือผลประโยชน์อื่นใด ลูกจ้างต้องได้รับตรงตามกำหนดเวลา

## ระยะเวลาการทำงาน

ไม่ให้ลูกจ้างทำงานเป็นเวลานานเกินกว่าที่กฎหมายกำหนด ทั้งนี้ ในการทำงานล่วงเวลาหรือการทำงานในวันหยุดต้องเป็นความสมัครใจของลูกจ้าง รวมทั้งจัดให้ลูกจ้างมีวันหยุด วันลาไม่น้อยกว่าที่กฎหมายกำหนด



# Labor & Human Rights

## Non-discrimination

Respect human dignity, equality, and fairness and shall not discriminate against employees on the grounds of physical or mental differences, race, nationality, religion, gender, age, education, or any other matter.

## Labor Protection

- Do not employ child labor younger than the legally required minimum age. Should child labor above the legally required minimum age be employed, their legally mandated rights shall be fully protected and proper development and promotion of quality of life and work be provided.
- Female employees shall not engage in work which may harm their health and safety. Pregnant workers shall be protected and provided their legally-mandated benefits.
- Employment of foreign workers must be fully compliant with the regulatory requirements.

## Prevention of Involuntary Labor

Do not use or exploit forced labor through the use of corporal punishment, threat, confinement at the workplace, coercion, harassment, human trafficking or any other means of violence.

## Wages and Benefits

Pay workers wages, overtime pay, and holiday pay, as well as provide legally mandated benefits accurately, fairly, and not less than the minimum wage according to applicable laws. Wages, overtime pay or other benefits shall be allocated within the time set.

## Working Hours

Do not force workers to work longer than the maximum working hours specified by applicable laws. Working overtime or working on a public holiday is voluntary. Workers must be granted holidays and leave as required by applicable laws.



# อาชีวอนามัยและความปลอดภัย Occupational Health & Safety

## ความปลอดภัยและสภาพแวดล้อมในการทำงาน

จัดให้มีการดำเนินการด้านความปลอดภัยของลูกจ้างและผู้เกี่ยวข้อง โดยจัดเตรียมสภาพแวดล้อมในการทำงาน ให้ปลอดภัยถูกสุขอนามัย ลดและควบคุมความเสี่ยงของการเกิดอุบัติเหตุ และผลกระทบต่อสุขภาพที่อาจเกิดขึ้นจากการปฏิบัติงาน การขนส่ง การบริการ ตลอดจนมีแนวทางในการควบคุมสถานการณ์ฉุกเฉินเพื่อลดความสูญเสีย

## อุปกรณ์ป้องกันอันตรายส่วนบุคคล

จัดให้มีอุปกรณ์ป้องกันอันตรายส่วนบุคคลให้กับลูกจ้างที่สอดคล้องตามความเสี่ยงอย่างเพียงพอ พร้อมใช้งาน และควบคุมให้เกิดการใช้งาน

## Safety and Working Environment

Implement safety systems for workers and involved persons by providing a safe and healthy work environment; reducing and controlling accident risks and health impacts associated with performance of duty, transport, and service; and establishing an emergency plans in order to reduce loss.

## Personal Protective Equipment

Provide workers sufficient and reliable personal protective equipment appropriate for risk exposure and ensure its proper use and care.



# สิ่งแวดล้อม

## Environment



ดำเนินงานด้วยความใส่ใจสิ่งแวดล้อม รักษาสภาพแวดล้อม ใช้ทรัพยากรธรรมชาติอย่างมีประสิทธิภาพ และประสิทธิผล อนุรักษ์ทรัพยากรธรรมชาติ ลดผลกระทบต่อสิ่งแวดล้อม จากกิจกรรมที่ดำเนินการด้วยความใส่ใจสิ่งแวดล้อมตามแนวทาง 3R คือ

- การลดปริมาณการใช้ (Reduce)
- การนำกลับมาใช้ซ้ำ (Reuse) / การนำกลับมาใช้ใหม่ (Recycle)
- การสร้างทดแทน (Replenish)

Operate in an environmentally responsible manner, preserve the environment, utilize natural resources efficiently and effectively, conserve natural resources, and minimize the environmental impacts of their business activities consistent with the 3R concept as follows:

- Reduce
- Reuse / Recycle
- Replenish

# กฎหมายและข้อกำหนด Laws & Regulations



ปฏิบัติตามกฎหมาย ข้อกำหนด และกฎระเบียบต่าง ๆ ที่เกี่ยวข้องทั้งหมด

Abide by all applicable laws, rules, and regulations.

# Walking Together

เติบโตไปด้วยกัน

พร้อมสร้างสังคม

และสิ่งแวดล้อมที่ยั่งยืน

ติดต่อสอบถามข้อมูลได้ที่ : สำนักงานจัดหากลาง เอสซีจี

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Business  
Ethics



Labor &  
Human Rights



Occupational  
Health &  
Safety



Environment



Laws &  
Regulations





เอสซีจี มุ่งหวังให้หนังสือเล่มนี้เป็นมิตรต่อสิ่งแวดล้อม จึงจัดพิมพ์บนกระดาษที่ผลิตจาก EcoFiber 100% จาก เอสซีจี เปเปอร์ พิมพ์ด้วยหมึกถั่วเหลือง และไม่ผ่านกระบวนการอบสารเคมี หรือใช้เทคนิคการพิมพ์พิเศษ SCG ensures this report is environmentally friendly. All paper is 100% made from EcoFiber using Green Process by SCG Paper. Soy ink is used in the printing process without laminating or any special printing technique.



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# Investor Relations Code of Conduct

The Siam Cement Public Company Limited



**The Siam Cement Public Company Limited** 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 and form a basis on which added value can be created and the Company can inspire confidence in its shareholders, investors, the general public, and every stakeholder.

## The Investor Relations Code of Conduct comprises four main principles as follows:

1. Disclosing information material to investment decisions accurately, sufficiently and timely
2. Handling and protecting inside information
3. Disclosing information fairly and equitably
4. Performing duties with integrity

### 1. Disclosing information material to investment decisions accurately, sufficiently and timely

- 1.1 Disclose information material to investment decisions accurately, sufficiently, and in a timely fashion in accordance with the rules and regulations of the authorities concerned such as the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

- 1.2 Exercise their discretion and caution in disclosing information and refuse to divulge trade secrets or information that may compromise the Company's competitive.
- 1.3 Disclose information in a regular and clear manner and exercise caution to prevent misunderstanding or misinterpretation. In addition, they must provide both positive and negative facts, ensure sufficient details for a clear understanding, and recognize that a disclosure of complete information will enable information receivers to better approximate and predict the Company's current and future performance.
- 1.4 Clarify facts to the general public in the timely manner in accordance with the rules and regulations of the SET and relevant authorities upon the surfacing of rumors, news leaks, inaccurate understanding among stakeholders, or any information about the company that may significantly influence investment decisions or the price or value of the Company's securities.
- 1.5 Do not disclose inaccurate information or information that is conjectural or predictive in nature, either verbally or in written forms, prior to public disclosure with the intention to manipulate the purchasing of the Company's shares.
- 1.6 Do not provide negative or slanderous information about the Company's competitors or stakeholders.
- 1.7 Establish information dissemination channels or sources to ensure equitable disclosure of information.

## **2. Handling and protecting inside information**

- 2.1 Do not use inside information which is material and not yet to be publicly disclosed for IROs' own interest or the interest of others and must not disclose such information until it has been publicly disclosed in accordance with relevant rules and regulations.
- 2.2 Comply with laws, rules, regulations, and the Company's policies related to handling of inside information. Material information that may affect performance should be disclosed through channels provided by the SET before it is relayed to any specific investor group.
- 2.3 Adopt a "Quiet Period" of at least two weeks prior to the disclosure of the Company's financial statements, during which IROs will not host a meeting or provide analysts and investors with information or answer questions related to the Company's short-term performance.

### 3. Disclosing information fairly and equitably

- 3.1 Host activities for different stakeholder groups as deemed appropriate to offer opportunity to each group for equal and fair access to information and ensure that no group is placed in a disadvantageous position or has their investment opportunities compromised.
- 3.2 Provide channel with equal opportunity for all stakeholders to contact and make enquiries and must not extend special privileges to any particular group of stakeholders.
- 3.3 Disclose promptly the information presented in exclusive meetings such as roadshow and analyst presentations on the Company's websites and the channels provided by the SET after such meetings so that it becomes publicly available.
- 3.4 Treat each stakeholder group as the following guidelines:

#### **(1) Investors**

- Treat all investors, retail or institutional, equally.
- Provide opportunity to retail investors for the same level of access to data as analysts and institutional investors.
- Do not discriminate in accepting one-on-one meetings with institutional investors or investor groups.

#### **(2) Analysts**

- Offer analysts from every securities company equal opportunities to attend analyst meetings arranged by the Company.
- Do not give any gift or reward to analysts with the intention to influence them to write analysis for the Company or write reports on the Company in a positive light.
- Respect the report and opinion of analysts. Should such a report of opinion includes or provides inaccurate information, IROs may offer clarifications.

#### **(3) Media**

- Give opportunity to the media equal access to accurate, clear, and pertinent information.
- Do not disclose information that is about to be publicly disclosed in the media to any specific media outlet in advance.
- Do not give any gift or reward to analysts with the intention to influence them to write groundless news or articles for the Company.

#### **(4) Regulators**

- Cooperate in providing vital and appropriate information when requested by regulators.

- Do not give any gift or reward to regulators with the expectation of special treatment in return.

#### **(5) Internal parties**

- Host activities occasionally so that the executives of the Company can meet different stakeholder groups as deemed appropriate.
- Report to the Board of Directors and the executives all useful information that helps add value to the Company such as results of investor relations activities, opinions of analysts and investors, and capital market sentiment.
- Communicate the Company's Investor Relations Code of Conduct to employees with responsibilities relating to investor relations so as to establish a uniform practice consistent with that of IROs.

#### **(6) Other stakeholders**

- Disclose information to other stakeholders accurately, sufficiently, timely, and equitably. Should a disclosure be necessitated for certain business operations, utmost caution must be exercised to safeguard confidentiality.

### **4. Performing duties with integrity**

- 4.1 Do not receive gifts or reward that may be construed as personal incentives or gain.
- 4.2 Avoid actions that constitute conflicts of interest with the Company such as the use of the Company's assets or information for personal gain.
- 4.3 Do not exploit their relationship or information obtained as IROs to seek personal gain.
- 4.4 Comply with SCG policies and Code of Conduct and report to supervisors should noncompliance of the Investor Relations Code of Conduct arise.

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**REPORT OF THE AUDIT COMMITTEE  
AND REPORTS OF THE OTHER  
SUB-COMMITTEES**

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## Report of the Audit Committee

The Audit Committee independently performed its duties in accordance with the Audit Committee Charter, which is reviewed to keep in line with current business situations and approved by the Board of Directors on an annual basis. In 2020, the Audit Committee placed emphasis on applying digital technology to auditing, governance, strategy formulation, business operations, and monitoring in order to enable SCG to achieve its goals and conduct business sustainably. To accomplish these goals, the Management and all SCG employees must have ethics, integrity, and a good understanding of their roles and responsibilities as specified by the Three Lines Model, as well as fulfill their duties in adherence to the Integrated Governance Risk Compliance and Control (Integrated GRC).

In 2020, the Audit Committee convened a total of six meetings, all with a quorum present. The annual year-end performance assessment of the Audit Committee as a whole and self-assessment were conducted, and the results were satisfactory. The areas under assessment were namely the structure and qualifications of the committee, the roles and responsibilities, the performance of duties and meetings, overall opinions, the performance of the Audit Committee's secretary, and the performance of the Internal Audit Office. In 2020, the key activities of the Audit Committee could be summarized as follows:

**1. Review of Financial Statements:** The Audit Committee reviewed significant data and information in the quarterly and annual financial statements of the Company for the year 2020 as well as the consolidated financial statements of the Siam Cement Public Company Limited and its subsidiaries, which were prepared in accordance with the Thai Financial Reporting Standards (TFRS), which is in compliance with the International Financial Reporting Standards (IFRS). The Committee reviewed material issues and special items and obtained sufficient clarification from the external auditors, the Management, and the Director of the Internal Audit Office. Having verified that the financial statements and the disclosure of the notes to the financial statements were in compliance with the relevant laws and financial reporting standards, the Audit Committee approved the financial statements, reviewed and audited by the external auditors, without reservation. In addition, the Committee held a meeting with the external auditors without the Management so as to freely discuss the acquisition and review of material information involved in the preparation of the financial statements, the disclosure of information in accordance with relevant

financial reporting standards for the benefits of the user of the financial statements, and Key Audit Matters, as well as to see whether there was any suspicious information indicating potential fraud according to Section 89/25 of the Securities and Exchange Act B.E. 2535, as amended by the Securities and Exchange Act (No.4) B.E. 2551. In 2020, the external auditors made no remarks and did not find any indications of suspicious incidents. Furthermore, to assure the absence of such incidents, the Audit Committee resolved that the President & CEO report the results of compliance with the aforementioned Act received from the Presidents and relevant responsible parties in all business units to the Audit Committee. In 2020, the President & CEO confirmed that no indication of such suspicious incidents was found. Thus, the preparation of the financial statements and consolidated financial statements was conducted with reliability, transparency and complied with the Financial Reporting standards, and the external auditors performed their duties independently and with verifiability.

**2. Review of Connected Transactions, Acquisition and Disposition Transactions, and Transactions That Might Result in Conflicts of Interest:** The Audit Committee reviewed the connected transactions and transactions which might result in conflicts of interest, as well as reports by relevant directors. These transactions and information were correctly reviewed and disclosed to the Stock Exchange of Thailand in a timely manner.

**3. Review of Corporate Governance:** SCG continued to conduct its business in accordance with sustainable development and corporate governance principles in accordance with international standards, including the Organization for Economic Co-operation and Development (OECD), the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and the Thai Institute of Directors Association (IOD). The Audit Committee reviewed the efficiency and effectiveness of corporate governance and found that the directors, the Management, and all employees had strictly complied with the policy, with the Board of Directors and the Management serving as role models. A total of 29,881 employees passed the ethics e-testing, implemented for the sixth consecutive year, with the score of 100%. Furthermore, the anti-corruption policy continued to be actively implemented. In addition to its third recertification by the Private Sector Collective Action Against Corruption (CAC) on February 4, 2019, SCG extended its commitment to its suppliers by

compiling the Supplier Code of Conduct for use as guidelines, with the goal of encouraging its suppliers to be good citizens and make concrete social and environmental commitments beyond legal and regulatory requirements. Over 5,900 suppliers had so far signed an agreement to comply with the Supplier Code of Conduct. Furthermore, the Board of Directors also approved compliance with the “Guidelines on Appropriate Internal Control Measures to Prevent Bribery of State Officials, Foreign Public Officials and Agent of Public International Organization” issued by the National Counter Corruption Commission, as approved by the Audit Committee and CEO. These efforts were communicated to every employee through Message from CEO, which set the tone at the top and showed that the management attached great significance to the matter.

#### **4. Review of Risk Management Assessment:**

The Audit Committee reviewed the efficiency and effectiveness of the Company’s risk management process, overseen by SCG Risk Management Committee, consisting of the President and CEO, serving as the Chairman, and the Management, serving as the members. The committee is responsible for reviewing risk management structures and policies, risk management frameworks, risk management plans, as well as reviewing risk profiles and monitoring the Company’s risk management on a monthly and quarterly basis, while the Corporate Risk Management Unit is responsible for compiling reports of risks and SCG’s risk management, presented in the form of risk dashboard. In 2020, SCG focused on emerging risks, such as COVID-19, digital transformation, cybersecurity, global economic slowdown, and changing consumer behaviors in response to the concept of circular economy, etc. all of which were considered risks of significance and were likely to materialize in the future. In preparation, SCG Risk Management Committee has formulated risk management measures by developing medium-term plans and annual plans as well as taking investment projects into consideration.

**5. Review of Compliance:** SCG developed its compliance management system (CMS) in accordance with ISO 19600, which was applied and integrated into the management system of each business unit as appropriate. SCG also formulated guidelines and checklists with regard to compliance with key policies of SCG, including Antitrust Policy, Insider Trading Policy, and Disclosure Policy. Furthermore, SCG appointed SCG Personal Data Protection Steering Committee, tasked with putting in place policies, guidelines, and systems related to personal data management for internal use

to ensure that the Company’s personal data protection was in compliance with relevant laws and international standards. SCG also introduced a transfer and assessment system for new laws and amendments to its compliance management system to ensure full and prompt compliance with all new and amended laws.

**6. Review of Internal Control System:** The Audit Committee reviewed the results of internal control assessment for both operational and information technology systems, both as reported on a monthly and quarterly basis by the Internal Audit Office and as reported in the internal control adequacy assessment of the Securities and Exchange Commission (SEC). The Committee concluded that SCG’s internal control was adequate and appropriate for its business operations. This corresponded with the external auditor’s opinion that there was no material deficiency that might impact the Company’s financial statements, one of the missions stipulated in the Internal Audit Office Charter. This year, the Committee continued to foster awareness and promote moral principles, ethical behavior, and adherence to the code of conduct. To this end, the Committee focused its efforts on developing a preventive system, comprising Ethics e-testing, e-Policy e-testing, and good risk management and control practices in accordance with the “Three Lines model”, as well as on communicating case studies related to corruption and non-compliance with laws, the Company’s regulations, policies, and code of conduct to employees. In addition, each business, both domestic and overseas, adopted appropriate control self-assessment (CSA) tools and appointed a self-audit team in accordance with their level of readiness and in compliance with relevant laws and regulations. To further mitigate risks for overseas companies, workshops were organized for the executives/staff of each company to raise awareness on governance, risk, compliance and controls. In addition, the Internal Audit Office, in collaboration with first-line officers, continued to further develop data analytics (DA) for reporting, with which each business could oversee the compliance of the business units within its sphere of responsibility and which auditors could use in the auditing process. Workshops were also organized for different business units, using case studies based on key findings to give people in charge at all levels a better understanding of the risks, impacts, and key internal controls involved in each step of their operations.

**7. Internal Audit:** The Audit Committee conducted an annual review of the Audit Committee Charter and the Internal Audit Office Charter to ensure their relevancy to SCG’s current risk and business environment.

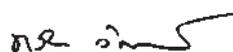
In 2020, the Internal Audit Office reviewed and adjusted its audit strategies in accordance with the COVID-19 situation and risks in the new normal era by utilizing machine learning (ML), robotics process automation (RPA), and data analytics (DA) in order to improve the efficiency of risk analysis. In addition, fieldwork was conducted as needed and outsourced experts to conduct audits in countries where they could not perform their duties by themselves as a result of lockdown and where there was no local staff to do so. The auditor's capacity was also developed to raised awareness on governance, risk management, compliance, and cybersecurity for internal control and organized online seminars, data science workshops that enabled auditors to write basic programs, as well as a hackathon, held for the second consecutive year. Furthermore, continuous efforts were made to promote the implementation of the Three Lines model, in which the first-line top management were encouraged to take key roles and serve as role models for employees as well as communicate with their subordinates and provide suggestions for collaborative risk assessment, control identification, and performance monitoring for SCG's current systems, new systems, new businesses, or new IT systems. In addition, the Internal Audit Office also developed internal auditor teams in Vietnam and Indonesia to enable to assess the efficiency and effectiveness of the governance, risk management, compliance, and internal controls of SCG and its overseas subsidiaries, under the supervision of the Internal Audit Office in Thailand, as well as prepare/ revise internal audit documents to accommodate changes in work processes brought on by technology integration. Also, workshops were organized for IT-BU representatives to disseminate knowledge about international standards, risks, internal control, and IT audit results.

**8. Review of Fraud Investigations:** In addition to the internal whistleblowing system for employees, SCG has developed a whistleblowing system for external parties, through which they may file complaints via [www.scg.com](http://www.scg.com) into addition to the existing channels, which include phone calls and submission of emails or letters to the Independent Directors, the Audit Committee, the Internal Audit Office, and the Corporate Secretary office. In 2020, a total of 38 complaints involving non-compliance with laws, the Company's regulations, anti-corruption policy, corporate governance policy, SCG Fore Core Values, SCG Code of Conduct, and SCG Supplier Code of Conduct were filed through SCG Whistleblowing System for external parties and employees. Of these, 33 were fully investigated cases (including 5 pending cases from

the previous year), consisting of 23 cases involving non-compliance with regulations and 10 cases involving non-compliance with SCG Code of Conduct. None was related to non-compliance with the Company's Anti-corruption Policy, Anti-trust Policy, and Human Rights Policy. The damages were insignificant, and the investigation results were used to inform the protocols and preventive guidelines. In addition, the Audit Committee reviewed the results of fraud investigations and fraud risk assessment as well as the impact of fraud cases in order to prescribe preventive guidelines against potential risks in operational systems, and consistently reviewed the measures for the revision of investigation protocols to ensure that they were up-to-date and appropriate for the business environment.

**9. Appointment of the External Auditor and Review of the Audit Fee for 2021:** KPMG Phoomchai Audit Ltd. has been selected and appointed as the external audit firm of SCG for the five-year period from 2018 to 2022. Based on their satisfactory performance, qualification as independent auditors, as well as their professional expertise, knowledge, experience in auditing SCG's businesses, and ability to share knowledge related to the Company's businesses in addition to auditing, the Audit Committee recommended that the Board of Directors seek approval at the Shareholders' Meeting for the appointment of Mr. Wairoj Jindamaneepitak, Certified Public Accountant Registration No.3565; or Ms. Thanyalux Keadkaew, Certified Public Accountant Registration No. 8179; or Ms. Dusanee Yimsuwan, Certified Public Accountant Registration No. 10235; all of whom are auditors at KPMG Phoomchai Audit Ltd., as the Company's auditors for the year 2021; as well as for the approval of the Company's audit fee for the fiscal year 2021 and the annual audit and quarterly review fees for SCC's consolidated financial statements amounting to 4.68 Million Baht; and for the acknowledgement of the annual audit fees for the year 2021 of the subsidiaries' financial statements and quarterly review fees for the financial statements of the listed subsidiaries audited by KPMG in Thailand and KPMG overseas. SCG subsidiaries were responsible for the audit fees totaling 71.45 Million Baht.

On behalf of the Audit Committee



**Tarisa Watanagase**  
Chairman of the Audit Committee

## Report of the Governance and Nomination Committee

The Governance and Nomination Committee in 2020 performed their duties as assigned by the Board of Directors. Chief among them were the recommendation of policies and guidelines with regard to the corporate governance of SCG to the Board of Directors and the nomination of qualified candidates to replace the retiring directors in 2021.

In 2020, the Governance and Nomination Committee convened a total of four meetings, with an attendance record of 100%. The significant duties performed by the committee in 2020 were as follows:

### 1. Recommendations of policies and guidelines with regard to the corporate governance of SCG

In 2020, the Board of Directors resolved to approve the recommendations of the Governance and Nomination Committee to prescribe and review policies and guidelines regarding the corporate governance of SCG as follows:

- Reviewed the adoption of the Corporate Governance Code for Listed Companies 2017 (CG Code), developed by the Securities and Exchange Commission (SEC), in SCG business operations thoroughly to bring benefits to the Company and ensure sustainable value creation. The Board of Directors also stipulated that substitute measures be set forth where SCG corporate governance practices fell short of the CG Code.

- Reviewed the scope of authority of the Board of Directors in the charter of the Board of Directors to ensure alignment with the eight principles stipulated by the Corporate Governance Code for Listed Companies 2017 (CG Code).

- Revised SCG Corporate Governance Handbook to include the corporate governance policies and guidelines that were amended and announced after the 2017 revision of SCG Corporate Governance Handbook, such as the Intellectual Property Policy, the Diversity and Inclusion Policy, the Human Rights Policy, SCG Personal Data Protection Policy, and the Risk Management Policy, as well to incorporate the amended charters of the Board of Directors and the Sub-committees in SCG Corporate Governance Handbook. The policies in SCG Corporate Governance Handbook were also regrouped according to the Stock Exchange of Thailand's Corporate Sustainability Guide For Listed Companies.

### 2. Knowledge and competency enhancement of directors for more efficient performance of duties

- Held two director seminars on ASEAN and Global Overview: How deep & How long of COVID – 19 from the perspective of the economists, and US-China Relationship with the Impact in Thailand and South East Asia.

- Organized an exhibition showcasing innovations, products, and services developed by the R&D arms of SCG's core businesses during a workshop held for the Board for the formulation of medium-term plans

- Encouraged the board members to attend conferences and seminars beneficial to the performance of their duties. Among these were the IT Governance and Cyber Resilience Program (ITG), Chairman Forum "Leading Boardroom Through Disruption: What Directors should know" and Director's Briefing: Demonstrating Corporate Purpose organized by the Thai Institute of Directors (IOD)

- Briefed the new directors on the essence of SCG Corporate Governance, the Handbook for New Directors, as well as other information essential for the directors' performance as part of director induction, and held a session where the new directors met with the CEO, the executives, and the relevant division directors to acquire in-depth information and inquire about SCG's business operation.

- Began the nomination of an independent external consulting firm in late 2020 to evaluate the performance of the Board in addition to the evaluation undertaken annually by the Board of Directors, the committees, and the Chairman to ensure the performance of the Board of Directors is in accordance with good corporate governance and global best practices and Corporate Governance Code. The performance assessment is scheduled for 2021.

### 3. Promotion of awareness and compliance with SCG Principles of Corporate Governance and Code of Conduct among SCG employees

- Held activities to raise awareness of Integrated GRC (Governance, Risk and Compliance) to encourage employees to appreciate the importance of applying GRC to their work as well as support their operations to ultimately contribute to sustainable business growth, such as organizing a GRC Workshop at the Young Talent Management event, publicizing the definition of SCG GRC, publicizing and providing GRC Helpline, as well as adding questions on GRC to Ethics e-Testing.

#### **4. Fostering good relations and understanding between SCG and shareholders through socially-responsible activities**

In 2020, in response of the coronavirus disease 2019 (COVID-19) pandemic, the government imposed various preventive measures on agencies and organizations across all sectors, especially for activities that involved a large gathering of people and posed high risks, for which appropriate measures had to be put in place. Recognizing the importance of engaging and communicating with shareholders, especially those interested in joining its activities, SCG decided to adjust the format of its activities to ensure the safety of all shareholders and instead delivered pamphlets to 1,100 shareholders having registered for the activities detailing innovations that SCG had developed and offered to various hospitals to prevent the spread of COVID-19 and protect medical professionals and Thai people.

#### **5. Nomination of qualified candidates to replace the retiring directors in 2020**

- Established the Policy on Director Qualifications and Nomination based on the Corporate Governance Code for Listed Companies published by the Securities and Exchange Commission (SEC), the governance guides of the IOD, and the DJSI Sustainability Assessment regarding Corporate Governance, and taking into account the diversity of the Board of Directors' composition, the candidates' qualifications and knowledge, and the Board Skill Matrix to ensure correspondence with SCG's business strategies.
- Allowed the shareholders to propose agenda items and nominate directors prior to the 2021 Annual General Meeting of Shareholders during 17<sup>th</sup> August – 16<sup>th</sup> November 2020. The criteria were posted on SET Link, developed by The Stock Exchange of Thailand (SET), and the Company's website.
- Created a succession pool of qualified candidates for directorship and independent directorship to be nominated by the Board of the Directors in accordance with SCG's business strategies and operations.
- Reviewed the qualifications of independent directors to ensure alignment with the criteria set forth by the Capital Market Supervisory Board.

Additionally, in 2020, the Governance and Nomination Committee also carried out the following activities:

1. Review of the limit on the number of listed companies in which SCG's directors can take directorship
2. Annual review of the Charter of the Board of Directors and the Charters of Sub-committees for the year 2020
3. Annual review the performance assessment form for the Board of Directors, the Sub-committees, and the Chairman of the Board for the year 2020

On behalf of the Governance and Nomination Committee



**Chumpol NaLamlieng**  
Chairman of the Governance and Nomination Committee

## Report of the Remuneration Committee

The Remuneration Committee performed their duties as prescribed in the Charter of the Remuneration Committee by the Board of Directors with prudence, fairness, and rationality. The Committee considered the remuneration in comparison with the remuneration offered by other listed companies or leading corporations in the same business.

In 2020, the Committee held a total of seven meetings comprising of six ordinary meetings and one special meeting to consider the remuneration of the Board of Directors and Sub-committees before proposing to the Board and the Shareholders' Meeting for approval. The Committee also considered the remuneration of SCG President & CEO and top executives in alignment with the performance of each executive and SCG's operating results to retain SCG leadership in the industry.

Moreover, the Remuneration Committee also provided views and recommendations to the Management with regard to human resources management to foster the morale and retention of highly capable employees with the Company.

On behalf of the Remuneration Committee



**Prasarn Trairatvorakul**

Chairman of the Remuneration Committee

## The CSR Committee for Sustainable Development Report

Over the past few years, the world has faced multiple risks and challenges, which are increasing in quantity and severity, especially environmental threats such as global warming, climate change, man-made disasters, natural catastrophes, and waste issues. These were compounded by the COVID-19 pandemic, which caused massive damage and disruption throughout the world in 2020. Both the environmental threats and the COVID-19 outbreak have transformed the way we live and had immense impact on the future of life on Earth.

Encouraging people to stay abreast of the circumstances and be able to adapt to changes that come in the way are fundamental factors that will empower the Planet to survive and grow sustainably for generations to come. In line with the vision, SCG is committed to enticing society and the community to build resilience to adapt to change and handle any challenge. The goal is to help develop communities, enabling them to solve problems and become sustainably self-reliant in alignment with SCG's relentless commitment to create sustainable growth in every region where it operates. SCG holds a firm belief that a good community quality of life is the first step toward development in social, environmental, and economic dimensions, thereby contributing to enhancing the country's potential to develop and keep pace with change. SCG has established strategies for sustainable development efforts as follows:

**1. Develop the potential of the community to achieve sustainable self-reliance.** SCG's expertise or experts are used to solve problems and uplift the quality of life, enabling people in the community to have job security and achieve sustainable self-reliance.

**2. Promote participatory involvement of all concerned parties.** This includes employees, civil society as well as government and private sectors to create a strong collaboration network to drive success and create sustainable value for society.

**3. Develop innovations that address the needs of the community and resolve social issues.** SCG's expertise in creating innovation or experts are utilized to drive innovations that answer the needs of the community and resolve social issues.

**4. Create and expand sustainable development role model projects.** A project to create a community role model which has been successful in developing and solving problems is carried out to provide a role model and inspire other communities to build on the success.

SCG pledges to take part in resolving the issues that Thai society is currently facing. Despite the COVID-19 outbreak still posing health threats to people across

the world including Thailand, the serious risks facing our world right now include global warming, climate change, resource depletion droughts, floods, poverty, and inadequate education. SCG, therefore, carries out activities under three themes.

### Advancing Community

SCG commits to uplifting the quality of life for every community and society where it conducts business and is keen to be part of helping solve their problems. In the face of a crisis in Thailand such as the spread of COVID-19, SCG has adopted its expertise, innovations, and technologies to design, in collaboration with a team of medical experts, various innovative equipment to prevent coronavirus transmission and keep medical professionals safe, allowing them to handle the increasing number of patients quickly and efficiently.

In 2020, Thailand faced the worst drought in 40 years. In response, SCG in cooperation with the Utokapat Foundation, and Hydro-Informatics Institute (Public Organization), carried out the "SCG Helps 108 Communities to Overcome the Drought Crisis" project to support the communities which have constant droughts to learn water management in line with His Majesty the Late King's teachings and adopt information technology to solve the drought crisis and to store water for agriculture, enabling them to increase household income and never having to face drought again.

On top of this were the projects dedicated to improving better quality of life. For example, the "Pracharat-Bang Sue Pond Development" project was rolled out to upgrade the deteriorating informal settlements having no house registration and resident book and no services like electricity and running water, turning them into a housing project with a house registration document, public utilities, and safe neighborhoods with participation from the Bueng Bang Sue community. In addition, the "Power of Community" project is designed to provide knowledge along with instilling virtues, inspiring the communities to develop themselves, learn marketing principles, and process their farm products to add more value. This enables farmers to become salespersons, generating more income and building a stable occupation.

### Circular Economy

Increasing demand for natural resources accelerated by a rapidly-growing population has resulted in dwindling resources and an enormous waste problem. Recycling

of used resources and waste in line with the circular economy concept is a solution to the resource depletion and waste issues. As a consequence, SCG is committed to promoting systematic and concrete waste management in accordance with the SCG Circular Way guidelines to support resource maximization. The effort started off with SCG employees through a Bang Sue Model, a waste management program implemented at SCG Headquarters that encourages employees to maximize resources with the goal of achieving zero waste to landfill.

The successful model has been expanded to several communities. For instance, a waste management model at Ban Rang Phlub Community in Ban Pong, Ratchaburi entitled the Ban Pong Model not only successfully solves its overflowing waste problem but also enables the locals to earn income from sorting waste, inspiring other communities to come to observe its execution and resulting in all communities in Ban Pong, Ratchaburi taking part in this waste management initiation.

Moreover, lessons learned from multiple waste management efforts have been compiled into a book entitled “Waste to Wealth”, consisting of 12 successful waste management models that can be expanded into an extensive waste management network.

To drive the circular economy concept, SCG organized SD Symposium 2020 “Circular Economy: Actions for Sustainable Future” in which SCG teamed with 180 partners across all sectors to tackle environmental crisis sustainably by adopting the circular economy principles. The solutions include 1. solving drought with the water reuse management; 2. minimizing PM 2.5 dust with 100% zero-burning agriculture; 3. proposing plastic waste management to be on the national agenda; and 4. supporting Green and Clean Construction by using technology to achieve the highest resource management efficiency.

## Climate Emergency

Global warming has had increasingly visible impacts through climate change and natural disasters which are becoming more frequent and severe, stressing ecosystems and people’s way of life. SCG has given key priority to mitigating the impacts of global warming by constructing check dams in collaboration with the communities surrounding the plants to restore the ecosystems to health. These endeavors which have continued for more than 10 years are in tune with His Majesty the Late King Bhumibol Adulyadej’s royal initiative on sustainable water management and in line with His Majesty King Maha Vajiralongkorn Phra

Vajiraklaochaoyuhua’s royal demand to continue, preserve, and build upon the royal legacy on water management. To that effect, SCG organized the “Conserving Water from Mountain to Mighty River” project in collaboration with volunteers and involved parties across all sectors. In 2020, SCG and its networks constructed several more check dams, bringing the total number to 100,000 over the course of 10 years. The check dams help retain moisture, restore forest land to health, and capture carbon dioxide, the main culprit of global warming. Aside from environmental benefits, check dams also serve as a tool to create a strong community that stands in solidarity and collaboration to advance their community to pass on to the younger generations in a sustainable way.

On the occasion of His Majesty King MahaVajiralongkorn Phra Vajiraklaochaoyuhua’s birthday anniversary, SCG organized the “Tree – Growing to Reduce Global Warming in Honor of His Majesty the King” project in which employees and volunteers from all sectors joined in growing over 200,000 perennial plants and beach forests such as red mangroves and seagrasses. Beach forests are capable of capturing 4-6 times more carbon dioxide, thereby effectively mitigating global warming.

Furthermore, amid the global warming and PM 2.5 issues that are becoming more intense, SCG has join forces with the government and private sectors as well as communities to organize the “Zero Burn” project to buy agricultural waste such as rice stubbles, sugarcane leaves, and corncobs to reduce emissions from field burning and to process them into biomass energy, animal feed, or packaging. These efforts help alleviate PM 2.5 and global warning, create added value from waste in line with the circular economy concept, and create more income for Thai farmers.

SCG firmly believes that these initiatives will help empower the communities and society to learn, resolve problems, and be ready to adapt to any challenge to contribute to strong social development and community growth in a sustainable fashion for many years to come.

On behalf of CSR Committee for Sustainable Development



**Kasem Watanachai**

Chairman of CSR Committee for Sustainable Development