
**REPORT OF THE AUDIT COMMITTEE
AND REPORTS OF THE OTHER
SUB-COMMITTEES**

REPORT OF THE AUDIT COMMITTEE

The Audit Committee independently performed its duties in accordance with the Audit Committee Charter, which is reviewed annually to keep in line with current business situations and approved by the Board of Directors on an annual basis. In 2025, the Audit Committee placed emphasis on applying digital technology to auditing, governance, strategy execution, business operations, monitoring, and risk prevention 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, and Compliance (Integrated GRC).

In 2025, the Audit Committee convened a total of six meetings, with all members attending each meeting. 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, qualifications, the roles and responsibilities, the performance of duties, and meetings. The key activities of the Audit Committee could be summarized as follows:

1. **Review of Financial Statements:** The Audit Committee reviewed material data and information in the quarterly and annual financial statements of the Company for the year 2025, 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 compliance with the International Financial Reporting Standards (IFRS). The Audit Committee reviewed material issues and special items and obtained sufficient clarification from the external auditors, the Management, and the Internal Audit Director. Having verified that the financial statements and the disclosure of the notes to the financial statements complied with the relevant laws and financial reporting standards, the Audit Committee approved the financial statements, reviewed and audited by the external auditors, with an unqualified opinion.

In addition, the Audit Committee held a meeting with the external auditors without the Management present 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 financial statements' users, 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. 1992, as amended by the Securities and Exchange Act (No.4) B.E. 2008. In 2025, the external auditors made no remarks and did not find any indications of suspicious incidents. Furthermore, to ensure 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 2025, 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 compliance 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, acquisition and disposition transactions, and transactions which might result in conflicts of interest, as well as reports by relevant directors. These transactions were reasonable and correctly reviewed and disclosed to the Stock Exchange of Thailand in a timely manner.
3. Review of Corporate Governance: SCG's goal is to conduct business and grow sustainably under the Principle of Corporate Governance in alignment with internal 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). In 2025, the Audit Committee reviewed the Corporate Governance Policy and Principle. The efficiency and effectiveness of corporate governance were also reviewed, and found that all employees, with the Board of Directors and the Management as role models, rigorously adhered to the Policy.

In 2025, the SCG Code of Conduct was reviewed to ensure correspondence with relevant policies and principles of corporate governance in accordance with domestic and international standards. The SCG Code of Conduct was prepared in Thai, English, and local languages for Indonesia, Vietnam, Cambodia, and Laos. Moreover, there has been communication according to the learning program so that the SCG Code of Conduct can be applied according to the context of each country, provided Question and Answer Sessions via the GRC Helpline. To enable awareness, understanding, and use of the SCG Code of Conduct in their behavior and business operations, the Ethics e-Testing was conducted for all employees for the 11th consecutive year, with annual reviews to ensure that the test remains aligned with emerging risks. All employees who took the test obtained a 100% passing score. The test also added Environment, Health and Safety, Political Activities, and the Protection of Personal Data and Property (PDPA) topics to align with Inclusive Green Growth. Furthermore, SCG extended its anti-corruption efforts to its suppliers by providing the SCG Supplier Code of Conduct as a cooperation guideline, promoting collaborative good citizenship along with concrete commitments to social and environmental governance beyond legal requirements. In addition, e-Learning on GRC has been provided to create awareness among employees, and the ESG Guideline on GRC e-Newsletter and MD Guidebook have been continuously communicated as a practice guideline for SCG's Executives in conducting business.

In addition, the Company's Board of Directors approved an operation in compliance with the notification of the National Anti-Corruption Commission (NACC) regarding "Guidelines on Appropriate Internal Control Measures for Juristic Persons to Prevent Bribery of State Officials, Foreign Public Officials, and Agents of Public International Organization," in agreement with the Audit Committee's opinion and the Anti-corruption Policy has been reviewed to be clear. In 2025, relevant definitions were added to enhance clarity and ensure proper application in business operations. The President & CEO of SCG communicated the anti-corruption practices to all employees via the "Message from CEO," and Top Executives consistently put an emphasis on such matters, fostering the Tone at the Top culture. Besides, SCG has been certified on a continuous basis by the Committee of Thai Private Sector Collective Action Against Corruption, with the latest re-certification received on March 31, 2025 (re-certification is required every three years).

4. **Review of Risk Management Assessment:** The Audit Committee reviewed the efficiency and effectiveness of risk management procedures supervised by the SCG Risk Management Committee, which had the President & CEO of SCG as the chairman, and the Management team as committee members. The SCG Risk Management Committee's responsibilities included contemplating risk management structures, enterprise risk management framework, and risk management plans, as well as reviewing risk profiles and monitoring the SCG risk management on a quarterly basis, and overseeing business changes. The Risk Management Unit was responsible for preparing the risk reports and risk management in the form of a Risk Dashboard and reporting to the SCG Risk Management Committee.

In 2025, SCG identified several significant risks, such as the recovery of both domestic and international demand, which continue to be pressured by the global economic slowdown. Significant challenges remain, including ongoing geopolitical conflicts and the uncertainties of trade wars and international protectionism, enforced through customs tariffs and increasingly stringent trade regulations. Furthermore, the business environment is impacted by the influx of low-priced imports, exchange rate volatility, and rising cybersecurity threats stemming from a high reliance on digital technology, as well as critical considerations regarding occupational safety. The SCG Risk Management Committee has prepared against unforeseen risk incidents by developing medium-term plans and annual plans, as well as investment projects.

5. **Review of Compliance:** The Audit Committee consistently reviewed the implementation of compliance policies and guidelines to ensure effective and efficient compliance and prevent risks arising from non-compliance. SCG adopted a Compliance Management System (CMS), which was applied and integrated into the management systems of each business unit as appropriate.

In addition to established guidelines and checklists for implementing SCG's core policies, digital systems have been integrated to provide workers with real-time updates on new and amended legislation. These systems offer a comprehensive License Overview and Law Overview of fundamental regulations, ensuring operations remain compliant, accurate, and timely. For 2025, the company continues to promote legal literacy through ongoing initiatives. These include educational programs on License Management, focusing on

inspection, reporting, and oversight, as well as the international expansion and implementation of the Compliance Management System (CMS).

6. Review of Internal Control System: The Audit Committee reviewed the results of the internal control assessment for both operational and information technology systems, reported on a quarterly basis by the Internal Audit Office, and as reported in the internal control adequacy assessment of the Securities and Exchange Commission (SEC). The Audit 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 Audit Committee Charter.

The Management continued to place emphasis on establishing good internal control in each work system, and the IT system used in SCG to accommodate business changes and growth through policies, operational standards, and guidelines. The Management also consistently fostered awareness and promoted moral principles, ethical behavior, adherence to the Code of Conduct, Anti-corruption efforts, and internal control to all employees continuously. As part of this, the Management has developed a proactive and preventive system designed to strengthen ethical conduct. Key initiatives include reviewing and communicating the SCG Code of Conduct, reinforcing SCG Core Values, and implementing mandatory Ethics e-Testing and e-Policy e-Testing. Furthermore, an Internal Control Self-Assessment system has been established for international subsidiaries to evaluate the effectiveness of their internal controls, with the findings utilized to continuously enhance operational processes.

The Internal Audit Office focused on raising awareness of governance, risk management, and compliance regarding Cybersecurity, Personal Data Protection, and Cyber Awareness. The organization has designed work processes and developed tools and programs to monitor debt status and repayment behavior via the Active Assurance Platform and Rule-based Reports, which communicate data anomalies based on predefined conditions. Additionally, Artificial Intelligence (AI) has been integrated into several of these tools and programs to enhance performance. Communications and promotions were established concerning the principles of good risk management and internal control in alignment with

the Three Lines Model, as well as case studies on corruption and non-compliance with laws, regulations, company policies, the Code of Conduct, and other repetitively common detected issues to employees so as to strengthen the understanding of employees at all levels. The Internal Audit Office also prepared tools, control assessment forms, and self-audit teams for businesses to apply as appropriate to ensure that operators at all levels understand their responsibilities in risk assessments, internal control, and performance monitoring in compliance with business operations and comply with relevant laws and regulations, in regard to current systems, new systems, new businesses, or IT systems.

7. Internal Audit: The Audit Committee regularly reviewed the Audit Committee Charter and the Internal Audit Office Charter to ensure their relevance to the current risk and business environment. In 2025, both charters were updated to comply with the new Global Internal Audit Standards, effective this year, as well as recommendations from an external quality assessment of the Internal Audit Office. Furthermore, the Internal Audit Office has promoted the integration of Artificial Intelligence (AI), Machine Learning (ML), Robotic Process Automation (RPA), and an IA Data Lake. These technologies enhance audit efficiency, data analytics, and the development of high-performance predictive models, allowing for on-site fieldwork to be conducted only as necessary.

The Internal Audit Office organized seminars for auditors to become more competent in IT and digital technology regarding Cybersecurity and Information Security Management in alignment with the ISO27001:2022 standard, supported the application of Data Analytics in auditing, organized IA Digital Day activities for auditors to present the data analysis technology application, and promoted the development of creative ideas in auditing. The Internal Audit Office also complied with and disseminated guidelines on internal control/security auditing, and audit findings, and collaborated with the First Line operators to improve reports through data analytics and Artificial Intelligence (AI), to be employed simultaneously by operators in overseeing operations in their responsibility and by auditors in carrying out audits.

Additionally, Internal auditors have been further developed regarding compliance with SCG's business practices and medium-term strategic plans. Training also covers essential legislation and legal perspectives concerning fraud investigations, and international

standards for the professional practice of internal auditing. Likewise, the capacity of Vietnamese and Indonesian auditors was strengthened in preparation for the efficiency and effectiveness assessment of governance, risk management, and compliance in overseas subsidiaries under the supervision of the Internal Audit Office in Thailand.

8. Review of Fraud Investigations: The Audit Committee has oversight of the review and revision of the Whistleblowing Policy to ensure better alignment with current operations and to provide recommendations for improving the practices regarding cases of fraud, suspected fraudulent behavior, and/or any actions that violate the law against the company. In addition to the internal whistleblowing system for employees, a whistleblowing system for external parties has been developed. External stakeholders may now file complaints via www.scg.com in Thai, English, or the local languages of Vietnam, Indonesia, and Cambodia, which can be accessed at all times in addition to the existing channels, which include submission via emails and letters to the Independent Directors, the Audit Committee, the Internal Audit Office, and the Corporate Secretary Office.

In 2025, a total of 52 complaints involving non-compliance with laws, the Company's regulations, Corporate Governance Policy, SCG 4 Core Values, SCG Code of Conduct, and SCG Supplier Code of Conduct were filed through the SCG Whistleblowing System for external parties and employees. The investigation was completed for 48 cases (including 22 pending cases from the previous year), most cases involved non-compliance with SCG's regulations. None were related to the Anti-corruption Policy, Antitrust Policy, The Insider Trading Policy, or disputes with competitors. The damages were insignificant.

The investigation results were used to inform the protocols and preventive guidelines. In addition, the Audit Committee reviewed the results of fraud investigations, disciplinary actions, 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 2026: KPMG Phoomchai Audit Co., Ltd. has been selected and appointed as the external audit firm of SCG and its subsidiaries for the five-year period from 2023 to 2027. It has been prescribed

that an audit firm shall be selected every five years and then reviewed and proposed to the Annual General Meeting of Shareholders annually, taking into consideration its independence, capabilities, quality of work, services offering, and auditing methods in keeping with the key audit partner rotation practice in compliance with the notification of the Securities and Exchange Commission. Based on their satisfactory performance in the previous year, 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 Ms. Sureerat Thongarunsang, Certified Public Accountant Registration No. 4409; or Ms. Pornthip Rimdusit, Certified Public Accountant Registration No. 5565; or Mr. Songchai Wongpiriyaporn, Certified Public Accountant Registration No. 10996; all of whom are auditors at KPMG Phoomchai Audit Co., Ltd., as the Company's auditors for the year 2026; as well as for the pricing of the Company's audit fee for the fiscal year 2026 and the annual audit and quarterly review fees for SCC's consolidated financial statements in the amount of 3.02 million Baht; and for the acknowledgement of the annual audit fees for the year 2026 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 totaling 110.16 million Baht, for which SCG subsidiaries were responsible.

On behalf of the Audit Committee

Mr. Pasu Decharin

Chairman of the Audit Committee

***Individual Attendance Record of the Audit Committee Meetings**

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

REPORT OF THE GOVERNANCE AND NOMINATION COMMITTEE

In 2025, the Governance and Nomination Committee performed its duties as assigned by the Board of Directors in recommending policies and guidelines on the corporate governance of SCG and in nominating qualified persons to replace directors due to retire by rotation in 2026.

In 2025, the Governance and Nomination Committee convened a total of five meetings*, with 100% attendance from all committee members. During these meetings, constructive feedback and recommendations were provided to Management regarding the enhancement of SCG's corporate governance. The Committee's key activities in 2025 can be summarized as follows:

1. Recommendations on Policies and Guidelines for SCG Corporate Governance

- Reviewed the charters of the Board of Directors, the Corporate Governance and Nomination Committee, the Audit Committee, the Remuneration Committee, the CSR Committee for Sustainable Development, and the Environmental Sustainability Development Committee. The annual review ensures that the scope of duties aligns with current governance requirements and practices.
- Monitored and provided recommendations regarding the assessment of compliance with good corporate governance principles conducted by both domestic and international regulatory bodies. These include the Corporate Governance Report of Thai Listed Companies (CGR) by IOD, the ASEAN Corporate Governance Scorecard (ACGS), the AGM Checklist for assessing the quality of annual general meetings, as well as assessments of environmental, social, and governance performance such as MSCI ESG Ratings and Sustainalytics.
- Established SCG Net Zero Policy to reinforce SCG's commitment to sustainable business operations and its recognition of the urgency of climate change.
- Reviewed and updated the Human Rights Policy to align with international best practices and comply with the disclosure framework under the Taskforce on Nature-related Financial Disclosures (TNFD).

2. Enriching the Knowledge and Competence of Directors for More Efficient Performance of Duties

- Reviewed the performance evaluation forms of the Board of Directors and all Board Committees. In addition, following the establishment of the Environmental Sustainability

Committee in 2024, the Board of Directors approved the introduction of a performance evaluation form for the Environmental Sustainability Committee in 2025 to ensure the effective performance of the Board in accordance with generally accepted good corporate governance principles.

- Organized Board Seminars in a hybrid format, inviting external experts from both domestic and international organizations to present perspectives and exchange views with Directors and executives, together with Directors and executives of subsidiaries listed on the Stock Exchange of Thailand. The seminars covered topics relevant to SCG's business plans and the prevailing circumstances at the time, including the following:

Time	Date	Topic
1/2024	26 June	Decarbonization: Business Strategy and Direction in Collaboration with Executives
2/2024	25 September	Generative AI by Google Thailand and SCG Case Studies in Collaboration with Executives

- Participated in the ESG Symposium 2025 under the theme “Green Breakthrough Amid the Perfect Storm” to enhance understanding and monitor business action plans in alignment with the Company's targets.
- Encouraged Directors to attend director development programs and seminars, both domestically and internationally, that support the effective performance of their duties, such as the Director Forum 2025 and the National Director Conference 2025 organized by the Thai Institute of Directors (IOD).
- Promoted joint meetings among sub-committees of the Company and its subsidiaries listed on the Stock Exchange of Thailand, to facilitate the exchange of views and awareness of key directions and developments in each relevant area.
- Supported Directors, together with top executives, in visiting businesses and manufacturing facilities of SCGP, SCG Chemicals, and SCG Cleanergy, to enhance Directors' understanding of the SCG's businesses.

3. Promoting Awareness of and Compliance with SCG Corporate Governance Principles and SCG Code of Conduct Among Employees

- Promoted the dissemination of ethical knowledge through the Company's website, with translations into local languages for Indonesia, Vietnam, Cambodia, and Laos, and communicated to employees to encourage the adoption and appropriate application of the SCG Code of Conduct by employees of the Company and its overseas subsidiaries in line with local contexts. In addition, SCG Code of Conduct testing was conducted for employees in countries where SCG operates, in accordance with appropriate country-specific guidelines and conditions, to ensure that foreign employees can understand and practically apply the Code of Conduct in their day-to-day work.
- Organized activities to promote employee awareness of SCG Code of Conduct and the continuous application of the GRC (Governance, Risk, Compliance) framework in daily operations. Initiatives included the development of the E-Newsletter "GRC Voice" and interactive engagement activities with employees to reinforce ethical practices and compliance culture.

4. Fostering Good Relationships and Understanding between SCG and Shareholders

Organized shareholder visits to SCG's businesses and community activities in collaboration with the Group's core businesses to strengthen relationships with shareholders and other stakeholders, including local communities surrounding the operations. The activities focused on initiatives aligned with SCG's business approach to social, community, and environmental responsibility under the Inclusive Green Growth concept. Shareholders were invited to visit the "Saraburi Sandbox" project at The Siam Cement (Kaeng Khoi) Company Limited, Saraburi Province, one of the projects jointly driven by SCG and multiple stakeholders to transform Saraburi into Thailand's first low-carbon model city in line with ESG principles. A total of two activities were organized.

5. Nomination of Qualified Candidates to Replace the Retiring Directors in 2026

- Provided shareholders with the opportunity to propose meeting agendas and nominate directors in advance of the 2026 Annual General Meeting of Shareholders between August 1 and November 30, 2025, by following the criteria which the Company published through the Stock Exchange of Thailand's SET Link system and on the Company's website

- Compiled a list of persons qualified to be directors and independent directors to create the Company's Director Pool and selected candidates from the IOD's Director's Pool to propose the Board of Directors for consideration and submission to the Annual General Meeting of Shareholders for appointment of directors in accordance with SCG's business strategy and guidelines.

6. Determination of Remuneration for Directors and Sub-Committees

Considered the remuneration of Directors and Board Committees for submission to the Board of Directors for further proposal to the Annual General Meeting of Shareholders, and considered Directors' bonuses for submission to the Board of Directors. Such considerations took into account relevant factors in line with good corporate governance principles, including SCG's business strategy, duties, roles, and responsibilities, as well as benchmarking against remuneration practices of other listed companies and leading companies in the same or comparable industries.

On behalf of the Governance and Nomination Committee

Mr. Chumpol NaLamlieng

Chairman of the Governance and Nomination Committee

*Individual Attendance Record of the Governance and Nomination Committee Meetings

Name - Surname	Position in the Committee	Number of Meetings in 2024 (Time)
1. Mr. Chumpol NaLamlieng	Chairman	5/5
2. Mr. Pasu Decharin	Member	5/5
3. Ms. Jareeporn Jarukornsakul	Member	5/5
4. Mr. Roongrote Rangsiyopash	Member	5/5

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 2025, the Committee held five meetings to assess the performance and consider the remuneration of SCG President & CEO and top executives in alignment with the performance of each executive, SCG's operating results and global economy to properly retain SCG leadership in the industry. The Committee also recommended a succession plan of the SCG President & CEO, Business Group Chief Executive Officers/Presidents and the top executives to the Board of Directors for consideration.

Moreover, the Remuneration Committee also provided views and recommendations to the Management with regard to human resources management to be fair and competitive with external companies.

On behalf of the Remuneration Committee

Mr. Prasarn Trairatvorakul

Chairman of the Remuneration Committee

*Individual Attendance Record of the Remuneration Committee Meetings

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

REPORT OF THE CSR COMMITTEE FOR SUSTAINABLE DEVELOPMENT

Amid multiple pressing challenges – including a volatile global economy, the impacts of the climate emergency, and persistent social inequality – SCG remains committed to carrying out corporate social responsibility activities in a continuous and systematic manner. The focus is on restoring and conserving natural resources, strengthening communities, and enhancing people’s quality of life over the long term. These efforts are pursued through collaboration with the public sector, private sector, and civil society under the “Inclusive Green Growth” framework, with the aim of advancing a low-carbon society while achieving balanced and sustainable social and environmental progress.

Restoring Ecology: Gateway to a Sustainable Quality of Life

SCG has continued the “**Conserving the Environments from the Mountain to the Sea**” project for over 20 years with the goals of conserving and restoring natural resources across upstream, midstream, and downstream ecosystems. To this end, SCG has undertaken a wide range of efforts including community water management, the construction of check dams to restore forest ecosystems along with creating green spaces, and strengthening community forest networks. In parallel, SCG is committed to supporting communities in their transition toward a low-carbon community through eco-friendly agricultural practices and effective waste management, while also conserving marine resources to sustain biodiversity in the long term.

In 2025, the project was organized into four major areas: water management and forest restoration; promotion of community forest and youth networks; low-carbon communities and smart farmers; and marine resource conservation. Through these efforts, more than 10,000 check dams were constructed across 250 communities in Lampang Province. Since the project’s inception, a total of 130,000 check dams have been constructed, significantly contributing to water security. Additional initiatives included the adoption of the RDF waste management techniques, the promotion of alternate wetting and drying in rice cultivation to reduce greenhouse gas emissions, and efforts to curb agricultural burning to mitigate PM2.5 pollution. These efforts ran alongside partnerships with network organizations to install floating litter traps and deploy artificial coral reef structures – developed using SCG 3D Printing Solution technology – along several coastal areas of Thailand.

The project enabled 1,200 households to secure sufficient water for both household consumption and agricultural use, with a water reserve of 80,000 cubic meters, increased green spaces, preserved biodiversity as well as reduced air pollution and greenhouse gas emissions. At the same time, the project generated income for local communities through low-carbon agricultural products and waste recycling, while strengthening community networks and fostering a sense of environmental stewardship among young people.

Improving Quality of Life and Enhancing Community Potential for Sustainable Growth

SCG is committed to developing communities across diverse areas through the **“Prayote Sook”** (Well-being for All) initiative, integrating development of life and career skills, water resource management, improvement of air quality, and enhancement of well-being to empower the communities to achieve self-reliance and reduce social inequality.

The **“Prayote Sook—Community Leader School”** initiative is dedicated to developing both life and career skills in accordance with the Sufficiency Economy Principles. In 2025, over 300 participants across 16 areas nationwide underwent practical training, leading to the establishment of career pathways, the formation of groups for knowledge exchange, and behavioral changes in self-control and money management, thereby contributing to household economic stability.

For water resource management, the **“Prayote Sook—Community Water Management”** initiative has developed an integrated, community-level water resource management model that uses information technology to analyze and forecast water conditions. The initiative has been implemented in 160 communities nationwide, benefitting more than 43,000 households together with increasing farm yields by 1.5-2 times, and reducing the recurring drought and flood problems tangibly.

As regards air quality, the **“Prayote Sook—Utilizing Agriculture Waste to Reduce Burning”** initiative helped reduce the burning of agricultural waste in 5,083 rai, contributing to a reduction of 16,265 kilograms of PM2.5 particles at source, and generating almost a total of 1 million baht for the communities. In parallel, the **“Prayote Sook—Dust-free-classroom”** initiative improved air quality at schools through innovations, and systematic measures with the goal of fostering a safe environment by addressing severe dust pollution problem.

In another area, the “**Prayote Sook—Community Telemedicine**” initiative, utilizing a Tele-monitoring and Telemedicine system, has been implemented continuously for 3 years. The program has enabled 82,000 people in 21 provinces to access medical services as well as reduced travel costs and congestion in hospitals. The initiative focuses on strengthening the capacity of community health workers to help reduce health inequality sustainably.

Providing Educational and Career Opportunities

SCG stresses the importance of developing the potential of children and youth, having provided more than 105,000 scholarships to students. In parallel, the Company expanded the “Learn to Earn” project to better prepare young people for the job market by equipping them with essential life and work skills, while also fostering a lifelong learning mindset.

The Learn to Earn concept has been expanded to the Learn to Earn Sandbox in Saraburi Province with a focus on developing “quick-win jobs” that generate tangible income for vulnerable groups. SCG has also extended its educational projects to multiple ASEAN countries through the **SCG Sharing the Dream** project, providing scholarships to attentive, deserving students with financial needs in 5 countries (Vietnam, Indonesia, the Philippines, Cambodia, and Laos). These efforts are complemented by the “Green Generation” concept which aims to raise young people’s awareness of social and environmental responsibility. To enhance road safety and create employment opportunities, the Thaksa Phiphat School is committed to conducting multiple projects. In 2025, 400 drivers underwent a training course for emergency ambulance drivers in conjunction with the National Institute for Emergency Medicine (NIEM). Apart from that, the School produces skilled professional truck drivers for the logistics industry. All 250 truck drivers (100%) secured employment after completing the training. The efforts also extend to preparing military personnel from the three armed forces prior to discharge by equipping them with safe driving skills and other skills needed for self-reliance in the job market. A total of 200 military personnel underwent training. Another key effort is providing opportunities for inmates who nearly complete their jail terms through a fork driver training course. All the 11 participating inmates secured employment after release (100%), reflecting the power of career development in not only generating income but also creating value, safety, and a new hope for society sustainably.

Joining Forces to Drive the Transition to a Low-carbon Society in a Tangible Way

SCG pledges to drive the transition to a low-carbon society through the Saraburi Sandbox initiative, Net Zero Accelerator Program (NZAP), and the Go Together project, which are model collaborations among the public sector, private sector, and the public to increase competitiveness, reduce greenhouse gas emissions, and support Thailand's Net Zero target. In parallel, SCG has established a collaboration platform via ESG Symposium, which connects sustainable development goals with economic potential in a concrete, actionable manner.

SCG firmly believes that sustainable development must begin with strengthening communities while fostering the potential of the business sector and collaborating with all sectors to enable the economy, society, and the environment to grow together in a balanced and inclusive fashion moving forward.

On behalf of the CSR Committee for Sustainable Development

Mr. Kasem Watanachai

Chairman of the CSR Committee for Sustainable Development

***Individual Attendance Record of the CSR Committee for Sustainable Development Meetings**

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

REPORT OF THE ENVIRONMENTAL SUSTAINABILITY DEVELOPMENT COMMITTEE

In 2025, Environmental Sustainability Development Committee fulfilled its duties as assigned by the Board of Directors, with a focus on setting policies and strategies to drive the organization toward the SCG Net Zero Roadmap. The Committee also oversaw, monitored, and evaluated performance, as well as managed sustainability-related risks and opportunities.

During 2025, Environmental Sustainability Development Committee held a total of four meetings. A summary of the key activities is as follows:

1. Set direction, policies, and strategies to drive the Company toward the established targets and provide recommendations to ensure implementation in accordance with the SCG Net Zero Roadmap
 - Announced the SCG Net Zero Policy aiming to drive the organization toward the Net Zero target. The policy is linked to core business strategies, governance mechanisms, and operations at all levels, while promoting organizational culture transformation in alignment with the target and the sustainable transition to a low-carbon economy.
2. Oversee, monitor, and review policies, execution plans, targets, and performance under the SCG Net Zero Roadmap to ensure efficiency and effectiveness.
 - Identification, assessment, and management of risks and opportunities related to decarbonization plans and climate change adaptation, with emphasis on reviewing material sustainability topics in alignment with global trends, regulations, technology, market developments, and stakeholder expectations, to ensure that strategies and action plans comprehensively address both business risks and opportunities.
 - Decarbonization plans and investment projects under the decarbonization pathway to align with the Science Based Targets initiative (SBTi), using the Marginal Abatement Cost Curve (MACC) to analyze, prioritize, and assess business viability alongside greenhouse gas emission reduction potential, while considering short-, medium-, and long-term risks and impacts to ensure investments deliver appropriate returns,

support achievement of greenhouse gas emission reduction targets, and maintain business competitiveness.

- Development of a greenhouse gas data management and reporting system, including the official launch of the ESG Data Platform across all SCG businesses in November 2025, to enhance data governance ensuring accuracy, completeness, and verifiability in accordance with MRV (Measurement, Reporting, and Verification) principles, supporting performance monitoring, strategic decision-making, and transparent and reliable disclosures to stakeholders in line with recognized standards.

On behalf of the Environmental Sustainability Development Committee

Mr. Cholanat Yanaranop

Chairman of the Environmental Sustainability Development Committee

***Individual Attendance Record of the Environmental Sustainability Development Committee Meetings**

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

REPORT OF THE SCG RISK MANAGEMENT COMMITTEE

The SCG Risk Management Committee has the following key duties and responsibilities:

- 1) Establish the risk management structure and assign risk management responsibilities across the organization.
- 2) Consider and approve the enterprise risk management framework and processes in alignment with international standards for organization-wide implementation.
- 3) Review the SCG Risk Profile and monitor risk management activities on a regular basis to ensure that risks are maintained within the levels acceptable to the organization (SCG Risk Appetite).
- 4) Report key risks and the results of risk management activities to the Audit Committee for review prior to submission to the Board of Directors on a quarterly basis.

In 2025, the SCG Risk Management Committee convened five meetings* with the objective of overseeing, monitoring, and providing recommendations on SCG's risk assessments, action plans, and progress of key short- to medium-term risk management initiatives. These included reviewing strategic adjustments to address the global economic downturn driven by trade tensions, U.S. import tariffs, and geopolitical conflicts across various regions; overseeing climate change risk management; strengthening information technology risk management with an emphasis on data security, cybersecurity resilience, modernization of management systems, and the adoption of artificial intelligence (AI) across the organization. The Committee also reviewed preventive and control measures for workplace and transportation related safety risks, monitored compliance with applicable laws, regulations, and internal policies, and considered strategic plans for business units identified under risk warning criteria, as well as the analysis of economic trends and country risk outlooks in SCG's key strategic markets across the ASEAN region and endorsed the 2026 annual work plan of the Governance, Risk and Compliance function.

On behalf of the SCG Risk Management Committee

Mr. Thammasak Sethaudom

Chairman of the SCG Risk Management Committee

***Individual Attendance Record of the SCG Risk Management Committee Meetings**

Name - Surname	Position in the SCG Risk Management Committee	Number of Meetings in 2025 (Time)
1. Mr. Thammasak Sethaudom	Chairman	4/5
2. Mr. Paramate Nisagornsen	Member	5/5
3. Mr. Wiroat Rattanachaisit	Member	4/5
4. Mr. Surachai Nimlaor	Member	5/5
5. Mrs. Chantanida Sarigaphuti	Member	5/5
6. Mr. Chana Poomee	Member	3/5
7. Mr. Sakchai Patiparnpreechavud	Member	2/5
8. Mr. Suracha Udomsak	Member	4/5
9. Mr. Kulachet Dharachandra	Member	2/5
10. Mr. Chatri Eamsobhana	Member	2/5
11. Ms. Chayaporn Dilokwatanakoon	Member and Secretary	5/5