

 **SCG** Morgan Stanley  **UBS** J.P.Morgan

## NDR with Foreign Investors 29 November – 3 December 2021

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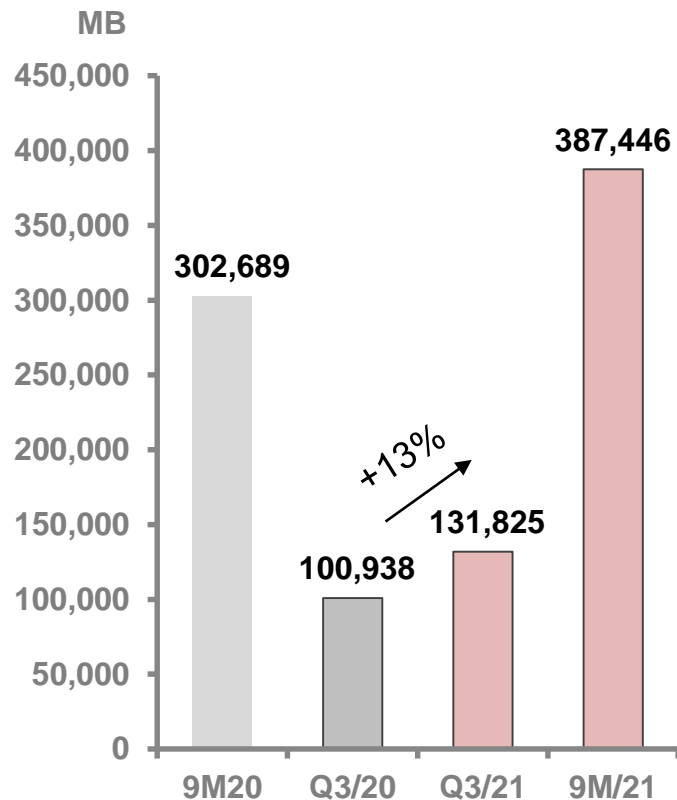
เอสซีจี ได้รับการประเมินและจัดอันดับในดัชนีความยั่งยืน Dow Jones Sustainability Indices หรือ ดจไอ ให้เป็นที่ 1 ของโลก ในสาขาอุตสาหกรรมวัสดุก่อสร้าง (Industry Leader in Construction Materials) และอยู่ในระดับ Gold Class รวมถึงได้คะแนนเป็นอันดับ 1 ร่วมในกลุ่มอุตสาหกรรมวัสดุ (Industry Group Leader – Materials) โดยเอสซีจี เป็นองค์กรแรกในอาเซียนที่ได้รับคัดเลือกให้เป็นสมาชิกตั้งแต่ปี 2547 ต่อเนื่องเป็นปีที่ 17

- **Consolidated overview**
- Business updates
  - Chemicals
  - Cement-Building Materials
  - Packaging
- World-class ESG
- Appendix



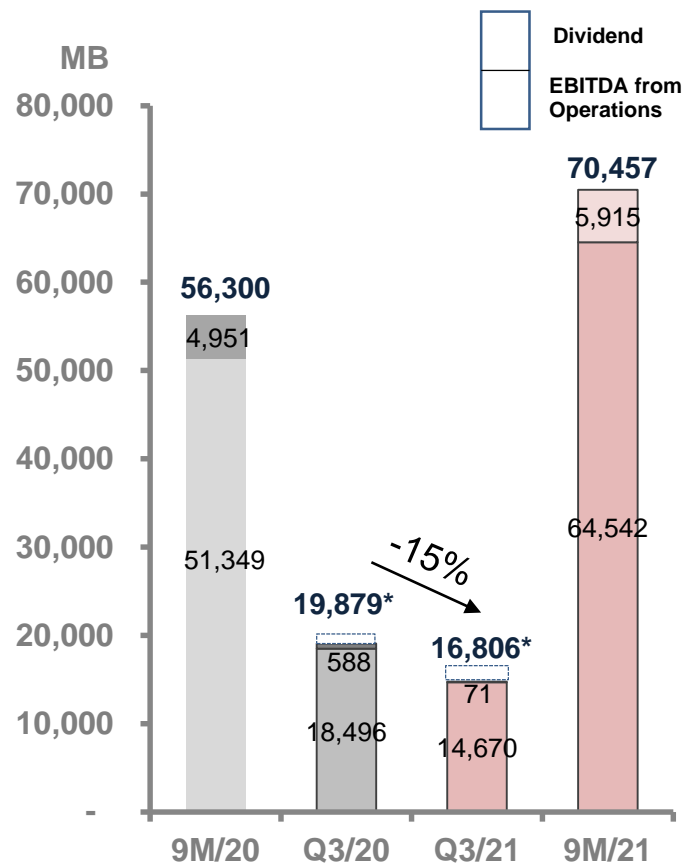
# Growth delivery with 9M/21 earnings growing 49% y-o-y

## Revenue from Sales



Revenue from sales (MB)	Q3/21	Q3/20	YoY(%)	Q2/21	QoQ(%)
CBM	44,059	42,685	3%	46,416	-5%
Chemicals	60,060	37,748	59%	60,740	-1%
Packaging	31,930	23,287	37%	29,895	7%

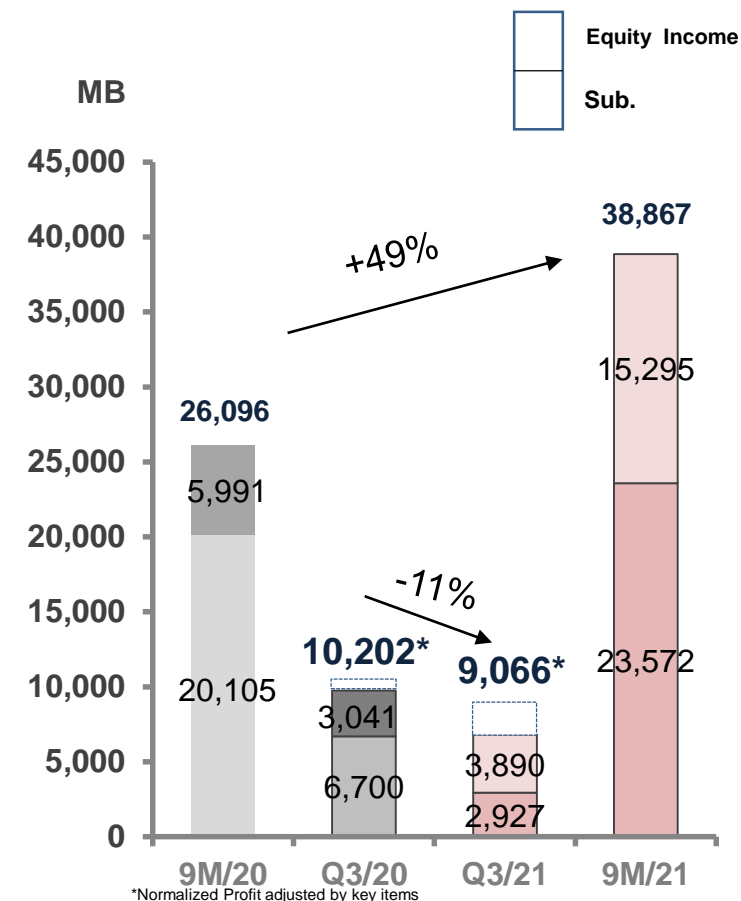
## EBITDA



\*Normalized EBITDA adjusted by key items

	FY2020	Q3/20	Q2/21	Q3/21
EBITDA Margin %	17	18	20	11
Normalized EBITDA Margin %		20		13

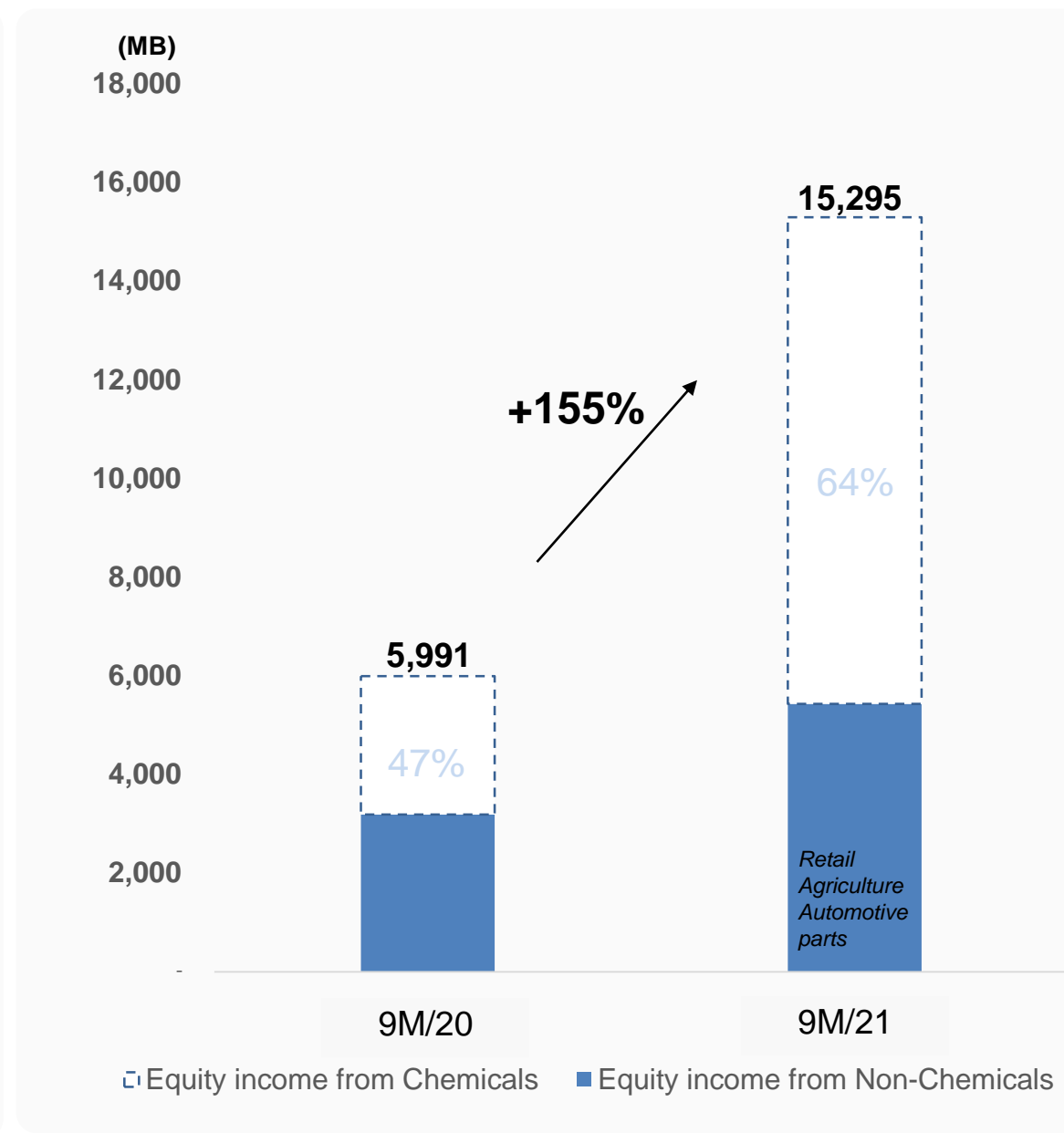
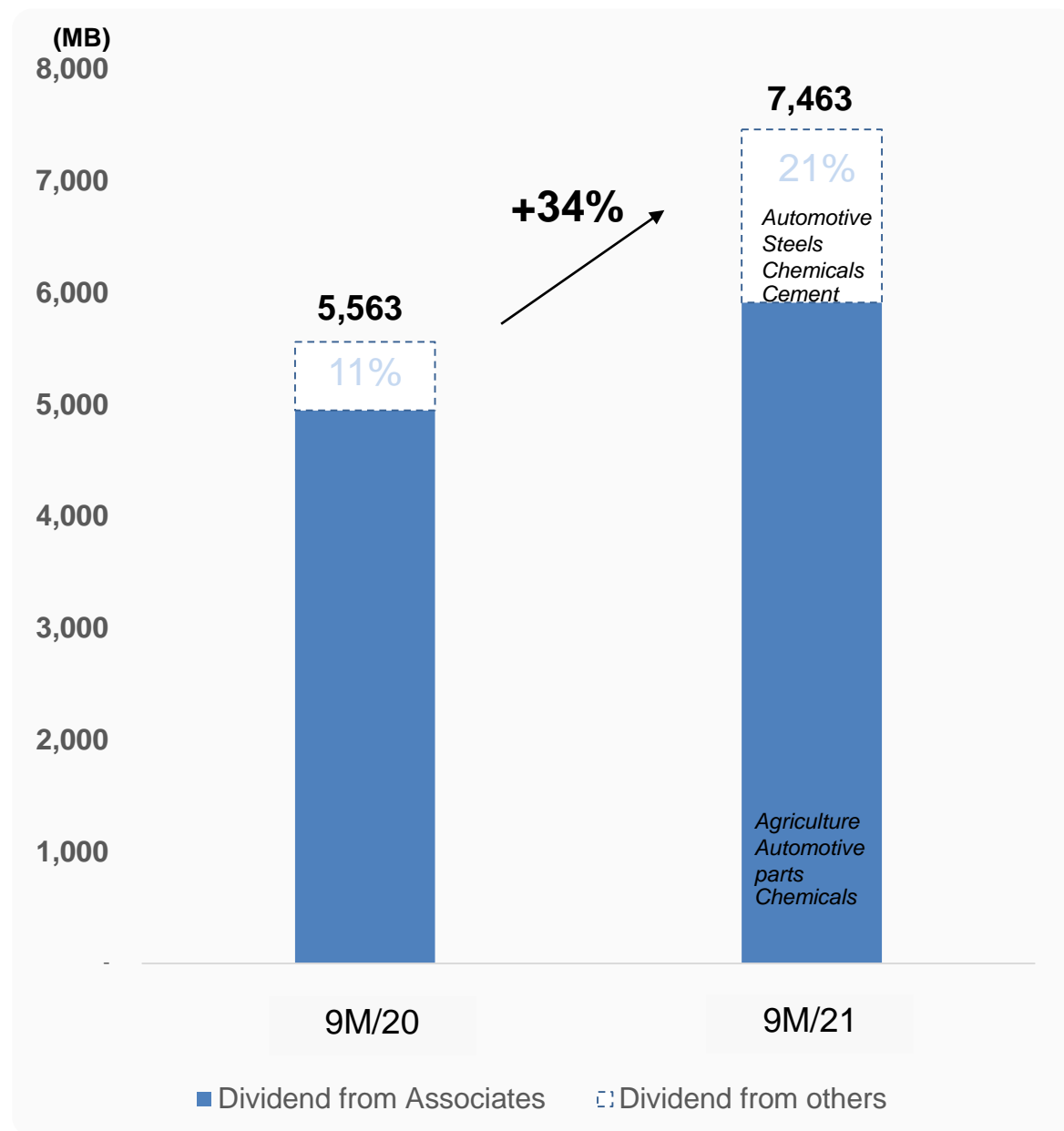
## Profit



\*Normalized Profit adjusted by key items

EPS	FY2020	9M/20	9M/21
Baht	28.5	21.7	32.4

# Strong investment contribution y-o-y from dividend and equity income



# Near-term outlook and business resiliency



- Solid execution with 9M/21 normalized profit reaching 41,166 MB, up 51% y-o-y
- Key challenges in Q4/21 and 2022 are higher input cost and freight tightness situation
- Opportunities in proactive management, recovering demand, and improving Covid-19 situation in the region
- SCG remains financially strong, is better prepared to tackle the challenges, and will continue to focus on growth execution & ESG transition

## Chemicals

### Performance Highlights

- **Chemicals reported Q3/21 profit of 5,210 MB**, -5% y-o-y and -50% q-o-q on weak domestic and regional demand due to strong resurgence of Covid-19 and on increased naphtha cost
- **Record-high polyolefin volume achieved at 505,000 tons** amidst tight freight situation and a weak demand landscape caused by the spread of COVID-19 in the region

### Outlook for Q4/21

- **Polyolefin demand should recover** from the easing of Covid-19 restrictions. **Supply** made tight by the dual-control policy in China and with limited availability from overseas. Naphtha cost should be higher with oil.

### Company Updates

- **Steady progress on LSP** construction at 87%, with no disruption from COVID-19 outbreak
- **Feasibility study on investment in bio-based ethylene and PE** in Thailand with Braskem
- **Preparation for Restructuring** continued with BoD established, bond filing approved for financial flexibility

## Cement-Building Materials

### Performance Highlights

- **Sales increased 3% YoY amid a 12% contraction in domestic cement demand** and weak regional demand amid Covid-19 lockdown
- **Export to non-ASEAN markets** contributed to overall increase in sales outside of Thailand

### Outlook for Q4/21

- **Cement demand in Q4/21** is expected to recover on regional economic reopening
- **Preparation for demand recovery** via innovative and high-value product portfolio, service solutions, complete customer interface, and adjustments to compensate for cost-push inflation

### Coal Cost Mitigation

- **Proactive inventory management, advanced contracting activities, and maximization of domestic alternative fuel**
- **Expect manageable coal cost increase in 2022** with the increase being **offset by commercial strategies** to compensate for cost-push environment

## Packaging

### Performance Highlights

- **Packaging reported Q3/21 core profit of Bt1.5bn, +6% YoY** on increased sales amid market challenges
- **Excluding M&P consolidation, revenues grew 26% y-o-y organically**

### Outlook for Q4/21

- **Major export destinations are gearing towards order preparation** for year-end festivities
- **Continuous improvement of operational excellence** (automation, optimization, AI) and **Ongoing efforts on cost management** (pooled sourcing, M&P refinancing)

### Company Updates

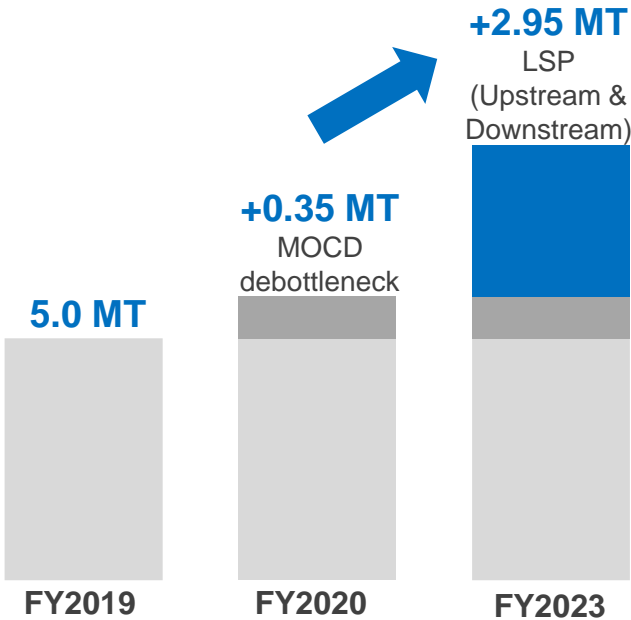
- **Completed M&P of high quality targets** (Go-Pak, Duytan & Intan)
- **Captured long-term prospect in Deltalab M&P**
- **New packaging paper production base in North Vietnam**



Chemicals

Restructuring for growth & sustainability

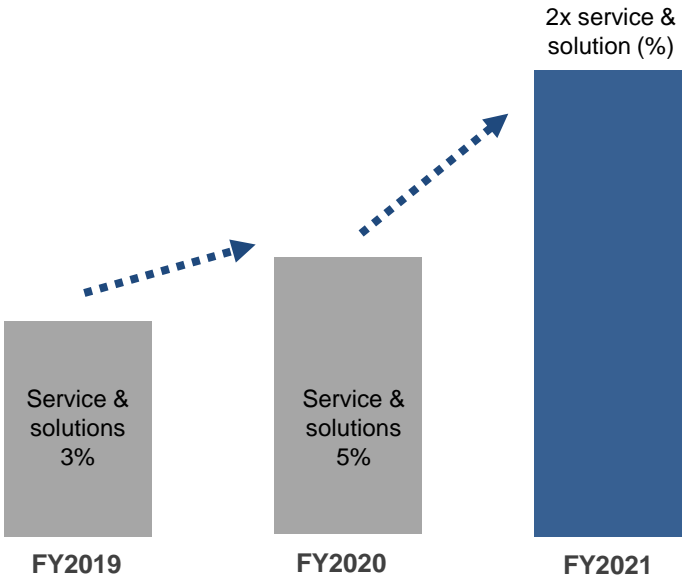
- C. 55% capacity expansion by H1/23
- Regional champion in Southeast Asia with presence in all key growth markets;
- Differentiation via HVA, Innovation and contribution from associates
- Sustainability business model through green polymers



Cement and Building Materials

Transition towards low carbon economy business model

- Low-carbon products, alternative fuel, solar, and cost reduction makes Cement business a better cash generator
- Increase Services & Solutions offerings to grow Building Materials business
- Grow Retail outlets, Active-omni channel, and Logistics to tap higher ASEAN demand growth



Packaging (SCGP)

Growth execution & transition towards ESG

- ASEAN leader in Innovative packaging solutions & sustainable practices
- Double digit growth, with sales of 100,000 MB++ and margin stability
- Continued organic and M&P expansion, with strong financials
- Enhancing competitiveness with ESG focused business model





# Net-zero emissions by 2050, with interval target of 20% GHG reduction by 2030 (absolute amount of GHG scope1+2 emission)

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## Key Highlights:



### **Move** to incorporate carbon emissions both, domestic and abroad

SCG will begin reporting carbon emissions that include domestic as well as overseas operations in SD Report 2021, to be released in 2022



### **Replace** intensity-based carbon emissions target with absolute level-based reduction plan

SCG will focus on reducing absolute amount of carbon emission as opposed to curbing carbon intensity (Business-As-Usual)



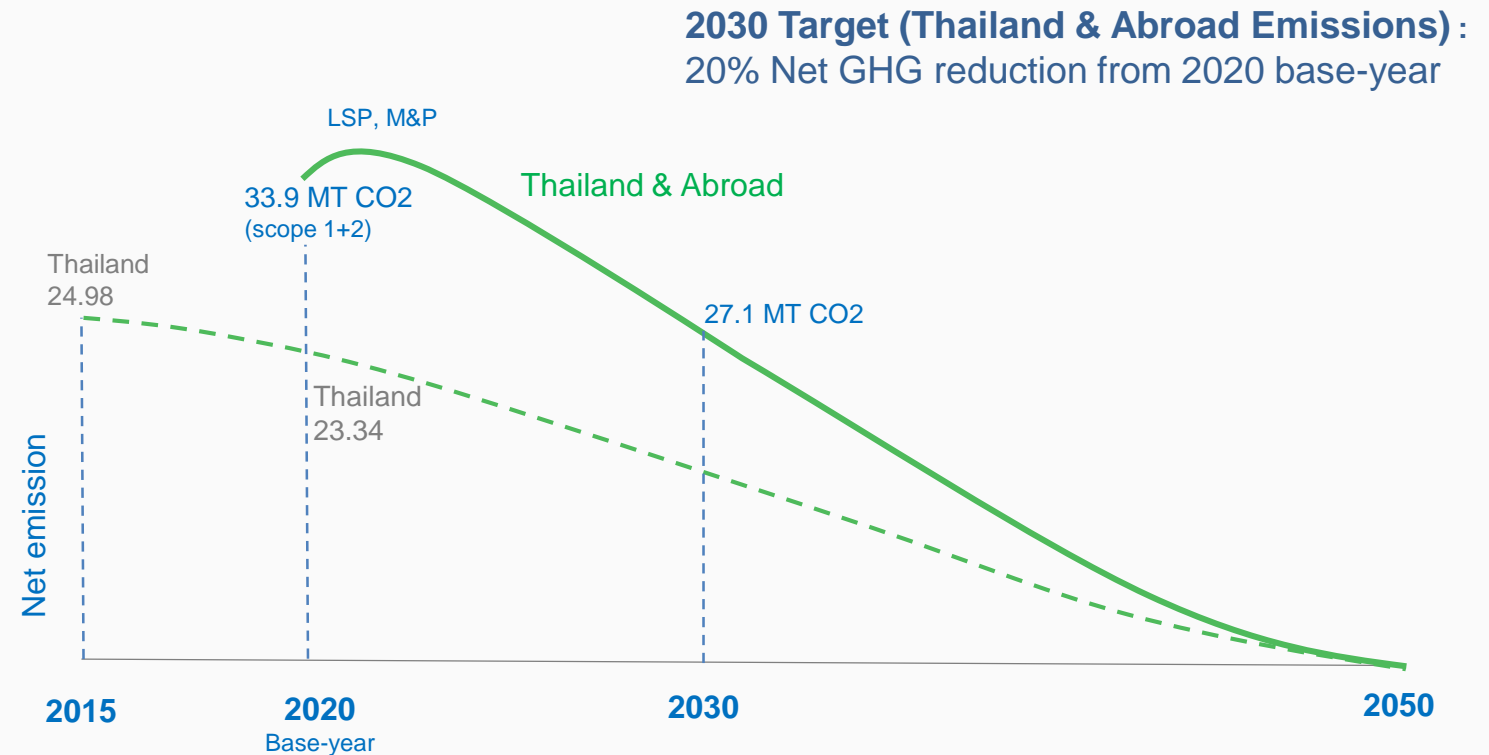
### **Set** a more ambitious carbon reduction target

SCG will reduce its Scope 1 and 2 carbon emission by 20% between 2020 and 2030 even as new capacity start-ups will raise net emission level above 2020 level in the near-term



### **Reaffirm** commitment to Net Zero by 2050

SCG will deploy all available tools and technologies to offset its carbon footprints and achieve Net Zero emission by 2050



### **Key Initiatives in the pathway:**

#### **Energy Efficiency**

By using the best available technologies with energy efficiency

#### **Low GHG Energy Sources**

By increase the share of biomass, renewable energy

#### **Carbon Capture**

By network with national and international to scale up carbon capture, utilization and storage (CCU/S) technologies

#### **Low carbon products**

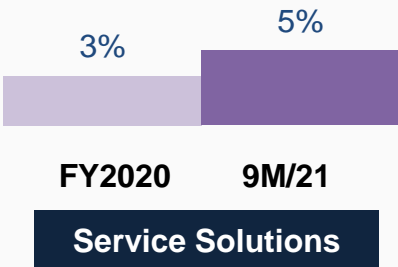
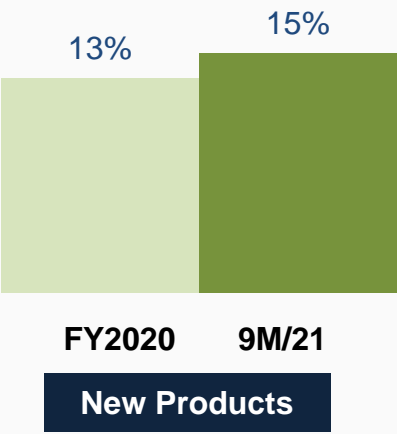
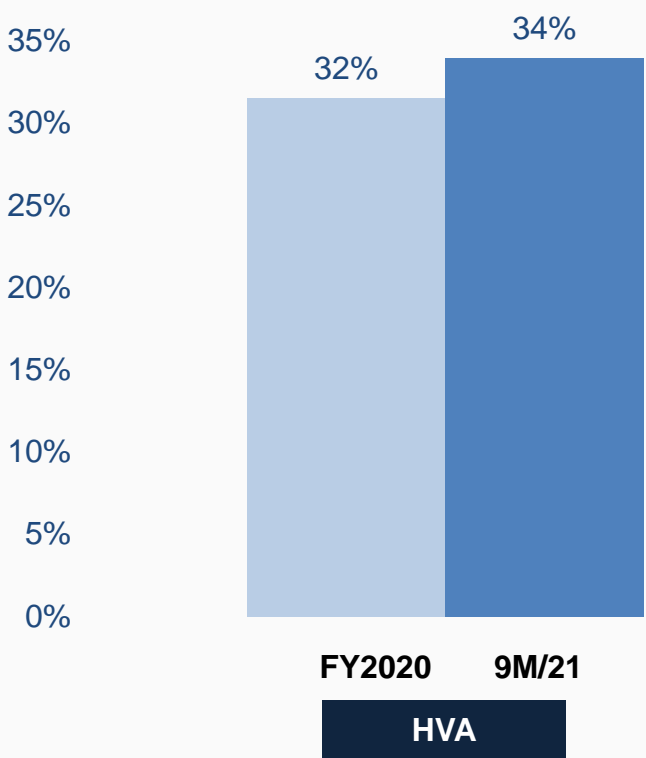
By innovating the products with Circular economy principle and low carbon in value chain

#### **Natural Climate Solution**

By collaborating with communities and authorities to forestation and rehabilitation as carbon sink

#### **Note:**

- Sustainability Report 2021 will begin to incorporate all emission Thailand & Aboard
- SCG is working with suppliers and customers throughout value chain to assess related activities within GHG Scope 3 which will be reported in Sustainability Report 2021 and fully reported in 2023



Note: shown as % of Total Revenue from Sales

Click! for 10 Innovative Solutions in 2020

**Innovation Metrics:**  
**HVA:**  
Generates higher margins over mainstream products, enabling superior profitability over industry peers

**New Product Development (NPD):**  
Responds to fast-changing market and customers' requirements

**Service Solutions:**  
Solve customer's pain points, improve quality attributes, and increase sales

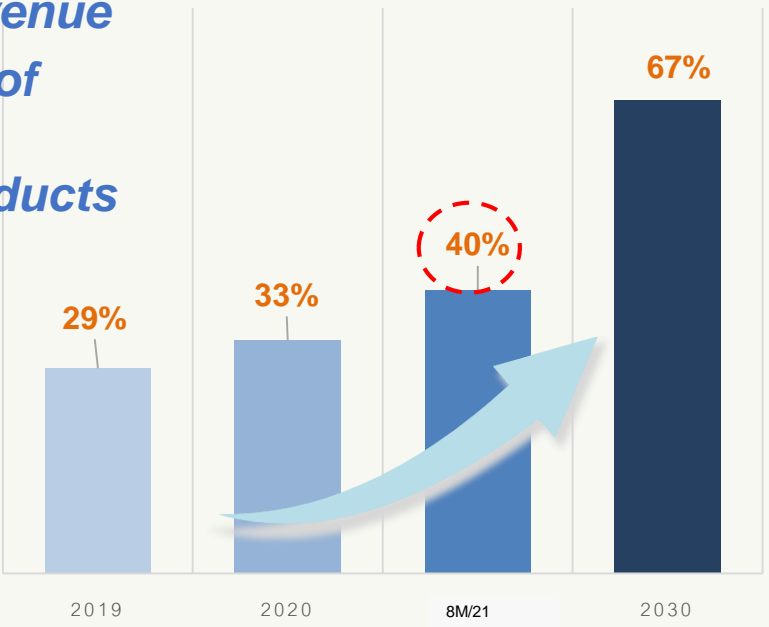




SCG Green Choice

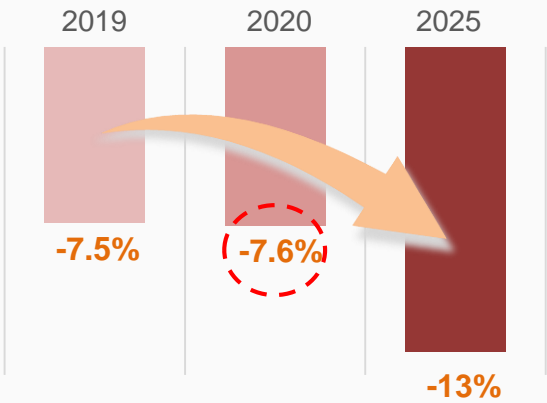
Aim to achieve 67% of revenue from sales of SCG Green Choice products in 2030

% Revenue of Green Choice product of revenue from sale



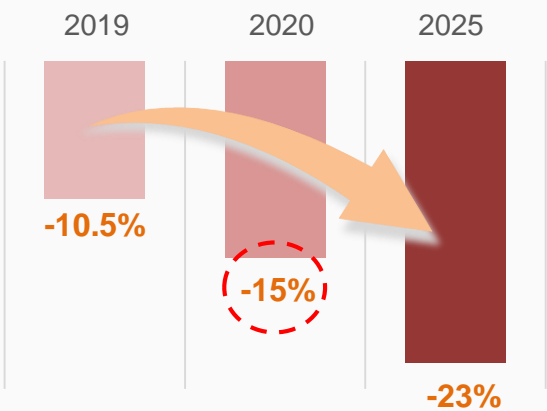
Target Energy Consumption reduction by 13% in 2025

% Energy consumption reduction



Committed to reduce water withdrawal by 23% in 2025

% Water withdrawal reduction

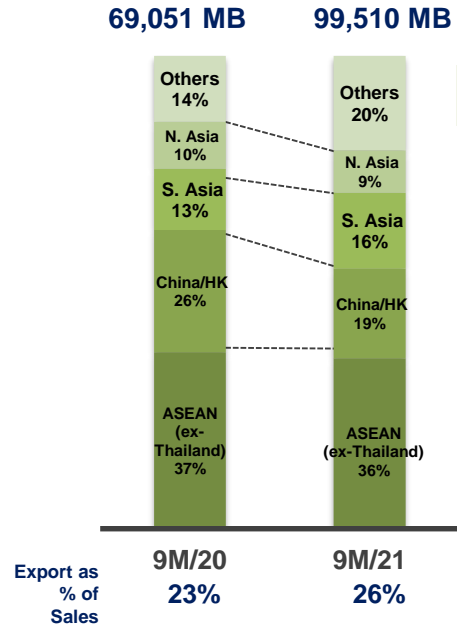


# 9M/21 Segments: Export Sales and ASEAN Operations

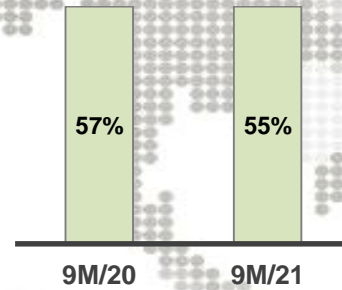
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ASEAN exports and operations were 26% of total sales in 9M/21 while export to South Asia and non-Asian destinations rose y-o-y

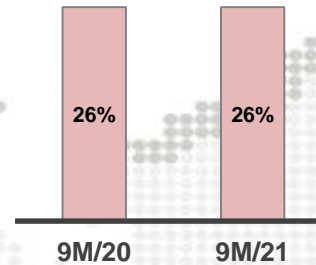
## Export Segments (by markets)



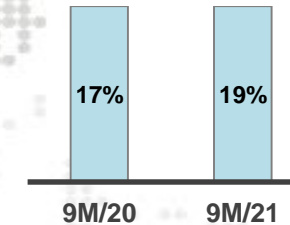
## Thailand sales (domestic)



## ASEAN sales (ASEAN operation + TH ex. To ASEAN)



## Sales to other destinations



### THAILAND

- Chemicals
- Cement-Building Materials
- Packaging

### LAOS

- Cement-Building Materials

### VIETNAM

- Cement-Building Materials
- Chemicals
- Packaging

### MYANMAR

- Cement-Building Materials
- Chemicals

### INDONESIA

- Chemicals
- Cement-Building Materials
- Packaging

### PHILIPPINES

- Packaging
- Cement-Building Materials

### CAMBODIA

- Cement-Building Materials
- Chemicals

### MALAYSIA

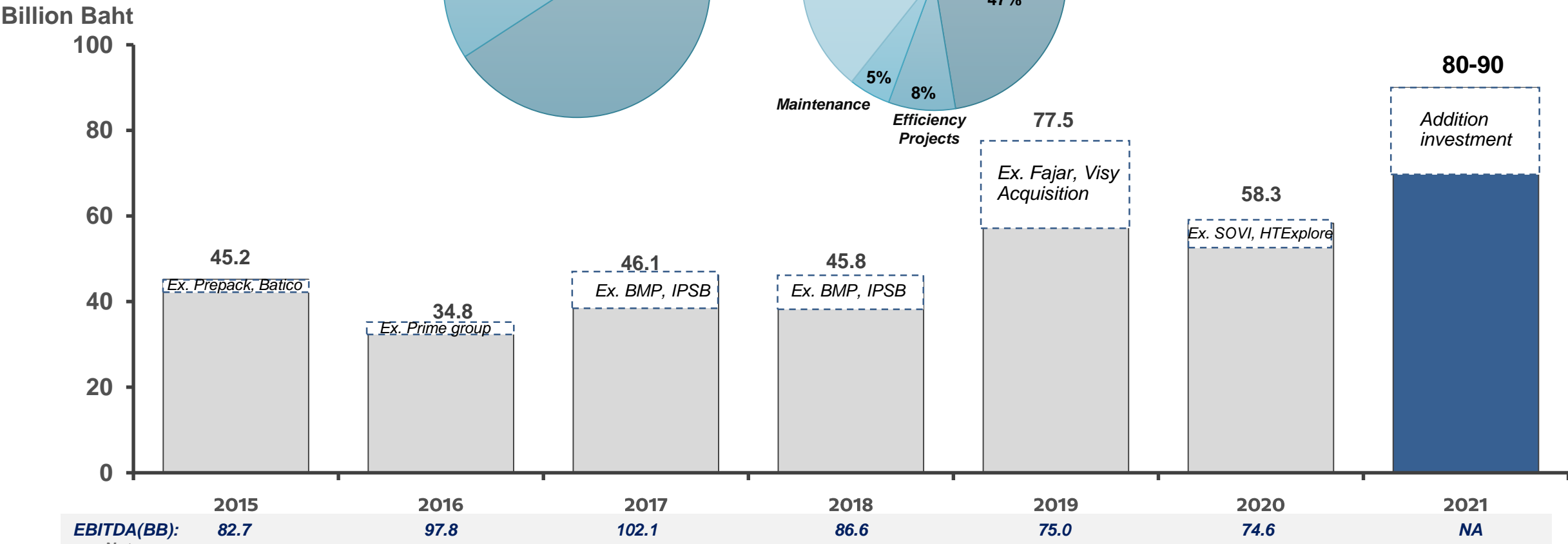
- Cement-Building Materials
- Packaging

### SINGAPORE

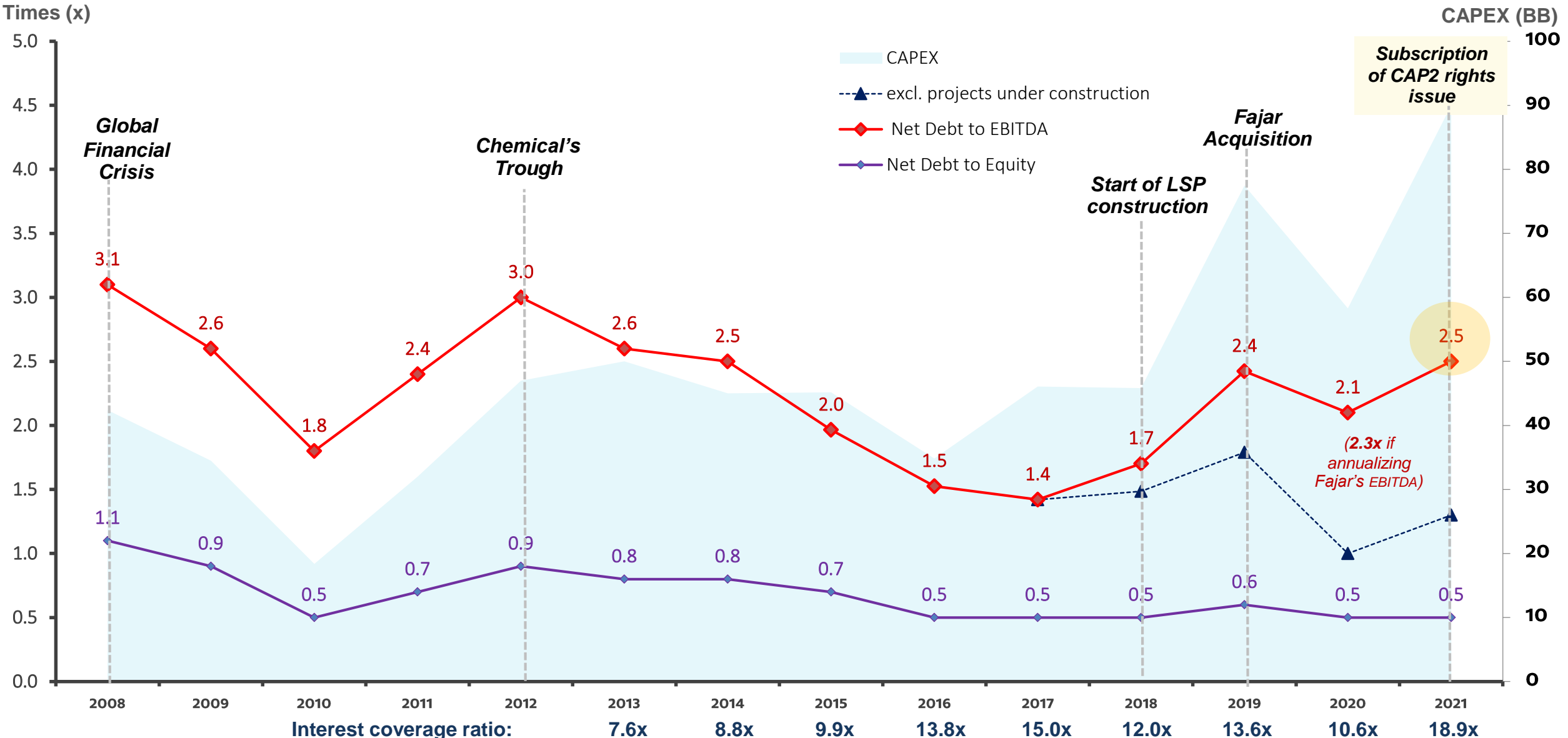
- Cement-Building Materials
- Packaging
- Chemicals

## SCG's dominance

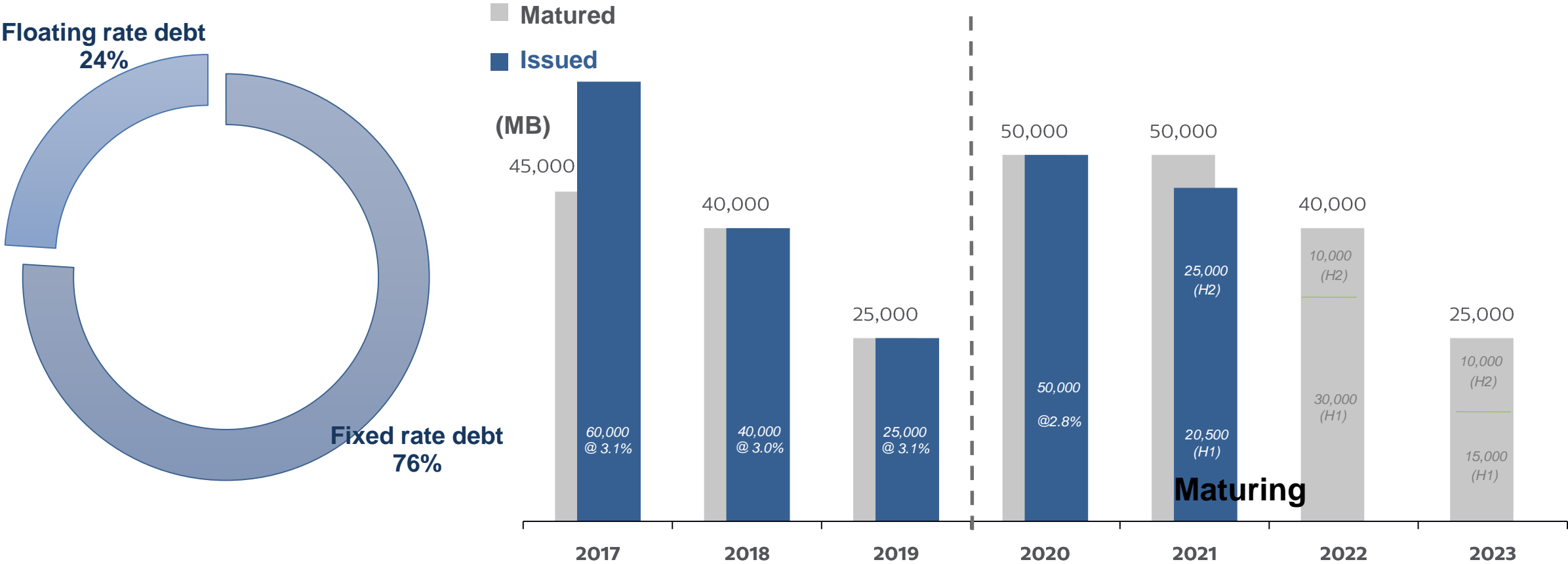
- No.1 **Integrated Packaging business** in ASEAN, with substantial expansion organically and inorganically
- **Petrochemicals leader with upcoming world-scale chemical crackers** undergoing 55% capacity expansion by mid-2023
- Regional cement and building materials platform, position to **capture growth in retails and solutions**
- Workforce of **+50,000 persons across ASEAN and beyond**



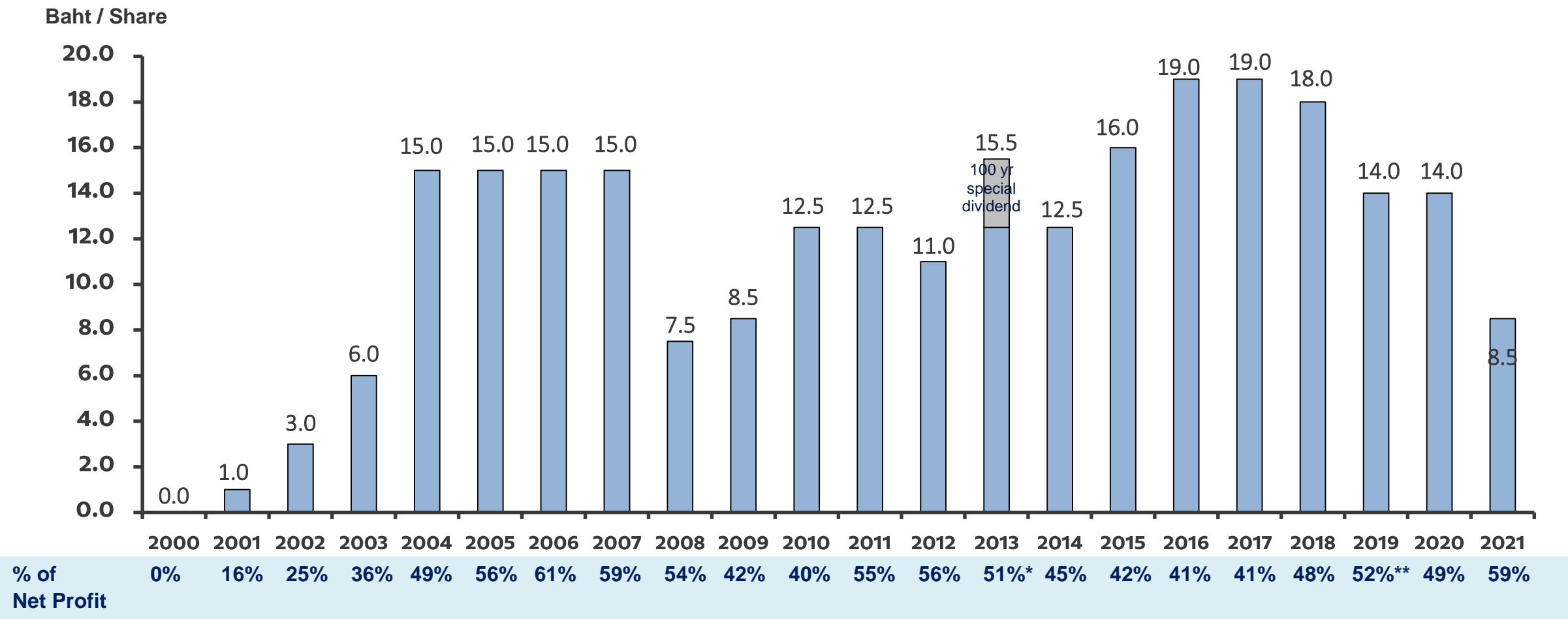
Note:  
- CAPEX includes debottlenecking, expansion projects, and major turnaround.  
- Investments are acquisitions and purchase of shares (EV basis).



Note: Net debt to EBITDA = Net debt / Trailing-12-month EBITDA



- 65% of total SCG’s long -term debts are debenture (Q3/21)
- Thai Baht, mainly 4 years fixed
- Debentures effective life is 14 years
- Unsecured, unsubordinated



**Note:** \* Exclude special dividend  
\*\*49% of profit before severance pay adjustment.  
Dividend policy established in 2008



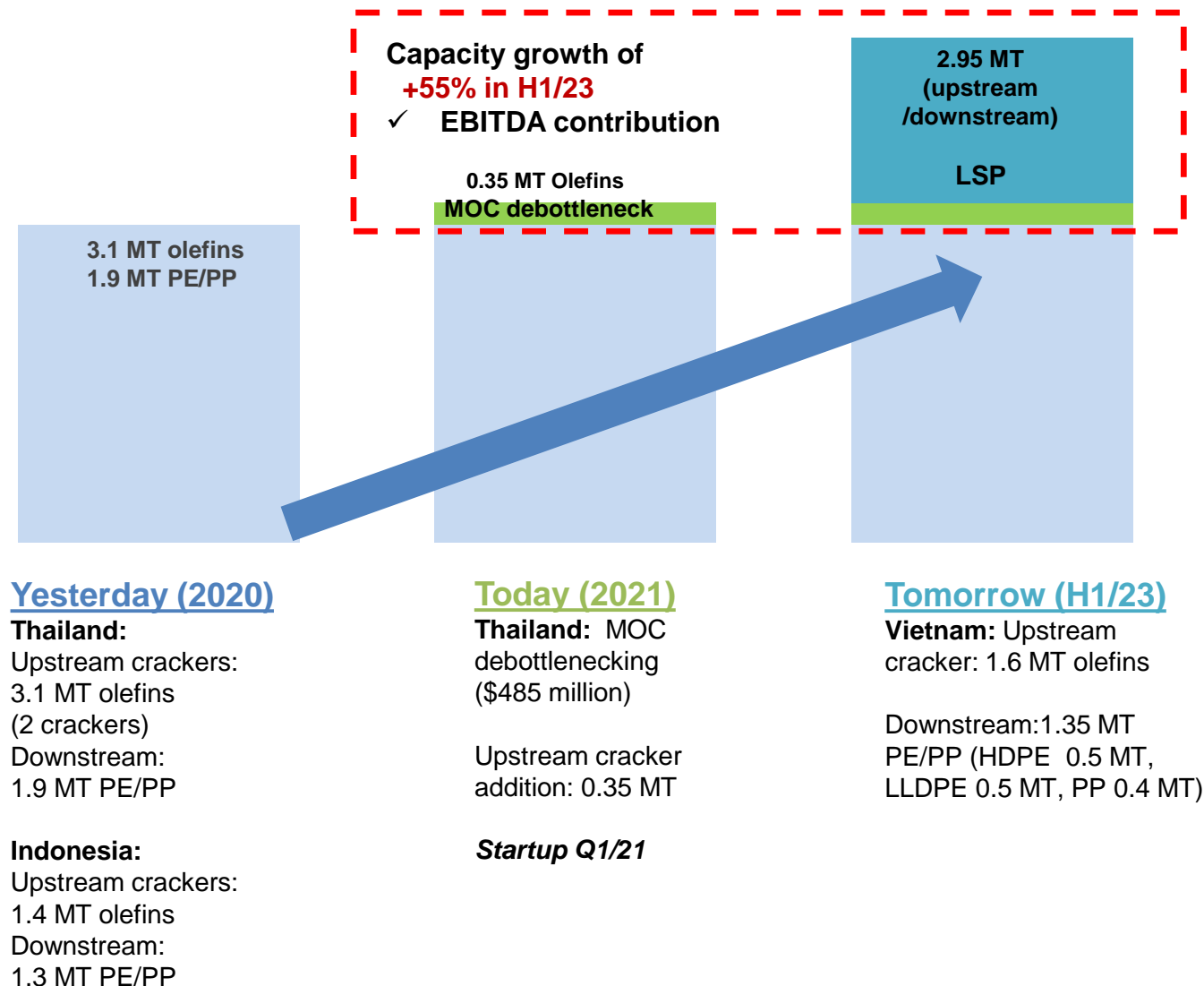


Beyond capacity expansion is  
Circular Economy  
Designed for recyclability  
Mechanical Recycling  
Advanced Recycling



## Competitive capacity addition

- **First integrated petrochemicals complex** in Vietnam, 100%-owned
- **Located next to demand center** in Southern Vietnam (HCM), with own-access to sea transportation for cost-competitive shipment to Northern Vietnam (Hanoi).
- **Vietnam remains a net importer** in Polyolefins while Vietnam's polyolefins demand growth is amongst the highest in Asia Pacific
- **Feedstock high-flexibility advantage** with secured contract from leading Middle East producer





Overall progress is 87% (as planned) with ready-to-service of treated water/potable water and instrument air/plant air systems, and upstream central control building. All large towers are arrived at site. Commercialization is expected in H1/23

**Treated Water/ Potable Water**



**Instrument Air/ Plant Air**



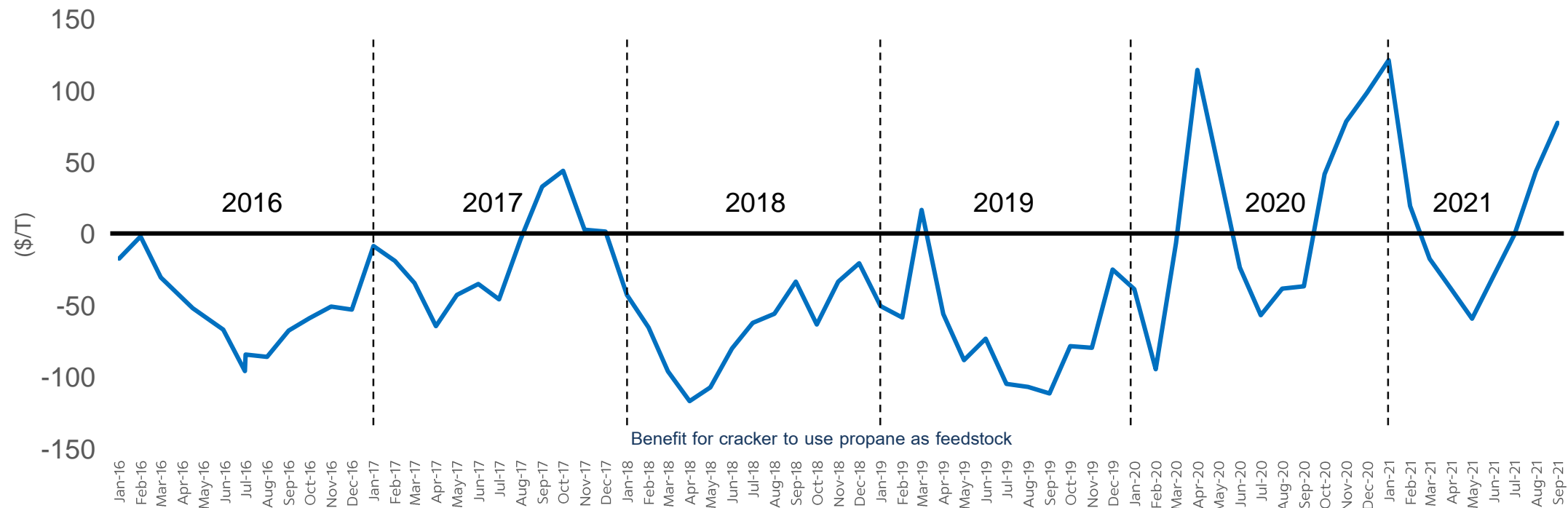
**Large Towers**



**Upstream Central Control Building**



Propane discount (historical)



Summer = Lower Propane Prices

Winter = Lower Naphtha Prices

**LSP is designed to use up to 30% - 70% propane**



Package	Scope	EPC Contractor name
A1	Olefins plant	the consortium of Technip Geoproduction (M) Sdn. Bhd., Technip Stone & Webster Process Technology, Inc. and SK Engineering & Construction Co., Ltd
A2	Tank farm and interconnecting pipelines	the consortium of POSCO Engineering & Construction Co., Ltd and Petroleum Equipment Assembly and Metal Structure Joint Stock Company
B	HDPE plant	Samsung Engineering Co., Ltd
C	PP plant	Samsung Engineering Co., Ltd
D	LLDPE plant	TTCL Public Co., Ltd
F	Ports	POSCO Engineering & Construction Co., Ltd
G	Central Utility Unit	Hyundai Engineering Co., Ltd
L	Land development	POSCO Engineering & Construction Co., Ltd

Achievements in safety



Package A2 achieved 5,000,000 man hour zero accident case

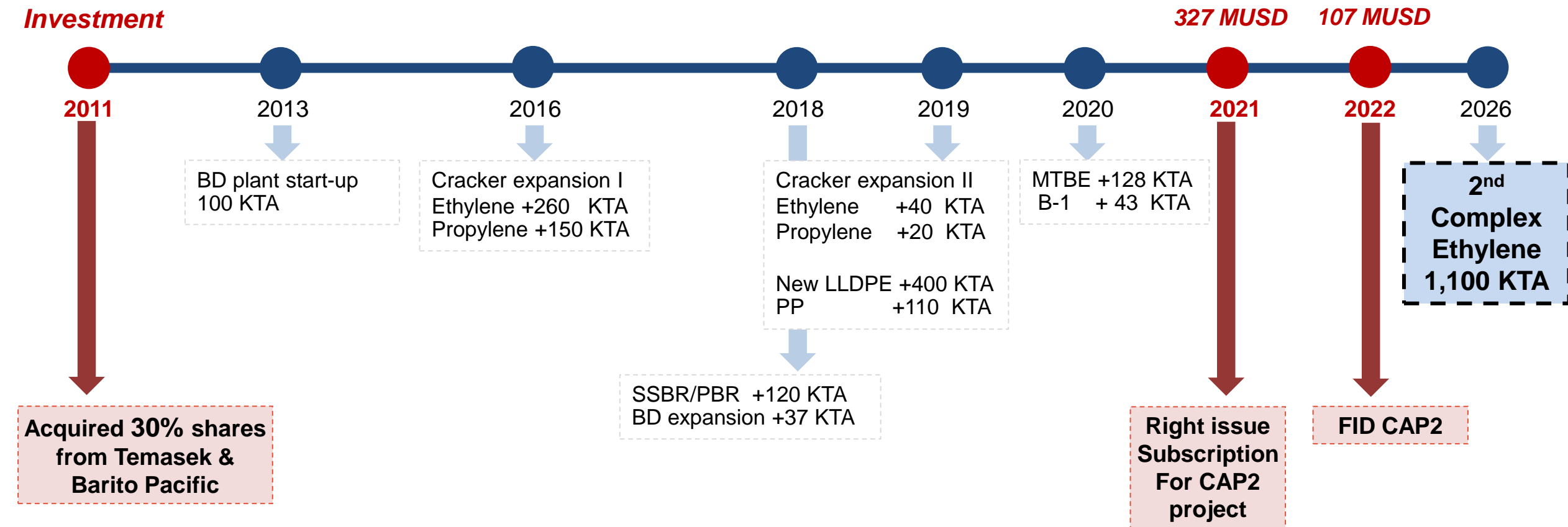


Package B&C achieved 3,000,000 man hour zero accident case



# Growth after LSP: Subscription to Chandra Asri's Equity Rights Issue for CAP2 Project

Since 2011, SCG has continued investing in CAP with proven track record of successful project executions together with Barito Pacific. This Rights Issue is another important stepping stone for CAP2 project



## SCG supports CAP on project execution leveraging SCG's best-in-class operating models

- Operational Excellence
- Process Safety Management
- Maintenance Solutions
- Human Resource Solutions



With global brand owners' strong commitment to Circular Economy,  
Recycled resin demand is likely to grow at double the pace of conventional resin



SCG Green Polymer of 200 KTA by 2025

Reduce



ENHANCING MATERIAL  
FOR ECO- EFFICIENCY

*Lower material used, while  
maintaining high strength &  
durability*

Recyclable



DESIGN FOR  
RECYCLABILITY

*Mono-material solutions for fully  
recyclable flexible Packaging,  
while maintaining functional  
properties*

Recycle



MECHANICAL  
& ADVANCED RECYCLING

*End plastic waste by recycling  
loop, producing green feedstocks  
and green polymers*

Renewable



BIOPLASTICS

*helps fulfill the commitments of  
global brand owners who target to  
use more renewable-based  
materials*



**Breakthrough technology** for higher strength and environmental friendly HDPE resins, with main distinguish characters;

- 1) More durable to conventional HDPE
- 2) Less material used, offering higher durability
- 3) Lighter weight



Click for SMX  
Technology

Solution offering by SMX™



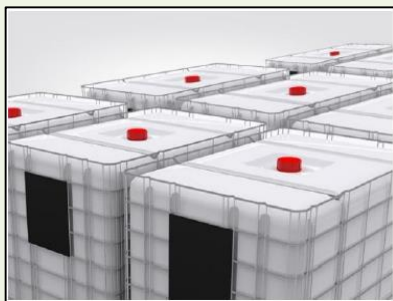
#### Lightweight closure

- Up to 20% less plastic use
- Cap and closure for 10% better carbonation preservation than conventional grade
- 100% higher stress cracking resistance



#### High impact Film for industrial use

- Reduce film thickness while maintaining film strength
- 25% higher dart impact strength with excellent puncture resistance
- Food grade industrial bag, industrial liner & box liner bag, high quality bag

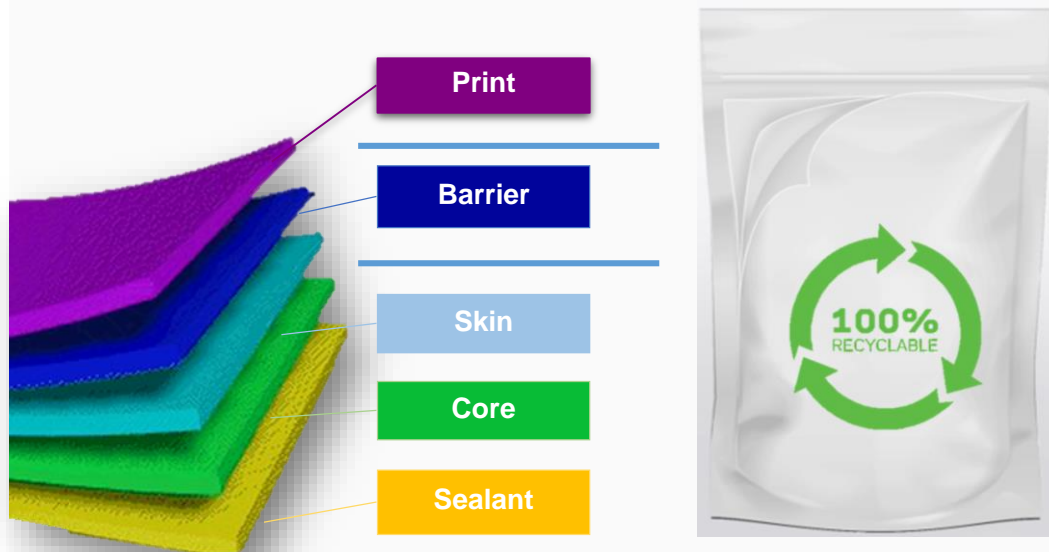


#### High strength large container

- Superior chemicals resistance
- Higher stiffness while maintaining impact strength
- Weight reduction

## Packaging trend Challenge

- 1) Functionality: Barrier performance and product shelf-life
- 2) Recyclability with quality enhancement
- 3) Appearance: consumer perception and packaging
- 4) Product safety (Rules and regulations)



## Performance and productivity

### **PP Resin for BOPP characteristic**

- High heat resistance
- Better seal appearance and high speed packing process

### **HDPE resin (SMX™) for MDOPE/BOPE characteristic**

- Solution for sustainability from recyclability; changed from “multi” to monomaterial film
- Excellent stretching and High heat resistance
- Balance toughness and stiffness

### **Barrier coated film for full-PE and full-PP characteristic**

- Moisture barrier for longer product shelf-life
- Recyclability
- Application: personal homecare, chilled & Frozen food, Dried food



## Introducing SCG Green Polymer™

**PCR (Post-Consumer Recycled) resin** is produced from post-consumer waste by turning it into a high-quality HDPE resin. Quality is assured by in-house laboratory and third-party certification

Mechanical recycling preserves the molecular structure of plastic as it mechanically crushes the plastic and re-melts it into granules that can be used to make recycled polymers which contributed lower carbon footprint than virgins.



**Unilever x SCG**, to develop Unilever's HDPE bottles (gallon bottles, fabric detergent bottles, shampoo and conditioner bottles) with recycled HDPE bottles (rHDPE) for the first time in Thailand. The post-consumer plastics is recycled into new packaging bottles with high quality post-consumer recycled resin (PCR) innovation, under SCG Green Polymer™ brand

## Acquisition of Portugal's largest plastic recycler: **Sirplaste**

- SCG Chemicals is in the process of acquiring a 70% stake in Sirplaste, **the largest mechanical recycling company in Portugal** with capacity of 36 KTA
- The acquisition enables further development of recycling technology for high-quality post-consumer recycled resin (PCR) and opens distribution channel to Europe to cater to the rising demand for PCR.
- High-quality PCR produced by Sirplaste have been certified by EuCertPlast, the Europe-wide certification scheme that validates traceability of feedstock in the production of PCR.



TOTAL COVERED AREA 30,000 M2



**Sirplaste**

Click for SCG x Sirplaste





## Thailand's 1<sup>st</sup> demonstration Advanced Recycling plant

- Located in Thailand's eastern seaboard, pilot plant has capacity of 4,000 Tons per year
- Plant uses co-developed recycling technology from Circular Plas Co. Ltd., a JV with a local partner
- Advanced recycling creates whole value chain of green feedstock and produces virgin-like properties and food-grade resin
- Technology utilizes catalyst, resulting in energy savings from lower processing temperature
- The process supports various kinds of mixed plastic waste without the need for sorting
- Effort helps improve Thailand's domestic plastic waste management, with lower carbon footprint vs. plastic waste-to-incineration or waste-to-landfill



### ISCC plus certification

- ISCC (International Sustainability Carbon Certification) provides traceability along the supply chain and verifies that company meets environmental and social standards
- Transparent rules for mass balancing and physical segregation
- Sustainable, deforestation-free and traceable supply chain of agricultural, forestry, waste and residue raw materials, non-bio renewables and recycled carbon materials and fuels.

## Joint feasibility study with Braskem on investment in **bio-based ethylene production for bio-based polyethylene**

- Signed MOU with Braskem, the largest biopolymer producer globally, to perform studies to jointly invest in a new bio-ethanol dehydration plant in Thailand to produce bio-ethylene and bio-based polyethylene (I'm Green™ bio-based PE)
- Production capacity targeted at 200,000 Tons per year
- Project would create synergy between Braskem's technology & bio-plastics know-how and SCG Chemicals' knowledge in the Asian market and expertise in PE production.
- Bio-based PE is recyclable, with significant carbon emission reduction
- Production facility will tentatively be located in Thailand's eastern seaboard



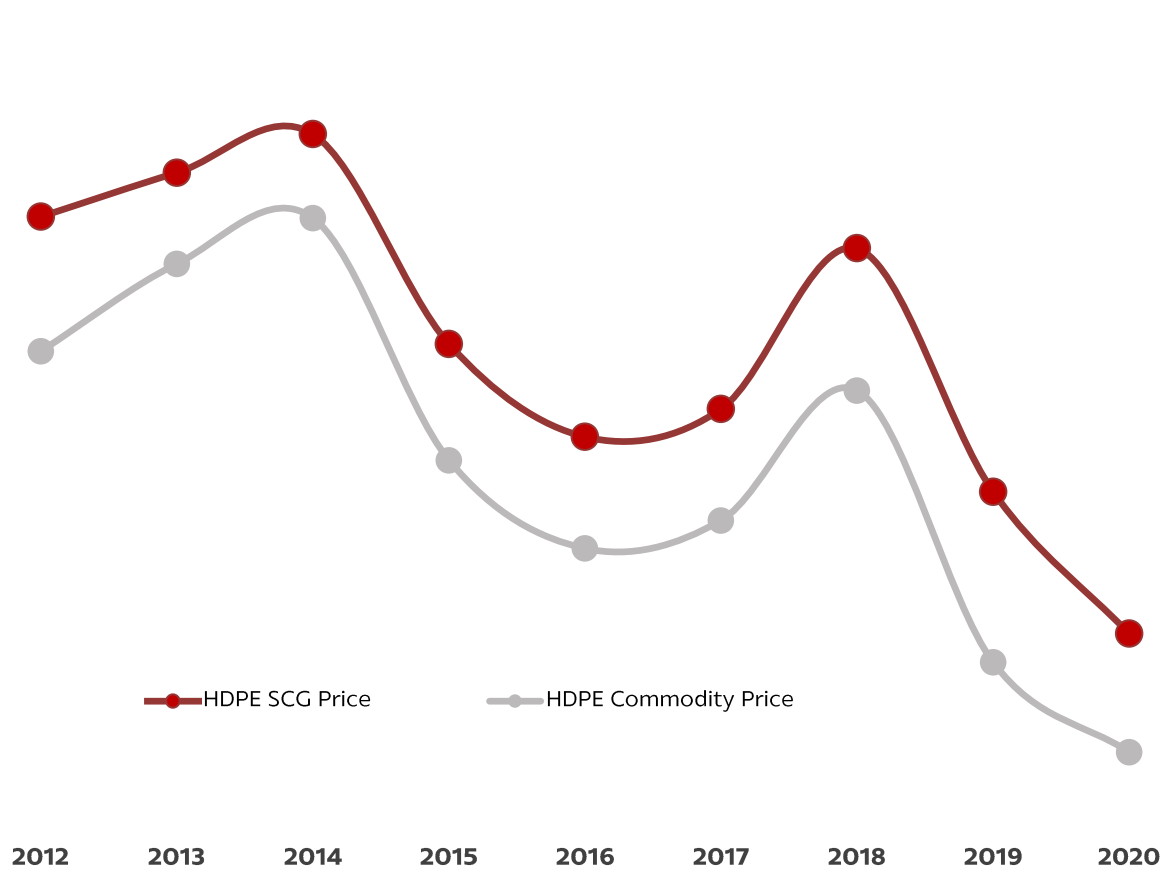
### What is Bio-based PE?

Bio-based PE has the same properties as conventional PE, is recyclable and can significantly reduce carbon emission compared to conventional product.

Bio-based PE makes its way to several key markets that are committed to achieving carbon neutrality. In addition, the product helps fulfill the commitments of global brand owners targeting increased use of renewable materials in their packaging.



Continued **R&D focus** through inhouse research, partnerships, and acquisitions enables the creation of HVA products with superior selling price and profit





SENFI UK

Fundamental Chemistry  
Advance Material Laboratory



SENFI SWISS

Advance Material Market Research



norner

New Plastic Application



Agency for Science, Technology and Research

Composite Materials Lab



CHULA ENGINEERING  
Mahidol University

Catalyst  
Anti Microbial Dental Plaster  
Internal Lab Center

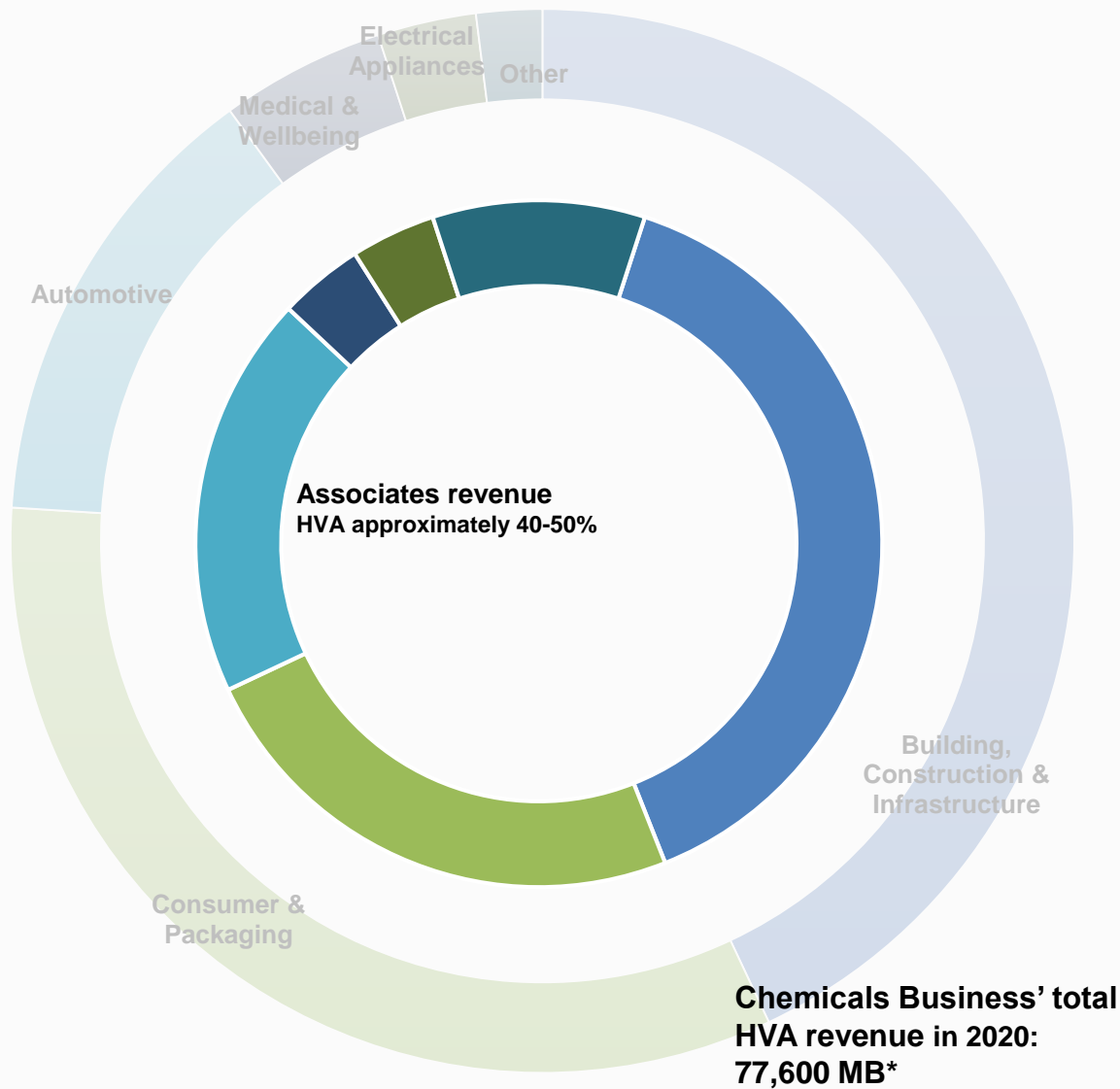


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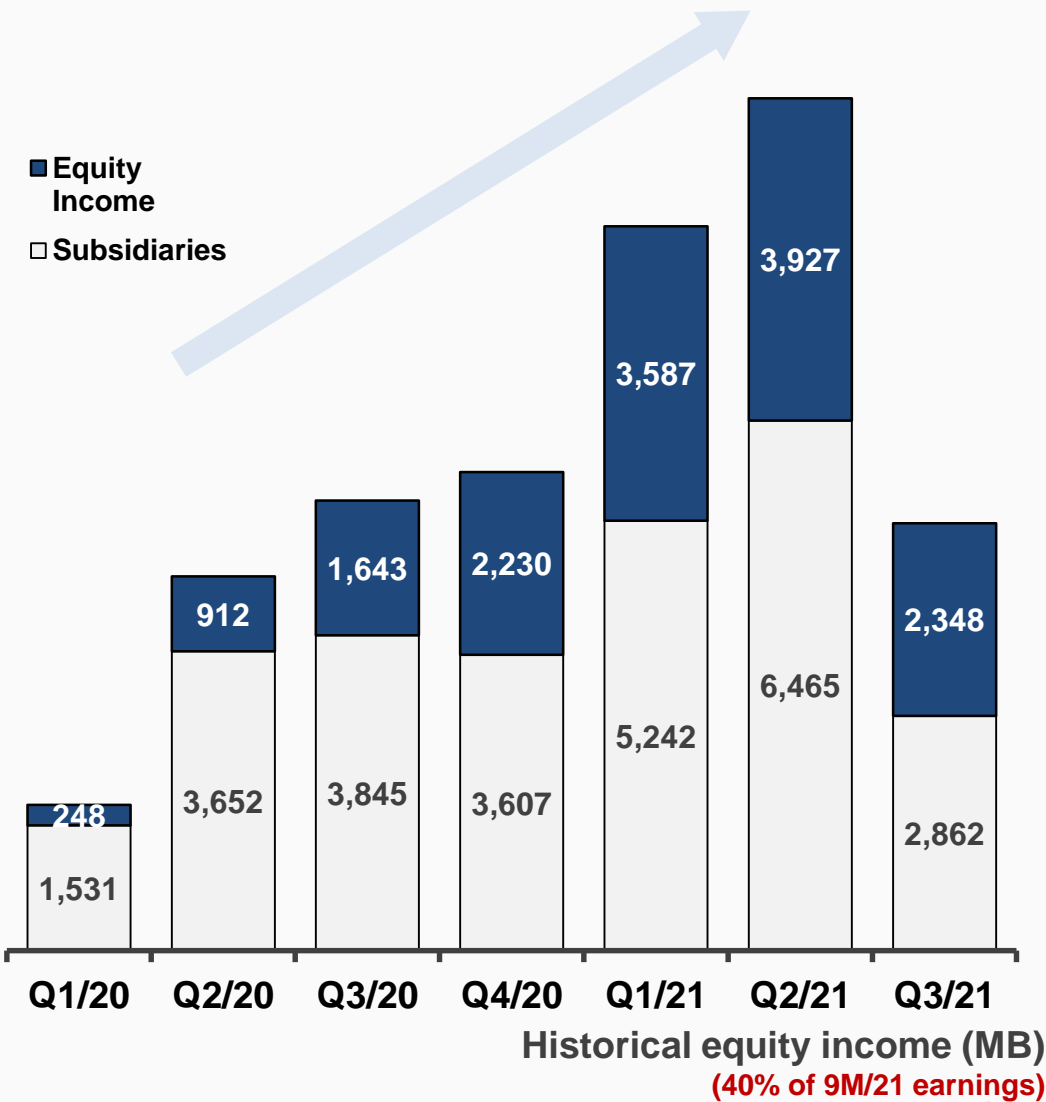
Joining Global cement & concrete consortium

# SCG's HVA portfolio linked to rising demand contributed superior performance

Diversified portfolio with high HVA portion of associates help support the company performance during the pandemic



\*HVA revenue from 100% owned subsidiaries + equity portion from associates



## ***PE112, the first HDPE pipe compound*** ***withstand high pressure • Larger but thinner • Durable***

- **SCG Chemicals is 1 of the 2 players globally**
- **Less material consumption** for sustainable future
- Serve solid demand for construction & infrastructure
- 10% thinner and more hydraulic flow volume
- 10% higher throughput, improving efficiency and shortening project time while increasing project savings
- 50% higher abrasion resistance
- Used in Industrial application (Water & Gas & Mining)
- **Premium pricing**



Click for First  
PE112 black  
compound



first ever 20-km  
submarine water  
Pipeline to solve  
water scarcity in  
SAMUI Island  
(Thailand)



Click for PE112  
water pipelines



**The largest PP Compound manufacturer for automotive parts in ASEAN with 25 years of experience as a market leader via 46% owned Grand Siam Composite.**

**Material development capability** based on car manufacturers' specifications

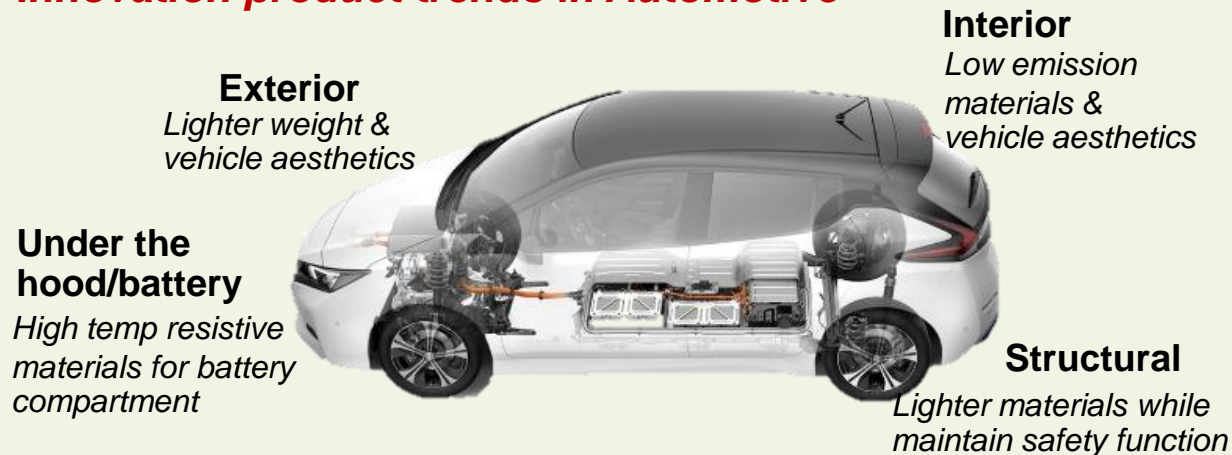
### Outperform traditional resin

- High flow ability for thin wall design
- High impact strength and durability for safety parts
- High stiffness
- Better appearance and low gloss

### Own developed technology for high performance PP

- In-house catalyst to uplift product properties
- Polymer property design to fit customer requirements
- Process condition and plant modification via prototype in pilot plant

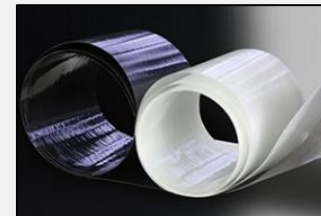
## Innovation product trends in Automotive



### Examples of Light-weight Parts Made from Fiber Composites



Rod & Bar



Tape and Sheet



Battery cover & housing



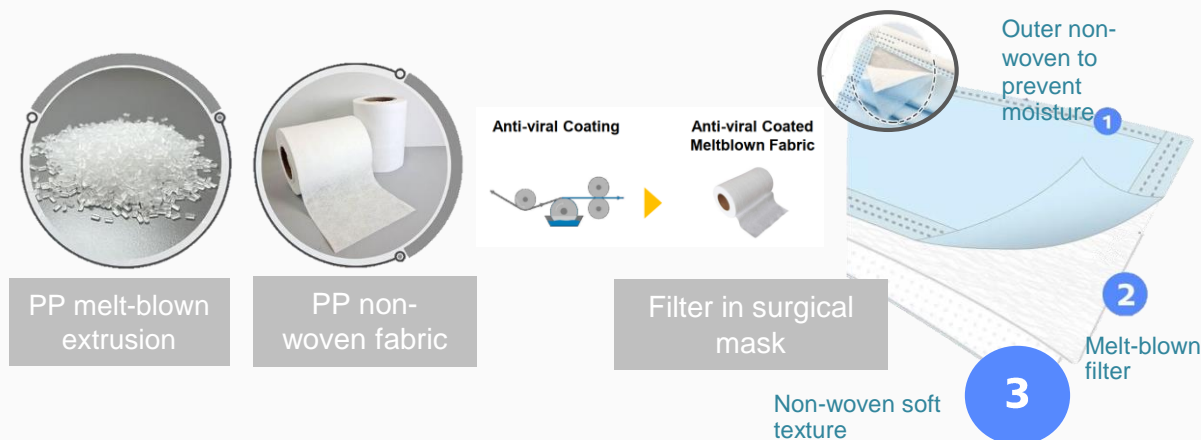
Seat structure

### Auto brands that have been supplied with PP Compound:





## PP Melt-blown Resin to seize new opportunity in healthcare



## Key Notes:

- First PP Melt-blown production in ASEAN to be used in the production of melt-blown fabric that meets international standard.
- Anti-viral coating “V-Guard Filter”, used in in surgical mask to prevent particle dust (PM 2.5) and virus.
- Surgical mask application ready to commercialize; next step is Personal Protective Equipment (PPE) and air filter.

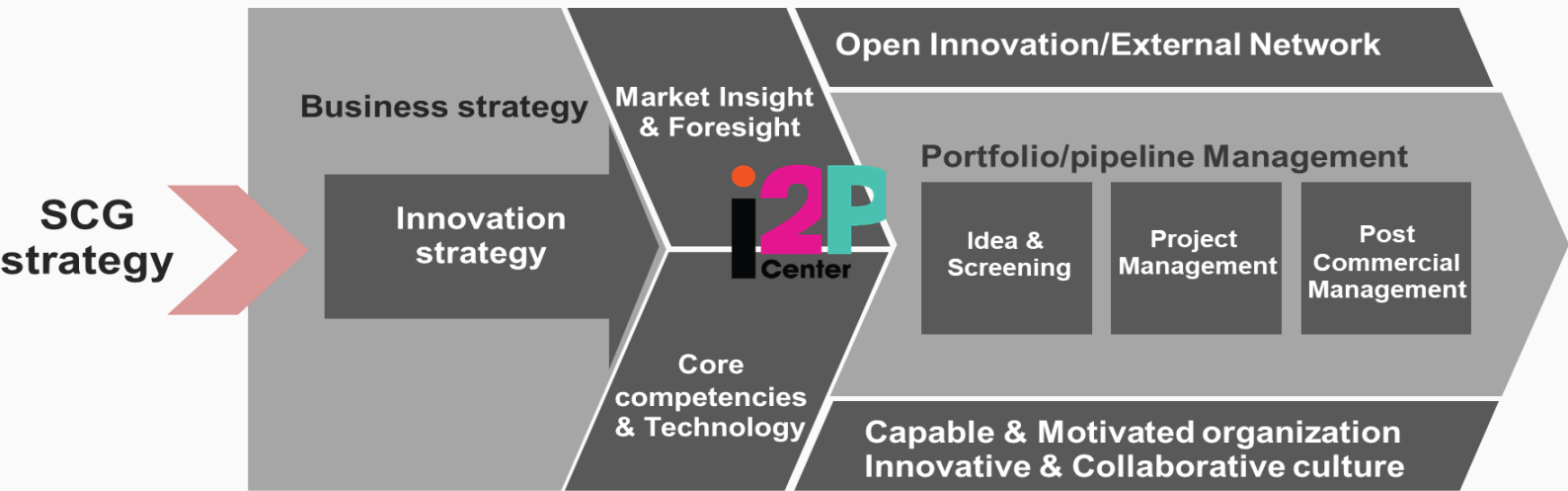
## Associate Company's products answering to Covid-19 pandemic



## Key Notes:

- 54% owned Bangkok Synthetics (BST) is a pioneer of C4 business in Thailand from mixed C4 feedstock including butadiene (BD) butane-1 (B1) and MTBE
- BST's products are Nitrile Latex (first manufacturer in Thailand) as well as Synthetic Rubber ESBR and Synthetic Rubber SSBR
- Products serve the global health and hygiene trend, e.g. medical gloves as well as go into the production of vehicle tires

SCG's Idea-to-Product (I2P) Center provides customer interface and product development from market-based approach

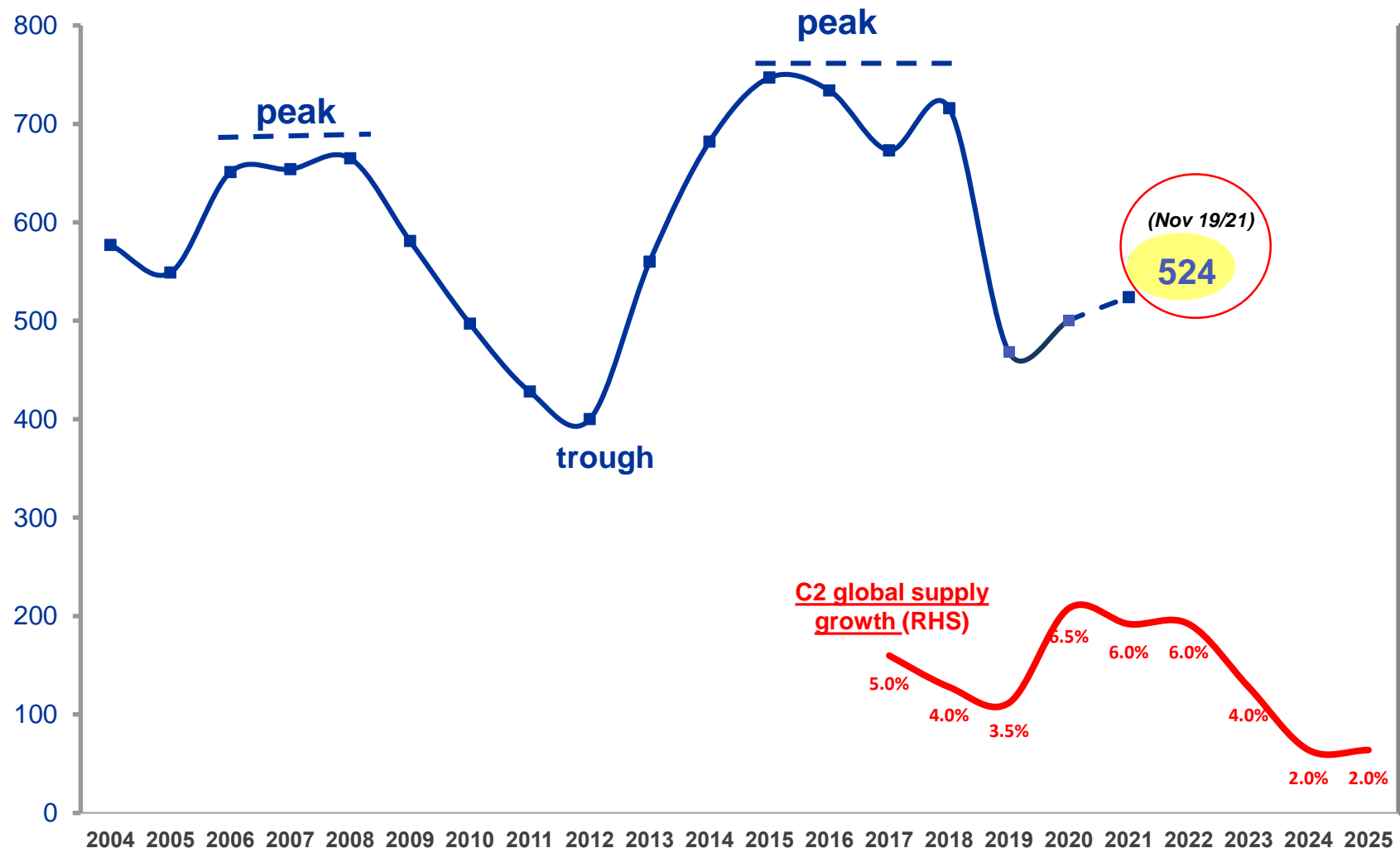


- Reduce time-to-market by **half**
- Increase product launch per year, with significant EBITDA increase
- A hub of **innovative ideas** answering the needs of consumers
- A place for SCG to **collaborate ideas and design with customers**, as well as **run prototype**, quality testing, computer simulations
- Helps **expedite production development** process prior to real manufacturing



# Capitalizing on robust demand from global recovery

## HDPE gap (US\$/ton)



## C2 Supply growth

### C2 global supply growth (RHS)

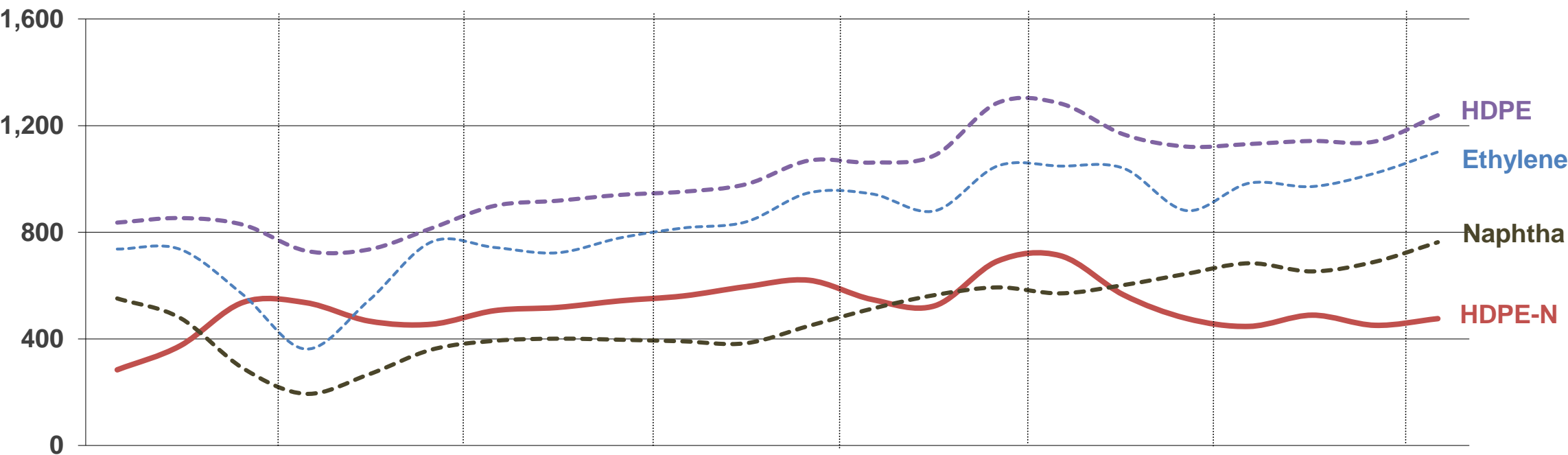


### Key enablers:

- ☐ Economic reopening post-global vaccination efforts
- ☐ Growing demand from global economic recovery
- ☐ Supply tightness aided by China's dual-control policy
- ☐ Ongoing requirement for consumption-related plastic

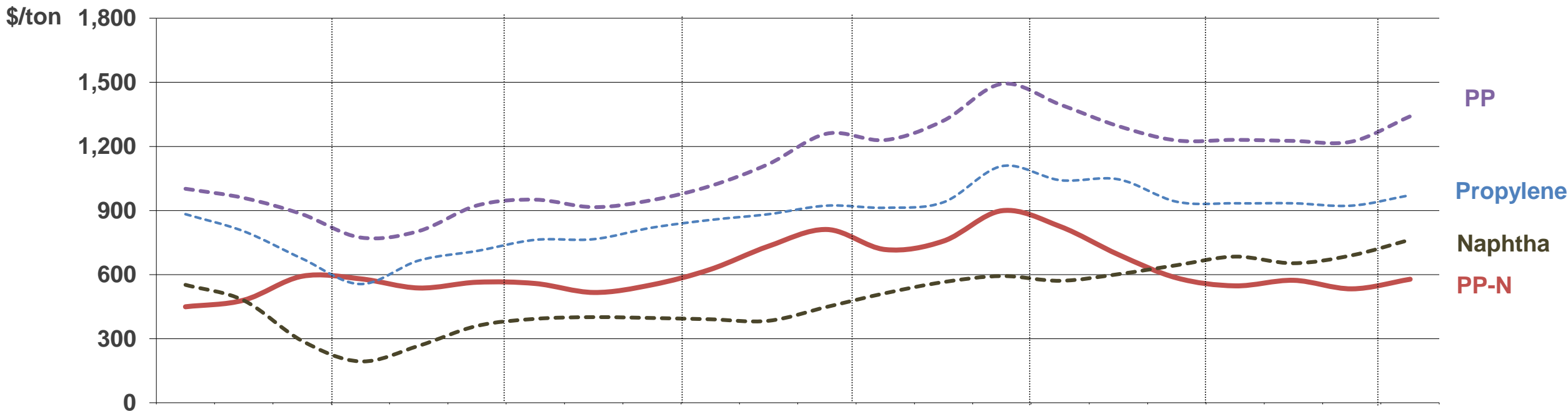
### Near-term challenges:

- ☐ Cost-push environment driven by oil price rally and global freight bottlenecks



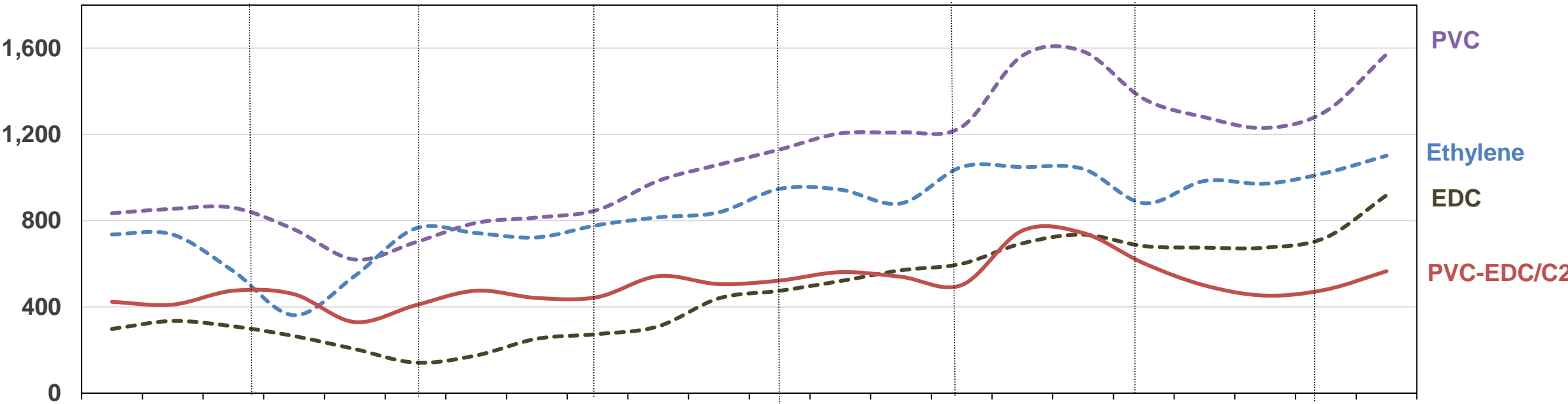
	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21				Q4/21	This
							Jul	Aug	Sep	To Date	Week	
HDPE- Naphtha	398	486	522	592	588	585	447	489	451	476	524	
Spread (\$/ton)	← 500 →						← 462 →					
HDPE-C2	159	203	171	133	188	201	147	171	119	138	165	
C2-Naphtha	239	283	351	459	400	384	300	318	332	338	359	
Brent (\$/bbl)	51	33	43	45	61	69	74	71	75	83	81	
Naphtha (\$/ton)	440	274	397	408	557	606	684	653	690	763	761	

*Note:* Prices refer to SEA regional prices as of 19 Nov 2021



	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Jul	Aug	Sep	To Date	This Week
PP - Naphtha Spread (\$/ton)	507	560	542	723	791	700	547	573	533	578	584
	← 583 →						←	551	→		
PP-C3	161	190	156	244	361	297	297	292	300	369	400
C3-Naphtha	347	370	386	479	429	404	250	281	233	209	184
Brent (\$/bbl)	51	33	43	45	61	69	74	71	75	83	81
Naphtha (\$/ton)	440	274	397	408	557	606	684	653	690	763	761

*Note:* Prices refer to SEA regional prices as of 19 Nov 2021 and PP market as PP yarn



	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Jul	Q3/21 Aug	Sep	Q4/21 To date	This Week
PVC-EDC/C2	436	398	455	524	534	700	500	453	481	566	534
Spread (\$/ton)	← 453 →					← 478 →					

*Note:* Prices refer to SEA regional prices as of 19 Nov 2021

## Cost Management



**Sustain and Drive Margin,  
Energy pellets replacing  
coal**

## Service & Solutions



**BIMLY Technology,  
Seamless  
Collaboration and  
Waste Reduction**

## Renovation



**Services and  
Solutions Offerings**

## Retail

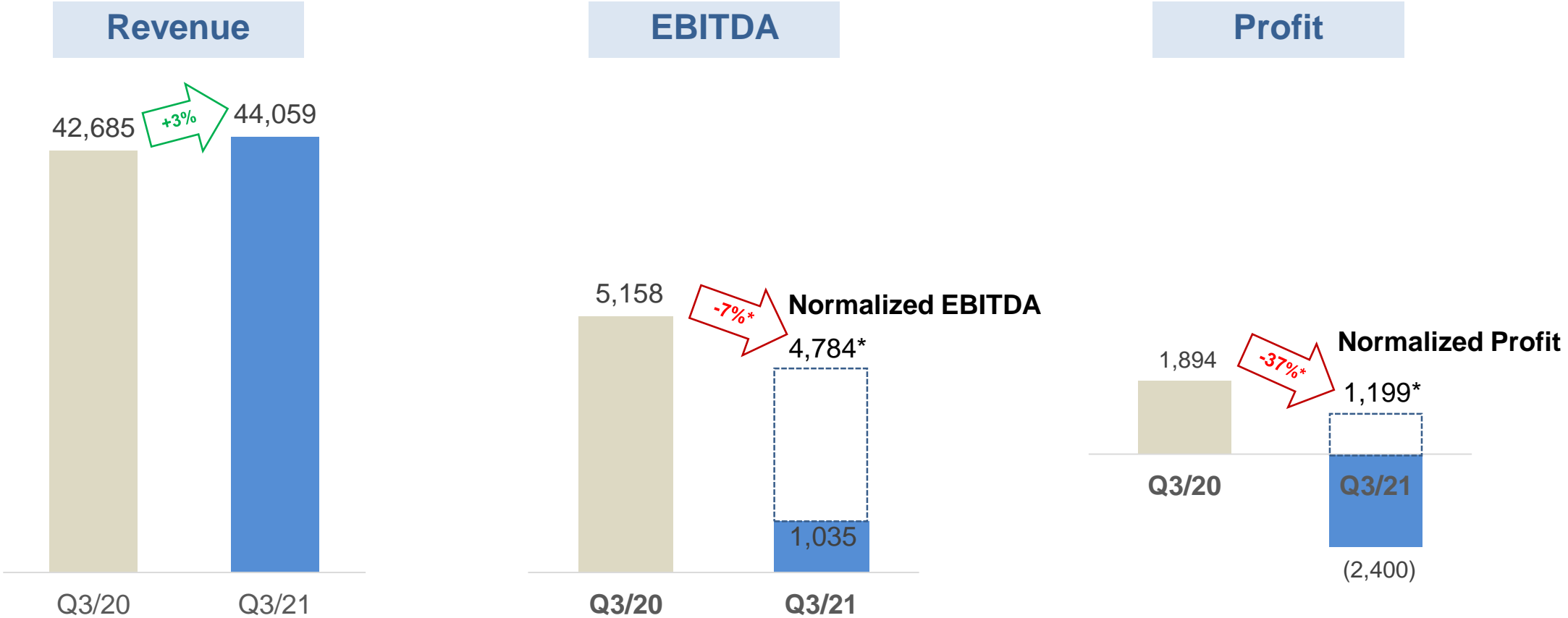


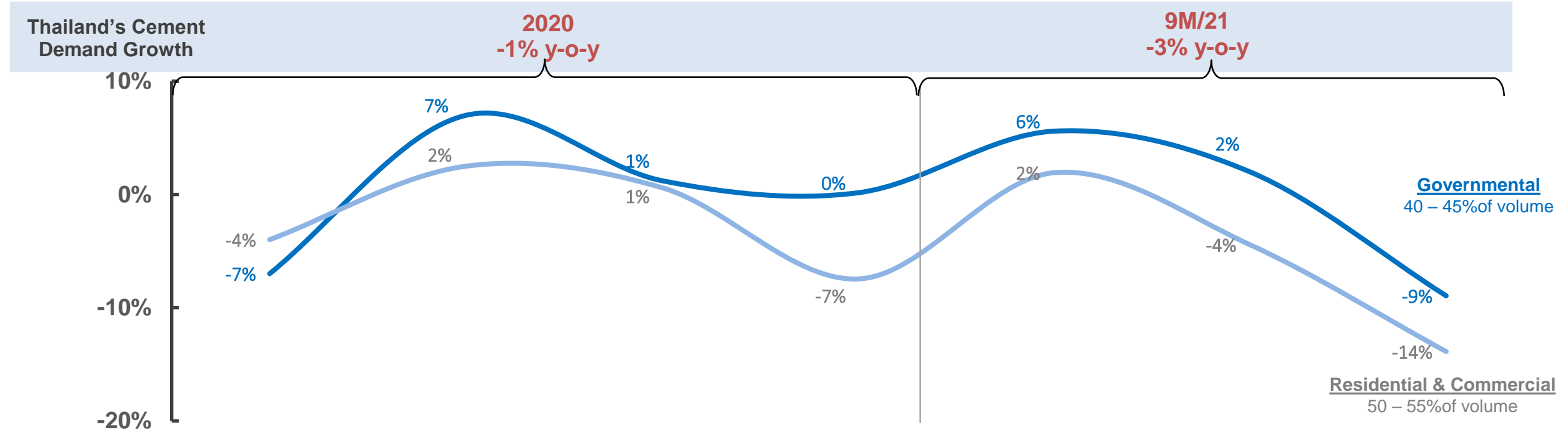
**Offline Retail Outlets &  
Online Market Platform**



Performance Highlights:

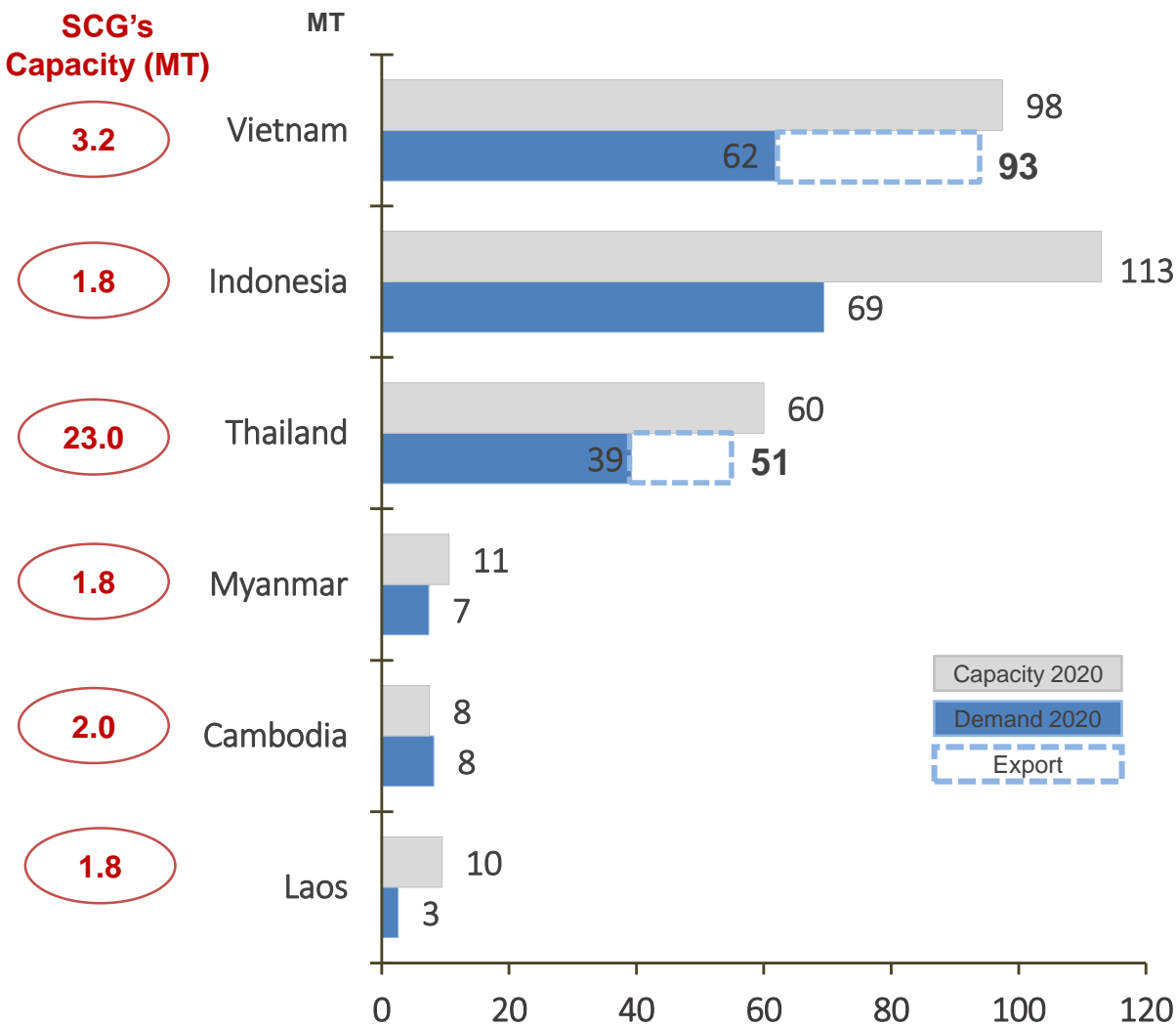
- Revenue from sales increased +3% y-o-y as a result of higher export sales, especially to South Asian, East Asian and US markets
- Normalized EBITDA and Profit excluding asset impairment dropped -7% and -37% y-o-y respectively due to lower demand from COVID and abnormally heavy rainfall which caused a delay in construction projects
- %Service and Solution on Domestics sales increased to 10% in Q3/21, from 5% in FY2020





	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21
Grey cement	-5%	+4%	+1%	-5%	+3%	-2%	-12%
Ready-mixed concrete	-7%	-5%	-7%	-10%	+2%	-1%	-16%
Housing products	-11%	+1%	-9%	-8%	+8%	+1%	+2%
Ceramic tiles*	-11%	-6%	0%	-2%	+3%	+10%	-7%

**Note:** \* Demand growth of Ceramic for Q3/21 tiles was from actual data (July-Aug) and Sep estimated



Demand Growth	2020	Q1/21	Q2/21	Q3/21	Ex-factory price (Q3/21)
Vietnam	-5%	0%	+12%	-21%*	\$45 - \$50
Indonesia	-9%	-7%	+13%	+3%	\$40 - \$45
Thailand	-1%	+3%	-2%	-12%	\$50 - \$55
Myanmar	-13%	-30%	-7%	-48%	
Cambodia	-5%	-4%	-21%	+4%	\$65 - \$70

*Note: \* Demand growth of Vietnam for Q3/21 were from VNCA (Actual July-Aug) and Sep estimated*

## Innovative and high-value product portfolio

*Higher value offering to fulfill customer requirements at decent price*



## Service solutions with professional standard

*Comprehensive solutions provided by vaccinated team of experts to ensure safety and satisfaction to customers*



## Compensate for cost-push inflation

*Compensate via price adjustment to be implemented to reflect supply chain tightness and inflationary environment*



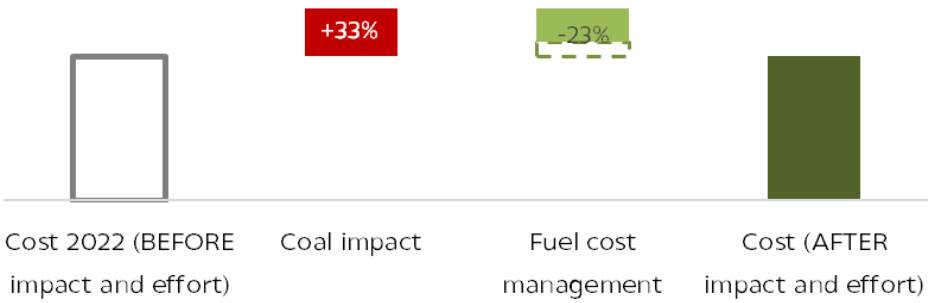
## Complete customer interface via active-omni channel

*Facilitate customers' access to products and services anywhere and anytime*

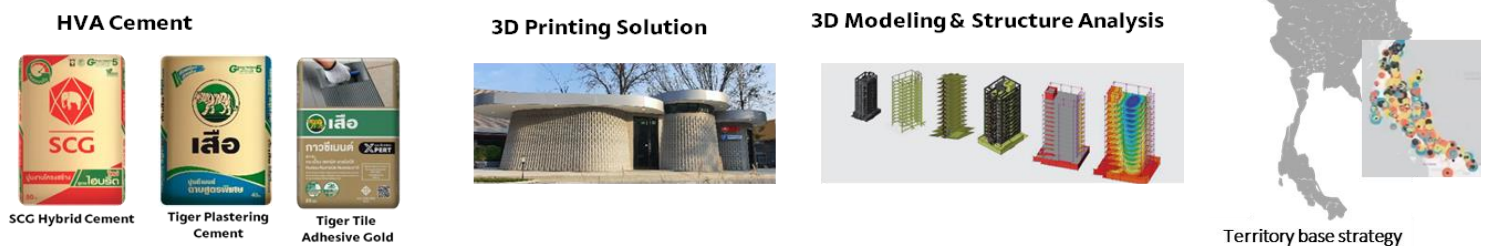




- We remain confident of our ability to cope with the recent abnormal surge in coal price and stabilize our profit. We see the ongoing price environment as unsustainably high and note a sizeable drop in the forward curve for 2022 as ongoing market tightness gets resolved
- Our **proactive inventory management, advance contracting activities, and previously announced policy to move towards Zero Coal by maximizing the use of domestic alternative fuels** are helping to ensure our fuel costs will be under control. Accompanying waterfall chart illustrates our framework for fuel cost control.



- Additionally, commercial strategies including **high-value products and offerings, localized and customized solutions, and End-to-end value chain management** are playing a key role in compensating for and balancing the business amid the ongoing inflationary environment.



## Increase self - generated power

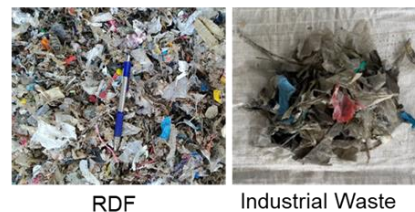
- Increase solar capacity in cement business 69 MW in Q2/21 to 119 MW in H2/21-2022
- Add 13MW of solar capacity to other business in CBM in H2/21-22



## Secure coal and increase alternative fuel use

- Advanced contracting activities, securing coal 6-9 months ahead of planed consumption
- Increase proportion of alternative fuel in cement manufacturing process from 23% in Q1/21 to 27% in Q2/21, 30% in H2/21, and target 50% by YE2022

### Maximize RDF substitute



### Increase Energy Pellet Usage



## Enhance lean operation and ID4 in CBM business

Internal consolidation of operation functions and support active collaboration within CBM



Finish goods management with palletizer and automatic warehouse



Smart store operation to improve efficiency for procurement and inventory management by digital platform





CPAC targets to drive revenue from Green products and green solutions by leveraging digital technology to create innovation in every stage of construction through

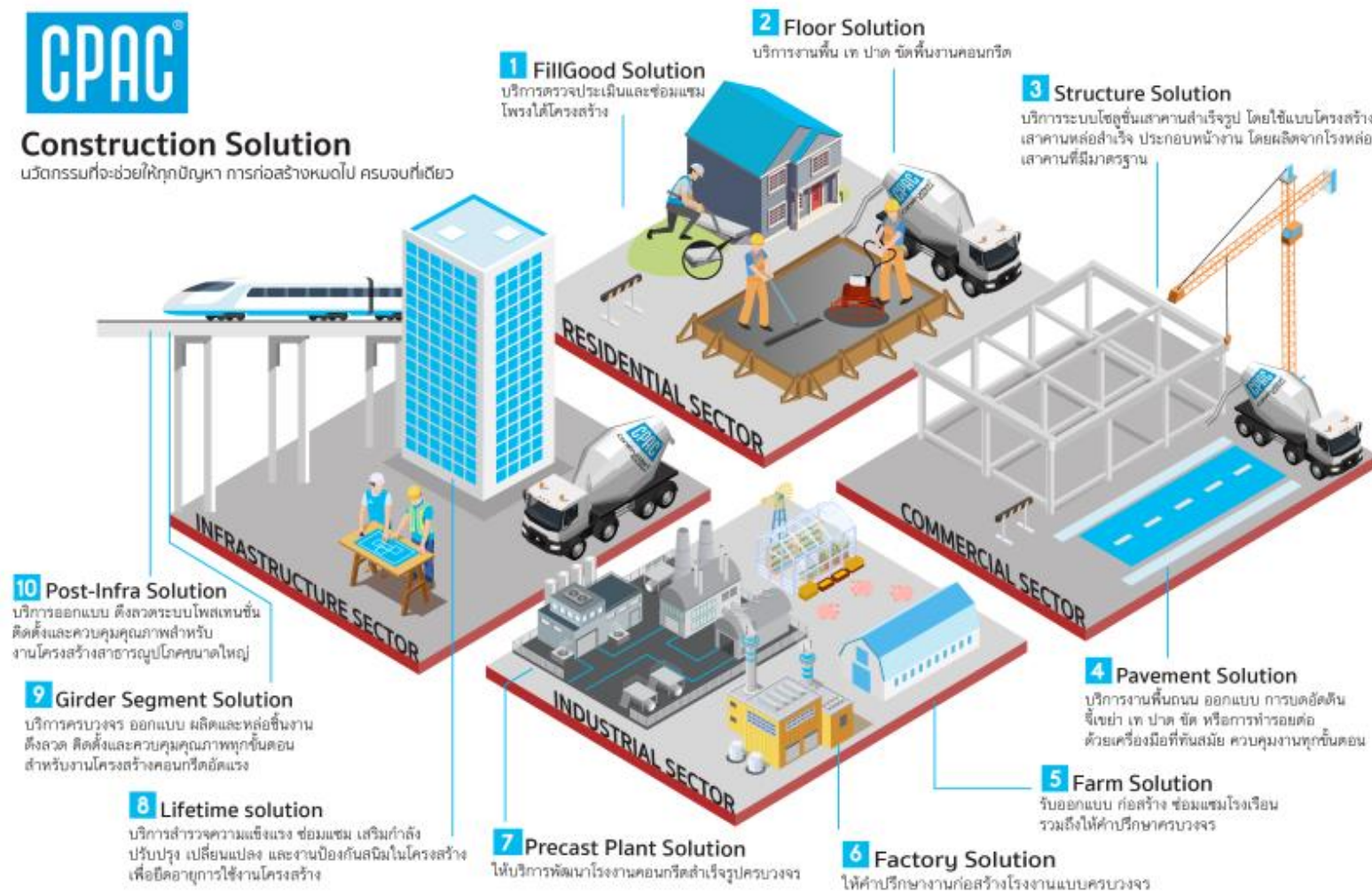
- Increasing value-decrease loss
- Offering total solutions to customers – from design to construction

with the aim to elevate the construction industry in Thailand towards sustainable development.



## Construction Solution

นวัตกรรมที่จะช่วยให้ทุกปัญหา การก่อสร้างหมดไป ครบจบที่เดียว



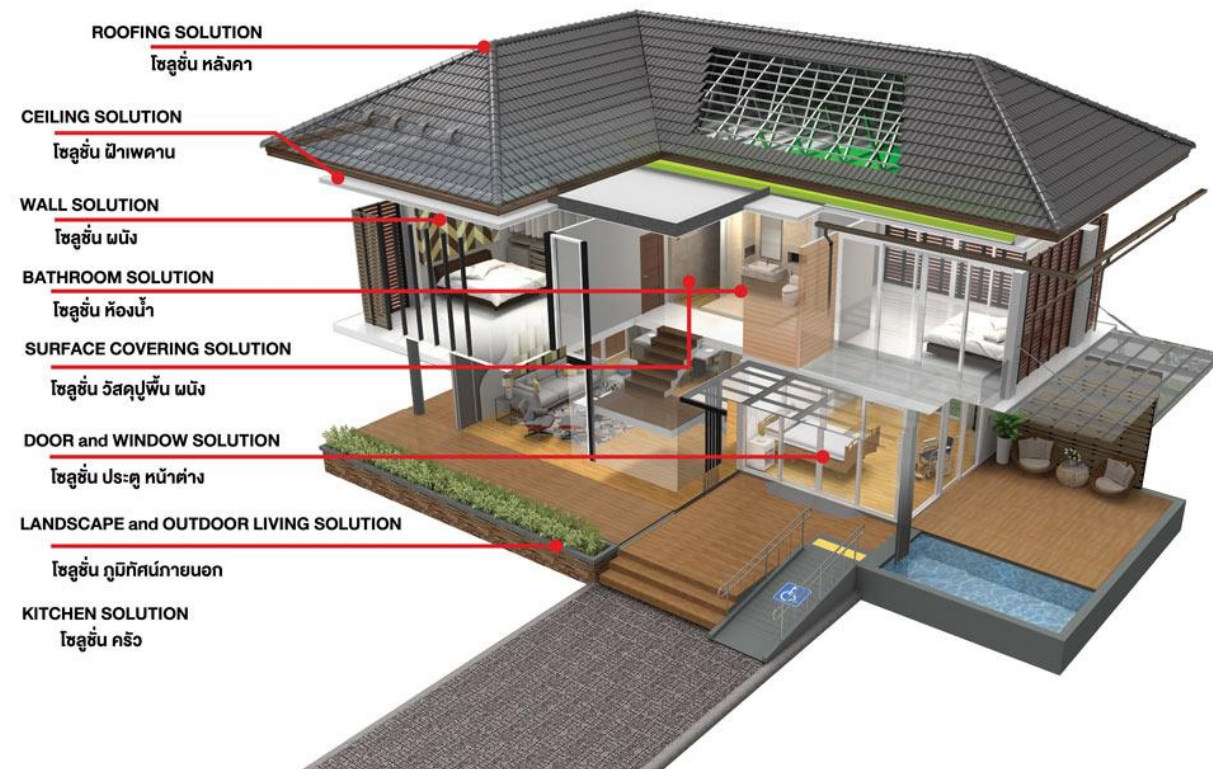
23 CPAC Solution Centers nationwide



# Platform expansion via the buildout of Home & Living Solutions



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, and **hygiene products** in the light of consumers' enhanced focus on **wellness**.







**Active Omni-Channel Platform** providing seamless **online to offline** shopping experience. Average franchise stores have retail space of 2,000-5,000 sqm. and 106 **solution & installation** items available on

[www.scghome.com](http://www.scghome.com)



Q3/21: opened additional **2 retail franchise stores**, raising the total to 26 stores in 19 provinces.



## Ceramic outlets

Q3/21: opened additional **8 ceramics outlets**, bringing the total to 62 outlets.

## ASEAN LEADER IN INNOVATIVE & SUSTAINABLE PACKAGING SOLUTIONS

**Growth**  
through organic  
expansion, and  
merger & partnership  
(M&P)

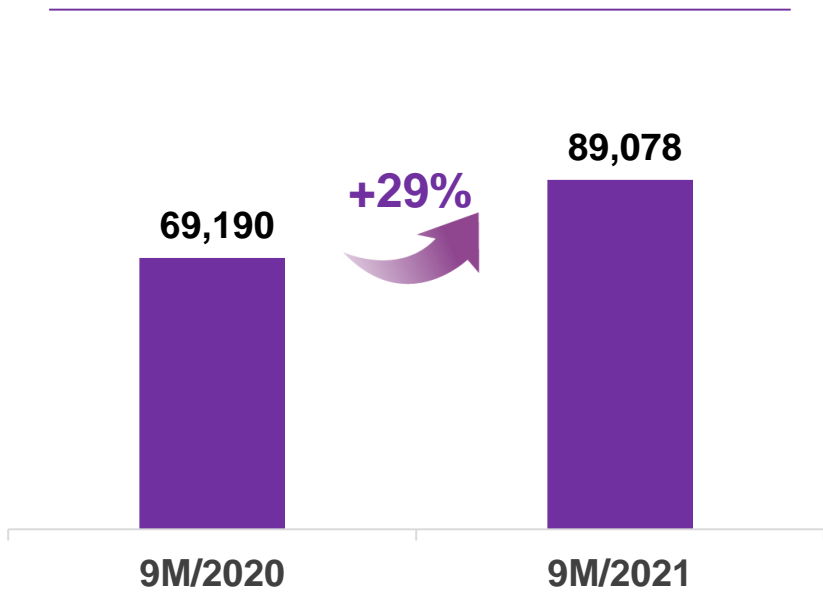
Progressive towards  
enhanced “**Solutions-  
based**” business  
model

“**Consumer-linked**”,  
with strategies to meet  
dynamic changes

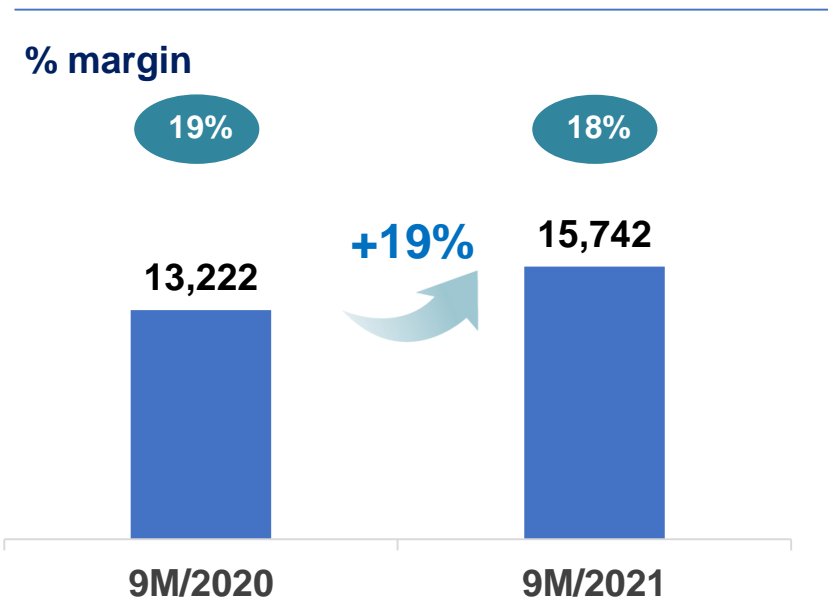
**Sustainable  
business model and  
practice**



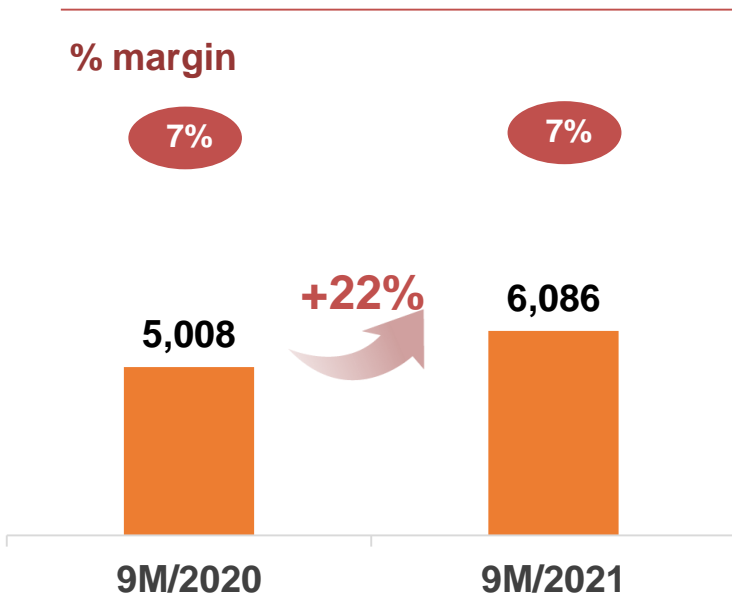
Revenue from sales (MB)



Core EBITDA<sup>3</sup> (MB)



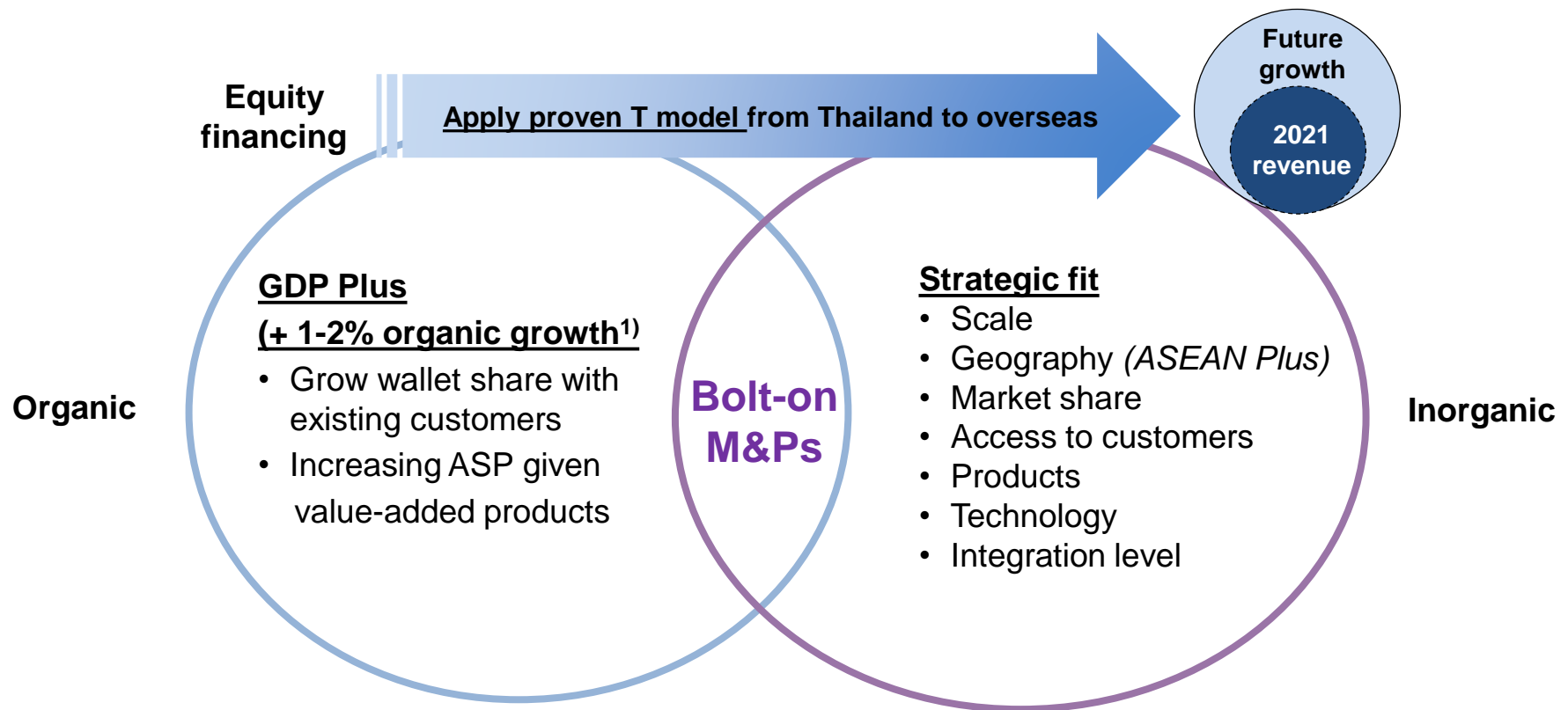
Core Profit<sup>4</sup> (MB)



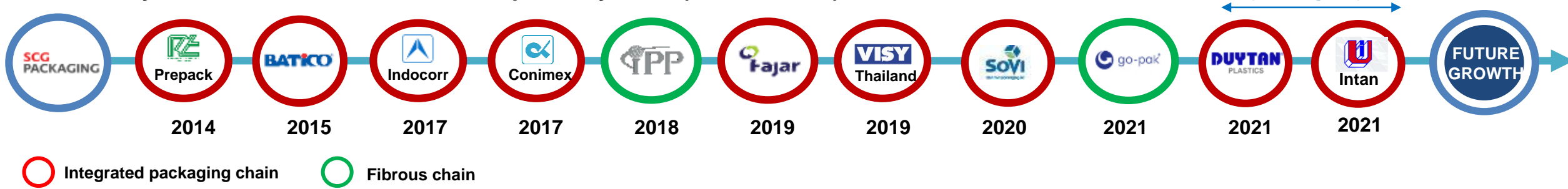
**SCG Packaging (SCGP):**

- Solid financials; revenue and profitability from operational excellence and active management of cost uptrends
- Well committed growth; organic and M&P
- Augmented consumer solutions and services to serve consumer needs & ESG commitment toward Net zero emission by 2050

Note:  
1. Figures are “After inter-segment elimination”  
2. EBITDA excludes dividend from associates & includes FX gain/loss from loan  
3. Core EBITDA = EBITDA – key items adjustments  
4. Core Profit = Net Profit – Key items adjustments after tax & after NCI basis







Successfully executed more than 20 deals in past 10 years<sup>2</sup> (CAGR : 37%\*)





ORGANIC  
EXPANSION



Polymer Packaging		Packaging paper			Food Service Packaging
<div>VISY Line#7</div> <div>Thailand</div> <div></div>	<div>Prepack Plant#2</div> <div>Thailand</div> <div> <small>PREPACK THAILAND CO.,LTD.</small></div>	<div>Fajar Plant#2</div> <div>Indonesia</div> <div></div>	<div>UPPC Paper machine#3</div> <div>Philippines</div> <div></div>	<div>VKPC In North Vietnam</div>	<div>Pressboard &amp; Molded pulp</div> <div>Thailand &amp; Vietnam</div>
<div>347 million pieces/year</div> <div>Commercially started the machine in Mar 2021</div>	<div>53 million m<sup>2</sup> /year</div> <div>Final Completion Q4/2021</div>	<div>400,000 Ton/year</div> <div>Started the machine in Apr 2021</div>	<div>220,000 Ton/year</div> <div>Final Completion early 2022</div>	<div>370,000 Ton/year</div> <div>Start-up in 2024</div>	<div>1,838 M. pieces/year</div> <div>Pressboard (TH&amp;VN): Q3/21 Molded pulp (TH): Q2/22</div>

LATEST  
MERGER &  
PARTNERSHIP  
(M&P) after IPO



DEC 2020	JAN 2021	JUN 2021	JUL 2021	AUG 2021
				
<b>M&amp;P of SOVI</b> (2,700 MB)	<b>M&amp;P of Go-Pak UK</b> (4,000-5,500MB)	<b>M&amp;P of Deltalab</b> (Closing in Q4/2021)	<b>M&amp;P of DUYTAN</b> (approx. 9,120 MB)	<b>M&amp;P of Intan</b> (approx. 2,088 MB)
Top box player in VN with high consumers growth to strengthen consumer goods portfolio	Leading foodservice packaging solutions to strengthen "T-Model" in VN, focusing on downstream packaging expansion	A recognized European manufacturer and distributor of high quality medical supplies and labware in Spain	Fulfill VN's T-model with leader in rigid packaging. DUYTAN's capacity 116,000t/y, Revenues Bt6.1bn	Indonesia's leading corrugated container with clients in MNCs and bran owners in F&B, consumers

# T-Model enhances platform's competitiveness

Progressive towards enhanced "**Solutions-based**" business model

 **Thailand**
 **Vietnam**
 **Indonesia**
 **Philippines**
 **Europe & ROW**

*Enlarge T-model*

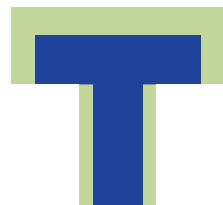
*Leverage on large scale of upstream & accelerate downstream expansion*

*Forward integration through the chain with M&P*

*Horizontal diversification into healthcare and foodservice packaging*

← Replicate proven T-model from Thailand to oversea →

■ To-be  
■ As-is



- Packaging solutions
- Foodservice packaging
- Polymer packaging
- Fiber-based packaging
- Packaging paper
- Recycle stations

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- **Fiber-based packaging**
- Packaging paper
- Recycle stations

- Healthcare
- Foodservice packaging

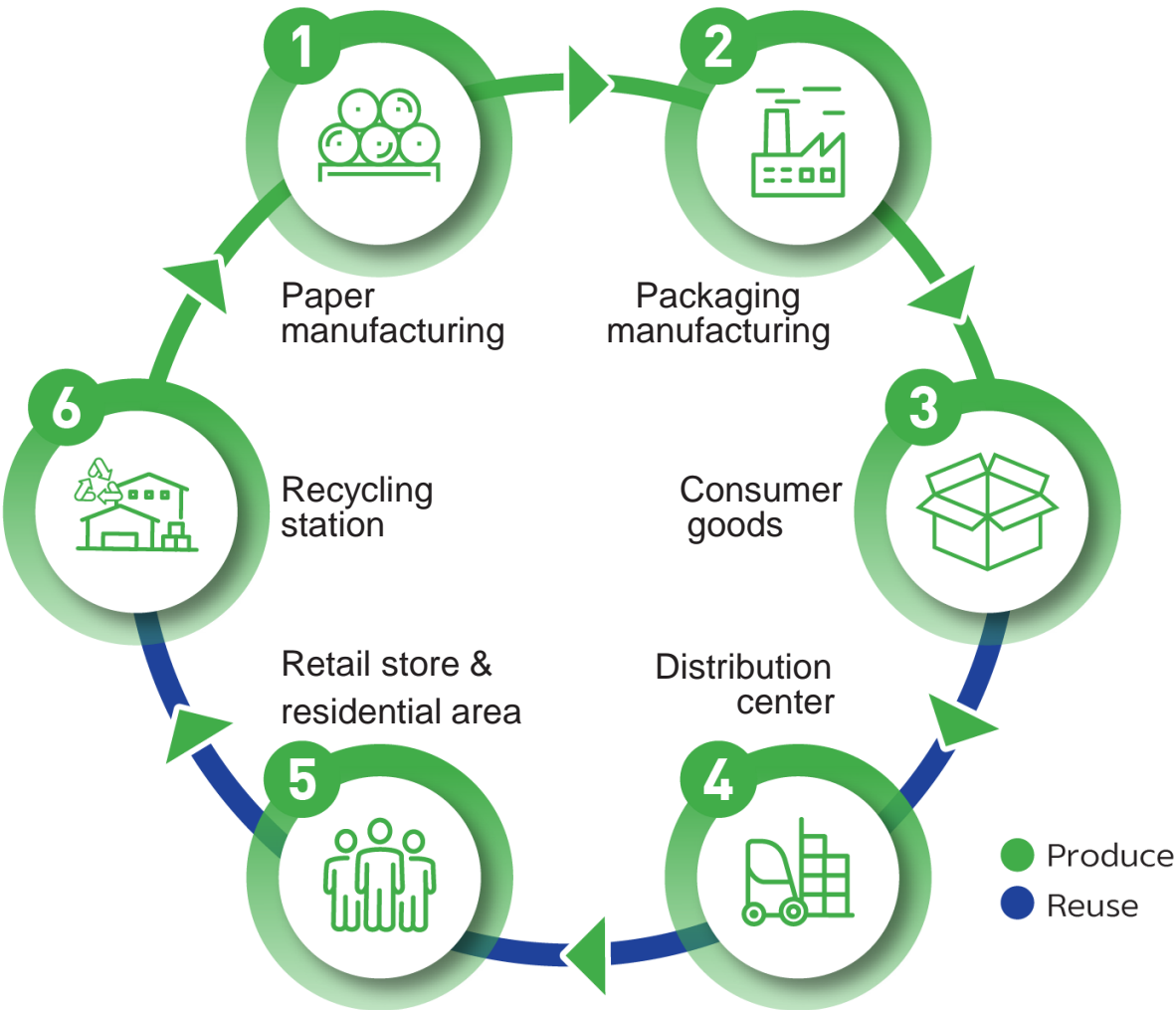
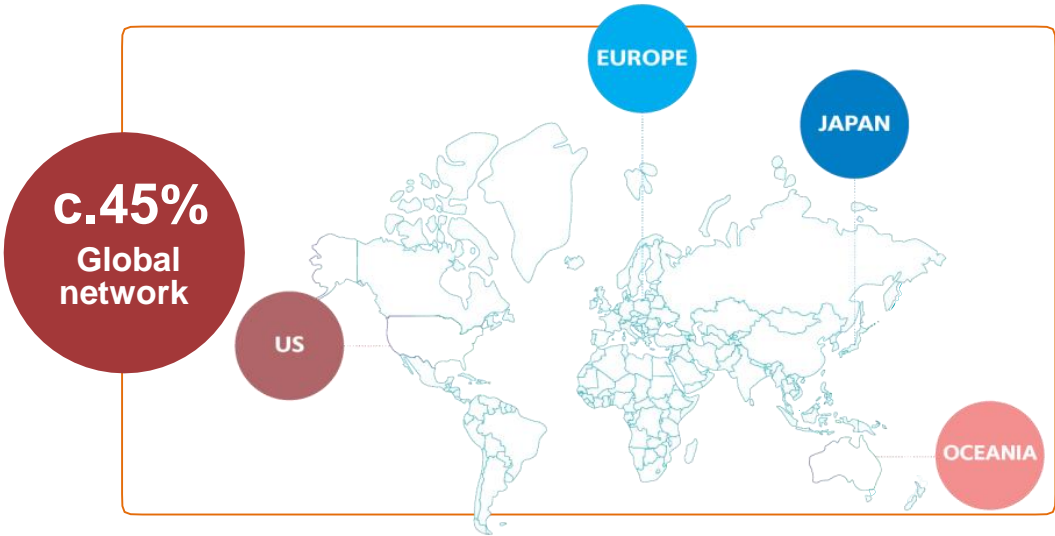
 **Malaysia**

- Foodservice packaging

95%<sup>1</sup> of raw material of fiber- based packaging is Recycled Paper

c.55%  
from local  
source

- 68 recycling centers across 3 countries
- Local sources with partnership
- Expand drop point machine to capture E-commerce and waste separation trend



Note:  
1. As of December 2020

Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA  
**The first ASEAN member**  
of the DJSI since 2004



Status: committed to set a science-based target



**ESG Risk Rating by Sustainalytics**

**20.9** Medium Risk  
Industrial Conglomerates

Ranking **1** out of 112

Negligible	Low	Medium	High	Severe
0-10	10-20	20-30	30-40	40+

Last Update: **May 25, 2021**



A Member of **UNGC** since 2012



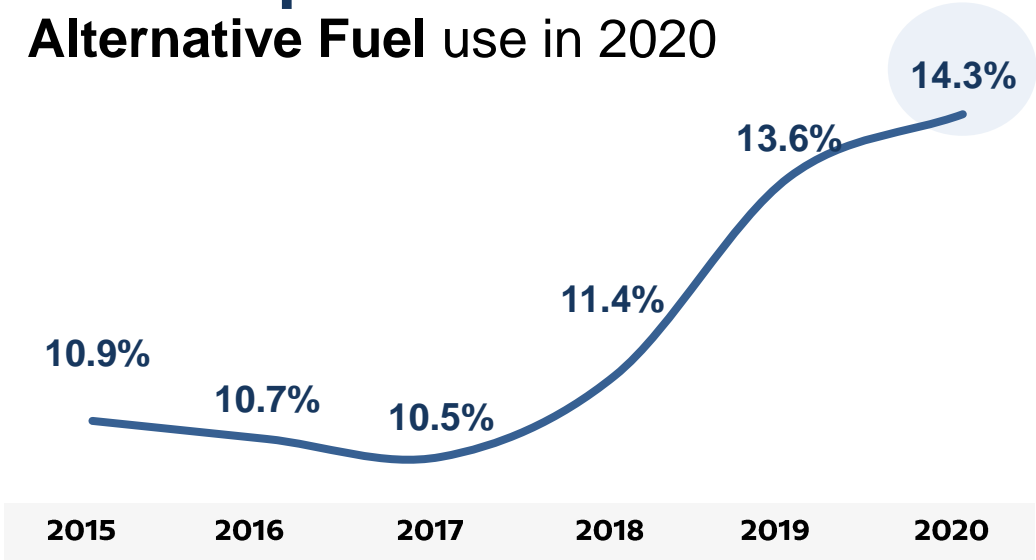
A Member of **WBCSD** since 2000



**Number #1 in the world** and ranked in the **Gold Class** as **Industry Leader in Construction Materials** of Dow Jones Sustainability Indices (“DJSI”) in 2020



SCG Implementation: 14.3% in Alternative Fuel use in 2020



38 solar farms producing 126.27 Gigawatt-hours in renewable power, saving 73,527 Tons of CO<sub>2</sub>/year







**Thailand's 1<sup>st</sup>**  
**self-declared eco**  
**label according to**  
**ISO14021**

## Product: SCG Green Choice

Target to achieve **67%** of revenue  
from environmentally-friendly product  
sales by 2030



## Innovation: Designed for sustainable development

**Mono-material for fully  
recyclable flexible  
packaging**

100% recyclability while maintaining  
functional properties



**MODULAR-PRECAST-  
CUT TO SIZE**

Reduce waste from  
construction



**FEST FOOD PACKAGING**

Substitute for Styrofoam containers,  
recyclable food-grade products

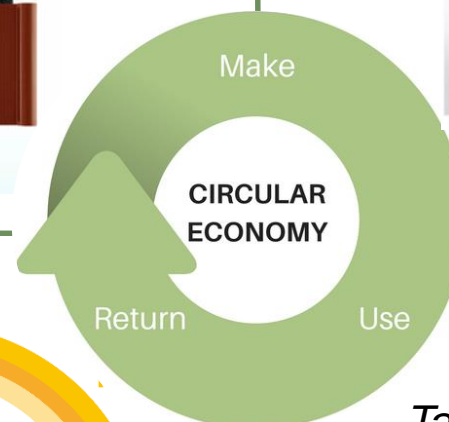
## Waste collection & reuse

### Packaging Recycling Plant

In 2020, SCG has **60 partners**,  
helping us aggregate **120 tons of  
used paper** back for recycling at  
SCG plant

### Chemicals Recycling Plant

**Thailand's 1st demonstration plant**  
in Rayong with production capacity of  
approximately 4,000 tons per year, where a  
capacity expansion plan is in sight.



## Water withdrawal reduction

Target to achieve  
water withdrawal  
reduction **23%**  
by 2025

**REDUCE**

Increase water  
usage efficiency by  
improving  
manufacturing  
process



Invest in R&D to  
boost waste water  
treatment for recycle

Reserve waste  
water and recycle  
water to be reused  
before discharging  
to the public

SCG together with the Department of Medical Services has prepared the **private sector vaccination unit on the grounds of SCG Bangsue headquarters**. The site will provide vaccination for the public at a rate of 2,000 cases per day.

Vaccination center began operations in June 2021



SCG Foundation has supported and distributed help to **400 hospitals and field hospitals nationwide**



**(Left) The Modular ICU for critical COVID–19 patients**  
A collaboration with the College of Medicine, Rajavithi Hospital constructed within one week to meet ICU standards. It supports patients with severe symptoms and has isolated ventilation to lessen the infection risks for the medical teams. Modular ICU separates COVID-19 patients from patients with other illnesses

**(Right) Paper Field Hospital Bed by SCGP**

- 8-minute installation time with no glue required
- Made using 100% recycled paper
- Ergonomics design
- Lightweight paper bed capable of supporting up to 100 kg

To-date, 27,600 paper beds have been distributed to 340 locations





A collaboration between the Ministry of Public Health, SCG, and SCG affiliate companies Siam Yamato and Kubota in distributing 310,000 doses of Pfizer vaccines to four southernmost provinces of Thailand

Vaccine transportation was carried out by SCG Logistics Management Co. Ltd. under strict temperature control and processes certified by the GMP, GHP, and BRC standards (cleanliness and contamination-free for food and medicine products)

Distribution to hard-to-access and remote areas were enabled by versatile delivery fleet and effective logistical planning



SCG also continued to extend medical resources and financial support to government and communities in COVID-19 hot-spot areas in Vietnam, Indonesia, Cambodia and the Philippines.



- Consolidated overview
- Business updates
  - Chemicals
  - Cement-Building Materials
  - Packaging
- World-class ESG
- Appendix

Chemicals - Naphtha Cracker (consolidated)		Chemicals - Associates (equity accounting)	
Ethylene	2,100,000 tons	<b><u>Dow Chemicals JV (50%)</u></b>	
Propylene	1,300,000 tons	- LLDPE	650,000 tons
<b>Chemicals - Downstream (consolidated)</b>		- Specialty Elastomer	220,000 tons
HDPE	980,000 tons	- PS	140,000 tons
LDPE + LLDPE	290,000 tons	- SM	300,000 tons
PP	860,000 tons	- Synthetic Latex	18,000 tons
PVC (Thai, Indo, Viet)	886,000 tons	<b><u>Mitsui Chemicals JV (20% - 50%)</u></b>	
<b>Cement - Building Materials (consolidated)</b>		- PP Compound (46%)	168,000 tons
Grey Cement (Thai, Cam, Myan, Indo, Laos, Viet)	33.5 million tons	- LLDPE Cast Film (45%)	15,000 tons
Ready-Mixed Concrete	762 batching plants	<b><u>Mitsubishi Rayon JV (47%)</u></b>	
White Cement (Thai, Viet)	0.4 million tons	- MMA	175,000 tons
Ceramic Tiles (Thai, Indo, Phil, Viet)	187 M sqm	- Cast Sheets	20,000 tons
Roofing Tiles (Thai, Cam, Phil, Viet)	85 M sqm	<b><u>Chandra Asri JV(31%)</u></b>	
Ceiling & Wall Products	107 M sqm	- Ethylene	900,000 tons
Lightweight concrete (Thai, Indo)	27 M sqm	- Propylene	490,000 tons
<b>Packaging (consolidated)</b>		- HDPE / LLDPE	736,000 tons
Packaging Paper (Thai, Indo, Phil, Viet)	4,380,000 tons	- PP	590,000 tons
Fiber-based Packaging (Thai, Viet, Indo)	1,380,000 tons	- SM	340,000 tons
Machine Glazed Paper (Nippon Paper JV)	43,000 tons	<b><u>Bangkok Synthetic (49%)</u></b>	
Flexible Packaging (Thai, Viet)	952 M sqm	- Butadiene	220,000 tons
Rigid Packaging	141,000 tons	- SSBR	100,000 tons
Printing & Writing Paper	490,900 tons		

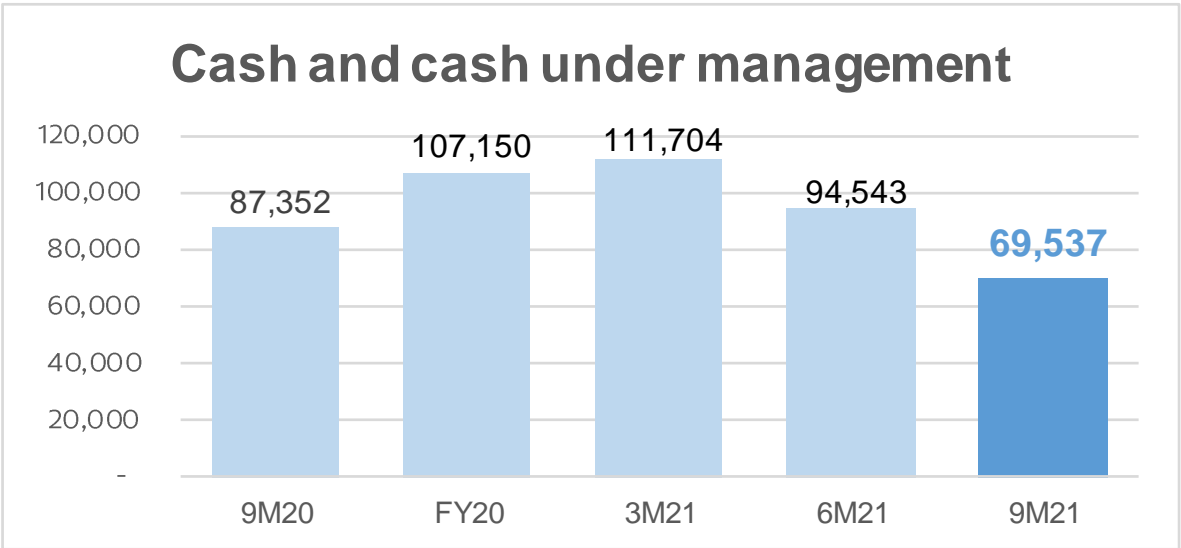
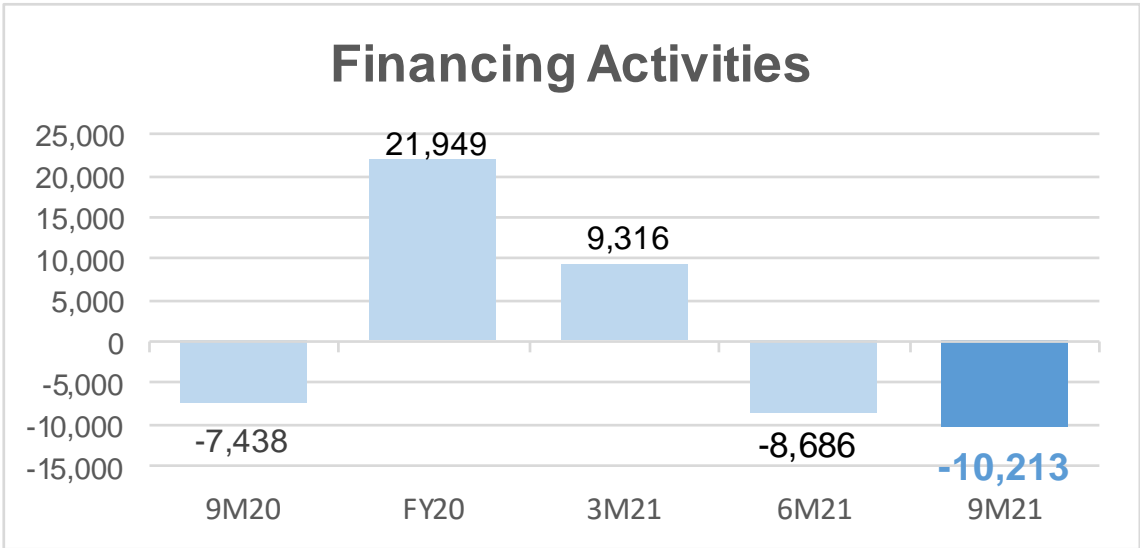
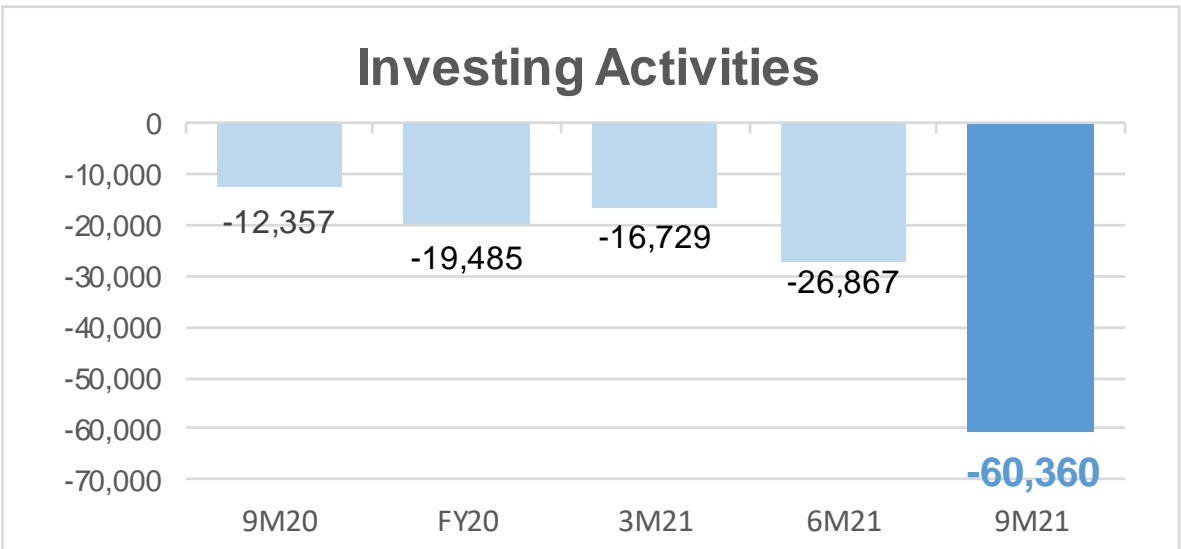
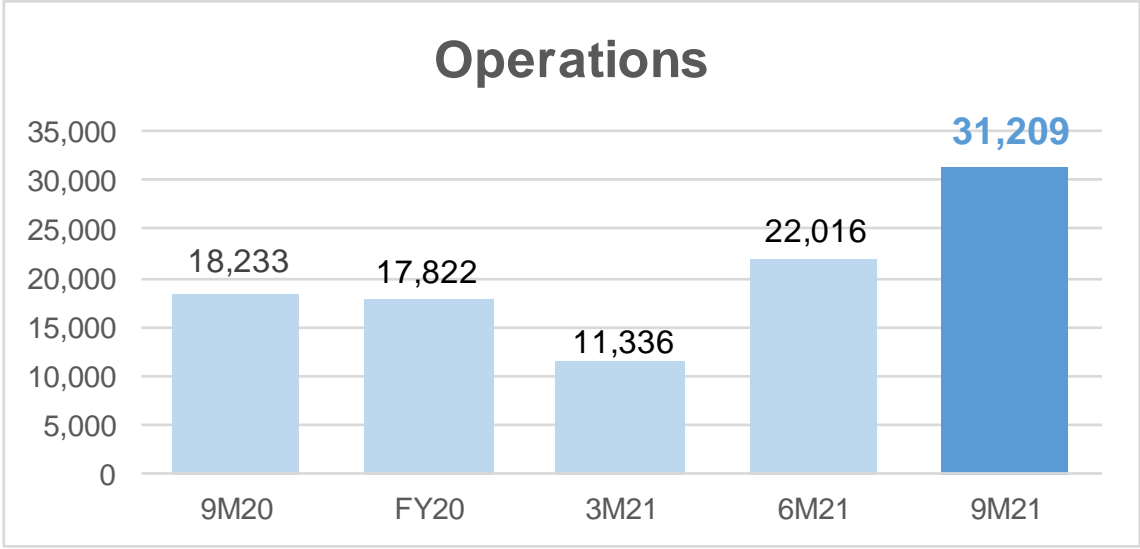
**Note:** updated 29 Oct 21

# Incremental capacity

Capacity at year end	Total Capacity											Capacity at year end	Total Capacity										
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Chemicals Upstream (Cracker) - ('000 tons)</b>												<b>Packaging - ('000 tons)</b>											
Ethylene (subsidiary)	1,700	1,700	1,700	1,700	1,700	1,700	1,800	1,800	1,800	1,800	2,100	Packaging Paper	1,880	1,880	1,956	2,306	2,306	2,306	2,557	2,557	3,963	3,963	4,380
Propylene (subsidiary)	1,200	1,200	1,200	1,200	1,200	1,200	1,250	1,250	1,250	1,250	1,300	Fiber-based Packaging	795	855	1,013	1,013	1,013	1,013	1,070	1,070	1,070	1,181	1,380
<b>Chandra Asri (30% stake)</b>												Machine Glazed Paper	-	-	-	43	43	43	43	43	43	43	43
Ethylene	600	600	600	600	600	860	860	860	860	900	900	(Nippon Paper JV)											
Propylene	320	320	320	320	320	470	470	470	470	490	490	Flexible Packaging (Million sqm.)	-	-	-	254	648	714	727	817	817	901	952
												(Prepack + Batico)											
												Rigid Packaging ('000 tons per year)							10	10	25	25	143
												Printing & Writing Paper	570	570	570	570	570	491	491	491	491	491	491
<b>Chemicals Downstream - ('000 tons)</b>												<b>Cement - (MT)</b>											
HDPE (subsidiary)	920	920	920	920	920	920	920	920	920	920	980	Grey Cement (TH, KH, MM, ID, L/	24	24	24	24	27	27	34	34	34	34	34
PP (subsidiary)	720	720	720	720	720	720	720	720	720	720	860	White Cement (TH, VN)	0.2	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
PVC (90% stake in TPC)	886	886	886	886	886	886	886	886	886	886	886	Mortar	2.1	2.1	2.1	3.2	4.1	6.6	6.6	7.6	7.6	7.6	7.6
<b>Chemicals Downstream (JV) - ('000 tons)</b>												<b>Building Products - (M sqm)</b>											
LLDPE (Dow JV)	650	650	650	650	650	650	650	650	650	650	650	Ceramic Tiles	149	149	225	225	225	225	225	210	210	187	187
Specialty Elastomers (Dow JV)	220	220	220	220	220	220	220	220	220	220	220	Ceiling & Wall product (TH)	60	68	86	99	99	100	100	107	107	107	107
Propylene Oxide (Dow JV)	390	390	390	390	390	390	390	390	390	390	390	Lightweight concrete (TH, ID)	15	15	21	27	27	27	27	27	27	27	27
SSBR (BST JV)	-	-	50	50	50	100	100	100	100	100	100	Modular Home (Sekisui Heim JV)	200	200	300	300	300	300	300	300	300	300	300
LLDPE cast sheet film (Mitsui Tohcello JV)	-	-	-	15	15	15	15	15	15	15	15	Roof		76	100	102	101	101	92	92	92	90	85
MMA (Mitsubishi Rayon JV)	175	175	175	175	175	175	175	175	175	175	175												
Cast Sheets (Mitsubishi Rayon JV)	20	20	20	20	20	20	20	20	20	20	20												
HDPE / LLDPE (CAP JV)	336	336	336	336	336	336	336	336	336	736	736												
PP (CAP JV)	480	480	480	480	480	480	480	480	480	590	590												
SM (CAP JV)	340	340	340	340	340	340	340	340	340	340	340												

**Note:** updated 29 Oct 21

Unit: Million THB



Revenue (MB)	2013	2014	2015	2016	2017	2018	2019	2020	9M/21
<b>Consolidated</b>	<b>434,251</b>	<b>487,545</b>	<b>439,614</b>	<b>423,442</b>	<b>450,921</b>	<b>478,438</b>	<b>437,980</b>	<b>399,939</b>	<b>387,446</b>
Cement-Building materials	174,642	185,423	178,988	170,944	175,255	182,952	184,690	171,720	136,660
Chemicals	209,997	248,118	200,433	188,163	206,280	221,538	177,634	146,870	172,407
Packaging	59,135	64,614	70,907	74,542	81,455	87,255	89,070	92,786	89,078

Assets (MB)	2013	2014	2015	2016	2017	2018	2019	2020	9M/21
<b>Consolidated</b>	<b>440,633</b>	<b>465,823</b>	<b>509,981</b>	<b>539,688</b>	<b>573,412</b>	<b>589,787</b>	<b>634,733</b>	<b>749,381</b>	<b>850,339</b>
Cement-Building materials	155,458	168,662	187,976	203,068	213,134	218,316	211,573	212,615	223,488
Chemicals	192,063	183,884	185,583	193,465	193,183	213,263	230,543	283,614	363,042
Packaging	65,169	73,987	83,218	85,369	91,312	93,246	139,513	172,429	202,183



EBITDA (MB)	2013	2014	2015	2016	2017	2018	2019	2020	9M/21
<b>Consolidated</b>	<b>61,265</b>	<b>66,493</b>	<b>82,690</b>	<b>97,816</b>	<b>102,080</b>	<b>86,641</b>	<b>75,105</b>	<b>74,600</b>	<b>70,457</b>
Cement-Building materials	26,274	26,683	24,395	23,639	21,450	21,244	21,009	21,591	14,162
Chemicals	20,342	26,142	42,900	60,713	63,656	46,117	32,262	30,965	32,811
Packaging	9,473	9,718	10,831	10,884	12,431	14,866	15,159	16,884	15,755

Profit for the Period (MB)	2013	2014	2015	2016	2017	2018	2019	2020	9M/21
<b>Consolidated</b>	<b>36,522</b>	<b>33,615</b>	<b>45,400</b>	<b>56,084</b>	<b>55,041</b>	<b>44,748</b>	<b>32,014</b>	<b>34,144</b>	<b>38,867</b>
Cement-Building materials	16,092	13,180	10,250	8,492	6,457	5,984	5,455	6,422	2,877
Chemicals	11,292	12,461	28,488	42,084	41,273	29,166	15,480	17,667	24,431
Packaging	3,587	3,448	3,463	3,565	4,719	6,319	5,268	6,457	6,179



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