



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**THE SIAM CEMENT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# Group Structure and Operations

# Group Structure and Operations

## Business Overview and Policies (1.1)

### Company Information (1.1.5)

Company Name : THE SIAM CEMENT PUBLIC COMPANY LIMITED

Symbol : SCC

Address : 1 SIAM CEMENT ROAD, BANG SUE

Province : Bangkok

Postcode : 10800

Business : The Company operates as holding company operating core businesses consists of investments in

1. SCG Cement and Green Solutions
2. SCG Smart Living
3. SCG Distribution and Retail
4. SCG Decor (SCGD)
5. SCG Chemicals (SCGC)
6. SCGP

Registration Number : 0107537000114

Telephone : 0-2586-3333, 0-2586-4444

Website : [www.scg.com](http://www.scg.com)

Email : [info@scg.com](mailto:info@scg.com)

### Total Shares Sold (shares)

Common Stock : 1,200,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	499,645,707.00	511,172,247.00	496,925,436.00
SCG Cement and Green Solutions (Thousand baht)	85,844,857.00	81,891,042.00	82,722,891.00
SCG Smart Living and SCG Distribution and Retail (Thousand baht)	151,837,445.00	140,164,297.00	131,812,403.00
SCG Decor (SCGD) (Thousand baht)	28,312,246.00	25,563,315.00	22,675,586.00
SCG Chemicals (SCGC) (Thousand baht)	191,482,397.00	210,298,327.00	209,312,701.00
SCGP (Thousand baht)	129,398,089.00	132,783,687.00	124,373,833.00
Others (Thousand baht)	3,757,838.00	1,809,025.00	1,841,813.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
SCG Cement and Green Solutions (%)	17.18	16.02	16.65
SCG Smart Living and SCG Distribution and Retail (%)	12.18	11.51	11.27
SCG Decor (SCGD) (%)	5.67	5.00	4.56
SCG Chemicals (SCGC) (%)	38.32	41.14	42.12
SCGP (%)	25.90	25.98	25.03
Others (%)	0.75	0.35	0.37

**By Geographical Area or Market**

	2023	2024	2025
Total revenue from operations (Thousand baht)	499,645,707.00	511,172,247.00	496,925,436.00
Domestic (Thousand baht)	284,016,488.00	276,771,607.00	261,410,307.00
International (Thousand baht)	215,629,219.00	234,400,640.00	235,515,129.00
Vietnam (Thousand baht)	44,554,057.00	49,513,814.00	43,260,316.00
Indonesia (Thousand baht)	36,958,300.00	38,802,622.00	38,069,589.00
Other countries (Thousand baht)	134,116,862.00	146,084,204.00	154,185,224.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	56.84	54.14	52.61
International (%)	43.16	45.86	47.39
Vietnam (%)	20.66	21.12	18.37
Indonesia (%)	17.14	16.56	16.16
Other countries (%)	62.20	62.32	65.47

**Other income as specified in the financial statements**

	2023	2024	2025
Total other income (Thousand baht)	28,885,709.00	15,501,608.00	20,029,412.00
Other income from operations (Thousand baht)	28,885,709.00	15,501,608.00	20,029,412.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

**Share of profit of joint ventures and associates accounted for using equity method**

	2023	2024	2025
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Share of profit (Thousand baht)	8,418,817.00	6,529,620.00	17,866,400.00
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Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	6,701,126.00	4,847,460.00	4,119,572.00

# Risk Management



# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

### Strategic and investment risks from a volatile business environment

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Competition risk
- Economic risk

### Risks related to human resources management in supporting business growth and transformation

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Economic risk
- New business risk

Operational Risk

- Shortage or reliance on skilled workers

### Cross-border and regional geopolitical instability risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other

#### **Occupational health and safety risks in workplace, transportation, and travel**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

#### **Human rights risks**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Impact on human rights

#### **Supply chain management risks**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain

#### **Risks from volatility in exchange rates and interest rates**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

### **Liquidity management and capital mobilization risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Insufficient sources of funding
- Liquidity risk

### **Credit risks from trade receivables**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Default on payment or exchange of goods

### **Image and reputational risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation

### **Risks related to changes in government policies and compliance with regulations, rules, and relevant laws**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

- Change in laws and regulations

### **Governance risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

- Corporate Governance

#### Personal data protection risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

#### Risks from geopolitical conflicts, political transition, economic retaliation, and the fragmented world

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations
- Other

#### Risk of climate transition to low carbon economy

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

### **Climate resilience to physical risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

### **Risks related to AI deployment**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Information security and cyber-attack

## **Risk to Securities Holder (2.2.2)**

**Risks from the Company having a major shareholder holding more than 25% of the total shares**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Return from investment of securities holder

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://file.scgsustainability.com/wp-content/uploads/2022/02/23101124/SCG-SD-Framework-TH.pdf>  
(if applicable)

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://file.scgsustainability.com/wp-content/uploads/2022/06/28112229/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%AA%E0%B8%A0%E0%B8%B2%E0%B8%9E%E0%B8%A0%E0%B8%B9%E0%B8%A1%E0%B8%B4%E0%B8%AD%E0%B8%B2%E0%B8%81%E0%B8%B2%E0%B8%A8%E0%B9%80%E0%B8%AD%E0%B8%AA%E0%B8%8B%E0%B8%B5%E0%B8%88%E0%B8%B5-2565.pdf>  
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

## Results with Respect to the Environmental Aspect (3.3.2)

### Energy management

#### • Fuel consumption

	2023	2024	2025
Diesel (Litres)	23,459,783.65	30,061,641.93	30,677,075.32
Gasoline (Litres)	838,619.77	1,210,142.75	1,002,278.58
Fuel oil (Litres)	20,632,897.80	16,827,091.25	21,234,447.28
Natural gas (Standard cubic feet)	12,744,798,818.99	11,516,408,640.03	8,715,302,875.74

LPG (Kilograms)	15,019,949.45	10,758,921.17	33,898,669.01
Steam (Metric tonnes)	1,244,138.60	1,490,447.99	1,344,415.64
Coal (Metric tonnes)	4,358,304.97	3,818,965.36	4,183,467.21

#### • Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	4,934,210,291.11	4,877,460,605.87	5,745,315,383.42

### Water management

#### • Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	122,170,000.00	119,320,000.00	130,093,481.00

### Waste management

#### • Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	485,114,788.00	354,513,210.00	551,426,666.00
Hazardous waste (Kilograms)	15,528,645.00	28,538,434.00	14,190,671.00
<b>Total waste generated (Kilograms)</b>	<b>500,643,433.00</b>	<b>383,051,644.00</b>	<b>565,617,337.00</b>

### Greenhouse gas management

#### • Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	24,329,050.16	22,869,440.33	26,073,562.49
Scope 2 (Tons of carbon dioxide equivalents)	2,754,816.87	2,610,166.34	2,985,076.16



Scope 3 (Tons of carbon dioxide equivalents)	10,606,251.49	10,695,208.48	15,497,602.93
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>37,690,118.52</b>	<b>36,174,815.15</b>	<b>44,556,241.58</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://file.scgsustainability.com/wp-content/uploads/2025/11/12132513/scc-human-rights-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	42,043	40,417	38,491
Number of female employees (Persons)	13,535	13,313	13,450
Total number of employees (Persons)	55,578	53,730	51,941

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	0.00	0.00	0.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	129.00	121.00	114.00
Employee development and training expenses (baht)	13,905.00	14,930.73	14,676.71

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	31	24	32
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	4.72	7.47	5.73

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	Yes	No	Yes

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://scc-th.listedcompany.com/cg.html>

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

**Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information**

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	9	60.00

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Air Chief Marshal SATIPONG SUKVIMOL Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Bachelor of Arts (Mass Communication) Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	28 Mar 2018	Corporate Social Responsibility, Governance/ Compliance, Human Resource Management, Leadership, Change Management

2.	<p>Mr. CHUMPOL NALAMLIENG</p> <p>Gender: Male</p> <p>Age: 78 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Jul 2014	<p>Finance &amp; Securities, Finance, Governance/ Compliance, Data Management, Strategic Management</p>
3.	<p>Mr. ROONGROTE RANGSIYOPASH</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	25 Mar 2015	<p>Project Management, Corporate Management, Leadership, Change Management, Governance/ Compliance</p>
4.	<p>Mr. KASEM WATANACHAI</p> <p>Gender: Male</p> <p>Age: 84 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	28 Mar 2018	<p>Health Care Services, Corporate Social Responsibility, Project Management, Leadership, Governance/ Compliance</p>
5.	<p>Police Colonel THUMNITHI WANICHTHANOM</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	25 Apr 2018	<p>Law, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership</p>



6.	Mr. PASU DECHARIN Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Management of Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	27 Mar 2019	Accounting, Risk Management, Audit, Internal Control, Governance/ Compliance
7.	Ms. PARNSIREE AMATAYAKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	27 Mar 2019	Information & Communication Technology, Corporate Management, Audit, Risk Management, Data Analysis
8.	Mr. PRASARN TRAIRATVORAKUL Gender: Male Age: 73 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	26 Aug 2019	Finance & Securities, Packaging, Data Analysis, Corporate Management, Leadership
9.	Mr. THAPANA SIRIVADHANABHAKDI Gender: Male Age: 50 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	8 Jun 2020	Food & Beverage, Marketing, Human Resource Management, Brand Management, Corporate Management

10.	Mr. SUPHACHAI CHEARAVANONT Gender: Male Age: 58 years old Highest level of education: Honorary degree Major: MBA, Marketing, Mass Communications Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	30 Mar 2022	Marketing, Human Resource Management, Corporate Management, Strategic Management, IT Management
11.	Ms. JAREEPORN JARUKORNSAKUL Gender: Female Age: 58 years old Highest level of education: Honorary degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	30 Mar 2022	Property Development, Transportation & Logistics, Corporate Management, Strategic Management, Governance/ Compliance
12.	Mrs. NUNTAWAN SAKUNTANAGA Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	30 Mar 2022	Accounting, Finance, Risk Management, Audit, Governance/ Compliance
13.	Mr. SOMCHAI KANJANAMANEE Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	30 Mar 2022	Corporate Social Responsibility, Project Management, Leadership, Strategic Management, Law

14.	Mr. CHOLANAT YANARANOP Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	25 Jan 2023	Petrochemicals & Chemicals, Corporate Social Responsibility, Sustainability, Project Management, Strategic Management
15.	Mr. THAMMASAK SETHAUDOM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	29 Mar 2023	Sustainability, IT Management, Corporate Management, Data Analysis, Business Administration

#### Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PASU DECHARIN [1] Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Management of Technology Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	30 Mar 2022	Accounting, Risk Management, Audit, Internal Control, Governance/ Compliance
2. Ms. PARNSIREE AMATAYAKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	27 Mar 2019	Information & Communication Technology, Corporate Management, Audit, Risk Management, Data Analysis
3. Mrs. NUNTAWAN SAKUNTANAGA [1] Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	30 Mar 2022	Accounting, Finance, Risk Management, Audit, Governance/ Compliance

[1] A director with the accounting expertise needed to review financial statements

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Governance and Nomination Committee	Mr. CHUMPOL NALAMLIENG	Chairman
	Ms. JAREEPORN JARUKORNSAKUL	Member
	Mr. PASU DECHARIN	Member
	Mr. ROONGROTE RANGSIYOPASH	Member
Remuneration Committee	Mr. THAPANA SIRIVADHANABHAKDI	Member
	Mr. CHOLANAT YANARANOP	Member
	Mr. PRASARN TRAIRATVORAKUL	Chairman
	Ms. PARNSIREE AMATAYAKUL	Member
	Mr. ROONGROTE RANGSIYOPASH	Member
CSR Committee for Sustainable Development	Mr. KASEM WATANACHAI	Chairman
	Air Chief Marshal SATIPONG SUKVIMOL	Member
	Mr. SOMCHAI KANJANAMANEE	Member
	Police Colonel THUMNITHI WANICHTHANOM	Member
	Mr. ROONGROTE RANGSIYOPASH	Member
	Mr. Chana Poomee	Member
	Mr. Paramate Nisagornsen	Member
	Mr. Yuttana Jiamtragan	Member
	Mr. THAMMASAK SETHAUDOM	Member
Environmental Sustainability Development Committee	Mr. CHOLANAT YANARANOP	Chairman
	Ms. PARNSIREE AMATAYAKUL	Member
	Mr. THAMMASAK SETHAUDOM	Member

### Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Governance and Nomination Committee
Sub-committees responsible for remuneration	: Governance and Nomination Committee
Sub-committees responsible for corporate governance	: Governance and Nomination Committee
Sub-committees responsible for corporate sustainability development	: CSR Committee for Sustainable Development

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Paramate Nisagornsen Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Operational Management & Finance	Vice President- Corporate Administration	16 Nov 2017	Strategic Management, Risk Management, Business Administration, Data Analysis, Commerce
2. Mr. Sakchai Patiparnpreechavud Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer & President, SCG Chemicals	1 Jan 2025	Petrochemicals & Chemicals, Engineering, Strategic Management, Business Administration, Data Analysis
3. Mr. Suracha Udomsak Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Engineering	Chief Executive Officer & President, SCG Chemicals	1 Jul 2019	Petrochemicals & Chemicals, Sustainability, Engineering, Strategic Management, Information & Communication Technology
4. Mr. Kulachet Dharachandra Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President, SCG Chemicals and General Director -Long Son Petrochemicals and Country Director - Vietnam, SCG	1 Jul 2021	Petrochemicals & Chemicals, Packaging, Human Resource Management, Strategic Management, Change Management
5. Mr. Wiroat Rattanachaisit Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration	President of SCG Smart Living and President of SCG Distribution and Retail	1 Jan 2022	Construction Materials, Project Management, Strategic Management, Marketing, Brand Management

6.	Mrs. CHANTANIDA SARIGAPHUTI [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Finance	Vice President- Finance and Investment & CFO	1 Jul 2022	Finance & Securities, Finance, Corporate Social Responsibility, Data Analysis, Corporate Management
7.	Mr. Chatri Eamsobhana Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering	Chief Commercial Officer, Chemicals Business	1 Jul 2023	Finance, Petrochemicals & Chemicals, Data Analysis, Strategic Management, Commerce
8.	Mr. Surachai Nimlaor Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	President - SCG Cement and Green Solution	1 Jan 2024	Construction Materials, Engineering, Strategic Management
9.	Mr. THAMMASAK SETHAUDOM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	President & CEO, and President, Cementhai Holding Company Limited	1 Jan 2024	Sustainability, IT Management, Corporate Management, Data Analysis, Business Administration
10.	Ms. Riwiporn Wongbuddhapitak [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Corporate Finance Excellence Director	27 Sep 2022	Economics, Business Administration, Petrochemicals & Chemicals
11.	Mrs. Nadarat Pomtri [2] Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Accounting	Corporate Accounting Director	1 Oct 2024	Accounting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

### Remuneration policy for executives (7.4.2 – 7.4.3)

## Remuneration

	2023	2024	2025
Total executive remuneration (baht)	168,628,346.00	176,359,584.00	169,960,327.00

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 38,491

Number of female employees (persons) : 13,450

**Total number of employees (persons)** : 51,941

#### Employee Remuneration

Total employee remuneration : 0.00

#### Provident fund

Total number of employees (persons) : 51,941

Number of employees contributing to the PVD (persons) : 28,382

Percentage of employees who are members (%) : 54.64



# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Police Colonel THUMNITHI WANICHTHANOM Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 25 Apr 2018	Law, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership
2. Mr. PASU DECHARIN Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Management of Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 27 Mar 2019	Accounting, Risk Management, Audit, Internal Control, Governance/ Compliance
3. Ms. PARNSIREE AMATAYAKUL Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 27 Mar 2019	Information & Communication Technology, Corporate Management, Audit, Risk Management, Data Analysis

4.	<p>Mrs. NUNTAWAN SAKUNTANAGA</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 30 Mar 2022</p>	<p>Accounting, Finance, Risk Management, Audit, Governance/ Compliance</p>
5.	<p>Mr. SOMCHAI KANJANAMANE</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 30 Mar 2022</p>	<p>Corporate Social Responsibility, Project Management, Leadership, Strategic Management, Law</p>

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Air Chief Marshal SATIPONG SUKVIMOL	Chairman of the board	Participating
Mr. CHUMPOL NALAMLIENG	Vice Chairman	Participating
Mr. ROONGROTE RANGSIYOPASH	Director	Participating
Mr. KASEM WATANACHAI	Director	Participating
Police Colonel THUMNITHI WANICHTHANOM	Director	Participating
Mr. PASU DECHARIN	Director	Participating
Ms. PARNSIREE AMATAYAKUL	Director	Participating
Mr. PRASARN TRAIRATVORAKUL	Director	Participating
Mr. THAPANA SIRIVADHANABHAKDI	Director	Participating
Mr. SUPHACHAI CHEARAVANONT	Director	Participating
Ms. JAREEPORN JARUKORNSAKUL	Director	Participating
Mrs. NUNTAWAN SAKUNTANAGA	Director	Participating

Mr. SOMCHAI KANJANAMANEE	Director	Participating
Mr. CHOLANAT YANARANOP	Director	Participating
Mr. THAMMASAK SETHAUDOM	Director	Participating

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 26 Mar 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Air Chief Marshal SATIPONG SUKVIMOL (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mr. CHUMPOL NALAMLIENG (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
3. Mr. ROONGROTE RANGSIYOPASH (Director)	-	8/8	Participating	Did not hold the meeting
4. Mr. KASEM WATANACHAI (Director)	-	8/8	Participating	Did not hold the meeting
5. Police Colonel THUMNITHI WANICHTHANOM (Director)	-	8/8	Participating	Did not hold the meeting
6. Mr. PASU DECHARIN (Director)	-	8/8	Participating	Did not hold the meeting
7. Ms. PARNSIREE AMATAYAKUL (Director)	-	8/8	Participating	Did not hold the meeting
8. Mr. PRASARN TRAIRATVORAKUL (Director)	-	8/8	Participating	Did not hold the meeting
9. Mr. THAPANA SIRIVADHANABHAKDI (Director)	-	8/8	Participating	Did not hold the meeting

10.	Mr. SUPHACHAI CHEARAVANONT (Director)	-	8/8	Participating	Did not hold the meeting
11.	Ms. JAREEPORN JARUKORNSAKUL (Director)	-	8/8	Participating	Did not hold the meeting
12.	Mrs. NUNTAWAN SAKUNTANAGA (Director)	-	8/8	Participating	Did not hold the meeting
13.	Mr. SOMCHAI KANJANAMANE	-	8/8	Participating	Did not hold the meeting
14.	Mr. CHOLANAT YANARANOP (Director)	-	8/8	Participating	Did not hold the meeting
15.	Mr. THAMMASAK SETHAUDOM (Director)	-	8/8	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Air Chief Marshal SATIPONG SUKVIMOL (Chairman of the board)	-	2,090,328.00	2,903,224.00	No
2.	Mr. CHUMPOL NALAMLIENG (Vice Chairman)	-	1,393,548.00	1,935,484.00	No
3.	Mr. ROONGROTE RANGSIYOPASH (Director)	-	1,393,548.00	1,935,484.00	No
4.	Mr. KASEM WATANACHAI (Director)	-	1,393,548.00	1,935,484.00	No
5.	Police Colonel THUMNITHI WANICHTHANOM (Director)	-	1,393,548.00	1,935,484.00	No
6.	Mr. PASU DECHARIN (Director)	-	1,393,548.00	1,935,484.00	No
7.	Ms. PARNSIREE AMATAYAKUL (Director)	-	1,393,548.00	1,935,484.00	No
8.	Mr. PRASARN TRAIRATVORAKUL (Director)	-	1,393,548.00	1,935,484.00	No
9.	Mr. THAPANA SIRIVADHANABHAKDI (Director)	-	1,393,548.00	1,935,484.00	No
10.	Mr. SUPHACHAI CHEARAVANONT (Director)	-	1,393,548.00	1,935,484.00	No
11.	Ms. JAREEPORN JARUKORNSAKUL (Director)	-	1,393,548.00	1,935,484.00	No
12.	Mrs. NUNTAWAN SAKUNTANAGA (Director)	-	1,393,548.00	1,935,484.00	No

13.	Mr. SOMCHAI KANJANAMANEE (Director)	-	1,393,548.00	1,935,484.00	No
14.	Mr. CHOLANAT YANARANOP (Director)	-	1,393,548.00	1,935,484.00	No
15.	Mr. THAMMASAK SETHAUDOM (Director)	-	1,393,548.00	1,935,484.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PASU DECHARIN (Chairman of the audit committee)	-	6/6
2.	Ms. PARNSIREE AMATAYAKUL (Audit committee)	-	5/6
3.	Mrs. NUNTAWAN SAKUNTANAGA (Audit committee)	-	6/6