



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THE SIAM CEMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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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 engaging in the industrial supplies and construction industries. The Company operates 3 core businesses consists of investments in the Cement-Building Materials business, Chemicals business and Packaging business.

Registration Number : 0107537000114

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

Fax (if applicable) : 0-2587-2199, 0-2587-2201

Website : www.scg.com

Email : 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

	2020	2021	2022
Total (Thousand baht)	407,217,159.00	540,705,955.00	582,292,211.00
Cement-Building Materials Business (Thousand baht)	174,165,378.00	184,314,341.00	206,909,677.00
SCGC (Chemicals Business) (Thousand baht)	148,850,378.00	239,180,211.00	240,562,844.00
SCGP (Packaging Business) (Thousand baht)	93,388,333.00	126,754,101.00	147,532,577.00
Others (Thousand baht)	9,087,837.00	12,834,252.00	13,641,978.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Cement-Building Materials Business (%)	39.94	31.27	32.35
SCGC (Chemicals Business) (%)	36.55	44.23	41.12
SCGP (Packaging Business) (%)	22.93	23.44	25.34
Others (%)	0.58	1.06	1.19

By Geographical Area or Market

	2020	2021	2022
Total (Thousand baht)	407,217,159.00	540,705,955.00	582,292,211.00
Domestic (Thousand baht)	236,595,645.00	295,832,390.00	321,943,879.00
International (Thousand baht)	170,621,514.00	244,873,565.00	260,348,332.00
Vietnam (Thousand baht)	36,530,450.00	49,497,482.00	59,962,550.00
Indonesia (Thousand baht)	30,504,749.00	48,627,431.00	51,339,019.00
China (Thousand baht)	21,743,993.00	24,852,659.00	22,720,686.00

Other income (Thousand baht)	81,842,322.00	121,895,993.00	126,326,077.00
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	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	58.10	54.71	55.29
International (%)	41.90	45.29	44.71
Vietnam (%)	21.41	20.21	23.03
Indonesia (%)	17.88	19.86	19.72
China (%)	12.74	10.15	8.73
Other income (%)	47.97	49.78	48.52

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)	2020	2021	2022
R&D expenses in the past 3 years	6,005,143.00	7,214,706.00	5,703,911.00

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)

Physical Risks from Climate Change

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment

Risk associated with natural resources and environmental management

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Impact on the environment

Human rights risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Safety, occupational health, and working environment

- Impact on human rights

Compliance Risks from Changes in Laws & Regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Damage to company image and reputation

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Reputation Risks to targeting of organization

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Laws and regulations is not favorable for doing business

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>

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://www.scgsustainability.com/th/environment-and-climate-policy/>

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

	2020	2021	2022
Diesel (Litre)	21,085,524.57	29,573,497.39	27,147,688.18
Gasoline (Litre)	658,240.16	923,214.58	847,486.56
Fuel oil (liters)	16,506,225.20	23,150,802.16	21,251,823.88
Natural gas (Standard cubic feet)	9,655,130,877.29	13,541,801,475.80	12,431,015,479.54
LPG (Kilogram)	12,058,671.30	16,912,886.51	15,525,582.35
Steam (tonnes)	2,381,473.16	3,340,134.61	3,066,155.20

Coal (tonnes)	4,410,272.14	6,185,626.12	5,678,241.13
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• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	38,560,229,580.00	53,282,444,780.00	51,834,812,550.00

Water management

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	94,290,000.00	130,020,000.00	120,069,000.00

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	1,217,630,000.00	1,242,150,000.00	1,703,210,000.00
Hazardous waste (kg)	17,790,000.00	13,970,000.00	13,251,000.00
Total (kg)	1,235,420,000.00	1,256,120,000.00	1,716,461,000.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	30,993,369.00	30,343,481.00	27,236,390.00
Scope 2 (Tons of carbon dioxide equivalents)	3,248,358.00	3,182,060.00	2,880,408.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	9,355,748.00
Total (Tons of carbon dioxide equivalents)	34,241,727.00	33,525,541.00	39,472,546.00

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

Third-party verification : Yes

Name of verifying organization : SGS (THAILAND) LTD.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://file.scgsustainability.com/wp-content/uploads/2022/02/27124657/Final-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

	2020	2021	2022
Number of male employees (persons)	38,321	45,228	43,718
Number of female employees (persons)	11,433	13,055	14,096
Total (persons)	49,754	58,283	57,814

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	124	82	155
Employee development and training expenses (baht)	15,794.00	9,569.00	13,540.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	9	46	16

• Employee retention

	2020	2021	2022
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Percentage of employees who voluntarily resigned (%)	2.37	1.46	3.99
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• Significant labor dispute

	2020	2021	2022
Significant labor dispute	No	No	No

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/misc/cg/2023/20230213-scc-cg-principle-th.pdf>

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	8	53.33

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. ACM SATITPONG SUKVIMOL Gender: Male Age: 73 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, Sustainability, Strategic Management, Governance/ Compliance, Human Resource Management, Project Management, Corporate Management, Leadership, Change Management

2.	<p>Mr. CHUMPOL NALAMLIENG</p> <p>Gender: Male</p> <p>Age: 75 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>	1 Aug 1992	<p>Economics, Finance & Securities, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Project Management, Negotiation, Governance/ Compliance, Marketing, Data Management, Data Analysis, IT Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management</p>
3.	<p>Mr. KAN TRAKULHOON</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Engineering</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>	20 Aug 2005	<p>Economics, Construction Materials, Property Development, Commerce, Information & Communication Technology, Health Care Services, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, IT Management, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance</p>

4.	Mr. ROONGROTE RANGSIYOPASH Gender: Male Age: 59 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	25 Mar 2015	Petrochemicals & Chemicals, Packaging, Construction Materials, Mining, Transportation & Logistics, Human Resource Management, Corporate Social Responsibility, Sustainability, Data Analysis, Data Management, Project Management, Corporate Management, Negotiation, Leadership, Change Management, Risk Management, Governance/ Compliance
5.	Mr. KASEM WATANACHAI Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	28 Mar 2018	Health Care Services, Corporate Social Responsibility, Sustainability, Corporate Management, Project Management, Leadership, Strategic Management, Governance/ Compliance
6.	Pol.Col. THUMNITHI WANICHTHANOM Gender: Male Age: 64 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	25 Apr 2018	Law, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Project Management, Corporate Management, Leadership, Strategic Management, Governance/ Compliance

7.	<p>Mr. PASU DECHARIN</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Management of Technology</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>	27 Mar 2019	<p>Economics, Finance & Securities, Petrochemicals & Chemicals, Commerce, Information & Communication Technology, Accounting, Marketing, Finance, Corporate Social Responsibility, Data Management, Data Analysis, Risk Management, Audit, Internal Control, Governance/ Compliance</p>
8.	<p>Mrs. PARNSIREE AMATAYAKUL</p> <p>Gender: Female</p> <p>Age: 52 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: Original director</p>	27 Mar 2019	<p>Banking, Information & Communication Technology, Finance, Corporate Management, Change Management, Strategic Management, Leadership, Audit, Risk Management, Data Management, Data Analysis, Digital Marketing</p>
9.	<p>Mr. PRASARN TRAIRATVORAKUL</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Doctoral 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: Original director</p>	26 Aug 2017	<p>Economics, Finance & Securities, Paper & Printing Materials, Packaging, Commerce, Professional Services, Property Development, Human Resource Management, Corporate Social Responsibility, Sustainability, Data Analysis, Negotiation, Brand Management, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Banking</p>

10.	Mr. THAPANA SIRIVADHANABHAKDI Gender: Male Age: 47 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	Economics, Food & Beverage, Finance & Securities, Insurance, Paper & Printing Materials, Energy & Utilities, Media & Publishing, Transportation & Logistics, Marketing, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
11.	Mr. CHOLANAT YANARANOP Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	8 Jun 2020	Petrochemicals & Chemicals, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Project Management, Negotiation, Corporate Management, Engineering, Leadership, Change Management, Strategic Management, Risk Management, Governance/ Compliance, Budgeting, Procurement

12.	Mr. SUPHACHAI CHEARAVANONT	Director (Non-executive, Independent director)	30 Mar 2022	Economics, Agribusiness, Food & Beverage, Personal Products & Pharmaceuticals, Automotive, Finance & Securities, Property Development, Energy & Utilities, Commerce, Tourism & Leisure, Transportation & Logistics, Marketing, Information & Communication Technology, Corporate Social Responsibility, Finance, Sustainability, Procurement, Human Resource Management, Brand Management, Digital Marketing, Negotiation, Project Management, Corporate Management, Change Management, Strategic Management, Leadership, Risk Management, Governance/ Compliance, IT Management
	Gender: Male			
	Age: 55 years old			
	Highest level of education:			
	Honorary degree	Director type: Additional		
	Major: MBA, Marketing, Mass Communications	and newly-appointed directors		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
13.	Ms. JAREEPORN JARUKORNSAKUL	Director (Non-executive, Independent director)	30 Mar 2022	Economics, Property Development, Energy & Utilities, Commerce, Transportation & Logistics, Marketing, Finance, Sustainability, Corporate Social Responsibility, Human Resource Management, Data Management, Data Analysis, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Leadership, Change Management, Strategic Management, Risk Management, Governance/ Compliance
	Gender: Female			
	Age: 55 years old			
	Highest level of education:			
	Honorary degree	Director type: Additional		
	Major: Management	and newly-appointed directors		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

14.	Mrs. NUNTAWAN SAKUNTANAGA Gender: Female Age: 64 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: Newly appointed director to replace ex-director	30 Mar 2022	Economics, Commerce, Accounting, Finance, Data Management, Data Analysis, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
15.	Lt.Col. SOMCHAI KANCHANAMANEE Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Additional and newly-appointed directors	30 Mar 2022	Property Development, Corporate Social Responsibility, Human Resource Management, Sustainability, Project Management, Corporate Management, Leadership, Strategic Management, Law, Digital Marketing, IT Management, Finance, Risk Management

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. TARISA WATANAGASE Gender: Female Age: 73 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 27 Mar 2013 Date directorship ended: 30 Mar 2022	Mrs. NUNTAWAN SAKUNTANAGA Date position was assumed: 30 Mar 2022

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.	<p>Mr. PASU DECHARIN [1]</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Management of Technology</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	30 Mar 2022	<p>Economics, Finance & Securities, Petrochemicals & Chemicals, Commerce, Information & Communication Technology, Accounting, Marketing, Finance, Corporate Social Responsibility, Data Management, Data Analysis, Risk Management, Audit, Internal Control, Governance/ Compliance</p>
2.	<p>Mrs. PARNSIREE AMATAYAKUL</p> <p>Gender: Female</p> <p>Age: 52 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>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	27 Mar 2019	<p>Banking, Information & Communication Technology, Finance, Corporate Management, Change Management, Strategic Management, Leadership, Audit, Risk Management, Data Management, Data Analysis, Digital Marketing</p>
3.	<p>Mrs. NUNTAWAN SAKUNTANAGA [1]</p> <p>Gender: Female</p> <p>Age: 64 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>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	30 Mar 2022	<p>Economics, Commerce, Accounting, Finance, Data Management, Data Analysis, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance</p>

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

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. TARISA WATANAGASE [1] Gender: Female Age: 73 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 27 Mar 2019 Date directorship ended: 30 Mar 2022	Mrs. NUNTAWAN SAKUNTANAGA Date position was assumed: 30 Mar 2022

[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. SUPHACHAI CHEARAVANONT	Member
Committee for Sustainable Development	Mr. KAN TRAKULHOON	Member
	Pol.Col. THUMNITHI WANICHTHANOM	Member
	ACM SATITPONG SUKVIMOL	Member
	Lt.Col. SOMCHAI KANCHANAMANEE	Member
	Mr. KASEM WATANACHAI	Chairman
	Mr. ROONGROTE RANGSIYOPASH	Member
	Mr. Yuttana Jiamtragan	Member
	Mr. Chaovalit Ekabut	Member
	Mr. Thammasak Sethaudom	Member

Audit Committee	Mr. PASU DECHARIN	Chairman
	Mrs. NUNTAWAN SAKUNTANAGA	Member
	Mrs. PARNSIREE AMATAYAKUL	Member
Remuneration Committee	Mr. THAPANA SIRIVADHANABHAKDI	Member
	Mr. CHOLANAT YANARANOP	Member
	Mr. PRASARN TRAIRATVORAKUL	Chairman
	Mrs. PARNSIREE AMATAYAKUL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Audit Committee
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	: 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. ROONGROTE RANGSIYOPASH Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT & CEO	1 Jan 2016	Petrochemicals & Chemicals, Packaging, Construction Materials, Mining, Transportation & Logistics, Human Resource Management, Corporate Social Responsibility, Sustainability, Data Analysis, Data Management, Project Management, Corporate Management, Negotiation, Leadership, Change Management, Risk Management, Governance/ Compliance
2. Mr. THAMMASAK SETHAUDOM Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President	1 Jan 2022	Economics, Petrochemicals & Chemicals, Commerce, Energy & Utilities, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Management, Change Management, Leadership, Corporate Management, Project Management, Data Analysis, Strategic Management, Risk Management, Budgeting, Governance/ Compliance

3.	<p>Mr. YUTTANA JIAMTRAGAN</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Vice President- Corporate Administration</p>	1 Jul 2015	<p>Commerce, Corporate Social Responsibility, Human Resource Management, Marketing, Sustainability, Data Management, IT Management, Leadership, Strategic Management, Risk Management, Change Management, Negotiation, Project Management, Corporate Management</p>
4.	<p>Mrs. CHANTANIDA SARIGAPHUTI [1]</p> <p>Gender: Female</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p>	<p>Vice President- Finance and Investment & CFO</p>	1 Jul 2022	<p>Economics, Banking, Finance & Securities, Insurance, Property Fund & REITs, Commerce, Marketing, Accounting, Finance, Corporate Social Responsibility, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Change Management, Corporate Management, Strategic Management, Leadership, Risk Management, Budgeting, Governance/ Compliance</p>
5.	<p>Mr. Nithi Patarachoke</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>President, Cement Building Materials Business</p>	1 Oct 2018	<p>Construction Materials, Construction Services, Mining, Commerce, Transportation & Logistics, Marketing, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Project Management, Negotiation, Brand Management, Engineering, Leadership, Change Management, Strategic Management, Risk Management, Governance/ Compliance</p>

6.	<p>Mr. Paramate Nisagornsen</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Operational Management & Finance</p>	<p>Vice President-SCG Home Business</p>	16 Nov 2017	<p>Economics, Construction Services, Construction Materials, Property Development, Transportation & Logistics, Human Resource Management, Corporate Social Responsibility, Sustainability, Procurement, Data Management, Project Management, Negotiation, Leadership, Change Management, Strategic Management, Risk Management</p>
7.	<p>Mr. Wiroat Rattanachaisit</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p>	<p>Vice President-Regional CBM Business</p>	1 Jan 2022	<p>Construction Materials, Construction Services, Human Resource Management, Procurement, Data Analysis, Data Management, Engineering, Corporate Management, Project Management, Negotiation, Change Management, Leadership, Strategic Management, Risk Management</p>
8.	<p>Mr. Tanawong Areeratchakul</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Chief Executive Officer & President, Chemicals Business</p>	1 Jan 2020	<p>Packaging, Paper & Printing Materials, Commerce, Sustainability, Human Resource Management, Corporate Social Responsibility, Procurement, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Petrochemicals & Chemicals</p>

9.	Mr. Sakchai Patiparnpreechavud Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	CCO, EVP-Regional, EVP-Vinyl Chains Chemicals Business	1 Jan 2018	Economics, Petrochemicals & Chemicals, Commerce, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management
10.	Mr. Mongkol Hengrojanasophon Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Operations Officer, EVP- Thailand Olefins Chain, Chemicals	1 Jan 2018	Petrochemicals & Chemicals, Commerce, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management
11.	Mr. Kulachet Dharachandra Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Engineering	Chief Financial Officer, Chemicals Business	1 Jul 2021	Paper & Printing Materials, Petrochemicals & Chemicals, Packaging, Marketing, Human Resource Management, Data Management, Negotiation, Project Management, Leadership, Strategic Management, Change Management, Data Analysis, Budgeting, Risk Management

12.	Mr. Chana Poomee Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Engineering	VP-Cement and Green Solution, Cement-Building Materials Busine	1 Jan 2016	Construction Materials, Construction Services, Property Development, Transportation & Logistics, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Negotiation, Project Management, Corporate Management, Leadership, Risk Management, Strategic Management, Engineering, Change Management, Governance/ Compliance
13.	Mr. Aree Chavalitcheewingul Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering	President, Cementhai Holding Company Limited	1 Oct 2018	Economics, Construction Materials, Property Development, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Project Management, Negotiation, Engineering, Leadership, Change Management, Governance/ Compliance, Risk Management, Strategic Management, Agribusiness, Automotive, Steel
14.	Mr. Suracha Udomsak Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Engineering	Chief Innovation Officer, EVP-New Business Chemicals Business	1 Jul 2019	Petrochemicals & Chemicals, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Project Management, Negotiation, Engineering, Corporate Management, Leadership, Strategic Management, Risk Management, Change Management, Energy & Utilities, Information & Communication Technology

[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 policy for executives

Remuneration policy for executives : Yes

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	221,536,423.00	271,661,352.00	259,892,284.00

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) : 43,718

Number of female employees (persons) : 14,096

Total (persons) : 57,814

Provident fund

Total number of employees (persons) : 57,814

Number of employees contributing to the PVD (persons) : 42,019

Percentage of employees who are members (%) : 72.68

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. Pol.Col. THUMNITHI WANICHTHANOM Gender: Male Age: 64 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, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Project Management, Corporate Management, Leadership, Strategic Management, Governance/ Compliance
2. Mr. PASU DECHARIN Gender: Male Age: 54 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	Economics, Finance & Securities, Petrochemicals & Chemicals, Commerce, Information & Communication Technology, Accounting, Marketing, Finance, Corporate Social Responsibility, Data Management, Data Analysis, Risk Management, Audit, Internal Control, Governance/ Compliance

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
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1.	Mrs. NUNTAWAN SAKUNTANAGA	Director	Date position was assumed:	Economics, Commerce, Accounting, Finance, Data Management, Data Analysis, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
	Gender: Female	(Non-executive, Independent director)	30 Mar 2022	
	Age: 64 years old			
	Highest level of education:			
	Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director (not being replaced the ex-director)

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. SUPHACHAI CHEARAVANONT	Director	Date position was assumed:	Economics, Agribusiness, Food & Beverage, Personal Products & Pharmaceuticals, Automotive, Finance & Securities, Property Development, Energy & Utilities, Commerce, Tourism & Leisure, Transportation & Logistics, Marketing, Information & Communication Technology, Corporate Social Responsibility, Finance, Sustainability, Procurement, Human Resource Management, Brand Management, Digital Marketing, Negotiation, Project Management, Corporate Management, Change Management, Strategic Management, Leadership, Risk Management, Governance/ Compliance, IT Management
	Gender: Male	(Non-executive, Independent director)	30 Mar 2022	
	Age: 55 years old			
	Highest level of education:			
	Honorary degree	Director type: Additional and newly-appointed directors		
	Major: MBA, Marketing, Mass Communications			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

2.	Ms. JAREEPORN JARUKORNSAKUL	Director (Non-executive, Independent director)	Date position was assumed: 30 Mar 2022	Economics, Property Development, Energy & Utilities, Commerce, Transportation & Logistics, Marketing, Finance, Sustainability, Corporate Social Responsibility, Human Resource Management, Data Management, Data Analysis, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Leadership, Change Management, Strategic Management, Risk Management, Governance/ Compliance
	Gender: Female Age: 55 years old Highest level of education: Honorary degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director type: Additional and newly-appointed directors		
3.	Lt.Col. SOMCHAI KANCHANAMANEE	Director (Non-executive)	Date position was assumed: 30 Mar 2022	Property Development, Corporate Social Responsibility, Human Resource Management, Sustainability, Project Management, Corporate Management, Leadership, Strategic Management, Law, Digital Marketing, IT Management, Finance, Risk Management
	Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director type: Additional and newly-appointed directors		

Development of directors over the past year

List of directors	Position	Participated in director development program
ACM SATITPONG SUKVIMOL	Chairman of the board	Participating
Mr. CHUMPOL NALAMLIENG	Vice Chairman	Participating
Mr. KAN TRAKULHOON	Director	Participating
Mr. ROONGROTE RANGSIYOPASH	Director	Participating
Mr. KASEM WATANACHAI	Director	Participating
Pol.Col. THUMNITHI WANICHTHANOM	Director	Participating

Mr. PASU DECHARIN	Director	Participating
Mrs. PARNSIREE AMATAYAKUL	Director	Participating
Mr. PRASARN TRAIRATVORAKUL	Director	Participating
Mr. THAPANA SIRIVADHANABHAKDI	Director	Participating
Mr. CHOLANAT YANARANOP	Director	Participating
Mr. SUPHACHAI CHEARAVANONT	Director	Participating
Ms. JAREEPORN JARUKORNSAKUL	Director	Participating
Mrs. NUNTAWAN SAKUNTANAGA	Director	Participating
Lt.Col. SOMCHAI KANCHANAMANEE	Director	Participating
Mrs. TARISA WATANAGASE	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

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 : 30 Mar 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	ACM SATITPONG 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. KAN TRAKULHOON (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mr. ROONGROTE RANGSIYOPASH (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. KASEM WATANACHAI (Director)	-	8/8	Participating	Did not hold the meeting
6.	Pol.Col. THUMNITHI WANICHTHANOM (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. PASU DECHARIN (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mrs. PARNSIREE AMATAYAKUL (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mr. PRASARN TRAIRATVORAKUL (Director)	-	8/8	Participating	Did not hold the meeting
10.	Mr. THAPANA SIRIVADHANABHAKDI (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. CHOLANAT YANARANOP (Director)	-	8/8	Participating	Did not hold the meeting
12.	Mr. SUPHACHAI CHEARAVANONT (Director)	-	6/6	Non-participating	Did not hold the meeting
13.	Ms. JAREEPORN JARUKORNSAKUL (Director)	-	6/6	Non-participating	Did not hold the meeting
14.	Mrs. NUNTAWAN SAKUNTANAGA (Director)	-	6/6	Non-participating	Did not hold the meeting
15.	Lt.Col. SOMCHAI KANCHANAMANEE (Director)	-	8/8	Non-participating	Did not hold the meeting
16.	Mrs. TARISA WATANAGASE (Director)	30 Mar 2022	2/2	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.	ACM SATITPONG SUKVIMOL (Chairman of the board)	-	0.00	1,736,907.10	No
2.	Mr. CHUMPOL NALAMLIENG (Vice Chairman)	-	262,500.00	5,540,261.94	No
3.	Mr. KAN TRAKULHOON (Director)	-	0.00	5,390,261.94	No
4.	Mr. ROONGROTE RANGSIYOPASH (Director)	-	0.00	5,390,261.94	No
5.	Mr. KASEM WATANACHAI (Director)	-	0.00	5,390,261.94	No
6.	Pol.Col. THUMNITHI WANICHTHANOM (Director)	-	0.00	5,390,261.94	No
7.	Mr. PASU DECHARIN (Director)	-	565,000.00	5,655,261.94	No
8.	Mrs. PARNSIREE AMATAYAKUL (Director)	-	420,000.00	5,610,261.94	No
9.	Mr. PRASARN TRAIRATVORAKUL (Director)	-	225,000.00	5,540,261.94	No
10.	Mr. THAPANA SIRIVADHANABHAKDI (Director)	-	150,000.00	5,490,261.94	No
11.	Mr. CHOLANAT YANARANOP (Director)	-	150,000.00	5,490,261.94	No
12.	Mr. SUPHACHAI CHEARAVANONT (Director)	-	75,000.00	1,812,184.88	No
13.	Ms. JAREEPORN JARUKORNSAKUL (Director)	-	125,000.00	1,812,184.88	No
14.	Mrs. NUNTAWAN SAKUNTANAGA (Director)	-	240,000.00	1,827,240.43	No
15.	Lt.Col. SOMCHAI KANCHANAMANEE (Director)	-	0.00	1,736,907.10	No
16.	Mrs. TARISA WATANAGASE (Director)	30 Mar 2022	95,000.00	3,722,577.06	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) : 9

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PASU DECHARIN (Chairman of the audit committee)	-	9/9
2.	Mrs. PARNSIREE AMATAYAKUL (Audit committee)	-	9/9
3.	Mrs. NUNTAWAN SAKUNTANAGA (Audit committee)	-	8/8
4.	Mrs. TARISA WATANAGASE (Chairman of the audit committee)	30 Mar 2022	1/1