

Shareholder/ Investors

Responsible Function

Corporate Secretary Office / Investor Relations

Key Focus

Building shareholders' and investors' confidence through transparent and equitable disclosure, strong corporate governance, sustainable growth, and long-term value creation.

Engagement Mechanisms in 2025

- **Shareholder Engagement:** Annual General Meeting (AGM)
- **Performance Disclosure:** Quarterly performance updates through Analyst Conference (Physical/Hybrid)
- **Investor Outreach:** Regular engagement through roadshows, conferences, and one-on-one/group meetings (97 activities 184 meetings)
- **Public Market Communication:** Participation in Opportunity Day and SET Digital Roadshow
- **Reporting & Communication:** Regular disclosure through the Annual Report, Sustainability Report (SR), MD&A, and the Company's online communication channels

What matters to Shareholders / Investors

1. Shareholder Rights and Fair Treatment

- Equal and transparent access to information
- Shareholders' participation in decision-making and corporate governance
- Fair and appropriate shareholder returns

Key Feedback Raised through Engagement Activities

- Protection of shareholder rights and participation in decision-making
- Clarity of dividend policy and shareholder returns
- Transparency in public disclosure

Company Responses

- Adhered to Good Corporate Governance practices
- Organized Company Visits to enhance investors' understanding of business fundamentals
- Consolidated key investor feedback and inquiries and regularly reported to management

2. Financial Performance and Sustainable Growth

- Financial performance, competitiveness, and industry outlook
- Capital allocation and effective cash flow management
- Growth strategy and progress of key investment projects

- Financial results and key factors affecting performance
- Business strategy and direction, including progress of key investment projects
- Industry landscape and competitive positioning compared to peers

- Communicated short- and long-term business strategies and investment progress on an ongoing basis
- Provided business deep dives on key initiatives such as Low Carbon Cement and SCGC Green Polymer
- Disclosed key information through SET Company Snapshot, MD&A, and other major communication channels

3. ESG and Net Zero Transition

- Business direction under SCG Inclusive Green Growth
- Net Zero targets and transition roadmap toward a low-carbon economy
- Transparent and verifiable ESG disclosure

- Clarity of Net Zero roadmap and implementation approach across business units
- ESG performance progress and disclosure in line with relevant standards
- Opportunities and risks associated with the low-carbon transition (Low Carbon Transition)

- Integrated ESG and Net Zero updates into quarterly investor communications
- Issued ESG Engagement Letters and maintained continuous ESG-focused engagement with investors
- Enhanced communication channels (online platforms, email, and phone) to ensure timely and clear responses to investor inquiries

Value to relevant Capital

Financial Capital

Human Capital

Social and Relationship Capital

Employees

Responsible Function

Human Resources Office

Key Focus

Enhancing employee engagement and capabilities through fair treatment, competitive compensation and benefits, continuous skills development, and a safe and inclusive workplace.

Engagement Mechanisms in 2025

- **Leadership Communication:** Management engagement through Town Hall and Leadership Forum (quarterly)
- **Employee Engagement Survey:** Annual employee engagement survey
- **Development Planning:** Individual Development Plan (IDP) and continuous learning initiatives
- **Employee Well-being & Inclusion:** Activities to strengthen employee engagement, well-being, and Diversity & Inclusion (D&I)
- **Communication Channels:** Internal communication through email, Line Group, intranet, and Employee Connect Application

What matters to Employees

1. Career Growth and Skills Development

- Continuous learning and skills development opportunities
- Clear career growth pathways and talent development
- Workforce readiness to support future business needs

2. Compensation, Benefits, and Well-being

- Fair and competitive compensation and rewards
- Flexible benefits aligned with diverse employee needs
- Quality of life during employment and post-retirement well-being

3. Human Rights, Safety, and Occupational Health

- Fair treatment and non-discrimination in the workplace
- Workplace and travel safety standards
- Accident prevention and occupational health risk management

Key Feedback Raised through Engagement Activities

- Modernizing learning content and delivery formats
- Strengthening talent management and employee retention
- Clear career pathways and effective workforce planning

- Fair and competitive compensation practices
- Flexible benefits and employee welfare programs
- Well-being support and positive employee experience throughout the employee journey

- Promoting an inclusive culture and Diversity & Inclusion (D&I)
- Enhancing workplace and commuting safety standards
- Systematic prevention of workplace accidents and occupational diseases

Company Responses

- Enhanced learning systems and digital platforms to improve accessibility and effectiveness
- Prepared workforce capabilities to support new business strategies and future growth
- Improved the performance management system to align with organizational goals

- Ensured fair and competitive compensation to attract and retain high-potential talent
- Designed benefits programs aligned with employees' diverse needs
- Strengthened positive employee experience and overall quality of working life

- Upheld human rights principles and ensured compliance with international standards
- Established measures to reduce and prevent workplace and travel-related accidents
- Promoted an inclusive culture and maintained a safe working environment

Value to relevant Capital

Human Capital

Social and Relationship Capital

Financial Capital

Customers

Responsible Function

Marketing / Distribution Channels / Business Transformation / Products and Procurement

Key Focus

Enhancing customer experience through innovation, digital technology, seamless distribution channels, and sustainable products to strengthen customer satisfaction and long-term relationships.

Engagement Mechanisms in 2025

- **Customer Engagement:** Regular engagement and co-development of solutions with business customers (B2B)
- **Digital & Omni-channel Platform:** Digital platforms and online-to-offline connectivity (e.g., SCGH Online, Prompt Plus, Rakmao)
- **Customer Support:** AI chatbot and online customer service available 24/7 (e.g., Homie Gen AI)
- **Distribution Network:** Nationwide distribution network and dealer management
- **Marketing & Communication:** Product showcases and innovation communication through marketing activities and trade exhibitions

What matters to Customer

1. Sustainable Products and Solutions

- Sustainable products and packaging (Recycled / Bio-based / Food Grade)
- Resource efficiency and circular economy solutions
- Transparency and product traceability

Key Feedback Raised through Engagement Activities

- Demand for ESG-aligned materials and certified sustainable packaging
- Need for solutions that reduce environmental impacts across the product life cycle
- Collaboration to accelerate circular economy practices across the value chain

Company Responses

- Developed sustainable materials such as SCGC GREEN POLYMER™ and advanced recycling solutions aligned with global standards
- Designed environmentally friendly packaging innovations (e.g., Fest Portion Pak and Paper Cutlery)
- Collaborated with strategic partners to transform used plastics into high value-added products under circular economy principles

2. Supply Chain Efficiency and Digital Technology (B2B / B2B2C)

- Inventory management accuracy and replenishment efficiency
- Fast and convenient ordering and distribution processes
- Data transparency and logistics visibility

- Continuity of supply and improved responsiveness
- Demand for real-time supply chain visibility and integrated data management
- Transparency in recycling management and traceable data

- Introduced the VOICE smart inventory management solution to improve replenishment accuracy, reduce manual processes, and enhance efficiency
- Developed the Wake Up Waste platform to support end-to-end recycling waste management with transparent data recording
- Enhanced product traceability and customer engagement through Connected Packaging solutions

3. Seamless Customer Experience and Service Excellence

- Easy access to product and service information at all times
- Fast and responsive customer service
- Seamless customer experience across channels

- 24/7 customer support and quick response time
- Access to expert consultation and technical support for product application
- Improved product presentation and retail-ready solutions to support sales performance

- Enhanced customer support through Homie Gen AI, enabling 24/7 inquiries and ordering support
- Strengthened construction ecosystem connectivity through digital platforms, improving access to products and experts
- Developed Shelf-Ready Packaging (SRP) solutions to improve retail efficiency and enhance product visibility at point of sale

Value to relevant Capital

Financial Capital

Human Capital

Social and Relationship Capital

Intellectual Capital

Suppliers and Contractors

Responsible Function

Procurement Units of each business / Central Procurement Unit / Sustainable Supplier Working Team

Key Focus

Building sustainable partnerships with business partners and suppliers by strengthening capabilities, promoting responsible procurement aligned with ESG principles, managing supply chain risks, and supporting the transition toward Net Zero.

Engagement Mechanisms in 2025

- **Supplier Engagement:** Regular meetings and site visits with suppliers to gather feedback and improve collaboration
- **Capability Building:** Continuous knowledge-sharing and training on ESG and carbon footprint (e.g., Supply Chain Day, workshops)
- **Risk & Compliance Assessment:** Annual assessment of critical suppliers and high ESG risk suppliers, including Green Procurement qualification
- **Safety Collaboration:** Promoting a safety culture with suppliers (e.g., Life Saving Rules)
- **Circular Partnership:** Implementing circular economy initiatives in collaboration with suppliers (e.g., Old for New)

What matters to Suppliers and Contractors

1. Business Continuity and Long-term Partnership

- Clear policies and expectations for sustainable collaboration
- Business continuity and stable supply chain operations
- Opportunities for long-term joint business development

2. ESG Capability Building and Net Zero Readiness

- Access to knowledge and resources to strengthen competitiveness
- Practical ESG implementation aligned with relevant standards
- Readiness for the transition toward Net Zero

3. Collaboration on Sustainable Development

- Responsible waste management and resource efficiency across the value chain
- Development of value-added products from recycled materials
- Long-term collaboration to advance circular economy initiatives

Key Feedback Raised through Engagement Activities

- Business continuity and operational stability
- Opportunities for joint development and long-term collaboration
- Clear direction and expectations for long-term partnership

- Support for ESG knowledge and tools tailored to SMEs
- Practical ESG capability building and implementation guidance
- Support for greenhouse gas reduction readiness to align with Net Zero expectations

- Approaches to turning waste into value-added materials and products
- Collaboration to reduce the use of virgin resources through recycling and reuse
- Opportunities to jointly develop circular economy projects with business value

Company Responses

- Supported business opportunities and technology collaboration to deliver win-win outcomes
- Developed joint improvement plans with suppliers and monitored progress on a regular basis
- Strengthened suppliers under the Sustainable Procurement Framework to enhance supply chain resilience

- Strengthened suppliers' capabilities to support the transition toward a low-carbon economy (e.g., Go Together Program)
- Conducted assessments of critical suppliers and high ESG risk suppliers, with joint improvement action plans
- Encouraged suppliers to join sustainability networks and initiatives to enhance ESG performance and enable broader scaling (e.g., SX TSCN Sustainability Award 2025)

- Implemented the Old for New project with partners, recycling 1,650 tons of used paper and returning recycled products to society with a total value exceeding THB 3.5 million
- Provided solutions for exhibition and display materials using recycled paper to enhance resource efficiency
- Expanded collaboration with suppliers to improve waste and packaging management and enable systematic recycling and reuse

Value to relevant Capital

Financial Capital

Manufactured Capital

Human Capital

Social and Relationship Capital

Natural Capital

Communities and Society

Responsible Function

Community Relations / CSR / Brand Management and Social Contribution Office

Key Focus

Enhancing community well-being through skills development, promoting circular economy practices, and restoring natural resources to support the transition toward low-carbon communities.

Engagement Mechanisms in 2025

- **Community Visit:** Regular site visits to engage with communities, gather feedback, and monitor key issues
- **Multi-stakeholder Collaboration:** Collaboration with community leaders, educational institutions, businesses, and government agencies for continuous community development
- **Digital Communication:** Online communication channels to receive feedback and suggestions (e.g., Line Group, Facebook)
- **Satisfaction Survey:** Community satisfaction survey conducted at least once a year
- **Long-term Partnership:** Building long-term partnerships and expanding successful community model projects

What matters to Communities and Society

1. Skills Development and Quality of Life Improvement

- Skills development to create sustainable livelihoods
- Capability enhancement aligned with labor market needs
- Economic opportunities and access to quality employment

2. Waste Management and Environmental Improvement through Circular Economy

- Systematic waste management to reduce waste
- Strengthening awareness and knowledge of circular economy practices
- Community engagement and networks to reduce environmental impacts

3. Natural Resource Restoration and Low-carbon Society Development

- Community forest restoration and watershed protection
- Enhancing resilience against climate change and environmental risks
- Promoting sustainable development standards at both community and industry levels

Key Feedback Raised through Engagement Activities

- Technology and vocational skills required for future jobs
- Reducing operating costs and increasing productivity for local farmers
- Opportunities for stable employment and income generation for local communities

- Accumulated waste issues in schools and tourism areas
- Demand for knowledge and sustainable waste management systems
- Long-term collaboration and continuous engagement, beyond short-term activities

- Forest degradation and increasing drought risks in watershed areas
- Demand for sustainable water and food resources for livelihoods and agriculture
- Expectations for environmentally responsible industrial and community development

Company Responses

- Established vocational training centers to develop skilled workers and contractors, such as the SMART Tiger Team program, to strengthen workforce standards and enhance the construction industry
- Developed innovation to convert cement sludge waste into soil improvement material for acidic soil (Pla-Yim Project), helping farmers reduce costs and increase income
- Integrated e-learning and VR Showroom platforms to enhance learning accessibility and strengthen knowledge across the value chain

- Expanded the “Waste Wittaya” project by integrating Circular Economy into school curricula across 20 schools, reducing landfill waste by 18.58 tons
- Expanded the “NetsUp” project to transform discarded fishing nets into high-quality recycled materials and created additional income opportunities for 14 community network groups
- Advanced the “Hotels Love the Earth” initiative with 40 hotels, channeling 107,000 kilograms of recyclable waste into the system and reducing greenhouse gas emissions by 194,045 kgCO₂e

- Implemented the “SCGP Plant to Reduce Heat” initiative, planting a total of 38,812 trees and reducing carbon dioxide emissions by 3,231 tCO₂e
- Expanded the “Community Like (Zero) Waste Plus Low Carbon” initiative to 26 schools across three provinces to promote waste management and low-carbon community practices
- Supported the CECI network to strengthen sustainable construction standards across the value chain (upstream to downstream)

Value to relevant Capital

Human Capital

Social and Relationship Capital

Intellectual Capital

Natural Capital