

Operations and Operating Results



SCGP Vision, Purpose, Mission and Strategy

SCG Packaging Public Company Limited (SCGP) embraces four important business philosophies : Adherence to fairness, Dedication to excellence, Belief in the value of the individual, and Concern for social responsibility. Our vision is **to be a leading multinational consumer packaging solutions provider through innovative and sustainable offerings**. SCGP also focuses on achieving the following missions:

- ▶ Enhancing customers' brand and their supply chain efficiency through innovating renewable products and services.
- ▶ Continuing its expansion both in Thailand and overseas, as well as enhancing the diversity of its product offerings and customer base to capture macroeconomic growth and the increase in consumer expenditures in the region.
- ▶ Committing to undertaking proactive actions in respect of sustainable development and being the pioneer of a circular economy in the ASEAN region.

SCGP's long-term **purpose is to grow people and businesses** for a better planet. By embracing the

Environmental, Social and Governance (ESG) framework, SCGP strives to achieve sustainability in its business. SCGP adopts the principles of a Circular Economy in its operations. The goal of using these principles is to solve problems that are linked to the limited amount of natural resources and issues related to waste. This is done by optimizing the use of resources, raw materials and products, preserving their value through the methodology of reuse, reduction, and recycling. Achieving these goals will sustain our competitiveness and support our commitment to sustainable development.

SCGP's Business Strategy

- ▶ Pursuing quality growth through mergers and partnerships and organic expansions.
- ▶ Committed to developing packaging solutions through innovative and sustainable products and services
- ▶ Achieving operational excellence throughout the supply chain.
- ▶ Operating sustainable businesses in line with ESG concepts.

Major Changes and Development

Listed below are the significant changes and development over the past 3 years in chronological order:

2022

May

Invested in expanding corrugated box packaging production capacity by an additional **75,000 tons per year in Thailand** through Thai Containers Group Company Limited; expected to commence production in early 2024. This investment will enhance SCGP's production capabilities to support the increasing demand for corrugated boxes in Thailand thanks to the continuous recovery of the Thai economy.

July

Acquired **100%** stake in Peute Recycling BV in the Netherlands, a company operating in packaging material recycling business covering both recycled paper and recycled plastics. This investment will enhance packaging material recycling capabilities and expand SCGP's sourcing network to meet increasing customer and consumer demands.

August

Issued digital debentures Series 1/2022 (SCGP256A) on August 1, 2022, as a public offering totaling **5,000 million baht** with a term of 2 years and 10 months at a fixed interest rate of 2.80% per annum. The proceeds will be used for loan repayment, to support investments, and as working capital for the company.

2023

October

Acquired a **100%** stake in Law Print & Packaging Management Limited, a comprehensive packaging solutions provider in the United Kingdom. This acquisition aimed to expand SCGP's sales channels and customer network, focusing on the rapidly growing pet food market in the UK and Europe.

Acquired an **85%** stake in Bicappa Lab S.r.L., a medical supplies and laboratory equipment manufacturer specializing in pipette tips production in Italy. This acquisition strengthened Deltalab's business through backward integration by securing a supply of pipette tips, which is one of the key laboratory equipment products in Deltalab's business portfolio. Additionally, this acquisition provided access to knowledge in polymer injection technology for auto-pipetting and automated business operations.

December

SCGP acquired a **70%** stake in Starprint Vietnam JSC (SPV), a renowned manufacturer of offset folding cartons in Vietnam. This acquisition aimed to support the continuously growing consumption of packaging boxes in Vietnam by offering offset printing services and high-quality rigid packaging products. This revolutionized SCGP's comprehensive packaging services to better meet increasing customer demands, particularly in brand-building and marketing activities.

September

Acquired **90.1%** stake in Jordan Trading Inc. (JORDAN), a recycled paper raw material supplier and distributor in the United States, to enhance recycled paper raw material sourcing capabilities and strengthen business operations through collaborative exchange of knowledge to maximize recycling efficiency with SCGP's network in ASEAN and Europe.

December

Issued debentures Series 2/2022 (SCGP26DA) on December 1, 2022, as a public offering totaling **5,000 million baht** with a term of 4 years at a fixed interest rate of 3.50% per annum. The proceeds will be used for loan repayment, to support investments, and as working capital for the company.

December

Invested in expanding Consumer and Performance Packaging business in Thailand of Prepack Thailand Company Limited (Prepack) through the acquisition of flexible packaging business assets from Cyber Print Group Company Limited (Cyber), a manufacturer and distributor of various packaging products in Thailand. This investment will increase Prepack's total production capacity by approximately **12%**.

2024

June

acquired **90%** stake in VEM (Thailand) Co., Ltd. (VEM-TH), a manufacturer of high-performance polymer injection molded parts for medical, aviation, electronics, and automotive industries, serving various markets including Thailand, United States, and China. This merger was part of SCGP's strategy to expand and grow its medical supplies and laboratory equipment packaging business to support future growth in demand for packaging, medical supplies, and laboratory equipment in Southeast Asia.

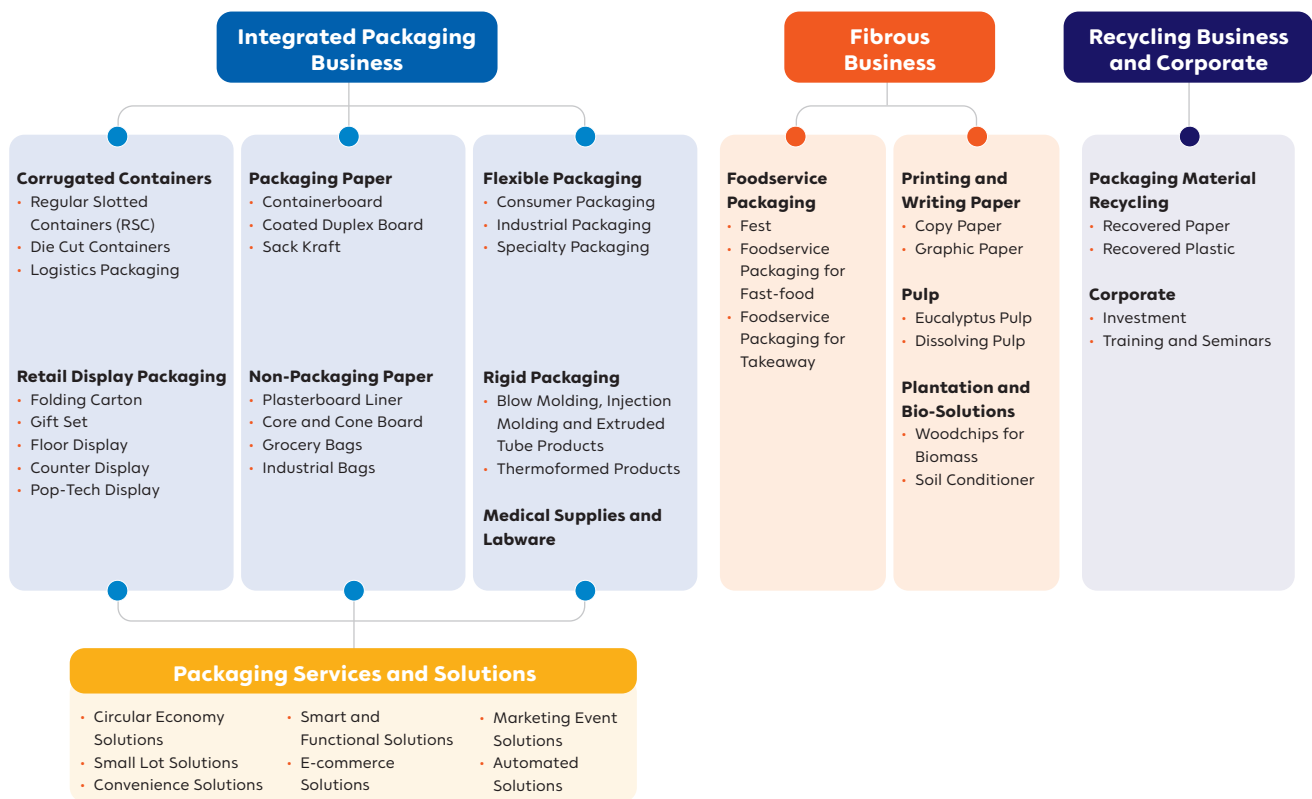
August

acquired an additional **44.48%** stake in PT Fajar Surya Wisesa Tbk (FAJAR) from PT Interscripta Sempana, increasing SCGP's shareholding in FAJAR from 55.23% to **99.71%**. This acquisition enabled SCGP to offer comprehensive packaging solutions and maximize business synergies in the rapidly growing Indonesian market.

- 2022
- 2023
- 2024

Nature of Business

The Company's operations are organized into three operating segments : Integrated Packaging Business, Fibrous Business, and Recycling Business and Corporate.



Integrated Packaging Business:

SCGP offers a diverse range of over 150,000 SKUs in its integrated packaging business, comprising corrugated containers, retail display packaging, flexible packaging, rigid packaging, medical supplies and labware, as well as packaging paper, consumer and industrial paper bags. These products serve diverse and rapidly growing consumer demands, particularly in the Fast-Moving Consumer Goods (FMCG), retail, and E-commerce sectors. Additionally, SCGP Inspired Solutions Studio, the Company's comprehensive product design and development center, provides award-winning design services for products, Point of Sale systems, and other marketing purposes to support the company's packaging product offerings.

Fibrous Business:

SCGP's main products include environmentally friendly and safe foodservice packaging under the Fest by SCGP and Go-Pak brands, featuring attractive designs and consumer-friendly functions. The Company also offers various pulp products such as printing and writing paper used by general printing houses for magazines, textbooks, copy paper, and specialty papers for industrial applications like labels, label backing paper, furniture paper, and medical or hygiene papers. Furthermore, the Company operates sustainable tree plantations as guided by the Forest Stewardship Council (FSC™) standards across multiple locations in Thailand.

Recycling Business:

SCGP operates in the procurement and distribution of recycled paper and plastic materials in Europe and the United States of America. This investment complements the Company's packaging material recycling capabilities and provides direct access to raw material sources. It also enlarges SCGP's procurement network to strengthen the packaging business across all levels, from raw material sources, upstream and downstream production, to integrated packaging solutions.

Revenue Structure

The table below shows the Company's revenue from sales for each of its business segment for the period specified.

Unit : Baht million

	Total Holding ⁽¹⁾	Year					
		2024	%	2023	%	2022	%
Integrated Packaging Business⁽²⁾							
Fiber Packaging		32,479	24.5	31,532	24.4	36,060	24.7
Thai Containers Group Co., Ltd.	70						
Vina Corrugated Packaging Co., Ltd.	70						
Orient Containers Co., Ltd.	70						
Bien Hoa Packaging Joint Stock Company	65.9						
PT Indonesia Dirtajaya Aneka Industri Box	60.6						
Tawana Container Co., Ltd.	50.4						
Packaging Paper		49,859	37.5	49,269	38.1	63,125	43.2
Siam Kraft Industry Co., Ltd.	100						
PT Fajar Surya Wisesa Tbk.	99.7						
Thai Cane Paper Public Company Limited	98.2						
United Pulp and Paper Co., Inc.	74.8						
Vina Kraft Paper Co., Ltd.	70						
Consumer and Performance Packaging		17,356	13.1	16,243	12.5	18,034	12.4
Vexcel Pack Co., Ltd.	100						
Deltalab, S.L.	89.1						
Duy Tan Plastics Manufacturing Corporation Joint Stock Company	70						
Tin Thanh Packing Joint Stock Company	52.5						
Prepack Thailand Co., Ltd.	52.4						
Revenue from sales of Integrated Packaging Business⁽³⁾		99,694	75.1	97,044	75.0	117,219	80.3
Fibrous Business		25,321	19.1	24,894	19.2	24,273	16.6
Go-Pak UK Limited	100						
Phoenix Pulp & Paper Public Company Limited	69.6						
Thai Paper Co., Ltd.	69.6						
The Siam Forestry Co., Ltd.	69.6						
Interpress Printers Sendirian Berhad	68.3						
Revenue from sales of Fibrous Business⁽³⁾		25,321	19.1	24,894	19.2	24,273	16.6
Recycling Business		7,769	5.8	7,460	5.8	4,576	3.1
Peute Recycling B.V.	100						
Revenue from sales of Recycling Business⁽³⁾		7,769	5.8	7,460	5.8	4,576	3.1
Total revenue from sales		132,784	100.0	129,398	100.0	146,068	100.0

Remarks (1) Directly and indirectly holding through the Company and subsidiaries

(2) Data of each business segment in the Integrated Packaging Business is extracted from the Company's management accounts

(3) After inter - segment elimination

Product Information

Product Characteristics

SCGP believes that our leading market position in the paper packaging market is on the basis of our long operating history in ASEAN, our understanding of our customers' needs, and our capability for competitive cost management achieved through economies of scale and our vertically integrated fiber packaging supply chain.

SCGP focuses on all operations across the packaging value chain. The Company manages raw materials, develops efficient production processes, manages product delivery time and serves customers' countless packaging needs for primary (for product packaging), secondary (display and branding), and tertiary (protection and logistics) services;

including promotional and display packaging for marketing purposes by using a variety of substrates such as fiber-based or polymer-based materials. The Company also offers additional services that include design, printing, and other innovative solutions that its customers may need. The control SCGP has over its fiber packaging supply chain uniquely positions the Company to serve its customers better through its proprietary know-how and integration strategies.

The diagram below illustrates the simplified value chain of the Company's integrated production process :



SCGP's Products

Consist of two main categories : products from Integrated Packaging Business and products from Fibrous Business.

Integrated Packaging Business

Fiber Packaging

SCGP manufactures and sells a wide range of fiber packaging and other paper supplies, including corrugated containers, retail display packaging, and packaging solutions. The fiber packaging business generates most of its revenue from corrugated containers. The Company's fiber packaging products can be divided into the following two main categories :



Corrugated Containers

The Company's corrugated containers are made of quality containerboard and have multiple usages. In addition to shipping and protecting products from damage, corrugated containers can present product details to communicate with end customers. They can also be designed to prevent counterfeits.

Display Packaging

The Company's retail display packaging includes packaging to help display products at the point of purchase, packaging that can be placed directly on the shelves in retail stores (shelf-ready), and seasonal promotional packaging. These packaging products can serve as an extra layer of protection during shipping.

Packaging Paper

The Company's packaging paper products can be divided into two main categories : packaging paper and non-packaging paper. Apart from the main packaging paper products, the Company has laminated rolls, ream cut paper, slit rolls, specialty paper such as high-pressure laminate (HPL), etc. Furthermore, SCGP emphasizes on continuous product and service improvement. For this reason, we strive to develop product innovation. As a result, high-strength packaging paper, which is thinner but provides the same durability, is offered to meet customers' requirements in reducing production costs and encouraging less resource consumption.

Consumer and Performance Packaging (CPP)

CPP products are used for goods that the Company's fiber packaging offerings may not appropriately address, as it requires unique properties such as direct food contact, packaging that can hold liquid content, or carrying a secure seal. CPP products can be divided into two main types: rigid packaging and flexible packaging. In 2024, revenue from the two categories was 69%, and 31% respectively. The details of each CPP product are as follows:





Flexible Packaging

This packaging type can change its shape according to what it contains. Before packing, the product is flat, which saves space for storage and transportation. This type of packaging mostly uses polymer film that is flexible, retractable, and durable, but it can also use paper in some cases. The Company offers a wide range of flexible packaging with an emphasis on quality and practical features. For example, long shelf life or lighter weight for transportation, etc. However, the Company does not manufacture single-use plastic packaging.

Rigid Packaging

Rigid packaging allows products to be clearly displayed on the shelf and makes products easy to handle and carry. Its rigid structure makes this type of packaging easy to collect and recycle. Most rigid packaging is extruded or molded (by extrusion blow molding or injection) and uses high-density polyethylene (HDPE) or polypropylene (PP) as raw materials. The Company collaborates closely with customers to design packaging that has suitable shapes



and forms for use, such as bottles with resealable caps, squeeze tubes, and packaging with unique diffusers, e.g., spray nozzles, airless mist sprays, pumps, and roll-on balls. The packaging can be used for containing body care products such as body lotions, shampoos, and cosmetics; household cleaning products, detergents; and food and beverage products such as drinking water, syrups, jams, sauce, and ice cream, as well as supplementary food products, vitamins, and automotive products such as lubricants and gear oils.

Medical Supplies and Labware

Medical supplies and labware for collecting or containing laboratory specimens and other supplies used in laboratory processes such as sample storage for body fluid, liquid containers and tubes for vacuum systems, traceable blood collection tube sets for hematology, microtubes and flexible plates for real-time PCR, various types of pipettes for liquid handling, swab test sets, as well as hygiene and safety industrial packaging.



Packaging Solutions

SCGP has developed a wide range of products and services to cover customer needs throughout the supply chain. It has also offered extensive innovative solutions that promote sustainable business operations. To support a full range of packaging services and to address customers' unique needs, the diagram below shows how the Company can respond with products and services for each packaging requirement.



Fibrous Business

Foodservice Packaging

SCGP offers safe food packaging under the Fest by SCGP brand, of which development hinged on market research and consumer need studies. It focused on high-quality raw material selection, packaging structure design, and manufacturing processes certified by BRC standards from the British Retail Consortium. This provides consumers with new packaging alternatives that ensure cleanliness and safety. Currently, safe food packaging under the Fest by SCGP brand is available in 2 main groups: the first group includes food-grade paper packaging (Fest Choice and Fest Daily), and the second group consists of natural pulp food packaging (Fest Bio and Fest Chill).

Furthermore, Fest by SCGP safe food packaging has penetrated into the ready-to-eat food industry by boasting collaborative packaging innovation with customers at every production stage to fully meet consumer needs. This includes Fest Fresh Pak, a chilled meat paper tray that maintains meat freshness according to standards, remains strong and stable even in wet conditions, and is manufactured from environmentally friendly materials with over 80% recyclability. It is certified with the SCG Green Choice label. In addition, Fest Redi Pak is a new innovative chilled and frozen ready-to-eat food tray that maintains food freshness and taste. The brand supports wide range of temperature requirements and automated food packaging processes in chilled and frozen food production. 90% of its main material is made from eucalyptus pulp and is biodegradable within 60 days.



Pulp and Paper Products

Paper

SCGP offers a wide range of printing and writing paper for publishers and printing houses and for home and office use. The Company's main printing and writing paper products are graphic paper and copy paper. In addition, the Company offers paper products for various industrial and specialized applications, including machine-glazed paper, glassine paper and paper for foodservice packaging. The Company has developed environmentally friendly paper products to meet current consumption trends, including glassine paper and copy paper containing 10% and 30% recycled pulp, respectively. Moreover, in 2024, 21 of the Company's paper products received Carbon Footprint certification, enabling consumers to make environmentally conscious purchasing decisions.



Pulp

Products in our pulp product line consist of paper pulp and dissolving pulp. Paper pulp is made of eucalyptus pulp and is separated into three types: eucalyptus bleached kraft pulp, eucalyptus unbleached kraft pulp, and eucalyptus semi-chemical bleached pulp. Dissolving pulp, produced by the Phoenix Pulp and Paper (PPPC) plant in Khon Kaen, is made from eucalyptus wood and is intended for use in the textile industry as rayon fiber. It is mainly sold to rayon fiber producers in China. The Company's R&D continues to research to improve the quality of dissolving pulp, starting from the cross-breeding stage for eucalyptus.



Plantation and Bio Solutions

SCGP offers comprehensive solutions for eucalyptus wood. Our solutions start from eucalyptus cloning and site matching research and development, distribution of eucalyptus seedlings, plantation consultancy, and eucalyptus wood procurement. The company also expands its own plantation as a sustainable wood source. Furthermore, SCGP expands its scope to include new

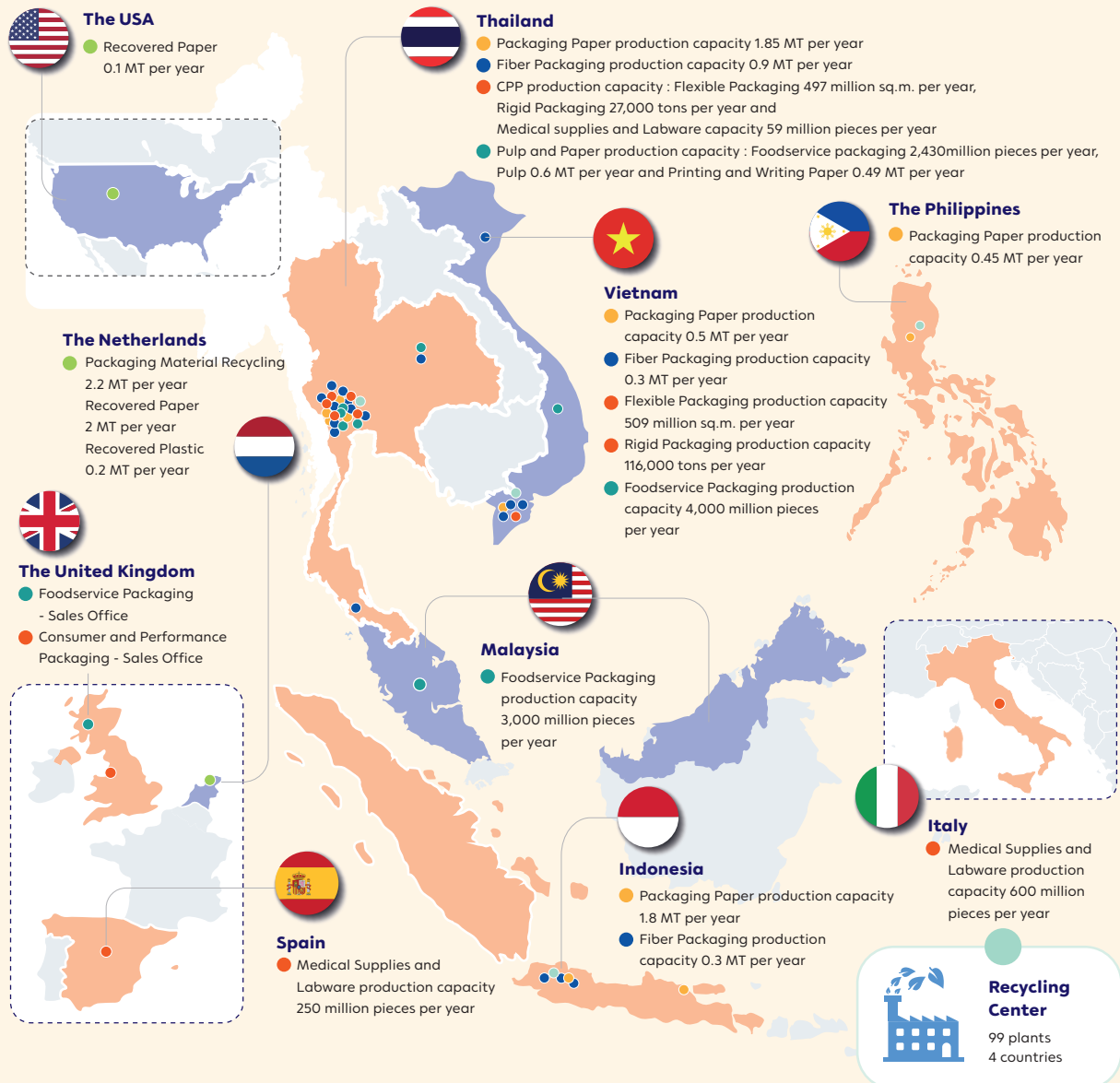
businesses related to woodchips export, biomass wood trading for clean energy generation, Khudin by SCGP organic/chemical fertilizer, soil conditioners, growing media, wood conversion products such as wood pallets and laminated wood panels, as well as the further development of high-value plants such as Cordyceps, Jiaogulan, and other herbs.



Business Operations According to Geographical Area

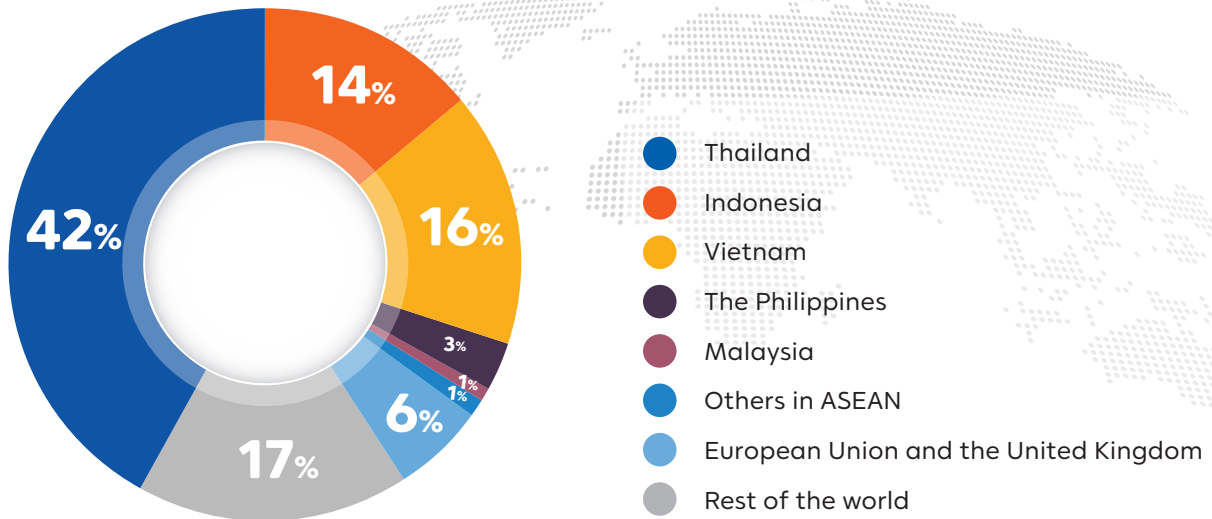
In 2024, SCGP's business operations spanned across ASEAN and expanded to a group of potential countries outside the region. The Company has 73 production facilities and sales offices in 10 countries: Thailand, Vietnam, Indonesia, the Philippines, Malaysia, the United Kingdom, Spain, the Netherlands, Italy and the United States. The Company's geographical presence strengthens our vertically integrated business model. It allows for more intra-group synergy among subsidiaries and increases our ability to access markets with growth potential in ASEAN, Europe, and North America.

The chart below shows the locations of the Company's production facilities and sales offices as of December 31, 2024.



The majority of SCGP customers are in the ASEAN region. For the year ending in December 31, 2024, sales revenue from customers in Thailand accounted for approximately 42% of total sales revenue, followed by Indonesia at approximately 14%, Vietnam at approximately 16%, and the Philippines at approximately 3%. The Company's total sales revenue amounted to 132,784 million baht.

The diagram below shows the proportion of the Company's sales revenue for the year ended December 31, 2024, categorized by customer's country.



Integrated Packaging Business:

Revenue from sales from customers in Thailand accounted for 46% of revenue from sales, followed by Indonesia at 17%, Vietnam at 20%, and the Philippines at 4%.

Fibrous Business :

Revenue from sales accounted for approximately 38% of the revenue from customers located in Thailand, followed by the United Kingdom at 6%, Vietnam at 4%, and Malaysia at 2%.

Industry Trends and Competitive Landscape

1) Industry Trends

Integrated Packaging Business Industry Trend

In 2024, demand for corrugated containers in Thailand increased by 6.6% year-on-year. Key growth factors included the expansion of industrial exports such as canned food, processed food, animal feed, computers and components, and air conditioners, which grew as a result of global trade recovery, especially in key markets like China, the United States of America, and ASEAN. Growth was also supported by increasing domestic private investment and continuous recovery in the tourism sector. However, packaging demand still faced challenges posted by an array of factors such as geopolitical conflicts affecting international shipping, uncertainties in U.S. trade policies, and exchange rate volatility.

In the ASEAN region, demand for corrugated containers in Indonesia increased by 5.2% in 2024 year-on-year. The main growth factors were increased private consumption driven by government stimulus measures and higher private investment.

Demand for corrugated containers in Vietnam increased by 6.0% in 2024 year-on-year. Key growth factors included economic expansion in the industrial sector, particularly in manufacturing and exports, boosted by global demand recovery in computers, phones, electronic equipment, garment, footwear, and agricultural products, as well as tourism recovery. However, household consumption remained stable. Vietnam's economy continued to face risks from unresolved debt issues in the real estate sector.

Demand for corrugated containers in the Philippines increased by 17.0% year-on-year. Main growth factors included recovery in private and household consumption, monetary measures to reduce interest rates to stimulate consumption, and increased government investment spending. However, the Philippines still faced inflation and agricultural sector impacts from weather volatility.

Fibrous Business Industry Trend

Foodservice Packaging

Demand for foodservice packaging in 2024 surged year-on-year due to growth in the service sector, particularly in tourism and restaurant businesses. Furthermore, changes in consumer behavior seeking convenience and time constraints led to larger consumption of fast food and

ready-to-eat meals, resulting in continuous growth in foodservice packaging demand. Moreover, demand for environmentally friendly packaging notably skyrocketed in international markets where single-use plastic packaging regulations have been enforced.

Pulp

In 2024, global demand for bleached chemical pulp increased by only 0.9% compared to 2023. The positive influence was caused by rising pulp demand from manufacturers in Europe and the United States. The reason was because of paper demand recovery in these regions. However, supply for bleached chemical pulp increased by 1.5% compared to 2023. So, downward pressure was placed on market pulp prices. The Company, therefore, focused on strategies to maximize product quality and introduce new products that better resonate with customer needs.

Dissolving pulp demand increased by 4.4% from 2023, partly due to continued strong demand from China's rayon fiber industry. Meanwhile, dissolving pulp supply decreased by 1.7% from 2023, maintaining high market prices.

Printing and Writing Paper

In 2024, overall demand for printing and writing paper in Thailand decreased by 1.2% year-on-year from 2023, as many businesses adopted electronic media to adapt to changing lifestyles and work patterns. However, demand for industrial paper remained robust. In 2024, glassine paper demand increased by 4.0% compared to 2023, growing with the industrial sector. This was primarily driven by demand from India.

2) Competitive Landscape

Fiber Packaging and Packaging Paper

In the ASEAN region, SCGP is a leading integrated packaging solutions provider. Owing to its vertical integration in the value chain, SCGP enjoys significant cost advantage at several stages; including the pulp production stage, the paper production stage, and the conversion of corrugated containers. These contribute to the competitiveness of the Company.

In terms of the production capacity of packaging paper, SCGP has a total capacity of 4.60 MT, helping it hold a significant market share in ASEAN.

SCGP also has recycling centers in Thailand, Vietnam, the Philippines, and Indonesia. The Company expanded its business to the international RCP market by acquiring Peute Recycling B.V. (Peute) in the Netherlands and Jordan Trading Inc. (Jordan) in the USA. Efficient RCP collection and management in these countries helps to increase cost advantage and supports the Company to stabilize its supply chain.

As a vertically integrated packaging company in ASEAN, SCGP has the distinct advantage of leveraging its supply chain network (with direct self-owned access to the raw materials such as wood, pulp, and RCP) and its internal cost structure (in the form of competitive pricing between business units), to continue SCGP’s position as the leading integrated packaging solutions provider in ASEAN. SCGP is the only company with a presence in all four countries – Thailand, Indonesia, Vietnam, and the Philippines. In contrast, most other players are only present in a single country.

Owing to the differences in each market situation, SCGP can provide competitive prices for its paper production. SCGP also possesses advanced manufacturing and processing technology which enables the Company to save costs using greater efficiency; leading to healthier margins, larger pool of big brands compared to competitors, and a significant market share across ASEAN.

Consumer and Performance Packaging (CPP)

In the ASEAN packaging market, SCGP has the advantage of being a packaging operator offering both paper and polymer packaging solutions. SCGP is the only local or regional level company (headquartered in the ASEAN region), while competitors are large multinational corporations with headquarters outside the ASEAN region.

The ASEAN market for CPP packaging, mostly made of polymer, is highly dispersed and relies on product pricing. There are many small and medium-sized enterprises within the country, so the industry is highly competitive. The Company has the advantage of supplying polymer packaging products to major regional brands, and it can expand its market and market share based on internal and external growth factors.

Customer preferences for packaging designs and usage trends are constantly changing. Moreover, competition in the market is expected to rise. So, the demand for product and technology innovations to meet consumer needs will help to raise competition between different enterprises in the industry.

In addition, SCGP has entered the medical equipment and supplies market through investments in Deltalab, Bicappa, and VEM, which have customer bases and production facilities in Spain, Italy, and Thailand. This aligns with the growing consumer trend of prioritizing health and wellness. The investment enhances SCGP’s capabilities to provide services on a global scale and presents a significant opportunity to expand expertise in the production of related products. It also serves as a crucial foundation for SCGP’s business expansion plans in health and medical products across the Asia-Pacific region.

Product or Service Provisions

Production Plants and Production Capacity

SCGP has 67 production facilities located in Thailand, Vietnam, Indonesia, the Philippines, Malaysia, Spain, Italy, and the Netherlands.

Products or Services	Production Capacity	
	Amount	Amount
1. Fiber Packaging	1,455,000	tons per year
2. Packaging Paper	4,583,000	tons per year
3. Flexible Packaging	1,006	million square meters per year
4. Rigid Packaging	143,000	tons per year
5. Foodservice Packaging	9,430	million pieces per year
6. Printing and Writing Paper	490,900	tons per year
7. Pulp	556,000	tons per year
8. Medical Supplies and Labware	909	million pieces per year
9. Packaging Materials Recycling	2,200,000	tons per year

Raw Materials

SCGP sources raw materials from a diverse range of suppliers to ensure supply security and maintain a competitive cost position. Likewise, the Company partially sources fractions of some imported raw materials, such as RCP and coal, from SCG International. As SCG International provides raw materials to the SCC Group, it can source a steady supply of raw materials at a competitive price.

Raw Materials Used in Fiber-based Products

The most important raw material for the manufacturing fiber-based products is RCP (which is later converted into a recycled pulp and then containerboard), starch, and virgin pulp.

Recovered Paper (RCP)

RCP is the main source of recycled pulp used in packaging paper production. RCP, which often comprises used corrugated containers, is collected, sorted, compressed into bales, and then transported to a paper manufacturing plant. In 2024, the Company recycled approximately 3.8 MT of RCP, which accounted for approximately 97% of the pulp needed in packaging paper production. 60% of the RCP intake was sourced from our 99 region-wide recycling centers (24 in Thailand, 18 in Vietnam, 31 in Indonesia, and 26 in the Philippines) and locally within ASEAN. At the same time, the rest of our RCP needs were addressed through imports from qualified sources in the European Union, the United States, Japan, and Australia.

In addition, SCGP directly sources RCP from our business partners. For example, in Thailand, under our partnership with the hypermarket chain, SCGP has been authorized to put our recycling center with baling machines at their distribution center, which generates considerable amounts of used corrugated containers. SCGP also collects RCP from corrugated containers plants.

Although RCP is a globally traded commodity, SCGP believes that having direct control of a significantly secured portion of RCP requirements is very important in our operations. Given the scale and years of experience running recycling centers, SCGP has established strong local networks in various locations and long-standing relationships with our RCP supplier. In addition, SCGP expanded its business to the international RCP market by acquiring Peute Recycling B.V. (Peute) in the Netherlands and Jordan Trading Inc. (Jordan) in the USA, which secured important RCP sources for SCGP. This advantage minimizes the risks of global RCP price volatility and supply shocks, which can

be caused by various external factors such as government regulations affecting waste paper import-export.

Starch

Starch is used to strengthen packaging paper, which is procured mainly from local sources in each country where the Company operates. Starch is used to increase paper strength in three stages of production : the process of modeling to form a paper sheet, the process of making the pulp hold together, and the coating process that coats the surface of paper to increase the strength and smoothness of the paper, thereby enhancing the quality of printing. Additionally, the starch powder is mixed with glue to increase the strength of the packaging paper. SCGP uses approximately 200,000 tons of starch per year in the production process by acquiring cassava powders from domestic producers.

Virgin Pulp

Virgin pulp is used during paper production stage to strengthen our packaging paper products. The virgin pulp used by SCGP is made from woodchips sourced from our eucalyptus plantations, our network of third-party farmers, or imports from overseas markets. The imported pulp used in the production of paper and packaging that received FSC™ must be certified by the FSC™ (Forest Stewardship Council).

Raw Materials Used in the Production of Consumer and Performance Packaging

The most important raw materials for performance packaging production are polymer, resins, and polymer-based films. The Company sources these raw materials from Thailand and neighboring countries such as Malaysia, Singapore, Vietnam, Indonesia; and elsewhere such as South Korea, Japan, China, Taiwan, Qatar, and the United States.

Polymer Resin

The polymer resin is a key component of CPP products, constituting approximately 60-70% of total variable costs used in CPP product production. SCGP sources resins such as linear-low density polyethylene (LLDPE), low density polyethylene (LDPE), high density polyethylene (HDPE), polypropylene (PP), and polyethylene terephthalate (PET) from various reputable regional and international suppliers. The Company purchases resins from various producers as the Company needs resins with different properties and characteristics. The Company also uses recycled resins upon customer request. Some of our rigid packaging customers request us to mix recycled resins to manufacture packaging products for them.

Polymer-based Film

The polymer-based film constitutes 5-15% of total variable costs that the Company uses in performance packaging. The Company produces some LLDPE films and sources the remaining polymer-based films from reputable regional and international suppliers.

Raw Materials Used in the Fibrous Business

The most important raw materials for manufacturing of fibrous business products are woodchips (later converted into pulp), chemicals, starch, and water.

Woodchips

SCGP sources all the woodchips and wood logs (which the Company later converts into woodchips) in Thailand. Sourcing woodchips begins with our own plantations and purchases from farmers in Thailand. SFT, the Company's subsidiary, is a full-service provider of eucalyptus wood that develops and produces eucalyptus trees in different areas throughout Thailand. SFT is the first wood plantation company in Thailand to support the paper manufacturing process with plantation areas certified by the Forest Stewardship Council (FSC™). It develops and produces seedlings in tissue culture and by cutting so that seedlings are of a stable variety and their growth is consistent. Our seedlings are high-yield. The Company distributes eucalyptus seedlings to third-party farmers throughout Thailand (the farmer network), especially those near our plants and wood collection centers, and offers integrated services to third-party farmers. With support from the Research and Development Department, the Company maintains continuous development of the eucalyptus species that is capable of growing in diverse climates and soil profiles. Typically, SCGP sources woodchips, approximately 42% of the total wood supply, from its plantations and contract farmer network throughout Thailand. It procures the rest from general farmers who have wood plantations all over Thailand.



Research and Development Policy

Research and development (R&D) is key to enabling SCGP to become a leading integrated packaging solutions provider in the ASEAN region. The Company is committed to delivering high-quality comprehensive packaging solutions to customers by offering various innovative packaging products, services, and solutions that enhance customers' brand image and entire supply chain operations. SCGP also complies with the principles of a circular economy to sustainably operate its business in line with the ESG (Environmental, Social and Governance) framework. To achieve business sustainability, the Company also equips itself with readiness in risk management, adapts to changes, and seeks competitive opportunities through business and social innovations.

The Company's research and development begins with continuous eucalyptus breeding and improvement processes to optimize cultivation for all planting areas, achieve higher yields, and enhance disease and pest resistance. The Company develops new products and services while improving product quality and various production processes to consistently deliver packaging solutions including foodservice packaging, industrial packaging, medical packaging, and quality testing of materials and products to various laboratory standards. Moreover, the Company has developed medical supplies and laboratory equipment to resonate with diverse needs, differentiate products, and deliver to customers. Furthermore, the Company has conducted research and development on sustainable business operations in energy and environmental aspects. In 2024, the Company invested 810 million baht in innovation development, industry, and opportunities to create new businesses with technologies, equivalent to 0.6% of total revenue. The R&D Department under the Innovation and Product Development Center spent 288 million baht on technological research. They can be categorized into 11 types to create products and services in parallel to customers' demands. Written below are the list:

1. Biotechnology
2. Nanotechnology
3. Fiber sciences and engineering
4. Paper-making technology
5. Corrugated and box manufacturing technology
6. Polymer science
7. Coating and surface modification technology
8. Health and life sciences
9. Measuring technology, development of testing methods, analysis of the structure and properties of materials, and other characteristics
10. Alternative energy technology
11. Green technology

Assets Used in Business Operations

Major Fixed Assets Used in Business Operations

As of December 31, 2024, the major fixed assets used in the Company's business operations and its subsidiaries are outlined in the following table. It consists of land and land improvements, buildings and structures, machinery and equipment, furniture, fixtures and office equipment, vehicles and equipment, construction in progress, and bearer plants. Listed below are the details:

Item	Carrying Amount (Baht million)	Ownership Type	Encumbrance
Land and land improvements	7,633	Ownership rights of possession (Nor Sor 3 Kor) and HGB Certificate ⁽¹⁾	No obligations
Buildings and structures	13,084	Owned	No obligations
Machinery and equipment	60,336	Owned	No obligations
Furniture, fixtures and office equipment	381	Owned	No obligations
Vehicles and equipment	362	Owned	No obligations
Construction in progress	4,170	Owned	No obligations
Bearer plant	33	Owned	No obligations
Right-of-use assets	5,015	Leased	No obligations
Total	91,014		

Note: (1) HGB Certificate (Right to Build) is a land title in Indonesia.

Right-of-use assets

As of December 31, 2024, the right-of-use assets of the Company and its subsidiaries had a carrying amount of Baht 5,015 million. Details are given in the table below.

Items	Carrying Amount (Baht million)	Ownership Type
Land and land improvements	2,119	Leased
Buildings and structures	2,081	Leased
Machinery and equipment	91	Leased
Furniture, fixtures and office equipment	115	Leased
Vehicles and equipment	609	Leased

Intangible Assets

As of December 31, 2024, the intangible assets of the Company and its subsidiaries consist of the following:







Items	Carrying Amount (Baht million)	Ownership Type
Goodwill	28,242	Goodwill from business acquisition
Customer contracts and relationship	5,387	Intangible assets related to customers, such as customer lists, and purchase orders
Trademark, copyright and patent	2,755	Trademarks, technology licensing, and products design patents
Software licenses and others	956	Installation cost and the right to use computer software
Total	37,340	










Intellectual Property

Trademarks

As of December 31, 2024, SCGP owned and was licensed to use 141 trademark applications that are registered with the Ministry of Commerce in Thailand, with 112 of such trademarks being fully registered (including trademarks that are in the process of renewal). SCGP also owned and was licensed to use 97 trademark applications that are registered with foreign agencies, with 27 of such trademarks being fully registered. The Company has a policy to register and maintain brands in every country where the Company operates. Trademark license agreement signed between SCGP and TPC

Important registered trademarks as of December 31, 2024, are as follows :

Applicants	SCGP Trademarks	Registration No.	Place of Registration	Type of Product/Service	Application Date	Patent Expiry Date	Remarks
SCGP		๓292127	Thailand	Copy paper	24 Mar 08	23 Mar 28	Trademark license agreement signed between SCGP and TPC
SCGP		๓318169	Thailand	Printing or writing paper, copy paper, and kraft paper	1 Apr 08	31 Mar 28	Trademark license agreement signed between SCGP and TPC
SCGP		๓295409	Thailand	Copy paper	12 June 08	11 June 28	Trademark license agreement signed between SCGP and TPC
SCGP		๓313073	Thailand	Copy paper, printing or writing paper, kraft paper, note paper	25 Dec 08	24 Dec 28	Trademark license agreement signed between SCGP and TPC
SCGP		๓321242	Thailand	Copy paper, printing or writing paper,	11 Sep 09	10 Sep 29	Trademark license agreement signed between SCGP and TPC
SCGP		201120686	Thailand	1) Odor and gas olfactometer, displaying quantitative and qualitative results 2) Processing and displaying program for odor and gas olfactometry data 3) Data processing and displaying service for environmental testing and odor and gas olfactometry analysis 4) Olfactometry consultation service for odor and gas odor in the industrial plant production processes 5) Olfactometry consultation service for burning odor 6) Olfactometry consultation service for wastewater treatment systems 7) Olfactometry consultation service for garbage dumps 8) Olfactometry consultation service for agriculture farming 9) Olfactometry consultation service for livestock farming 10) Olfactometry consultation service for community environments 11) Olfactometry consultation service for establishment environments 12) Olfactometry consultation service for industrial estate environment	4 Jan 19	3 Jan 29	

Applicants	SCGP Trademarks	Registration No.	Place of Registration	Type of Product/Service	Application Date	Patent Expiry Date	Remarks
TPC		๓22098	Thailand	Copy paper, printing or writing paper,	30 June 09	29 June 29	-
TPC		๓22099	Thailand	Copy paper, printing or writing paper,	30 June 09	29 June 29	-
TPC		171104369	Thailand	Utensil, and plastic utensil	21 July 15	20 July 25	-
TPC		171105010	Thailand	Paper food and beverage container, packing paper container, packing plastic container, packing container, paper cone, plastic cone, paper bag, plastic bag, food wrapping paper, sticker, and paper cup sleeve	21 July 15	20 July 25	-
TPC		171129078	Thailand	Drinking glass, beverage cup, food plate, food bowl, food container, cup lid, food tray, food glass, paper plate, paper bowl, paper cup, saucer, food cup	21 July 15	20 July 25	-
TPC		๓269016	Thailand	Laminated and non-laminated paper	10 Nov 06	9 Nov 26	-
TPC		201109357	Thailand	Laminating agent and laminated paper	3 Dec 18	2 Dec 28	-
TCG		๓357302	Thailand	Corrugated containers	23 May 11	22 May 31	-
TCG		191111905	Thailand	1. Paper bubble wrap 2. Paper box 3. Packaging paper box 4. Corrugated containers 5. Office glue 6. Postage paper label 7. Self-adhesive paper label 8. Stationary paper and envelope set 9. Packaging paper envelope 10. Envelope 11. Postage envelope	12 Dec 17	11 Dec 27	-

Note : Some trademarks are also registered in foreign countries.

Patents and Petty Patents

As of December 31, 2024, SCGP has been granted 92 patents and petty patents from the Ministry of Commerce in Thailand and 22 patents with foreign intellectual property offices, including 12 invention patents, 2 petty patents, and 8 product design patents. Also, 163 patents and petty patents are in the registration process for both Thailand and abroad.

The important patents and petty patents owned by SCGP and its subsidiaries as of December 31, 2024, are as follows:

Assignee	Patent No.	Date of Patent	Application Date	Expiry Date	Place of Registration	Invention Patent/ Petty Patent	Product Design Patent
SCGP	Petty Patent 11664	28 Jun 16	29 Oct 15	28 Oct 25	Thailand	Investigation method of macro sticky in paper pulp	-
SCGP	Petty Patent 12725	7 Jun 17	29 Oct 16	28 Oct 25	Thailand	Truck with multi-leveled carrying space	-
SCGP	Petty Patent 14843	21 Jan 19	29 Mar 17	28 Mar 27	Thailand	Soil covering material having structural layers	-
SCGP	78568	16 Sep 20	11 Feb 09	10 Feb 29	Thailand	Folding chair blanks and chairs assembled using the folding chair blanks	-
SCGP	82735	18 Mar 22	23 Apr 19	22 Apr 29	Thailand	-	Patterns on sheet material
SCGP	US11313082B1	26 Apr 22	19 Apr 17	18 Apr 37	USA	Sheet material comprising fiber and nano-microscale organic fibrillated filler and method of producing said sheet material	-
SCGP	IDP000083629	18 Oct 22	19 Apr 17	18 Apr 37	Indonesia	Sheet material comprising fiber and nano-microscale organic fibrillated filler and method of producing said sheet material	-
SCGP	CN110139959B	15 Nov 22	19 Apr 17	18 Apr 37	China	Sheet material comprising fiber and nano-microscale organic fibrillated filler and method of producing said sheet material	-
SCGP	90502	15 Dec 22	27 Dec 16	26 Dec 36	Thailand	Sheet material comprising fiber and nano-microscale organic fibrillated filler and method of producing said sheet material	-
SCGP	IDP000085515	7 Feb 23	27 Sep 19	26 Sep 39	Indonesia	Soil covering material having structural layers	-
SCGP	99820	27 Mar 24	13 May 21	12 May 31	Thailand	-	Cover
SCGP	VN10039689B	5 Apr 24	19 Apr 17	18 Apr 17	Vietnam	Sheet material comprising fiber and nano-microscale organic fibrillated filler and method of producing said sheet material	-
SCGP	VN10039748B	9 Apr 24	19 July 19	18 July 39	Vietnam	Pressure relief packaging	-
SCGP	VN10041181B	19 Aug 24	8 Nov 19	8 Nov 19	Vietnam	Susceptor film structure for microwaveable packaging and packaging incorporating said susceptor film structure	-
SCGP	Petty Patent 24791	12 Nov 24	31 Aug 23	30 Aug 33	Thailand	Weld image analysis system via mobile phone and its process	-
SKIC	Petty Patent 19736	19 May 22	30 July 21	29 July 31	Thailand	Double-threaded water ring	-
SKIC	Petty Patent 21180	17 Mar 23	23 Sep 21	22 Sep 31	Thailand	Roll surface inspection system using deep learning techniques	-
SKIC	22909	12 Dec 23	12 Oct 22	11 Oct 32	Thailand	Wireless network temperature sensor system	-
SKIC	24092	11 July 24	29 June 23	28 June 33	Thailand	Propeller assembly for a mixer with adjustable propeller angle	-
SKIC	24790	12 Nov 24	16 Jan 24	15 Jan 34	Thailand	Edge Grinding Polishing Tool	-
TCG	Petty Patent 11075	26 Jan 16	9 Mar 15	8 Mar 25	Thailand	Box with a creaser line and production thereof	-
TCG	66067	6 Nov 18	29 Oct 15	28 Oct 25	Thailand	-	Folding chair
TCG	66068	6 Nov 18	29 Oct 15	28 Oct 25	Thailand	-	Folding chair blank

Assignee	Patent No.	Date of Patent	Application Date	Expiry Date	Place of Registration	Invention Patent/ Petty Patent	Product Design Patent
TCG	66433	19 Nov 18	7 Dec 07	6 Dec 27	Thailand	Chair	-
TCG	69428	23 Apr 19	3 Mar 17	2 Mar 27	Thailand	-	Container
TCG	69429	23 Apr 19	3 Mar 17	2 Mar 27	Thailand	-	Container blank
TCG	27253	11 June 19	8 June 17	7 June 27	Thailand	-	Container
TCG	27254	11 June 19	8 June 17	7 June 27	Thailand	-	Container blank
TCG	27255	11 June 19	8 June 17	7 June 27	Thailand	-	Container
TCG	27256	11 June 19	8 June 17	7 June 27	Thailand	-	Container blank
TCG	71053	08 Aug 19	7 Jul 17	6 Jul 27	Thailand	-	Container blank
TCG	71054	08 Aug 19	7 Jul 17	6 Jul 27	Thailand	-	Container blank
TCG	72812	25 Nov 19	7 Dec 07	6 Dec 27	Thailand	Assembly chair	-
TCG	Petty Patent 15813	10 Jan 20	21 Dec 18	20 Dec 28	Thailand	Ventilated packaging	-
TCG	3-0032002-000	21 Dec 20	22 Jan 20	21 Jan 35	Vietnam	-	Folding chair blank
TCG	80797	25 Jan 21	21 Dec 18	20 Dec 28	Thailand	-	Container
TCG	80798	25 Jan 21	21 Dec 18	20 Dec 28	Thailand	-	Container blank
TCG	80799	25 Jan 21	21 Dec 18	20 Dec 28	Thailand	-	Container blank
TCG	Petty Patent 18343	8 Oct 21	15 Sep 20	14 Sep 30	Thailand	Stackable corrugated tray	-
TCG	3-0033501-000	23 Sep 21	22 Jan 20	21 Jan 35	Vietnam	-	Folding chair
TCG	Petty Patent 19320	18 Feb 22	26 Mar 21	25 Mar 31	Thailand	Multi-packed packaging	-
TCG	87243	29 Mar 22	23 June 20	22 June 30	Thailand	-	Folding chair
TCG	87637	21 Apr 22	19 Oct 18	18 Oct 28	Thailand	-	Corrugated packaging and paper quality testing device
TCG	Petty Patent 21033	2 Mar 23	6 July 21	5 July 31	Thailand	Sheet with locking mechanism	-
TCG	93555	11 May 23	23 Apr 21	22 Apr 31	Thailand	-	Folding chair
TCG	Petty Patent 22395	6 Sep 23	31 Jan 22	30 Jan 32	Thailand	Containers having reinforced walls	-
TCG	Petty Patent 22703	26 Oct 23	29 Nov 21	28 Nov 31	Thailand	Ventilated packaging	-
TCG	55526	20 Jun 17	22 Aug 14	21 Aug 24	Thailand	-	Container
TCG	23180	15 Feb 24	23 June 23	22 June 33	Thailand	Packaging press machine for unitized grouping of products	-
TCG	99293	1 Mar 24	30 Sep 21	29 Sep 31	Thailand	-	Pet house
TCG	99294	1 Mar 24	30 Sep 21	29 Sep 31	Thailand	-	Pet house
TCG	100380	25 Apr 24	26 Mar 21	25 Mar 31	Thailand	-	Container blank
TCG	100381	25 Apr 24	26 Mar 21	25 Mar 31	Thailand	-	Container blank
TCG	100382	25 Apr 24	26 Mar 21	25 Mar 31	Thailand	-	Container blank
TCG	100741	17 May 24	8 Apr 21	7 Apr 31	Thailand	-	Container blank
TCG	104133	21 Oct 24	10 Feb 22	9 Feb 32	Thailand	-	Pet house
TCG	104810	11 Nov 24	6 July 21	5 July 31	Thailand	-	Container blank
TCG	104811	11 Nov 24	6 July 21	5 July 31	Thailand	-	Container blank
TCG	104938	20 Nov 24	10 Feb 22	9 Feb 32	Thailand	-	Pet house
TPC	Petty Patent 12796	23 Jun 17	9 Sep 16	8 Sep 26	Thailand	Food container	-
TPC	58757	3 Nov 17	17 Dec 15	16 Dec 25	Thailand	-	Container
TPC	58759	3 Nov 17	17 Dec 15	16 Dec 25	Thailand	-	Container blank
TPC	58758	3 Nov 17	17 Dec 15	16 Dec 25	Thailand	-	Container
TPC	58760	3 Nov 17	17 Dec 15	16 Dec 25	Thailand	-	Container blank

Assignee	Patent No.	Date of Patent	Application Date	Expiry Date	Place of Registration	Invention Patent/ Petty Patent	Product Design Patent
TPC	61702	30 Mar 18	29 Sep 15	28 Sep 25	Thailand	-	Container
TPC	61703	30 Mar 18	24 Nov 15	23 Nov 25	Thailand	-	Container
TPC	61704	30 Mar 18	24 Nov 15	23 Nov 25	Thailand	-	Container blank
TPC	61705	30 Mar 18	24 Nov 15	23 Nov 25	Thailand	-	Container blank
TPC	Petty Patent 13983	15 Jun 18	1 Feb 16	31 Jan 26	Thailand	Packaging with separated containers	-
TPC	63510	5 Jul 18	31 Mar 16	30 Mar 26	Thailand	-	Container
TPC	66313	13 Nov 18	4 Aug 17	3 Aug 27	Thailand	-	Lid
TPC	66314	13 Nov 18	29 Sep 15	28 Sep 25	Thailand	-	Container blank
TPC	Petty Patent 15101	17 Apr 19	4 Aug 17	3 Aug 27	Thailand	Food container set	-
TPC	71076	9 Aug 19	27 Jul 17	26 Jul 27	Thailand	-	Container
TPC	71077	9 Aug 19	27 Jul 17	26 Jul 27	Thailand	-	Container blank
TPC	72458	8 Nov 19	30 Nov 17	29 Nov 27	Thailand	-	Container with belt
TPC	72459	8 Nov 19	30 Nov 17	29 Nov 27	Thailand	-	Container with belt
TPC	72457	8 Nov 19	30 Nov 17	29 Nov 27	Thailand	-	Container with belt
TPC	73657	10 Jan 20	14 Dec 17	13 Dec 27	Thailand	-	Container
TPC	73658	10 Jan 20	14 Dec 17	13 Dec 27	Thailand	-	Container
TPC	73659	10 Jan 20	14 Dec 17	13 Dec 27	Thailand	-	Container
TPC	Petty Patent 17927	24 Jun 21	7 Dec 20	6 Dec 30	Thailand	Paper spoon	-
TPC	Petty Patent 17928	24 Jun 21	7 Dec 20	6 Dec 30	Thailand	Paper spoon	-
TPC	83266	25 Jun 21	4 Aug 17	3 Aug 27	Thailand	-	Container
TPC	Petty Patent 18748	25 Nov 21	28 Dec 20	27 Dec 30	Thailand	Food container	-
TPC	87034	18 Mar 22	22 Oct 19	21 Oct 29	Thailand	-	Container
TPC	Petty Patent JP3238766U	10 Aug 22	20 Jun 22	19 Jun 32	Japan	Paper plates for containing foods	-
TPC	D1729243	27 Oct 22	15 Jun 22	14 Jun 32	Japan	-	The plates for containing foods
TPC	Petty Patent 22837	27 Nov 23	9 Feb 22	8 Feb 32	Thailand	Paper plates	-
TPC	Petty Patent CN218246676U	10 Jan 23	30 May 22	29 May 32	China	Paper plates for containing foods	-
TPC	CN307866870S	28 Feb 23	30 May 22	29 May 36	China	-	Plates
TPC	24119	18 July 24	22 May 23	21 May 33	Thailand	Paper plates for reheating foods	-
TPC	24120	18 July 24	22 May 23	21 May 33	Thailand	Paper plates for reheating foods	-
Vexcel Pack	PH3/2013/000811	14 May 14	5 Jul 13	4 Jul 28	Philippines	-	Screw cap for a jar
Vexcel Pack	USD723370s	3 mar 15	5 Jul 13	2 mar 29	USA	-	Screw cap for a jar
Vexcel Pack	Petty Patent 22336	28 Aug 23	7 Jul 21	6 Jul 31	Thailand	Methods of manufacturing multi-layered polymer composites with high oxygen barrier	-
Deltalab	ES2686829B1	30 Jul 19	22 Mar 17	22 Mar 37	Spain	Container comprising a security seal	-
Nirco	US9381514B2	5 Jul 16	2 Jul 13	1 Jul 33	USA	Test tube	-
Nirco	EP2870998B1	11 Dec 19	2 Jul 13	1 Jul 33	Ireland	Test tube	-
Nirco	ES2776176T3	13 May 15	2 Jul 13	1 Jul 33	Spain	Test tube	-
Nirco	ES2442491B1	13 Nov 14	4 Jul 12	3 Jul 32	Spain	Test tube	-
Nirco	001303630-0001	1 Dec 11	24 Nov 11	23 Nov 26	European Union	-	Sample processors

Assignee	Patent No.	Date of Patent	Application Date	Expiry Date	Place of Registration	Invention Patent/ Petty Patent	Product Design Patent
Nirco	001303630-0002	1 Dec 11	24 Nov 11	23 Nov 26	European Union	-	Sample processors
SFT	Petty Patent 22396	6 Sep 23	7 Mar 22	6 Mar 32	Thailand	Device for determining amount and diameter of wood in wood pile from image data by using deep learning and the method of the device thereof	-
SCGP and SCG Cement-Building Materials Co., Ltd.	Petty Patent 15003	12 Mar 19	29 Mar 17	28 Mar 27	Thailand	Binder with lime mud	-
SCGP and Asoke Skin Hospital Co., Ltd.	Petty Patent 16465	9 Jul 20	26 Jul 19	25 Jul 29	Thailand	Wound closure device	-
TPC and Nawa Intertech Co., Ltd.	Petty Patent 16520	22 Jul 20	16 Sep 19	15 Sep 29	Thailand	Folding apparatus for paper container forming machine	-
TPC and Nawa Intertech Co., Ltd.	Petty Patent 16521	22 Jul 20	16 Sep 19	15 Sep 29	Thailand	Paper container forming machine	-
SCGP and Asoke Skin Hospital Co., Ltd.	85634	3 Dec 21	26 July 19	25 July 29	Thailand	-	Wound closure device
SCGP and Asoke Skin Hospital Co., Ltd.	85635	3 Dec 21	26 July 19	25 July 29	Thailand	-	Wound closure device
SCGP and SKIC	95167	3 Aug 23	3 Sep 21	2 Sep 41	Thailand	Composition for construction materials and construction materials of said composition	-
SCGP and SCG Cement-Building Materials Co., Ltd.	92476	23 Mar 23	29 Oct 15	28 Oct 35	Thailand	Construction materials comprising modified celluloses	-
SCGP and SCG Cement-Building Materials Co., Ltd.	95573	31 Aug 23	29 Mar 17	28 Mar 37	Thailand	Process for treating wet lime mud additive and concrete composition comprised with the said treated wet lime mud	-
SKIC and Gypman Tech Company Limited and Wilsonart (Thailand) Co., Ltd.	24141	24 July 24	2 July 21	1 July 31	Thailand	Laminated materials and methods for preparing laminated materials	-

In Thailand, invention patents are under protection for 20 years, while product design patents are protected for 10 years from the date that the application was filed to the Department of Intellectual Property. The assignee must pay an annual fee from the fifth year of the patent protection term and every year afterward. The patent will stay active if the assignee pays such a yearly fee within 6 months from the payment due date. After the protection term is over, the law does not allow any renewal of either invention or design patents.

Business and Property Insurance Used in Business Operations

SCGP has an insurance policy that protects assets appropriately and aligns with industry practices. The Company's policy is to renew insurance policies upon expiration.

Investment Promotion Benefits

As of December 31, 2024, SCGP was entitled to incentives from 16 investment promotion certificates from Thailand's Board of Investment.

Shareholders

Company Shareholders

The company's shareholding structure as of December 31, 2024, is shown in the table below.

Shareholders	Number of shares (registered and paid-up capital)	Shareholding (%)
1. The Siam Cement Public Company Limited	3,095,882,660	72.12
2. Thai NVDR Company Limited	104,882,832	2.44
3. Social Security Office	75,272,286	1.75
4. Ladawan Capital Company Limited	64,498,900	1.50
5. Vayupak Fund 1	62,880,058	1.46
6. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	42,384,524	0.99
7. THE BANK OF NEW YORK MELLON	18,479,400	0.43
8. Mrs. Luksunee Hathaivittavas	17,884,200	0.42
9. K Equity Dividend	6,657,964	0.16
10. AIA Enhanced SET 50	6,054,549	0.14

Remark: other minority shareholders hold a total of 798,042,827 shares, representing approximately 18.59%.

Shareholders of Subsidiaries Operating the Main Business

(1) Thai Containers Group Co., Ltd. (TCG)

Shareholder	Number of shares	Shareholding (%)
1. SCGP	23,407,999	70.0
2. Rengo Co., Ltd. (RENGO)	10,032,000	30.0
3. Mrs. Pattarawan Tunsakul	1	0.0
Total	33,440,000	100.0

(2) TC Flexible Packaging Co., Ltd. (TCFP)

Shareholder	Number of shares	Shareholding (%)
1. Thai Containers Group Co., Ltd. (TCG)	15,809,395	75.0
2. Rengo Co., Ltd. (RENGO)	4,215,839	20.0
3. Howa Sangyo Co., Ltd.	1,053,960	5.0
Total	21,079,194	100.0

(3) Phoenix Pulp & Paper Public Company Limited (PPPC)

Shareholder	Number of shares	Shareholding (%)
1. SCGP	171,363,184 ⁽¹⁾	69.6
2. Nippon Paper Industries Co., Ltd. (NPI)	73,884,303 ⁽²⁾	30.0
3. Other minor shareholders	1,033,673	0.4
Total	246,281,160	100.0

Note : (1) This includes 6,857,036 preferred shares, representing 2.8% of PPPC's total shares. Preferred shares have the same voting rights in PPPC as ordinary shares.
(2) This includes 2,941,914 preferred shares, representing 1.2% of PPPC's total shares. Preferred shares have the same voting rights in PPPC as ordinary shares.

(4) Siam Kraft Industry Co., Ltd. (SKIC)

Shareholder	Number of shares	Shareholding (%)
1. SCGP	34,499,998	100.0
2. Mrs. Pattarawan Tunsakul	1	0.0
3. Ms. Prapanrat Tangwiriyaipaboon	1	0.0
Total	34,500,000	100.0

(5) PT Fajar Surya Wisesa Tbk. (FAJAR)

Shareholder	Number of shares	Shareholding (%)
1. Siam Kraft Industry Co., Ltd. (SKIC)	1,368,663,916	55.2
2. SCGP Solutions (Singapore) Pte. Ltd. (SCGPSS)	1,102,069,224	44.5
3. Other minor shareholders	7,155,647	0.3
Total	2,477,888,787	100.0

Authorized Capital and Paid-up Capital

As of December 31, 2024, the Company's registered capital is Baht 4,500,000,000 and the paid-up capital is Baht 4,292,920,200. There are 4,292,920,200 ordinary shares at a par value of Baht 1 per share.

Issuance of Other Securities

-None-

SCGP's Dividend Policy

SCGP will consider paying dividends in line with legal requirements under the Public Limited Companies Act, B.E. 2535 (1992). It states that a public limited company can pay dividends if no accumulated loss is shown on its separate financial statements.

SCGP has a policy of paying dividends of at least 20% of its net profits according to the Consolidated Financial Statements, after corporate income tax and deductions of various types of reserves. This is clarified by the law and reviewed by SCGP each year. The dividend payment rate may change from the specified rate, as it depends on the performance, financial structure and position, liquidity, additional investment needs, investment plans, business expansion, reserve for loan repayment or working capital, conditions and limitations as stipulated in the loan agreement and other factors related to administration and management.

Consolidated Financial	2024	2023	2022
Earnings per share (Baht)	0.86	1.22	1.35
Dividends per share (Baht)	0.55	0.55	0.60
Dividends payout ratio (%)	63.80	45.00	44.40

Dividend Policy for Subsidiaries

The dividend policy for subsidiaries must be considered and approved by the Board of Directors every year. The exception is for interim dividend payments, which the subsidiary's Board of Directors can authorize from time to time if the Board believes that the subsidiary has sufficient profits to do so under the country's legal framework in which the subsidiary company is located. In addition, the subsidiary's Board of Directors must report the decision at the next Shareholders' Meeting of the subsidiary. When considering the dividend payment, the subsidiary's Board of Directors needs to consider various factors, mainly for the shareholders' benefit. These factors include operating results, financial structure and financial position, liquidity, additional investment needs, investment plans, business expansions, provision for repayment of borrowings or working capital within subsidiaries, the conditions and limitations stipulated in any loan agreement, and other factors involved in the management of the subsidiary, determined by the Board of Directors and/or the shareholders of the subsidiary company, as appropriate.

Investments in Subsidiaries and Associates

As at December 31, 2024, SCGP has investments in 17 subsidiaries and associates directly held by the Company, with a total investment of Baht 49,765 million, recorded by the cost method. Details of the investments are presented in the notes of SCGP's financial statements for the year 2024 under contents of "Investments in subsidiaries" and "Investments in associates".

The following table details investments in subsidiaries and associates of direct and indirect holding companies :

Name	Principal Business / Products	Head Office	Telephone	Facsimile	Type of Shares	Issued and Paid-up Capital (Million Baht)	Number of Paid-up Shares (Shares)	Number of Shares Held by the Company (Shares)	Total Direct / Indirect Holding * (Percent)
Subsidiaries									
Fiber-Based Packaging									
1. Thai Containers Group Co., Ltd.	Fiber Packaging	1 Siam Cement Road, Bangsue, Bangkok	0 2586 5991	0 2586 4723	Ordinary Shares	3,344	33,440,000	23,407,999	70.0
2. Thai Containers Khonkaen Co., Ltd.	Fiber Packaging	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	150	150,000	-	70.0
3. Thai Containers Rayong Co., Ltd.	Fiber Packaging	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	650	650,000	-	70.0
4. Tawana Container Co., Ltd.	Fiber Packaging	599 Mu 4, Phatthana 1 Road, Phraksa Sub-district, Mueang Samutprakarn District, Samutprakarn Province	0 2324 0781	0 2324 0079	Ordinary Shares	300	3,000,000	-	50.4
5. Orient Containers Co., Ltd.	Fiber Packaging	12/5, 12/8 Mu 8, Soi Liab Khlong Chonprathan Suan Som, Rama II Road, Ban Kho Sub-district, Mueang Samutsakorn District, Samutsakorn Province	0 3488 3422-4	0 3488 3421	Ordinary Shares	740	74,000,000	-	70.0
6. Vina Corrugated Packaging Company Limited	Fiber Packaging	No. 7, Street 6, Vietnam-Singapore Industrial Park, Thuan An District, Binh Duong Province, Vietnam	(84) 650 3743 031	(84) 650 3782 816	**	953	-	-	70.0
7. Starprint Vietnam Joint Stock Company	Fiber Packaging	104/4-1, 2A Road, Amata Industrial Park, Long Binh Ward, Bien Hoa City, Dong Nai Province, Vietnam	(84) 25 1393 6921	-	Ordinary Shares	89	6,146,880	-	70.0
8. PT Primacorr Mandiri	Fiber Packaging	Jl. Raya Serang KM 13.8, Tristate Industrial Estate, Desa Sukadamai, Kecamatan Cikupa, Kabupaten Tangerang, Banten Province, Indonesia	(62) 21 596 2345	(62) 21 596 2000	Ordinary Shares	294	101,000	-	67.9
9. PT Indois Printingdo	Fiber Packaging	Jl. Raya Serang KM 18.8, Sukanegaka Village, Rt.003/Rw.01, Cikupa District, Tangerang Regency, Banten Province, Indonesia	(62) 21 596 0772-3	(62) 21 596 0774	Ordinary Shares	55	20,000	-	70.0
10. PT Indocorr Packaging Cikarang	Fiber Packaging	Jl. Industri Selatan 2 Block LL-3, Jababeka Industrial Estate Cikarang, Pasirsari Village, South Cikarang Sub-District, Bekasi Regency, Indonesia	(62) 21 893 6868	(62) 21 893 6565	Ordinary Shares	308	503,167	-	70.0
11. SCGP Solutions Co., Ltd.	Holding Company	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	170	1,700,000	1,699,998	100.0
12. Precision Print Co., Ltd.	Fiber Packaging	30/139 Mu 1, Sinsakhon Industrial Estate, Khok Kham Sub-district, Mueang Samutsakorn District, Samutsakorn Province	0 2105 4477	0 3445 2339	Ordinary Shares	33	3,340,000	-	100.0
13. TCG Solutions Pte. Ltd.	Holding Company	8 Marina Boulevard #05-02 Marina Bay Financial Centre, Singapore 018981	0 2586 3333	0 2586 2164	Ordinary Shares	4,317	2,113,502,595	-	70.0
14. Bien Hoa Packaging Joint Stock Company	Fiber Packaging	Street 7, Bien Hoa Industrial Zone 1, An Binh Ward, Bien Hoa, Dong Nai Province, Vietnam	(84) 251 3836 121	(84) 251 3832 939	Ordinary Shares	165	12,832,437	-	65.9
15. PT Indonesia Dirlajava Aneka Industri Box	Fiber Packaging	Jl. Raya Roomo No. 425, Roomo Village, Manyar District, Gresik Regency, East Java, Indonesia	(62) 31 395 1910	(62) 31 395 1906	Ordinary Shares	207	8,950,000	-	60.6

Name	Principal Business / Products	Head Office	Telephone	Facsimile	Type of Shares	Issued and Paid-up Capital (Million Baht)	Number of Paid-up Shares (Shares)	Number of Shares Held by the Company (Shares)	Total Direct / Indirect Holding * (Percent)
16. PT Bahana Buana Box	Fiber Packaging	Jl. Raya Semarang-Demak, Desa Batu, RT 01 RW 03, Karangtengah Sub-district, Demak Regency, Indonesia	(62) 29 168 6234	(62) 29 169 0243	Ordinary Shares	71	3,050,000	-	60.6
17. PT Rapi-pack Asritama	Fiber Packaging	Kawasan Bekasi International Industrial Estate (BIE) Block C-10 No. 3, Cibatu, Cikarang Selatan, Bekasi, Jawa Barat, Indonesia	(62) 21 897 3115	(62) 21 897 3116	Ordinary Shares	150	6,500,000	-	60.6
18. Dyna Packs Co., Ltd.	Fiber Packaging	297/2 Mu 2, Sol Wiroonrat, Setthakit 1 Road, Om Noi Sub-district, Krathum Baen District, Samutsakorn Province	0 2810 9346-7	0 2810 9103	Ordinary Shares	90	900,000	-	70.0
19. D-In Pack Co., Ltd.	Fiber Packaging	58/2 Mu 6 Phra Prathom-Ban Phaeo Road, Talad Jinda Sub-district, Sam Phran District, Nakhon Pathom Province	0 3498 1401-4	0 3498 1406-7	Ordinary Shares	50	5,000	-	70.0
Packaging Paper									
20. Siam Kraft Industry Co., Ltd.	Packaging Paper	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	3,450	34,500,000	34,499,998	100.0
21. Thai Cane Paper Public Company Limited	Packaging Paper	222 Mu 1, Saeng Xuto Road, Wangkanai Sub-district, Tha Muang District, Kanchanaburi Province	0 3461 5800	0 3461 5899	Ordinary Shares	3,583	358,253,721	351,791,210	98.2
22. Vina Kraft Paper Co., Ltd.	Packaging Paper	D-6A-CN, My Phuoc Industrial Park No.3, Ben Cat District, Binh Duong Province, Vietnam	(84) 8268 0240-2	(84) 8268 0239	**	8,126	-	-	70.0
23. United Pulp and Paper Co., Inc.	Packaging Paper	9 th Floor, Fort Legend Tower, 3 rd Avenue corner 31 st Street, Bonifacio Global City, Taguig City, Philippines	(63) 2870 0100	(63) 2870 0409	Ordinary Shares	1,466	199,824,043	109,995,290	74.8
24. SCGP Solutions (Singapore) Pte. Ltd.	Holding Company	8 Marina Boulevard #05-02 Marina Bay Financial Centre, Singapore 018981	0 2586 3333	0 2586 2164	Ordinary Shares	37,933	1,618,518,371	141,744,290	100.0
25. PT Fajar Surya Wisesa Tbk.	Packaging Paper	Jl. Abdul Muis 30 Jakarta Pusat 10160, Indonesia	(62) 21 344 1316	(62) 21 345 7643	Ordinary Shares	2,713	2,477,888,787	-	99.7
26. PT Dayasa Aria Prima	Packaging Paper	Jl. Abdul Muis 30 Jakarta Pusat 10160, Indonesia	(62) 21 344 1316	(62) 21 345 7643	Ordinary Shares	4,574	2,012,159,500	-	99.7
27. SCG Paper Energy Co., Ltd.	Energy and Utilities	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	890	8,900,000	8,899,998	100.0
Performance and Polymer Packaging									
28. SCGP-T Plastics Co., Ltd.	Holding Company	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	386	3,859,000	1,968,124	51.0
29. Conimex Co., Ltd.	Rigid Packaging	40 Mu 12, Soi Sahamit 2, Sukhumvit 77 Road, Srisajakhenoi Sub-district, Bang Sao Thong District, Samutprakarn Province	0 2738 0305	0 2326 6275	Ordinary Shares	420	4,200,000	-	38.3
30. SCGP Rigid Plastics Co., Ltd.	Holding Company	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	4,403	62,400,000	62,399,998	100.0
31. Vexcel Pack Co., Ltd.	Rigid Packaging	500/54 Moo 3 Hemaraj Eastern Seaboard Industrial Estate (Freezone), Pluak Daeng District, Rayong Province	0 3895 8200	0 3895 0078	Ordinary Shares	497	4,972,000	-	100.0
32. SCGP Rigid Packaging Solutions Pte. Ltd.	Holding Company	8 Marina Boulevard #05-02 Marina Bay Financial Centre, Singapore 018981	0 2586 3333	0 2586 2164	Ordinary Shares	8,900	361,202,920	361,202,920	100.0
33. Duy Tan Plastics Manufacturing Corporation Joint Stock Company	Rigid Packaging	298 Ho Hoc Lam, An Lac Ward, Binh Tan District, Ho Chi Minh City, Vietnam	(84) 28 3876 2222	(84) 28 3876 2225	Ordinary Shares	2,433	170,000,000	-	70.0
34. Duy Tan Long An Co., Ltd.	Rigid Packaging	A18 Tan Do Hai Son Street, Tan Do Industrial Zone, Duc Hoa Ha Ward, Duc Hoa District, Long An, Vietnam	(84) 28 3876 2222	(84) 28 3876 2225	**	1,073	-	-	70.0

Name	Principal Business / Products	Head Office	Telephone	Facsimile	Type of Shares	Issued and Paid-up Capital (Million Baht)	Number of Paid-up Shares (Shares)	Number of Shares Held by the Company (Shares)	Total Direct / Indirect Holding * (Percent)
35. Duy Tan Precision Mold Co., Ltd.	Rigid Packaging	Lot 1, 1A street, Tan Tao Industrial Zone, Tan Tao A Ward, Binh Tan District, Ho Chi Minh City, Vietnam	(84) 28 3876 2222	(84) 28 3876 2225	**	186	-	-	70.0
36. Duy Tan Binh Duong Plastics Co., Ltd.	Rigid Packaging	Lot B1-B2, Viet Huong 2 Industrial Zone, An Tay Ward, Ben Cat District, Binh Duong, Vietnam	(84) 28 3876 2222	(84) 28 3876 2225	**	118	-	-	70.0
37. Mata Plastic Co., Ltd.	Rigid Packaging	602 Tran Dai Nghia, Quarter 4, Tan Tao A Ward, Binh Tan District, Ho Chi Minh City, Vietnam	(84) 28 3876 2222	(84) 28 3876 2225	**	14	-	-	70.0
38. TC Flexible Packaging Co., Ltd.	Holding Company	1 Siam Cement Road, Bangsue, Bangkok	0 2586 5991	0 2586 4723	Ordinary Shares	2,108	21,079,194	-	52.5
39. Prepack Thailand Co., Ltd.	Flexible Packaging	30/145 Mu 1, Khok Kham Sub-district, Mueang Samutsakorn District, Samutsakorn Province	0 3444 0600-5	0 3444 0606-7	Ordinary Shares Preference Shares	322	3,220,000	-	52.4
40. Tin Thanh Packing Joint Stock Company	Flexible Packaging	Lot C20, Duc Hoa Ha Plastic Industrial Group, Binh Tien Hamlet, Duc Hoa Ha Commune, Duc Hoa District, Long An Province, Vietnam	(84) 723 779 747	(84) 723 779 750	Ordinary Shares	254	17,204,201	-	52.5
41. Law Print & Packaging Management Limited	Flexible Packaging	4 Station View, Hazel Grove, Stockport, United Kingdom, SK7 5ER	(44) 161 440 7302	(44) 161 440 7304	Ordinary Shares	0.005	106	-	100.0
42. Law Print & Packaging Management Limited	Flexible Packaging	No. 46 St. Mary's Road, Midleton, Cork P25 KX56, Ireland	(44) 161 440 7302	(44) 161 440 7304	Ordinary Shares	0.004	100	-	100.0
43. International Healthcare Packaging Co., Ltd.	Holding Company	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	3,361	33,610,000	33,609,998	100.0
44. Deltalab Global, S.L.	Holding Company	Plaza Verneida, número 1, Poligono Industrial la Llana, 08191, Rubi, Barcelona, Spain	(34) 93 699 50 00	(34) 93 699 45 12	Ordinary Shares	202	5,281,554	-	89.1
45. Deltalab, S.L.	Medical Supplies and Labware	Plaza Verneida, número 1, Poligono Industrial la Llana, 08191, Rubi, Barcelona, Spain	(34) 93 699 50 00	(34) 93 699 45 12	Ordinary Shares	141	3,721,848	-	89.1
46. Keylab, S.L.U.	Medical Supplies and Labware	Plaza Verneida, número 1, Poligono Industrial la Llana, 08191, Rubi, Barcelona, Spain	(34) 93 699 50 00	(34) 93 699 45 12	Ordinary Shares	2	53,940	-	89.1
47. Nirco, S.L.	Medical Supplies and Labware	Calle Puerto de Navafria, no. 12, 28935 Móstoles, Madrid, Spain	(34) 93 699 50 00	(34) 93 699 45 12	Ordinary Shares	40	175,246	-	89.1
48. Envases Farmaceuticos S.A.	Medical Supplies and Labware	Poligono Industrial Igrisa, no. 17-20, 28860 Paracuellos del Jarama, Madrid, Spain	(34) 93 699 50 00	(34) 93 699 45 12	Ordinary Shares	2	10,000	-	89.1
49. Equilabo Scientific, S.L.U.	Medical Supplies and Labware	Calle Neptuno, no. 59-Poligono Industrial Los Vientos, 30565 Las Torres de Cotillas, Murcia, Spain	(34) 93 699 50 00	(34) 93 699 45 12	Ordinary Shares	1	300	-	89.1
50. Bicappa Lab S.r.L.	Medical Supplies and Labware	Via Roma, 85/2, 10060 Roletto TO, Italy	(39) 01 2154 2775	(39) 01 2154 2913	**	0.4	-	-	75.7
51. VEM (Thailand) Co., Ltd.	Medical Supplies and Labware	427 Moo. 2 Tambol Mabyangporn, Amphur Pluakgaeng, Rayong	0 3301 2577-80	0 3301 2576	Ordinary Shares	120	12,000,000	-	90.0
Pulp and Paper Products									
52. Phoenix Pulp & Paper Public Company Limited	Foodservice Packaging / Pulp and Paper Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares Preference Shares	2,365	236,474,780	164,506,148	69.6
						98	9,806,380	6,857,036	-

Name	Principal Business / Products	Head Office	Telephone	Facsimile	Type of Shares	Issued and Paid-up Capital (Million Baht)	Number of Paid-up Shares (Shares)	Number of Shares Held by the Company (Shares)	Total Direct / Indirect Holding * (Percent)
53. Thai Paper Co., Ltd.	Foodservice Packaging / Pulp and Paper Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	7,770	77,700,000	-	69.6
54. Go-Pak UK Limited	Foodservice Packaging	Drumcoo House 1 Hawkesworth Road, Yate, Bristol, United Kingdom	(44) 1454 285400	(44) 1454 285401	Ordinary Shares	318	7,800,200	-	100.0
55. Go-Pak Vietnam Limited	Foodservice Packaging	Lot CN6, H2 Street, Kim Huy Industrial Park, Phu Tan Ward, Thu Dau Mot City, Binh Duong Province, Vietnam	(84) 274 3815 148	(84) 274 3815 150	**	14	-	-	100.0
56. Go-Pak Paper Products Vietnam Co., Ltd.	Foodservice Packaging	Factory No. 3, Lot CN9, H1 Street, Kim Huy Industrial Zone, Phu Tan Ward, Thu Dau Mot City, Binh Duong Province, Vietnam	(84) 274 3866 368	-	**	11	-	-	100.0
57. Interpress Printers Sendirian Berhad	Foodservice Packaging	No. 1 Jalan Taylor's, 47500 Subang Jaya, Selangor Dural Ehsan, Malaysia	(603) 5542-1716	(603) 5542-1703	Ordinary Shares Preference Shares	608 226	75,728,796 28,000,000	- -	68.3 0.0
58. The Siam Forestry Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	184	1,840,000	-	69.6
59. Siam Panawes Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	3	25,000	-	69.6
60. Suanpa Rungsarit Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	2	15,000	-	69.6
61. Panas Nimit Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	2	15,000	-	69.6
62. Thai Panaboon Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	3	30,000	-	69.6
63. Thai Panaram Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	2	15,000	-	69.6
64. Thai Panadorn Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	2	15,000	-	69.6
65. Thai Panason Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	2	15,000	-	69.6
66. Thai Wanabhum Co., Ltd.	Forestry Products	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	3	25,000	-	69.6
Packaging Materials Recycling									
67. Peute Recycling B.V.	Holding Company	Rapenburg 2, 2952 AP Alblasserdam, Netherlands	(31) 85 007 9500	-	Ordinary Shares	1	182	-	100.0
68. Peute Papierrecycling B.V.	Packaging Materials Recycling	Rapenburg 2, 2952 AP Alblasserdam, Netherlands	(31) 85 007 9500	-	Ordinary Shares	1	40	-	100.0
69. Peute Plasticrecycling B.V.	Packaging Materials Recycling	Rapenburg 2, 2952 AP Alblasserdam, Netherlands	(31) 85 007 9500	-	Ordinary Shares	1	18,000	-	100.0
70. Peute Recycling International B.V.	Holding Company	Rapenburg 2, 2952 AP Alblasserdam, Netherlands	(31) 85 007 9500	-	Ordinary Shares	1	18,000	-	100.0
71. Peute UK Limited	Packaging Materials Recycling	Hill House, 1 Little New Street, London EC4A 3TR, United Kingdom	(31) 78 621 44 88	-	Ordinary Shares	1.1	25,000	-	100.0
72. Peute Portugal, Unipessoal Lda	Packaging Materials Recycling	Beloura Office Park, Edificio 7, 1º, 2710-444 Sintra, Portugal	(31) 85 007 9500	-	Ordinary Shares	2	1	-	100.0
73. Peute Recycling Spain S.L.	Packaging Materials Recycling	Calle San Juan 29, 1º C., Arroyo de la miel, 29630, Malaga, Spain	(34) 952 567 009	-	Ordinary Shares	0.1	3,000	-	100.0
74. Peute Investments B.V.	Holding Company	Rapenburg 2, 2952 AP Alblasserdam, Netherlands	(31) 85 007 9500	-	Ordinary Shares	0.00004	1	-	100.0
75. Infinplast B.V.	Packaging Materials Recycling	Rapenburg 2, 2952 AP Alblasserdam, Netherlands	(31) 85 007 9500	-	Ordinary Shares	0.00004	1	-	100.0
76. SKIC International Co., Ltd.	Holding Company	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	112	1,120,000	1,119,998	100.0
77. Jordan Trading Inc.	Packaging Materials Recycling	65 Albany avenue, Kingston, New York, USA 12401	845-338-5379	-	Ordinary Shares	31	139	-	90.1

Name	Principal Business / Products	Head Office	Telephone	Facsimile	Type of Shares	Issued and Paid-up Capital (Million Baht)	Number of Paid-up Shares (Shares)	Number of Shares Held by the Company (Shares)	Total Direct / Indirect Holding * (Percent)
Other Companies									
78. SCGP Excellence Training Center Co., Ltd.	Training and seminar	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3876	0 2586 4507	Ordinary Shares	49	1,150,000	1,149,998	100.0
79. Invenique Co., Ltd.	Asset and Intellectual Property Management Service	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	207	2,067,000	2,066,998	100.0
80. United Industrial Energy Corporation	Holding Company	166 Salcedo St. Legaspi Village, Makati City, Metro Manila, Philippines	(63) 2870 0100	(63) 2870 0409	Ordinary Shares	0.2	-	-	74.8
Associates									
81. P&S Holdings Corporation	Holding Company	9 th Floor, Fort Legend Tower, 3 rd Avenue corner 31 st Street, Bonifacio Global City, Taguig City, Philippines	(63) 2870 0100	(63) 2870 0409	Ordinary Shares	263	27,650,000	11,059,998	40.0
82. Siam Nippon Industrial Paper Co., Ltd.	Specialty Paper	1 Siam Cement Road, Bangsue, Bangkok	0 2586 3333	0 2586 2164	Ordinary Shares	1,100	11,000,000	-	31.3
83. Sahagreen Forest Co., Ltd.	Energy and Utilities	88 Mu 6, Khui Ban Ong Sub-district, Phran Kratai District, Kamphaeng Phet Province	0 5585 8033	0 5585 8031	Ordinary Shares	190	19,000,000	-	17.4
84. ReUse SAS	Packaging Materials Recycling	10 Place du 8 mai 1945, 26600 Train L Hermitage, France	(33) 4 75 09 51 81	(33) 4 75 71 27 13	Ordinary Shares	4	10,000	-	45.0
85. Siam Toppan Packaging Co., Ltd.	Fiber Packaging	543 Mu 4, Phraksa Sub-district, Mueang Samutprakarn District, Samutprakarn Province	0 2709 3110-7	0 2324 0336	Ordinary Shares	500	5,000,000	2,450,000	49.0
86. Packworks Co., Ltd	Foodservice Packaging / Pulp and Paper Products	1 Siam Cement Road, Bangsue, Bangkok	0 2114 3638	-	Ordinary Shares	0.3	10,000	-	-
					Preference Shares	1.1	11,312	-	31.5

* Directly and indirectly holding through the company and subsidiaries

** No issuance of share for the Limited Liability Company incorporated in Vietnam and Italy. The capital contribution is as stipulated in the Holding Company Certificate of the invested company.

Risk Management

In 2024, the global economic situation continued to face complex challenges, with several key factors hindering economic recovery. China's economic slowdown significantly impacted the regional demand for packaging products and services, while geopolitical conflicts disrupted supply chain, transportation costs, and financial market volatility. Despite these challenges, opportunities and transformative trends have emerged that could strengthen businesses. The relocation of production bases from China to ASEAN created new competitive dynamics, presenting opportunities to develop innovative products and services to gain a competitive advantage. Additionally, stricter environmental measures in Europe, particularly waste management regulations, accelerated business transformation toward a circular economy. Preparing for change, therefore, became crucial. Developing sustainable products and services, designing flexible supply chain systems, and investing in innovations that respond to rapidly changing demands could help businesses maintain competitiveness amid uncertainty.

Given these circumstances, SCGP recognizes the importance of risk management in driving organizational growth, aligned with sustainable development goals across ESG aspects, while ensuring strong financial stability and appropriate returns for shareholders. The Board of Directors has established a risk management policy to maintain an efficient and effective risk management system throughout the organization, following international practices. The Board also appointed the Risk Management Committee with responsibility for the following : establishing risk management structures and assigning risk management responsibilities; considering and approving risk management strategies, frameworks, and mitigation plans across operations and investments, including reviewing SCGP's risk appetite statement and risk profile, and monitoring risk management performance throughout the organization; and the quarterly reporting of organizational risk management performance to the Audit Committee. Additionally, the Committee plays a key role in promoting regular knowledge-sharing sessions on risk management to encourage and enable employees to integrate the risk management framework in daily tasks.

Risk Management Policy

SCGP has established risk management processes that conform to international practices and has integrated these processes into organization's business operations. This allows the Company to appropriately identify risks and opportunities in a timely manner, and mitigate risks to acceptable levels. Simultaneously, the Company can explore opportunities that add value to the business, achieve organizational objectives, meet stakeholder expectations, support sustainable business practices, and follow the good corporate governance principles. The Company's Risk Management Policy can be found on the Company's website (www.SCGPackaging.com).

Risk Management Framework

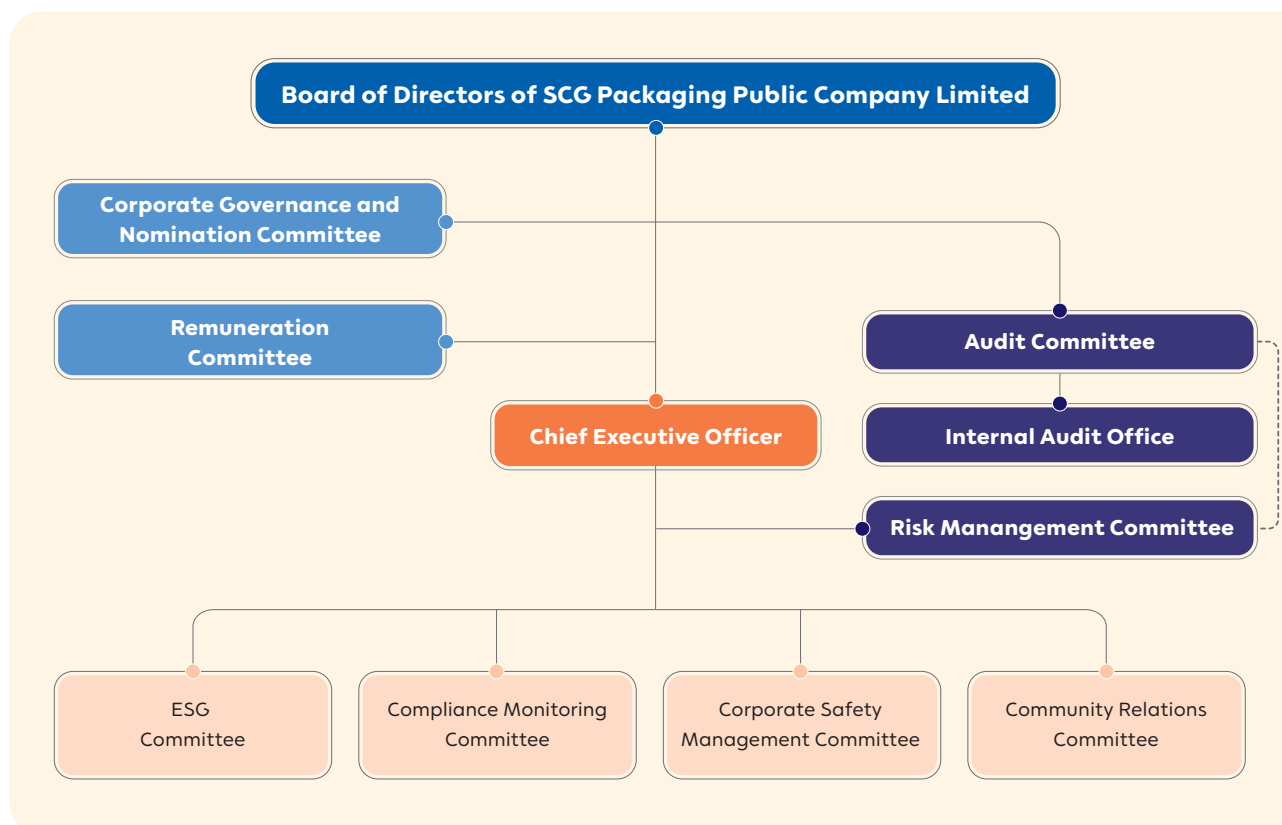
SCGP has implemented the Enterprise Risk Management Framework (ERM) in alignment with the COSO ERM Framework and ISO 31000 to effectively reduce the likelihood and/or impact of potential risks. SCGP's risk management framework encompasses the areas below.

1. Strategy and Objective Setting

SCGP has clearly defined the objectives and risk appetite in managing risks, ensuring that risk management is exercised on an enterprise-wide basis. This includes consideration of immediate risks, intermediate risks, strategic risks, investment risks, and specific risks to current situation, such as Information Technology (IT) risks.

2. Risk Management Governance and Structure

SCGP has established a risk management structure, as depicted in the diagram below:



Remark: The Meeting of the Board of Directors held on November 26, 2024, passed a resolution to establish one additional sub-committee, namely the Risk Oversight Committee, effective from January 1, 2025, onwards. This sub-committee is therefore not included in the Corporate Governance Structure information as of December 31, 2024.

2.1 Corporate-level Risk Management

Roles and Responsibilities of the Board of Directors and the Audit Committee

The Board of Directors assigns the Audit Committee to review and ensure the effectiveness and efficiency of the risk management process. Reports on such activities are regularly submitted to the Audit Committee and the Board of Directors respectively.

Roles and Responsibilities of the Internal Audit Office

SCGP's Internal Audit Office is responsible for auditing the first line (operating units) and the second line (management levels, risk management and compliance, and other supporting functions) to ensure effective implementation of appropriate risk management. The Internal Audit Office also reports the outcomes to the Audit Committee, provides consultations, and communicates the Audit Committee's opinions throughout related functions that are being audited for improvement.

Roles and Responsibilities of the Risk Management Committee

The Risk Management Committee consists of the Chief Executive Officer, who serves as Committee Chairman, Chief Operating Officers of each business unit, Chief Regional Officer, Chief Marketing Officer, and Chief Financial Officer. The Committee has the following core responsibilities :

- ▶ Establish the risk management structure and assign risk management responsibilities.
- ▶ Consider and approve the risk management strategies, framework, and mitigation plans.
- ▶ Review SCGP's risk appetite statement and risk profile, and monitor the performance of risk management throughout the organization.
- ▶ Report risks and risk management performance to the Audit Committee.

2.2 Business-level Risk Management and Operational-level Risk Management

Roles and Responsibilities of Risk Champion in each business unit and corporate function and Risk Coordinators in Operational Units/Companies are responsible for implementing the organizational risk management policies, processes, and frameworks at both business and operational levels, while complying risk management procedures. Various tools, such as the Risk Assessment System (RAS) to identify, assess, and monitor risk items, as well as the Enterprise Dashboard and Performance Management System (PMS) to track performance outcomes, are utilized across a range of tasks to achieve business-level goals and objectives. Furthermore, a risk management plan has been proposed to the Board of Directors as part of the Company's Medium-Term Plan process.

3. Risk Management Process

SCGP has integrated the Risk Management Framework in core operations, including strategic, operational, and investment functions. The risk management process is outlined in the Risk Management Manual, with the following four main steps :

- (1) Identify business risks/opportunities by considering existing risks and emerging risks.
- (2) Assess the severity of risks by measuring their likelihood and impact with Risk Map and prioritize risks to be managed.
- (3) Establish risk responses, key risk indicators, and key performance indicators – both leading and lagging – to anticipate and mitigate risks in accordance with the risk management goals.
- (4) Report the performance of risk mitigation to the Risk Management Committee and then to the Audit Committee on a quarterly basis by considering immediate risks, intermediate risks, and risks related to current situation, such as IT risks.

4. Risk Management Culture within the Organization

SCGP recognizes that corporate culture is a crucial enabler of successful risk management. Therefore, an organizational culture that promotes risk management has been encouraged through the following activities :

- ▶ Assigning top executives to communicate the significance of risk management and serve as role models. This includes establishing practical guidelines for a common risk language, risk appetite, and common risk assessment systems.
- ▶ Assigning roles and responsibilities of risk owners.
- ▶ Embedding risk management agendas in key meetings of each subsidiary.
- ▶ Encouraging experience sharing across departments and subsidiaries to continually communicate the benefits of risk management.
- ▶ Assigning Risk Champions at the business-level and Risk Coordinators at operational levels to regularly attend risk management training and workshops, ensuring that risk management tools are applied appropriately.
- ▶ Incorporating risk management into the new hire training course and developing annual e-Learning courses accessible to all employees.

5. Risk Factors and Risk Management

SCGP identified and assessed the significant risks in 2024 according to the risk management frameworks, covering Strategic Risks, Operational Risks, Financial Risks, Compliance Risks, Emerging Risks impacting organizational goals and strategies, as well as Investment Risks to shareholders. SCGP has established a risk management plan, of which the performance is as stated below.

1. Strategic Risks

Global Packaging Demand Softness Risks

Risk Details	Mitigations
<p>China’s economic slowdown and transitional global trade policies impacted the overall demand for packaging products and services, resulting in lower-than-expected growth rates or even a decline in some countries, and intensified regional price competition. SCGP recognized these challenges and has been closely monitoring and managing these risks.</p> <p>Severity : High</p> <p>Key Risk Indicators : Packaging demand growth rate, sales volume, and selling price</p>	<ul style="list-style-type: none"> Planned to enter new potential markets with growing demand for packaging products and services to offset declining sales volume, and launched new products to expand the customer base and enhance new sales channels. Increased integration level between business units, such as fiber and paper packaging business Strategically planned and managed inventories, including raw materials, work-in-process, and finished goods for delivery by ensuring the appropriate volume to fulfill customer’s demands, and effective cost management. Enhanced profitability and adjusted selling prices in line with market prices to secure market shares while implementing cost reduction initiatives.

Merger & Partnership (M&P) Integration Risks

Risk Details	Mitigations
<p>SCGP aspires to achieve sustainable growth through M&P in domestic and overseas. The success of this strategy depends on the Company’s ability to selectively identify target businesses, assess opportunities, and effectively merge and integrate with the businesses that the Company has acquired. There are various risks involved in these processes, including assessing the value, strengths, and weaknesses of potential acquisitions, verifying information prior to acquisitions, integrating and managing newly acquired businesses, which also include risks associated with integrating SCGP’s employees with the employees of acquired businesses that could arise from the differences in cultural perspectives and languages, and political or regulatory risks in some countries. These risks could impact the Company’s ability to achieve full benefits within the expected timeframe.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Success level of business integration, and performance of acquired businesses</p>	<ul style="list-style-type: none"> Implemented the Pre & Post Merger Integration Framework (PPMI), which is a clear screening and merging process aligned with best practices, including enterprise valuation, synergy value creation, good corporate governance, and cultural integration. Appointed teams of advisors from legal, accounting, and financial functions to assess risks associated with an acquisition, such as the appropriate range of enterprise value, market value, and business model; to evaluate its competitiveness; and to provide risk mitigation measures. Presented the business integration plans to executives and conducted follow-ups on a regular basis.

Risks from Environmental Pollution and Transition to Circular Economy

Risk Details	Mitigations
<p>Currently, consumer goods manufacturers increasingly demand packaging with a higher proportion of recycled materials or fully recyclable packaging. Governments in several countries have also enforced stricter waste management regulations, particularly in the European Union. Lacking to develop recyclable products or products that use recycled materials may lead to a decrease in demand and the impact of non-compliance.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Proportion of recyclable products and the number of products certified for environmental standards</p>	<ul style="list-style-type: none"> Developed a multitude of innovative products and solutions that minimize resource consumption, and promoted recyclability under the Circular Economy principles, such as developing mono-material flexible packaging that is easy to recycle and rigid packaging with recycled components.

Talent Development for Expansion Risks

Risk Details	Mitigations
<p>Business expansion into new markets and various countries has increased SCGP's need for skilled and knowledgeable employees to support such growth and changes in increasingly diverse and complex business environments. The shortage of skillful talent or lack of preparation in employee skill development may create risks affecting operational efficiency and the company's competitiveness in new markets. Furthermore, retaining talented employees remains a significant risk due to high competition in the labor market as losing key talent could create gaps in the expertise necessary for business expansion.</p> <p>Severity : Low</p> <p>Key Risk Indicators : Retention rate of high-potential talent, and level of employee engagement within the organization</p>	<ul style="list-style-type: none"> Determined critical competencies both leadership and functional competencies required for business operations. Continuous employee development is promoted through reskilling and upskilling, focusing on essential skills for future capability solutions. These competencies are also used as tools for capability assessment, development, and career planning to ensure business growth and competitiveness. Annually assessed talents and developed them by encouraging the establishment and implementation of self-development plans and learning programs that strengthen their competencies, such as learning sessions, mentoring system, and project assignments. Established learning and development programs, succession planning, and career development plans. Blended learning sessions (70 20 10 model) were offered to enhance employees with the knowledge and skills required for task achievement and to enable them to adapt to current and future business changes. Implemented succession planning and talent management with a focus on future workforce preparation and employee potential development, while incorporating IT systems in knowledge management to enhance organizational data and knowledge management efficiency.

2. Operational Risks

Health and Safety Risks

Risk Details	Mitigations
<p>Risks in the production processes, services, and product transportation may lead to health and safety risks for workers, such as hazards from machinery or chemicals, accidents or unexpected emergency situations within plants. These may affect both physical and mental well-being of worker, while also causing disruptions to production and service processes, property damage, and potentially harming organization’s reputation.</p> <p>Severity : High</p> <p>Key Risk Indicators : Number of workplace accidents and fatality rates, proportion of employees trained in safety and accident prevention, number of safety-related complaints or reports in the workplace</p>	<ul style="list-style-type: none"> Operated in accordance with SCG Safety Framework with conducting safety assessment and annual self-declaration. Encouraged employees and contractors to demonstrate safety behaviors that comply with the Bradley Curve Model, setting the goal for employees to adopt safety behaviors that ensure safety of their team members and enable them to work safely. Established risk identification and assessment processes, as well as measures for systematic risk mitigation and control, including health and safety goals. Managed the safety of contractors through directions and plans established by the Contractor Safety Management Committee, covering the entire process from contractor selection, operational control, and performance assessment to elevate and support contractors’ safety operations. Managed transport safety and vehicle use by developing skills and safety awareness of drivers, and enforcing compliance with transportation standards. Complied with chemical safety management standards and ensured that all chemical-related operations adhered strictly to legal regulations.

Cybersecurity Risks

Risk Details	Mitigations
<p>SCGP utilizes information technology in its business operations, including the manufacturing, product delivery, inventory management, sales, e-commerce, quality control, customer relations, and financial systems. These operations are connected to external networks, which increases the risk of cybersecurity threats, such as malware, phishing, unauthorized access, and cyberattacks that could lead to data breaches or system disruptions. Cybersecurity threats, therefore, have become a significant challenge that could impact operations, such as delays in product delivery, loss of important data, and loss of trust from customers and stakeholders. Additionally, they may increase data system recovery costs and the need to enhance future security measures. Lack of awareness or understanding of cybersecurity among employees may also create vulnerabilities in data protection.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Cyber threat detection rate, number of cyber-attack incidents, and portion of employees trained in cybersecurity</p>	<ul style="list-style-type: none"> Complied with SCGP e-Policy and established work procedures in line with the ISO 27001 standards and established the Security Operation Center (SOC) in the forms of on-premise SOC and on-cloud SOC. Installed additional cybersecurity tools such as vulnerability scans, Privileged Access Management (PAM), network access controls, and the security of the Industrial Control System (ICS). Established the Cyber Incident Response Plan to prevent discontinuity of business caused by cyber-attacks and arranged annual drills for the response plan and the Disaster Discovery Plan (DRP). Raised awareness regarding technology usage continuously through various training and activities, including annual tests on SCG e-Policy.

Risks from Cost Management in Supply Chains

Risk Details	Mitigations
<p>SCGP's production process remained impacted by the volatility of energy prices, particularly coal and biomass fuels, which were one of key production costs. In addition, the prices of key raw materials, such as recovered paper and plastic resin, remained significantly volatile, affecting cost control in production. Meanwhile, the Red Sea crisis led to higher freight costs and longer shipping times due to changes in shipping routes, which impacted the ability to source raw materials and deliver products, as well as increased transportation costs. Moreover, the rise in minimum wages in several countries further increased the long-term production cost risks.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Energy and key raw material price index, freight index, labor costs, and proportion of local raw material procurement</p>	<ul style="list-style-type: none"> • Appointed the Coal Collaborative Committee to procure coal through pooled sourcing to achieve effective cost management. • Increased the proportion of self-generated power consumption, decreased power purchases from external providers and coal consumption by installing solar panels in the plants, and enhanced the use of alternative energy sources, such as biomass energy from woodchips or bark. • Closely monitored the cost of recovered paper and plastic resin to appropriately adjust procurement and inventory management strategies in line with the market conditions and raw material costs. This includes diversifying the sources of raw material imports from the U.S., EU, Japan, and Australia. • Increased the proportion of locally sourced raw materials and maintained an appropriate inventory level to reduce the impact of risks arising from higher shipping costs and longer shipping times. • Adjusted selling prices to offset increased costs to maintain profitability and competitiveness in the market. Additionally, prices were negotiated on a case-by-case basis to secure competitive pricing during periods of decreased demand. • Invested in an automation system in plants to reduce dependence on a human workforce in manufacturing processes.

Human Rights Risks

Risk Details	Mitigations
<p>SCGP operates businesses in many countries with diverse labor and human rights laws, presenting challenges in complying with the requirements of each area, including risks associated with business partners who may be unable to align their policies or practices accordingly. Furthermore, SCGP's operations in certain areas may impact the human rights of communities, vulnerable groups, stakeholders, and the Company's image. Therefore, it is essential to prioritize comprehensive human rights management, focusing on promoting equality and respecting diversity.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Number of human rights complaints, and number of business partners assessed for human rights risks</p>	<ul style="list-style-type: none"> • Announced the Human Rights, Diversity, and Inclusion Policy, aligned with international standards of the United Nations Global Compact (UNGC), International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and other international requirements. The policy was deployed into actual operations through the SCGP ESG Committee. • Implemented a comprehensive Human Rights Due Diligence process and assessed human rights risks, encompassing operational risks and supply chain risks, to further establish mitigation plans. • Organized Ethical e-Testing for all Thai employees to test their knowledge and understanding of the various ethics and human rights aspects, including human rights and labor, environment, health and safety, anti-corruption, trade competition, and anti-money laundering. The test's objective is to raise awareness of these issues among employees to prevent potential violations. All employees are required to pass the test by scoring 100%.

Risks of Climate Change Posed by Greenhouse Gas Emissions

Risk Details	Mitigations
<p>SCGP’s business operations involve greenhouse gas emissions across various processes, which expose to risks related to compliance with increasingly stringent environmental regulations, such as carbon taxes and the purchase of carbon credits to reduce emissions. Additionally, the adaptability to consumption trends focusing on low-carbon footprint products and recyclable packaging may affect competitiveness, especially in markets that prioritize environmentally friendly products such as the European and American markets. Failure to comply with stricter standards could result in fines or negative ratings, potentially increasing financial risks, impacting sustainability of operations, as well as diminishing stakeholder confidence.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Greenhouse gas emissions, proportion of renewable energy usage, costs related to carbon tax and carbon credit purchases, proportion of low carbon footprint products, and proportion of recyclable packaging</p>	<ul style="list-style-type: none"> • Set a target to reduce greenhouse gas emissions by 25% by 2030 (from 2020 base year) for direct emissions (Scope 1), indirect energy-related greenhouse gas emissions (Scope 2), and achieve net-zero greenhouse gas emissions by 2050. • Closely studied packaging trends in target industries, aligning with government regulatory measures, and offered products and services in integrated packaging solutions, emphasizing resource-efficient design and production, environmental sustainability, and cost management for customers. • Improved efficiency, changed work processes and equipment, increased biomass fuel consumption, and expanded solar roof project to reduce greenhouse gas emissions. • Continuously monitored and assessed potential business risks, and formulated preventive measures to address various scenarios under the evaluation of the Risk Management Committee, the Working Group of Climate Change and Energy Management to disclose information in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) guidelines. • Compiled with the principles of Natural Climate Solutions (NCS), an internationally agreed approach to reduce global warming by lowering carbon emissions, through afforestation and forest conservation to enhance carbon dioxide absorption and storage in the atmosphere. Implementation takes place through restoration and conservation projects, including tree planting within and area around Company’s plant in various provinces.

Risks from Flood and Drought

Risk Details	Mitigations
<p>SCGP operates in multiple locations with a significant number of employees and relies on water sources for production, which poses risks from floods and droughts. These crises could disrupt supply chain, reduce production efficiency, impact employee health, and increase costs related to resource management and mitigation of such events. In 2024, many areas in Thailand faced severe flooding. Although SCGP’s sites were at low risk to direct impacts, employee commutes and transportation in certain areas were affected.</p> <p>Severity : Low</p> <p>Key Risk Indicators : Water levels of nearby water sources</p>	<ul style="list-style-type: none"> • Monitored water risk situations in areas where SCGP’s plants are located using the Early Warning System (EWS), connected with data from primary sources, such as the Royal Irrigation Department and the Meteorological Department. • Monitored and managed in high-risk areas with the collaboration of the Business Unit Management Team and the Local Management Team, complying with the business continuity plan. As a result, SCGP was able to effectively manage situations, mitigate the impact of these risks on the manufacturing process, and deliver products without disruptions. • Conducted drills based on the plan to prepare for flood-related crises that may impact manufacturing processes or disrupt transportation routes. In addition, flood protection equipment, including pumps, sandbags, and space for a backup office were prepared to ensure business continuity during a crisis. • Reduced dependence on external water sources by enhancing water consumption efficiency in production process and improving manufacturing procedures, while reducing water consumption in line with global 3R principles (Reduce, Reuse, Recycle). • Optimize the water treatment process to ensure that the treated water can be reused, resulting in a 27.3% reduction in external water usage in 2024 compared to the baseline year of 2014.

3. Financial Risks

Interest Rate Risks

Risk Details	Mitigations
<p>SCGP may be impacted by interest rate volatility from the Company's interest-bearing debt. As of December 31, 2024, SCGP maintained a proportion of floating-rate debt from total interest-bearing debt, excluding finance leases. Increase in interest rates could result in higher financial costs, directly affecting the Company's profits and cash flows.</p> <p>Severity : Low</p> <p>Key Risk Indicators : Proportion of floating-rate debt to fixed-rate debt, market interest rate fluctuations, and cash flows used for debt repayment</p>	<ul style="list-style-type: none"> Managed the proportion between floating and fixed-rate debts at appropriate levels by offering debentures to investors and obtaining term loans with fixed interest rates from commercial banks, as well as entering into an Interest Rate Swap (IRS) agreement with overseas commercial bank to convert floating-rates to fixed-rates.

Exchange Rate Risks

Risk Details	Mitigations
<p>SCGP operates and carries out strategic investments, acquisitions, and imports of machinery, equipment, technology, and materials as well as trades products in multiple countries using foreign currencies. As a result, the Company incurs expenses, revenues, and loans in foreign currencies, leading to exchange rate risks caused by significant fluctuations.</p> <p>Severity : Low</p> <p>Key Risk Indicators : Fluctuations in major foreign exchange rates, proportion of debt in foreign currencies, and exchange rate-related gains or losses</p>	<ul style="list-style-type: none"> Entered into forward exchange contracts to prevent risks related to foreign currency financial assets or debts. Also, a Cross Currency Swap (CCS) contract was made with overseas banks. Managed exchange rates by using the same currencies for income and expenses (Natural Hedge)

4. Compliance Risks

Risks from Licenses and Intellectual Properties Expiration

Risk Details	Mitigations
<p>SCGP operates diverse businesses, ranging from upstream to downstream packaging production, with plants in multiple countries, requiring compliance with varying local laws and regulations. The expiration of licenses and compliance with intellectual property laws, such as copyrights and patents, pose potential risks. Additionally, rapid legal changes in each country create challenges in adapting to new requirements while maintaining high operational standards and adhering to corporate governance principles that promote responsibility, transparency, and fairness in all business processes.</p> <p>Severity : Low</p> <p>Key Risk Indicators : Number of expired licenses and intellectual properties</p>	<ul style="list-style-type: none"> • Appointed compliance management representatives responsible for monitoring related laws, regulations, and expiring licenses to communicate such information to the responsible functions to ensure timely license renewals. • Developed the compliance and license management system to track and retain compliance information, reporting the results to the Compliance Monitor Committee and the ESG Committee respectively.

5. Emerging Risks

Risks from Geopolitical Conflicts

Risk Details	Mitigations
<p>Intensifying and expanding geopolitical conflicts in various regions have impacted the global economy in multiple ways, such as the U.S.-China trade war, technology competition, supply chain disruptions, and energy security. These conflicts have led to delays in products shipments, raw material shortages, and rising product costs, affecting business's competitiveness. Furthermore, potential changes in international trade policies following the 2024 U.S. presidential election, along with sanctions in conflict zones, further heighten uncertainty in financial market and investment uncertainties, which may pose significant obstacles to economic growth and achievement of long-term objectives.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Energy price index, key raw material price index, freight index, and exchange rate fluctuations of major currencies</p>	<ul style="list-style-type: none"> Continuously monitored the situation and assessed potential risks to the business by adjusting procurement strategies and inventory management according to market conditions and raw material prices while also sourcing raw materials from diverse imported sources. Captured business opportunities and competitive advantages through investments and development of new technologies that align with significant global trends with growth potential, while continuously expanding the customer base in new markets to increase sales management flexibility and mitigate impacts amidst various uncertainties that may arise.

Risks from Global Supply Chain Shifts Leading to Increased Regional Competition

Risk Details	Mitigations
<p>Changes in global supply chains have significantly impacted regional market competition, particularly due to the relocation of manufacturing base from China to ASEAN, driven by various factors including continued impact of trade barriers. As a result, there has been a steady influx of Foreign Direct Investment (FDI) into the region. Additionally, new players are entering various industries, including the packaging industry, intensifying competition at all levels of the supply chain. Therefore, businesses accelerate their adaptation and develop capabilities to differentiate themselves through products and services to maintain competitiveness and respond to the evolving market environment.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Number of competitors in the regional market, market share, value of FDI investment</p>	<ul style="list-style-type: none"> Expanded the customer base across various sectors, such as export fruits, electronics, and home appliances, to diversify portfolio of over-reliance on highly competitive markets, while increasing growth opportunities in high-potential markets. Developed and enhanced production capabilities to better meet customer demand and focus on creating differentiation in products and services to strengthen competitive advantages.

6. Risks to the Investments of Securities Holders

Risks from a Major Shareholder Holding More Than 50% of the Shares

Risk Details	Mitigations
<p>SCC is the major direct and indirect shareholder of the Company, with a shareholding proportion of not less than 70% of the issued shares. The interests of SCC may conflict with those of other shareholders as it can nominate candidates for most positions in the Board and exploit the majority vote in the appointment of executives responsible for the Company's management and administration. SCC can also pass the majority vote in the general and extraordinary shareholder meetings. Moreover, SCC can prohibit or encourage the change of internal control authorities.</p> <p>Severity : Medium</p> <p>Key Risk Indicators : Proportion of independent directors and executives from major shareholders</p>	<ul style="list-style-type: none"> The Board of Directors has established a conflict-of-interest prevention policy, outlining guidelines, prohibitions, and considerations to ensure that directors, executives, and employees understand and adhere to the policy. SCGP Board of Directors consists of 12 directors, including 7 independent directors (58.3% of total directors) and 11 directors who are not included in the Management Committee (more than 90% of total directors). Furthermore, SCGP has stipulated the qualifications of an independent director with regard to shareholding : an independent director of a company must hold shares in the Company not exceeding 0.5% of the total number of shares with voting rights of the Company, a parent company, a subsidiary, an associated company, a major shareholder, or a controlling person, in order to prevent any impact on his/ her independent judgment.

7. Risks from Investment in Foreign Securities (In the Case the Issuer is Foreign Agency)

- None -