

ANNUAL REPORT 2024

(Form 56-1 One Report)

SCG Packaging Public Company Limited



EVOLVING SUSTAINABLE PACKAGING SOLUTIONS



SCG Packaging Public Company Limited

Company Profile

Registration No.

0107537000921

Head Office Address

1 Siam Cement Road, Bangsue, Bangkok 10800

Business Type

The Company generates revenue from holding shares in other companies (Holding Company), operating core business as an integrated packaging solutions provider (The key subsidiary engaging in the core business is Siam Kraft Industry Co., Ltd.), which is organized into three main businesses: Integrated Packaging Business, Fibrous Business, and Recycling Business.

Present Registered Capital

Registered capital: 4,500,000,000 Baht

Paid-up capital: 4,292,920,200 Baht

Issued and paid-up ordinary shares: 4,292,920,200 shares

Issued and paid-up preference shares: - None -

Par value of Baht 1 per share

Website

www.SCGPackaging.com

Contact

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E-mail: SCGPackaging@scg.com

Share Registrar

Thailand Securities Depository Company Limited

1st Floor, The Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Din Daeng, Bangkok 10400

Tel: +66 2009 9999

Fax: +66 2009 9991

Website: <http://www.set.or.th>

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If the Form 56-1 One Report refers to any referenced information posted on the Company's website, said referenced information is therefore a part of this Form 56-1 One Report. The Board of Directors is responsible for the correctness and completeness of the referenced information, as well as the information disclosed in this Form 56-1 One Report.

(<https://investor.scgpackaging.com/en/downloads/yearly-reports>)

Financial Overview

SCG Packaging Public Company Limited and its Subsidiaries

Unit : Baht million

	2024	2023	2022	2021	2020
Consolidated income statement					
Revenue	133,778	130,521	147,532	126,755	93,389
Costs and expenses	129,339	123,978	139,298	115,100	85,148
EBITDA ¹	16,127	17,769	19,402	21,150	16,876
Profit for the year ²	3,699	5,248	5,801	8,294	6,457
Consolidated statement of financial position					
Assets	188,580	198,561	197,280	206,824	172,429
Liabilities	93,293	96,112	74,313	84,524	62,588
Total equity attributable to owners of the Company	76,679	77,322	97,201	96,837	88,738
Total shareholders' equity	95,287	102,449	122,967	122,300	109,841
Share information					
Total number of shares issued (Million Shares)	4,293	4,293	4,293	4,293	4,293
Book value per share (Baht)	17.86	18.01	22.64	22.56	20.67
Basic earnings per share (Baht)	0.86	1.22	1.35	1.93	1.95
Dividends per share (Baht)	0.55	0.55	0.60	0.65	0.45
Financial Ratio					
Dividends payout ratio (%)	63.8	45.0	44.4	33.6	29.9
Net profit margin ³ (%)	2.8	4.1	4.0	6.7	7.0
Return on assets (%)	1.9	2.7	3.3	5.1	4.7
Return on equity attributable to owners of the Company (%)	4.8	6.0	6.0	8.9	9.8

Remark

¹ Profit before finance costs, income tax expense, depreciation and amortization and excludes dividends from associates

² Represents profit for the year attributable to owners of the Company

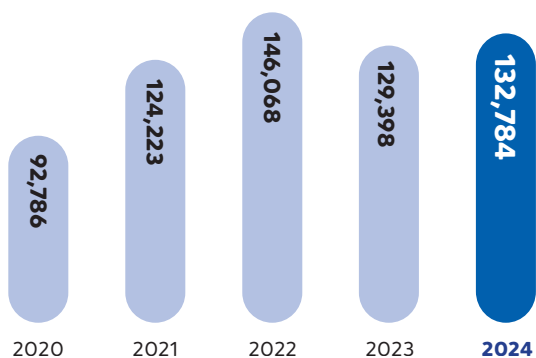
³ Net profit margin = Profit for the year attributable to owners of the Company divided by Revenue from sales

Financial Overview

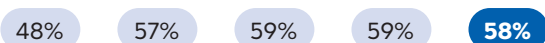
SCG Packaging Public Company Limited and its Subsidiaries

Unit : Baht million

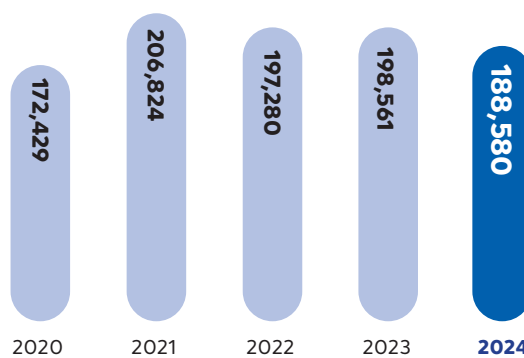
Revenue from Sales



Revenue from sales by end destinations outside Thailand (%)



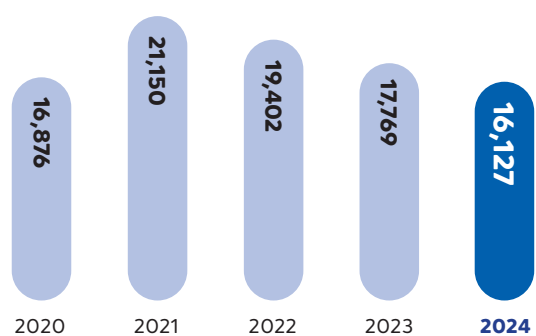
Total Assets



Debt to equity ratio (Times)



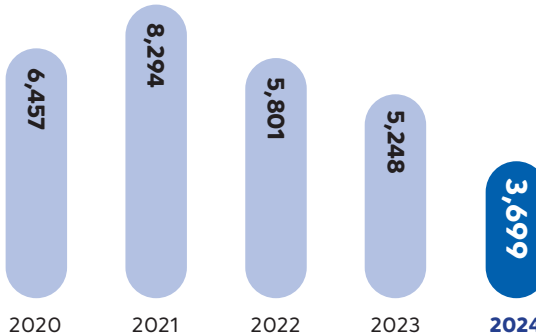
EBITDA*



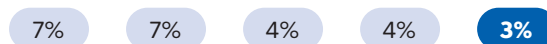
EBITDA margin (%)



Profit for the year**



Net profit margin (%)

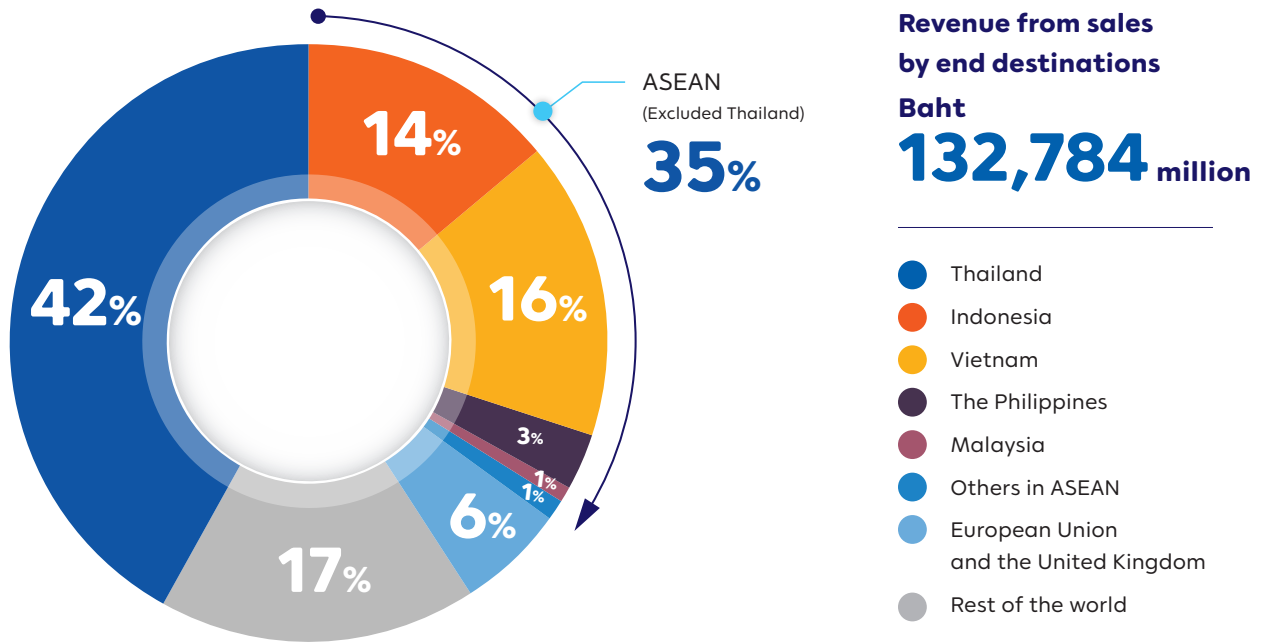


* Profit before finance costs, income tax expense, depreciation and amortization and excludes dividends from associates

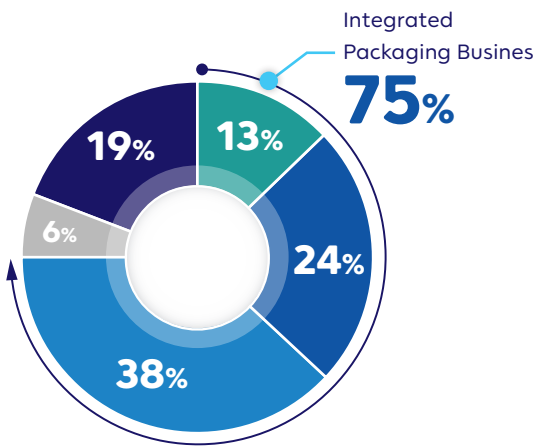
**Attributable to owners of the Company

Financial Overview 2024

SCG Packaging Public Company Limited and its Subsidiaries

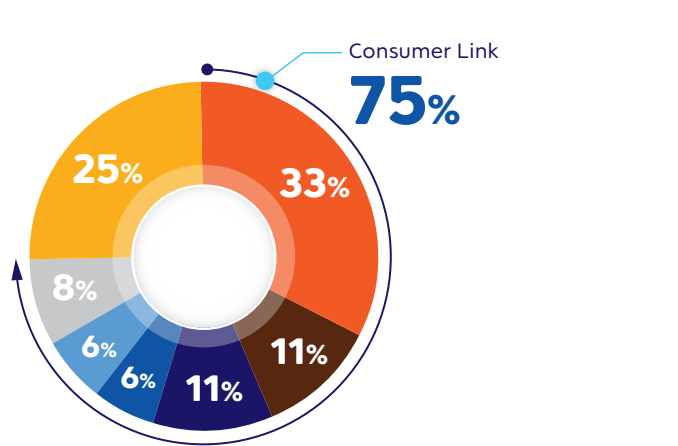


Revenue from sales by business units



- Consumer and Performance Packaging
- Fiber Packaging
- Packaging Paper
- Recycling Business
- Fibrous Business

Revenue from sales by consumer segments



- Food
- Beverage
- FMCG
- E&E
- A4 & Specialty paper
- Other consumers-related
- Industrial packaging

Revenue from Sales

Baht
132,784
million

Total Assets

Baht
188,580
million

EBITDA

Baht
16,127
million

Profit for the year

Attributable to owners of the Company

Baht
3,699
million

EVOLVING SUSTAINABLE PACKAGING SOLUTIONS



Sustainability Performance Highlight 2024



Ratio of procurement spending

in domestic
82%
of procurement
spending

in regional
18%
of procurement
spending



Suppliers passed the Environmental, Social and Governance (ESG) risk assessment
100%
of suppliers with procurement spending over Baht 1 million

Research & Development and innovation investment and expenses

Baht 810 million



Greenhouse Gases emission reduction

0.87 million tons of carbon dioxide equivalent
17.5%
compared with the base year of 2020
in all SCGP business units

Carbon Sequestration from economic forest areas

0.27
million tons of carbon dioxide equivalent



"SCG Green Choice" products, services and solutions
80 products



Proportion of renewable energy
31.4%

Energy saved
5.96
petajoules



Energy Intensity saved
15.2%
% compared with the base year of 2020



Environment-related investment and expenses (Thailand)

Baht 1,521 million

Lost Time Injury Frequency Rate of employees and contractors

0.308 cases
per 1,000,000 hours-worked

Waste from production process in Thailand to landfill **0** ton



Water withdrawal reduction
28.9
million cubic meter



27.3%
compared with BAU at the base year of 2014

Specific Water withdrawal reduction
3.1% compared with the base year of 2022

Proportion of recycled water
15.7%

Social enterprise development for communities' income
27,167,808 baht



Scholarship program
1,335 scholarships
2,576,000 baht



Employees completed training and passed Ethics e-testing
100%

Human rights violations **0** case



Total Number of Work-Related Fatalities of employees and contractors
3 cases



Occupational Illness and Disease Frequency Rate of employees
0.289 cases per 1,000,000 hours-worked

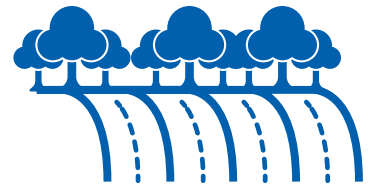


NCS Plantation and CSR
66,985 trees



Career development center in communities
83 centers

Check dams
1,263 projects



Zero waste communities expansion
247 communities



Increase in 2024 = 106 communities

Corporate volunteers
1,354 employees*



*All Activities

Message from the Board of Directors

SCG Packaging Public Company Limited and its Subsidiaries

Evolving Sustainable Packaging Solutions

In 2024, the demand for packaging in ASEAN, particularly for domestic consumer goods, has recovered alongside the recovery of the service and tourism sectors. Efforts to stimulate the economy to boost consumer spending in each country have also increased packaging demand. Additionally, exports in ASEAN countries are gradually improving, supported by expanding global trade and declining inflations. However, challenging issues continue to persist, especially the appreciation of the Thai Baht and other ASEAN currencies in the second half of the year, which led to a slowdown in exports. Meanwhile, the packaging paper industry continues to face headwinds due to China's slower-than-expected economic recovery resulting in decreased export volumes and lower prices.

SCGP continues to address these challenging circumstances and strengthened its business through Transformative Transformation in four key areas to continuously adapt to significant global changes and achieve sustainable quality growth. One of the key areas is Business Model Transformation, which focuses on business expansion strategies to enhance competitiveness through Merger and Partnership. SCGP is also driving growth by leveraging its expertise through innovation and packaging solutions, particularly in downstream businesses such as fiber packaging, consumer and performance packaging, foodservice packaging, and medical supplies and labware—new business areas with high growth potential. Key initiatives this year included the acquisition of a 90% stake in VEM (Thailand) Co., Ltd. (VEM-TH), a manufacturer of high-performance polymer injection molding parts. Additionally, SCGP increased its shareholding in PT Fajar Surya Wisesa Tbk. (Fajar) in Indonesia to 99.71% of total shares to support market growth in Indonesia and establish a foundation for enhancing SCGP's long-term competitiveness in integrated packaging business. SCGP also expanded its corrugated containers production capacity in Thailand to meet the growing demand for packaging in the food and beverage segment. Furthermore, SCGP has focused on strengthening business synergies through customer base expansion, delivering comprehensive products and services, developing channels to expand into new high-growth regions, exchanging technologies, and raw material sourcing with an increased focus on establishing a closer proximity to raw material sources, enabling SCGP to operate efficiently and adapt to market volatility.

SCGP has continuously focused on developing packaging innovations and solutions, exemplified by its collaboration with Once Medical Co., Ltd. to develop high-quality syringes and medical supplies and labware. The Company has also

advanced research and development efforts with the introduction of the “Novel Eucalyptus hybrid clones”, which boasts up to a 40% increase in growth and yield, creating sustainable value across the entire value chain. This innovation contributes to the advancement of the industry as a whole and has earned SCGP the “Best Innovative Company Award” at the SET Awards 2024, organized by the Stock Exchange of Thailand in collaboration with Money & Banking Magazine. This marks the third consecutive year that SCGP has received this prestigious award. These accomplishments are driven by SCGP's commitment to People Transformation, aimed at enhancing employees' skills and potential to align with business growth and adapt to evolving challenges. This includes skills, competencies, and expertise in applying technology, as well as fostering an organizational culture that embraces Diversity, Equity, and Inclusion (DE&I). Additionally, SCGP promotes a growth mindset, encouraging employees to continuously pursue self-improvement and proactively initiate new endeavors among employees.

In the area of Digital Transformation, SCGP has implemented data management and integrated technology across all aspects of its business to enhance operational efficiency and improve sales and service models to deliver value and experiences that meet customer expectations with speed and quality in both products and services. For instance, automation systems have been adopted to analyze, forecast, and optimize production efficiency. Additionally, Data Analytics has been leveraged to enable End-to-End data management, covering areas such as contact system, ordering process, and product delivery process. This allows for fast and accurate product data verification, enabling customers to efficiently manage raw materials and inventory while optimizing costs. Furthermore, SCGP has applied Artificial Intelligence (AI) and Machine Learning (ML) to more than 95 supply chain processes, such as automated raw material quality inspection, real-time paper production control to assure quality and reduce energy consumption.

SCGP continues to operate its business based on the principles of sustainable development under the Environmental, Social and Governance (ESG) framework, and drives Sustainability Transformation to reduce greenhouse gas emissions. The Company has set a target for Net Zero greenhouse gas emissions by 2050 and has established a plan to reduce greenhouse gases across processes. This encompasses an attempt to expand the proportion of renewable energy usage (particularly biomass energy), develop production processes to increase energy efficiency, and plant forests to absorb greenhouse gases. In 2024, SCGP was able to curb greenhouse gas emissions by 16.2% compared to the base year (2020).



Mr. Prasarn Trairatvorakul
Chairman

Mr. Wichan Jitpukdee
Chief Executive Officer

In addition, SCGP supports partners and customers in reducing greenhouse gas emissions throughout the value chain by dedicating efforts to obtain Carbon Footprint of Product (CFP) certifications from the Thailand Greenhouse Gas Management Organization (Public Organization) for 161 items, including certification for 16 processes related to printing and paper packaging production. These efforts help customers align their operations with increasingly stringent environmental regulations in various countries and enhance the competitiveness of Thailand’s packaging industry by achieving environmental standards. This not only increases sales opportunities and market expansion for exporters but also fosters the development and selection of packaging solutions that contribute to further greenhouse gas reductions. In 2024, SCGP was awarded as a Climate Action Leading Organization (CALO) – Excellence Level by the Thailand Carbon Neutral Network (TCNN) and its sustainability rating was upgraded to A by MSCI (Morgan Stanley Capital International). SCGP also successfully passed the assessment criteria for the Dow Jones Sustainability Index (DJSI) for the Containers & Packaging Industry, achieving an overall score of 87 points, and received an AAA rating in the SET ESG Rating.

Amidst ongoing challenges, SCGP has committed to prudently and efficiently conducting business. In line with this commitment, the Company recorded a total sales revenue of Baht 132,784 million, or an increase of 3% year-on-year. Profit for the year was Baht 3,699 million, a decrease of 30% year-on-year. The Board of Directors has, therefore, resolved to propose the approval of the payment of dividends for the year 2024 to the 2025 Annual General Meeting of Shareholders at the rate of 0.55 baht per share, totaling approximately Baht 2,361 million, or 63.8% of the profit for the year according to the consolidated financial statements, which is in line with the dividend payment policy. This is divided into an interim

dividend of 0.25 baht per share and the remaining annual dividend of 0.30 baht per share.

In 2025, SCGP continues to drive quality growth through an array of transformations, focusing on enhancing business profitability by fostering collaboration across the organization to ensure operational alignment and maximum efficiency. This includes capital restructuring, elevating customer service to deliver integrated packaging solutions, accelerating performance improvements through digital technology, and seeking opportunities to increase strategic business partnerships to strengthen competitive capabilities and long-term strategic advantages. Moreover, SCGP endlessly focuses on investing in consumer-driven businesses in the ASEAN region, which is a key market for the Company. The goal is to bolster supply chain integration and strengthen packaging solutions, including medical supplies and labware, to meet customer needs amid an ever-evolving market. Alongside this, the company is investing in employee development by promoting engagement and fostering a culture that supports transformation, as well as conducting business within the ESG framework. All of this reflects SCGP’s vision of creating sustainability in all aspects of its business.

On this occasion, the Board of Directors would like to express our gratitude to the shareholders, debenture holders, joint venture partners, business partners, customers, employees, domestic and international financial institutes, and other relevant parties for your trust and support. SCGP would like to assure that the Company will effectively and efficiently conduct our businesses under the distinguished Corporate Governance. Adhering to the principles of ESG, the Company will strive to become the leading international organization dedicated to driving its own businesses, and to offering value to society and contributing to a better and sustainable world.

Bangkok, January 28, 2025

(Mr. Prasarn Trairatvorakul)
Chairman

(Mr. Wichan Jitpukdee)
Chief Executive Officer

Audit Committee's Report

SCG Packaging Public Company Limited and its Subsidiaries

The Board of Directors appointed the Audit Committee to independently perform its duties in accordance with the scope of duties as prescribed in the Charter of the Audit Committee, which is annually reviewed in accordance with the current situation and approved by the Board of Directors. In 2024, the Audit Committee oversaw and inspected operations in all dimensions as per the scope of duties as prescribed in the Charter of the Audit Committee. To conclude, the operation achieved an adequate level of efficiency and effectiveness. Moreover, the Audit Committee emphasized the application of digital technology in auditing, supervision, strategy implementation, operations, follow-ups, and risks preventing.

In 2024, the Audit Committee convened a total of 6 meetings and the attendance rate for all members was 100% (with details of the meetings in 2024 on Part 8 : Key Corporate Governance Performance Report). In order to comply with the principles of good governance, the annual year-end performance assessment of the Audit Committee as a whole and its self-assessment were completed. The results were satisfactory. Assessment areas included the structure and qualifications of the Committee, its roles and responsibilities, and the performance of duties and meetings. Furthermore, the Audit Committee reviewed and approved the audit plan, budget, and manpower of the Internal Audit Office to ensure appropriateness and adequacy related to the duties and responsibilities of the Internal Audit Office. The Committee's key activities in 2024 can be summarized as follows:

1. Review of Financial Statements:

The Audit Committee reviewed material information in the 2024 quarterly and annual financial statements of SCG Packaging Public Company Limited (SCGP), as well as the consolidated financial statements of SCGP and its subsidiaries, which were prepared in accordance with the Thai Financial Reporting Standards (TFRS) and in conformance to the International Financial Reporting Standards (IFRS). The Committee reviewed material issues and special items. This included asking the Chief Financial Officer and the Accounting Director regarding the use of judgment in preparing the financial statements, and obtaining sufficient clarification from the external auditors, the executives, and the Internal Audit Director to ensure the financial statements and

the disclosure of notes of the financial statements were in compliance with the relevant laws and financial reporting standards. The Audit Committee then endorsed the financial statements, reviewed and audited by external auditors without reservation. In addition, the Committee held a meeting with the external auditors without the management to freely discuss the acquisition and the review of material information involved in the preparation of the financial statements, the disclosure of information in accordance with relevant financial reporting standards for the benefit of the user of the financial statements, key audit matters, and any suspicious information indicating potential fraud according to Section 89/25 of the Securities and Exchange Act B.E. 2535, as amended by the Securities and Exchange Act (No. 4) B.E. 2551. In 2024, the external auditors made no remarks and indicated no suspicious circumstances.

2. Review of Connected Transactions or Potential Conflicts of Interest:

The Audit Committee outlined the scope of connected transactions, and reviewed these connected transactions and other transactions that could lead to a conflict of interest. The results suggested that SCGP's transactions were in line with the policies of connected transactions and the outlined scope, which had been timely disclosed to the Stock Exchange of Thailand.

3. Review of Good Corporate Governance:

SCGP aimed to operate its businesses in adherence to Sustainable Development and Good Corporate Governance principles with reference to international standards, including the Organization for Economic Co-operation and Development (OECD), Thailand's Securities and Exchange Commission (SEC), The Stock Exchange of Thailand (SET), and the Thai Institute of Directors Association (IOD). In 2024, the Audit Committee considered policies and practices on corporate governance and conducted a review on the efficiency and effectiveness of good corporate governance, and found that the Board of Directors, the executives, and the employees have strictly complied with policies by having the Board of Directors of the Company and the executives as good role models.

SCGP is continuously committed to comply with the Anti-Corruption Policy since its certification as a Certified Company by the Thai Private Sector Collective Action Against Corruption (CAC) on March 31, 2022 (with renewal every 3 years). In 2024, SCGP carried out the following activities:

- ▶ Reviewed practices in line with SCG Packaging’s Code of Conduct, communicated the materials to employees through Thai, English, Indonesian and Vietnamese versions, enforced the Code of Conduct implementation in overseas subsidiaries and raised employee awareness on three high-risk issues, namely anti-corruption, gifts and entertainment and conflicts of interest, through case studies and practices using internal channels.
- ▶ Added the Q&A section on the GRC Helpline.
- ▶ Arranged the Ethics e-testing for the 10th consecutive year and added the topic of Human Rights, Environment, Health and Safety, and PDPA Compliance in order to comply with the Inclusive Green Growth concept. All employees passed the test with a score of 100%.
- ▶ Established the GRC e-learning course to raise employees’ awareness and communicated the ESG Guidelines on MD Guidebook to provide guidelines for new executives.
- ▶ Established the Risk Assurance Map to review and consider qualifications of personnel relevant to risk management according to the Three Lines Model.
- ▶ Introduced the concept to suppliers by adopting SCG Packaging’s Supplier Code of Conduct as a business guideline, with the goal of encouraging suppliers to be good citizens in parallel with the integrating of social and environmental commitments into corporate governance beyond legal and regulatory requirements.
- ▶ Reviewed the anti-corruption policy to be in line with current operations.
- ▶ Established the No Gift Procedure to communicate and raise awareness of relevant matters among employees of all levels.

- ▶ Monitored the compliance with SCG Packaging’s Code of Conduct and Supplier Code of Conduct through the operations of Internal Audit Office of local and overseas subsidiaries’ SCGP.

4. Review of the Risk Management Assessment System:

The Audit Committee reviewed the efficiency and effectiveness of the risk management process. The SCGP Risk Management Committee is assigned to roll out structures and act as the core working team, consider and approve strategies, risk management frameworks and the risk management process, the risk profile review, and the company-wide risk management follow-up. The Planning and Risk Management Office is responsible for reporting risks and risk management to the Audit Committee in the form of the Risk Dashboard. The Risk Management Committee has formulated risk management measures to be included in medium-term plans, annual plans, and investment projects; aiming to enable the Company to brace itself for unforeseen challenges for years to come.

SCGP also focuses on emerging risks, which are regarded as significant and potential future risks. Examples include the risks of continuous deceleration in global economic growth, the risks posed by a long-term high interest rate environment, the risks posed by tax policies and the import prohibition of certain products and recycling materials for sustainability purposes, the opportunity of increased needs for environmentally friendly products and services, risks posed by the intensifying competition due to Chinese imports and establishment of production bases from Chinese enterprises, work-related death and injuries in high-risk area or high-risk tasks, and cybersecurity risks.

5. Compliance Review:

The Audit Committee has continuously reviewed the implementation of the Company’s Compliance Policy and Guidelines. The Compliance Management System (CMS), which complies with ISO 19600 standards, has been appropriately put in place at business groups, both local and overseas. This system has been integrated with various management systems. The compliance manual was established as guidelines for work. An Antitrust Self-assessment has been conducted for the Company’s business activities. The SCGP e-Compliance Management System was developed to retrieve all relevant laws and licenses, and is

equipped with a notification system to notify related personnel to perform as prescribed by law. The performance appraisal was implemented to ensure compliant, accurate, and timely performance of duties. Furthermore, the Law Compliance Management implementation has also been expanded to cover the operations overseas.

6. Assessment and Review of the Internal Control System:

The Audit Committee assessed and reviewed the internal control system for both operational and information technology systems reported by the Internal Audit Office, as part of the duties under the Charter of the Internal Audit Office, and performed the internal control adequacy assessment as per guidelines of the Securities and Exchange Commission (SEC). The Committee concluded that SCGP's internal control was sufficient and appropriate for its business operations. This corresponded with the external auditor's opinion that there was no material deficiency that might impact the Company's financial statements. The management's emphasis has been placed on building a good internal control system in each work system and information technology system applied in the Company to support changes and business growth through policies, performance standards, and practices. The management also emphasized raising awareness to continuously promote morality, ethics, code of conduct, and anti-corruption to employees by focusing on the development of a proactive and preventive system, consisting of the review of SCGP's Code of Conduct which was translated into Indonesian and Vietnamese, employee communications, Ethics e-Testing and e-Policy e-Testing, establishment of an Internal Control Self-Assessment System for subsidiaries in Vietnam and Indonesia, assessments of internal control performance and improvement of operation processes, and preparation of key internal controls for the Merger and Partnership as per its due diligence for SCGP's acquisitions. The Internal Audit Office places importance on raising awareness regarding corporate governance, risk management, and compliance, and communicating the responsibility guideline regarding risk management and good control practices under the Three Lines Model, as well as communicating case studies related to fraud and non-compliance with laws, the Company's regulations, policies, code of conduct, and detected key issues. Workshops were also offered to different business units to raise better

understanding of the risks, impacts, and critical internal controls of each operating procedure among the persons in charge at all levels to be appropriately applied to each domestic and overseas business unit and to fit respective laws and regulations. The self-assessment tools have been appropriately adopted in accordance with the level of business readiness, both domestic and overseas. To further mitigate risks for overseas companies, the Company fostered awareness of governance, risks management, and compliance with relevant laws, regulations and rules. Furthermore, the Internal Audit Office, in collaboration with business units (First Line), utilized more data analytics in its report preparation in order for the businesses to supervise works under their responsibilities and for auditors to use in the auditing process.

7. Internal Audit:

The Audit Committee conducted the annual review of the Charter of Audit Committee and the Charter of Internal Audit Office. Also, the Audit Committee's duties and responsibilities on Environmental, Social and Corporate Governance (ESG) functions were reviewed, and raised Internal Audit Office's operations to ensure compliance with the international internal audit framework, such as Internal Audit 4.0. In 2024, the Internal Audit Office performed the audit on operational and IT functions for 69 projects in total. The findings concluded that there were no material issue concerns. The Internal Audit Office promoted and supported the utilization of digital technology such as Artificial Intelligence (AI), Machine Learning (ML), Robotic Process Automation (RPA), Data Lake, etc., to improve the effective audit, data analysis, create Predictive Models, and analyze risks comprehensively and efficiently while reducing the time consumed in fieldwork. Online seminars and workshops were provided for the auditors to enhance their knowledge on digital technology and information security management according to the ISO/IEC27001:2022. Moreover, knowledge on data analytics was used in auditing and shared in the IA Digital Day activity to support auditors' operations, inspire creativity, and build awareness on corporate governance, risk management, compliance, and internal controls by focusing on cybersecurity and personal data protection and preventing transactions with companies or individuals on the sanction list. Processes were redesigned and provided with various auditing tools such as Wi-Fi usage monitoring, cookie

storage verification, transaction screening for individuals/companies under sanctions, etc. Additionally, practical workshops covering operational and information technology processes were conducted to disseminate knowledge about international standards, risk, internal controls, and audit outcomes. The Three Lines Model was continuously studied and promoted across existing systems, new business lines, and emerging information technology platforms. Auditors had an opportunity to learn about the sustainable organizational development concepts (Inclusive Green Growth), corporate governance policies, human rights guidelines, critical labor laws, financial reporting standards, and international professional internal audit standards. The ultimate goal was to systematically evaluate the effectiveness and efficiency on governance, risk management, legal compliance, internal control processes for subsidiaries, both domestically and internationally.

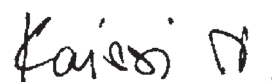
8. Review of Complaints and Whistleblowing Investigations:

SCGP has established a system for filing complaints and whistleblowing for employees and external parties. In addition to the existing channels of verbal, e-mail and physical letters to the Independent Committee, the Audit Committee, the Internal Audit Office, and the Corporate Secretary Office, www.SCGPackaging.com is additionally provided as a channel for external parties to file Thai, English, Indonesian and Vietnamese complaints around the clock. In 2024, a total of 12 cases involving non-compliance with laws, Company's regulations, Anti-corruption Policy, SCG Packaging's Corporate Governance Policy, SCG Packaging's Four Core Values, SCG Packaging's Code of Conduct or SCG Packaging's Supplier Code of Conduct were filed through the SCGP Whistleblowing System by external parties and employees. Of these, 10 cases were completely investigated (including 4 pending cases from 2023), divided into 4 cases that did not comply with complaints or had unclear evidence, 1 cases that were violations of ethics, and 5 cases that involved inappropriate management. None of the issues were related to non-compliance with Anti-corruption Policy, Antitrust Policy, SCGP Privacy Policy and insider information use. The damages were non-material. Findings from the investigations were taken into consideration for the determination of future procedures and preventive guidelines. Moreover, the

Audit Committee had supervised the review of whistleblowing policies, fraud inspections, risk assessments, review conclusions and penalties, and the determination of preventive measures for potential fraud across systems as per their appropriateness with the continual business environment continuously.

9. Appointment of the External Auditors and Review of the Audit Fees for 2025:

KPMG Phoomchai Audit Co., Ltd. is selected as the external auditor office of the Company and its subsidiaries. An external auditor screening is compulsory every 5 years. The screening must be annually reviewed and proposed to the shareholders' meeting to consider its independence, potential, performance, service offers, and auditing methods to ensure conformity with the guidelines of key audit partner rotations as stated in the notification of the Securities and Exchange Commission (SEC). Based on the past year's qualifications as independent auditors, professional knowledge and expertise, including experience in auditing and the ability to share knowledge related to SCGP's businesses in addition to auditing, the Audit Committee recommended the Board of Directors to consider and seek approval at the Shareholders' Meeting for the appointment of Ms. Sureerat Thongarunsang, Certified Public Accountant Registration No. 4409; or Ms. Pornthip Rimdusit, Certified Public Accountant Registration No. 5565; or Mr. Songchai Wongpiriyaporn, Certified Public Accountant Registration No. 10996 of KPMG Phoomchai Audit Co., Ltd. as the Company's auditors for the year 2025, including formulating the budget for the 2025 financial statement auditing and the quarterly review of separate and consolidated financial statements worth Baht 2.91 million and the acknowledgment of our subsidiaries' auditing fees, which is the responsibility of KPMG branches in Thailand and overseas in 2025. Subsidiaries shall be subject to the auditing fees of Baht 40.83 million.



Mrs. Kaisri Nuengsigkapien)
Chairman of the Audit Committee

Corporate Governance and Nomination Committee's Report

SCG Packaging Public Company Limited and its Subsidiaries

The Board of Directors appointed and assigned the Corporate Governance and Nomination Committee to assist the Board by carrying out duties of responsibilities as shown in the Charter of the Corporate Governance and Nomination Committee. In 2024, the Corporate Governance and Nomination Committee convened a total of four meetings with an attendance record of 94% (with details of the meetings in 2024 as shown in Part 8: Key Corporate Governance Performance Report). All significant operations in 2024 can be summarized as follows:

1. Recommendations of policies and guidelines with regard to the corporate governance of SCG Packaging Public Company Limited (SCGP)

In 2024, the Board of Directors had approved the revision of SCGP's corporate governance policies and guidelines as reviewed and proposed by the Corporate Governance and Nomination Committee to ensure that SCGP's good corporate governance practices support the Company's strategies and business growth in the face of challenges involving changes in the economy, international politics and the environment, promote fairness and transparency in business operations and management, generate returns and higher long-term value for shareholders, intensify trust and acceptance across all key stakeholder groups, and support SCGP's competitiveness for sustainable growth. The corporate governance policies and guidelines revised in 2024 are as follows:

- ▶ Charter of the Audit Committee
- ▶ Charter of the Remuneration Committee
- ▶ Tax Policy
- ▶ Risk Management Policy
- ▶ Insider Information Management and IT Governance Policy
- ▶ SCG Packaging's Corporate Governance Structure

2. Nomination of qualified candidates to replace the directors due for retirement by rotation in 2025

A list of qualified candidates to replace those who are retiring by rotation in 2025 was proposed to the Board of Directors for consideration, prior to further proposing them for election in the 2025 Annual General Meeting of Shareholders. The recruitment and nomination were done by considering the Board's appropriate structure; including education, positions held in other listed companies, not discriminating or restricting to gender, age, race, ethnicity, nationality, place of origin, cultural background, and religion as well as a Board Skills Matrix including knowledge, expertise, experience and specific capabilities in line with the strategies and sustainable operational guidelines of SCG Packaging, which have been revised to enable broader perspectives and visions, for the benefit of effective Board of Directors operations.

Moreover, to promote the participation of shareholders in the director nomination process, the Board of Directors, as proposed by the Corporate Governance and Nomination Committee, resolved to grant minority shareholders the right to nominate candidates for the directors ahead of the 2025 Annual General Meeting of Shareholders, during the period of August 1 - November 30, 2024. The criteria, procedures, qualifications and prohibited characteristics of the nominated candidates were disclosed to shareholders via the Stock Exchange of Thailand's SETLink system and the Company's website in order for the Corporate Governance and Nomination Committee to consider for the recruitment and selection of candidates to be proposed to the Board of Directors and shareholders for approval, respectively.

3. Consideration for the sub-committees structure

The appropriateness of the sub-committee structure was considered in performing specific duties. In 2024, the Corporate Governance Committee deemed it appropriate to propose the addition of one more sub-committee to review and provide specialized insights to the Board regarding overall company risk policy and oversight. The proposal was to have the Board of Directors approve the establishment of a new sub-committee, namely the Risk Oversight Committee, with an independent director serving as the committee's chairman. This will take effect from January 1, 2025, and the Board is to propose to the Annual General Meeting of Shareholders the approval of compensation for this sub-committee, in accordance with the proposals from the Board of Directors and the Corporate Governance and Nomination Committee.

4. Consideration for the remuneration of directors and sub-committees

The remuneration, including bonuses, of directors and sub-committees was considered, in order to be proposed to the Board of Directors for the Annual General Meeting of Shareholders. Criteria were based on duties and responsibilities of the individual, the Company's performance, and data of leading listed companies and those in the product and service sector. In the 2024 Annual General Meeting of Shareholders, the remuneration for directors and sub-committees for the year 2024 was approved as proposed by the Board of Directors and the Corporate Governance and Nomination Committee.

5. Enhancement of knowledge and abilities of board members for more efficient operations

Members of the Board of Directors paid a visit to subsidiaries in Thailand and overseas to experience and give consultation regarding healthcare business, management and business progress, economic and social conditions, and market trends relating to domestic sales and exports. Furthermore, the Board of Directors communicated the guidelines for good corporate governance, sustainable development and the organizational culture of SCG Packaging to executives and employees of those subsidiaries.

Productive seminars were held to exchange knowledge, perspectives, and experiences between the Board of Directors and external organizations. Participants shared specific knowledge and experiences involving basics of healthcare business, decarbonization, and an overview of Generative AI technology. Directors were made aware of the revision of the Corporate Governance Handbook, offering summaries of SCG Packaging's Code of Conduct, ESG-related risk management, and the prevention of conflicts of interest and insider trading. This reinforced the directors' knowledge in the areas of business, the business-related environment and good corporate governance.

Furthermore, significant publications of 2024's good corporate governance practices and suggestions for listed companies, distributed by the Securities and Exchange Commission (SEC), the SET and the Thai Institute of Directors Association (IOD) were gathered and summarized for the directors to fully and continually follow up on all changes regarding good corporate governance.

Due to continuous compliance with the SCGP's corporate governance policies and practices, SCGP received a full score of 100 for the 2024 Annual General Meeting of Shareholders Quality Assessment held by Thai Investors Association, and was rated "excellent" by the Corporate Governance Report of Thai Listed Companies 2024 conducted by IOD. In addition, SCGP was assessed and awarded the AAA level in the SET ESG Ratings for 2024 by the Stock Exchange of Thailand.



(Professor Kitipong Urapeetanapong)
Chairman of the Corporate Governance
and Nomination Committee

Remuneration Committee's Report

SCG Packaging Public Company Limited and its Subsidiaries

The Board of Directors had a resolution to elect the Remuneration Committee to perform duties in accordance with the Charter of the Remuneration Committee determined by the Board. In 2024, the Remuneration Committee convened a total of 6 meetings with an attendance record of 100% (with details of the meetings in 2024 on Part 8 : Key Corporate Governance Performance Report). The minutes of the meetings were reported to the Board of Directors. Below is the summary of the essence of the duties:

1. The Committee considered the compensation

of the Chief Executive Officer and the senior executives of SCGP to maintain fairness related to their performance and in line with the overall performance of SCGP. They also conducted comparisons with listed companies and leading companies in the same industry, including the maintenance of leading remuneration rates in the industry and the creation of incentives for top executives to continue to perform their duties for the progress of the Company.

2. The Committee considered the succession plan

of the executives to continuously plan human resources and manage operations to achieve the goals and missions of the organization for the short and long term, and to maintain, transfer, and extend knowledge to the organization.

In addition, the Committee provided directions and guidance to the management on the employee care policy, performance appraisals, and the determination of appropriate remuneration to uphold employee morale and retain talented personnel.



(Mr. Vanus Taepaisitphongse)
Chairman of the Remuneration Committee

The Sustainable Development Committee's Report

SCG Packaging Public Company Limited and its Subsidiaries

The Sustainable Development Committee, comprising the Chief Executive Officer, Chief Operating Officers from all business lines, directors, managers, and committee members, held a total of 4 meetings in 2024, with 94% committee member attendance. Details of the committee meeting attendance in 2024 are presented in Part 8 : Corporate Governance Performance Report. The key performance summary for 2024 encompasses the following Environmental, Social, and Governance considerations.

Environmental Dimension

The Committee has formulated environmental policies and strategies under the sustainable development guidelines. SCGP supported the implementation of strategies toward achieving Net Zero greenhouse gas emissions by 2050. The focus has been placed on a shift of energy towards renewable fuels, the introduction of artificial intelligence (AI) to take production and energy efficiency to a new bar, conducting tree planting initiatives to increase carbon sequestration in forestry, obtaining carbon footprint of product (CFP) certifications, and jointly developing product category rules for printing processes and paper-based box forming components with Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. The Committee reviewed to intensify the degree of air emission and water consumption targets in line with corporate strategy. The Committee also approved hazardous and non-hazardous waste management targets to cover operations in Thailand. For international operations, the Company is in the process of approving waste landfill targets according to each country's context, including environmental data reporting from acquired companies for integration into the central Environmental Performance Indicator system, and approved the monitoring of Environment Performance Assessment Programs for 32 companies.

Social Dimension

The Committee has applied social policies and strategies to all employees, contract workers, business partners, surrounding communities, and other stakeholders. Regarding human rights, the Company has underlined the importance of diversity, equity, and inclusion to foster employee engagement with the organization. To ensure safety, the Company has preemptively raised safety consciousness among employees and business partners, and prepared accident reports to analyze causes and risk factors. Relevant parties have been assigned to monitor safety management

measures to continuously curb accident-induced risks. Concerning the social and community aspects, the Company is committed to involvement in community engagement by using our educational supportive programs and occupational skill development to maximize income generation and strengthen communities.

Governance Dimension

The Committee has put in place governance policies and strategies in accordance with requirements, laws, and ESG practices both in Thailand and overseas to promote transparent and fair operations, and gain acceptance from stakeholders and relevant external agencies. The scope of supplier code of conduct communication and ESG risk assessment was expanded to Indonesia and Vietnam. The Company also strengthened collaboration across the packaging industry value chain. This comprises manufacturers, SME operators, government agencies, and financial institutions, to jointly reduce greenhouse gas emissions through Supply Chain Decarbonization via the Sustainable Synergy for Decarbonization seminar, which facilitated exchanges of perspectives on challenges and practical approaches. Regarding product stewardship, the guidelines of product development have been rolled out, with emphasis being placed on low carbon products that combat greenhouse gas emissions.

In 2024, the Company achieved higher ESG Ratings across environmental, social, and governance dimensions, including an upgrade to A rating in the Containers & Packaging sector by MSCI (Morgan Stanley Capital International). SCGP also won the EcoVadis Platinum Medal for sustainability in 2024. This assessment reflects the Company's commitment to sustainable business operations. Taking all of this into account, the Committee has enforced the direction of ESG strategy setting, targets, and practices to improve environmental and social quality while promoting governance operations according to the ESG 4 Plus approach.



(Mr. Wichan Jitpukdee)

Chairman of the Sustainable Development Committee

Risk Management Committee's Report

SCG Packaging Public Company Limited and its Subsidiaries


SCGP recognizes the importance of effective risk management at all levels of the organization, particularly in a rapidly changing business environment and amid increasing uncertainties. The Company has formulated risk management practices aligned with international standards to address a wide array of challenges and ensure sustainable growth opportunities. Therefore, the Board of Directors established the Risk Management Committee, consisting of the Chief Executive Officer, Chief Operating Officers of each business unit, Chief Regional Officer, Chief Marketing Officer, and Chief Financial Officer, totaling 14 members and chaired by the Chief Executive Officer, with the following main responsibilities:

- ▶ Establish risk management structure and assign risk management responsibilities
- ▶ Consider and approve risk management strategies, framework, and mitigation plans
- ▶ Review SCGP's Risk Appetite Statement, Risk Profile, and monitor risk management performance throughout the organization
- ▶ Report risks and risk management performance to the Audit Committee quarterly

In 2024, the Risk Management Committee held 4 meetings, with members of the Board of Directors participating to provide insights and recommendations on significant risk issues. (Details of the Risk Management Committee meeting attendance in 2024 can be found in Part 8 : Key Corporate Governance Performance Report). The Committee's meetings focused on monitoring and providing feedback on risk assessment results, developing mitigation plans, reporting progress on risk management efforts, and reviewing the Risk Universe (covering Safety, Health and Environmental Risks, Governance and Compliance Risks, Reputation and Intellectual Property Risks, Hazard Risks, Input Risks, Process Risks, Financial Risks, and Business Risks) and Emerging Risks. Additionally, the Committee developed strategic plans for subsidiaries meeting risk warning criteria, and endorsed efforts to promote risk management knowledge by incorporating risk management concept into regular executive meetings agendas to effectively integrate risk management with

business operations. This included monitoring packaging market situations and risks in key strategic countries, raw material cost movements, geopolitical conflicts and trade policies, development of proactive measures to address the growing complexity of cybersecurity threats, intensifying regional competition, plant emergency preparedness, flood and drought crises management, stricter environmental regulations, including operations that may impact human rights, environment, society, and corporate governance, and other leading indicators affecting business and investment projects to ensure the achievement of business objectives.

SCGP is committed to delivering value to all stakeholders through business operations grounded in sustainable development principles in all dimensions, especially in Environmental, Social, and Governance (ESG) aspects. The Company aims to strengthen its position as an integrated packaging solutions provider in the region aligned with efficiently managing internal and external risk factors to support sustainable growth and deliver returns to shareholders under Good Corporate Governance principles. The Company's risk management policy is also published on the Company's website (www.SCGPackaging.com).



(Mr. Wichan Jitpukdee)

Chairman of the Risk Management Committee



Operating Results 2024

Operating Results

SCGP continues to maintain its leadership position as an integrated packaging solutions provider in the region amid economic volatility and fluctuations in raw material and energy costs. This has been achieved through growth strategies focused on business partnership collaborations and profitability enhancement, alongside human resource development, improvements in supply chain and operational excellence, and advancements in marketing excellence. The Company emphasizes value creation for customers through the development of innovation and packaging solutions, while implementing proactive management plan to address uncertainties, in conjunction with sustainable business operations under the ESG framework.

In 2024, packaging demand demonstrated a continuous recovery in the food, beverage, and consumer goods segments, driven by domestic consumption within the ASEAN region, as well as recovery in the service and tourism

sectors. However, the slower-than-anticipated economic recovery in China and Europe, coupled with geopolitical conflicts, caused higher raw material and transportation costs. Furthermore, China's delayed economic recovery has intensified competition within the ASEAN region. Nevertheless, SCGP's diversified manufacturing bases across countries and its product portfolio, which serves various industrial sectors, have helped distribute risks and partially mitigate the impact of external uncertainties.

In 2024, SCGP achieved a total revenue of Baht 132,784 million from sales, representing a 3% year-on-year increase, driven by sales volume growth in the ASEAN region. However, the sales volume of packaging paper declined, particularly in exports to China. The EBITDA amounted to Baht 16,127 million, or a 9% year-on-year decrease. The profit of 2024 was reported at Baht 3,699 million, decreasing by 30% year-on-year, primarily due to higher raw material costs.





Revenue from Sales **Baht 132,784 million**
 increasing **3%** from the previous year



EBITDA

Baht 16,127 million
 decreasing **9%**
 from the previous year

Profit for the year **Baht 3,699 million**
 decreasing **30%** from the previous year



Integrated Packaging Business



The revenue from sales in the integrated packaging business in 2024 amounted to Baht 100,075 million, an increase of 3% year-on-year. This growth was primarily attributed to increased domestic consumption demand, which resulted in improved sales volume. The EBITDA was Baht 13,288 million, decreasing 8% year-on-year due to higher raw material costs.

Revenue from Sales

Baht 100,075 million
 ↑ increasing **3%**
 from the previous year

EBITDA

Baht 13,288 million
 ↓ decreasing **8%**
 from the previous year

Fibrous Business



Revenue from sales in the fibrous business was Baht 27,147 million, a 1% year-on-year increase. Paper and food packaging sales volumes demonstrated strong growth, while market prices of pulp and paper products declined. Consequently, the EBITDA was Baht 3,675 million, decreasing 4% year-on-year.

Revenue from Sales

Baht 27,147 million
 ↑ increasing **1%**
 from the previous year

EBITDA

Baht 3,675 million
 ↓ decreasing **4%**
 from the previous year

Recycling Business and Corporate



Revenue from sales in the Recycling Business amounted to Baht 8,704 million, which was similar to the previous year, due to a slowdown in the export of raw materials for recovered paper. However, the average selling price of raw materials for recycled paper increased in parallel to market price trends.

Revenue from Sales

Baht 8,704 million
 ≈ similar to the previous year

EBITDA

Baht 3,215 million
 ↓ decreasing **2%**
 from the previous year

Business Challenges

The global economy in 2024 demonstrated year-on-year growth. Major central banks gradually lowered interest rates in response to declining inflation trends. Key growth drivers included domestic demand recovery, particularly in the tourism sector, domestic consumption, larger private sector investment, and industrial export expansion. However, packaging demand continued to face challenges posed by a wide range of factors, such as geopolitical issues that could lead to changes in global trade policies that derail international trade, uncertainties in U.S. trade policies, the lower-than-expected economic recoveries in China and Europe, and exchange rate volatility. Consequently, packaging paper products remained under pressure from competitive challenges in raw material costs and transportation expenses. For this reason, the Company prepared to tackle these challenges by enhancing supply chain and operational excellence while continuously developing packaging innovations and solutions. This approach aimed to manage uncertainties while driving business operations under the ESG framework towards achieving Net Zero greenhouse gas emissions target by 2050.



Business and Investment Development

- ▶ Acquired 90% stake in VEM (Thailand) Co., Ltd. (VEM-TH), a manufacturer of high-performance polymer injection molded components for medical, aviation, electronics, and automotive industries. This company serves markets including Thailand, the United States, and China. This merger project formed part of SCGP's expansion strategy and developed the medical supplies and labware business to accommodate future growth in the demand for packaging, medical supplies and labware the ASEAN region.
- ▶ Acquired an additional 44.48% stake in PT Fajar Surya Wisesa Tbk (FAJAR) from PT Intercipta Sempana, increasing SCGP shareholding in FAJAR from 55.23% to 99.71%. This acquisition enhanced SCGP's capability to deliver integrated packaging solutions and strengthens business synergies in the rapidly growing Indonesian market.



Human Resource Development 04

- ▶ Continuously supported employee development through the SCGP Learning Framework, ensuring that our employees possessed the knowledge and capabilities for sustainable organizational growth, while staying adaptable to current situations, environments, and changes. This framework enabled employees to address new challenges and evolving consumer demands through both functional competency and leadership competency development. Learning was facilitated through diverse teaching methods by using the 70 20 10* learning model. Employees could develop themselves anytime and anywhere via the Learning Platform, emphasizing learning outcomes that align with organization and people capabilities.
- ▶ Enabled employees to design their own career paths under the “Design your career, Design your life” concept, developing themselves through “Inner Drive.” That is, they could assess their competencies against organizational positions, enabling them to visualize their career progression. This mechanism motivated employees to recognize the importance of consistent learning and self-development, enhancing their capabilities to respond to the organization’s vision and deliver sustainable value to customers. Additionally, it addressed personal aspirations, allowing growth alongside customers and the organization.
- ▶ Conducted annual talent assessment of high-potential employees based on evaluation criteria that were aligned with the Company’s vision and mission. High-potential employees were encouraged to create personal development plans, complemented by capability enhancement programs such as the Mentoring System and Project Assignment initiatives. These opportunities enabled employees to enhance their skills, capabilities, and leadership qualities, preparing them as Future Leaders in accordance with the organization’s Succession Plan.
- ▶ The SCGP Boost up+ Program supported employee learning through unrestricted course selection within a designated company budget (3,500 Baht/person/year). Employees could pursue both work-related and non-work-related courses through various formats including training, seminars, workshops, or online courses, either domestically or internationally.

Notes : *The components of 70 20 10 learning design are as follows;
70 is the process of learning through actual work
20 is developed with mentorship or organization expert help
10 is learning through both in-person and online courses



- ▶ Developed the Newcomer Program by Function. This scheme designed learning curricula for new employees, both with and without work experience, to participate in joint activities by using the 70 20 10* learning model. Under this scheme, employees could better understand the business, their professional roles, and work context to ensure that they delivered value that could positively contribute to the business. Additionally, the program fostered positive relationships among employees.
- ▶ Strengthened English language skills, which were crucial, through the English Development Program, initially focusing on verbal communication to boost employee confidence and capabilities. The program addressed both current and future business needs, enhancing skills such as Negotiation, Client Relations, and Job Coaching and meetings with counterparts from other countries.
- ▶ Stimulated and promoted strict adherence to safety regulations among all employees, beginning with individual compliance before extending to others, and setting good standards for colleagues to ensure business safety objectives.
- ▶ Cultivated organizational culture in continuous innovation development through “The Inspiring Innovation: Innovation, Everyone, Everywhere” project. The scope of work was aligned with business directions and genuinely addresses customer needs. Employees were provided with a platform to present creative ideas, learn, exchange, and develop work continuously through this annual event.



- ▶ Signed a Memorandum of Understanding with Once Medical Co., Ltd. to collaborate on developing high-quality syringe solutions and medical supplies.
- ▶ Researched and developed “new hybrid eucalyptus strains for sustainability” through cross-pollination combined with advanced biomolecular techniques and tissue culture methods. This resulted in new eucalyptus strains with 40% higher growth and yield rates, featuring disease and insect resistance, and suitability for cultivation in areas with both low and normal rainfall. These developments enhanced sustainable value creation throughout the value chain.
- ▶ Enhanced business with the ESG strategy, highlighting Carbon Footprint of Product (CFP) certification and developing private declaration labels to indicate CFP on products. Implemented “Carbon Footprint Software” for rapid CO₂ emission calculations,



strengthening business operations, managing organizational greenhouse gas emissions, and expanding opportunities in Thailand’s packaging industry.

- ▶ Developed healthcare solutions with the “DeltaKlean Swabs Set,” enabling high-precision and rapid surface contamination detection in food production processes.
- ▶ Enhancing Food Safety product varieties by developing PATHfinder – Microbiology Contaminants, a Real-Time PCR testing kit for microorganisms in food and water safety analysis, and VERYfinder – Ingredient Authenticity, a high-quality molecular biology testing kit for detecting animal and plant genetic materials to identify species and diagnose product contamination.
- ▶ Developed PCR boba cup packaging for bubble tea, which are manufactured based on Post-Consumer Recycled Resin (PCR) using Advanced Recycling technology to produce high-purity plastic resins suitable for food-contact packaging.



- ▶ Developed “Clixpak” beverage can multipack packaging, enabling single-handed carrying of canned beverage packs. This is made from recycled paper and designed for durability with good weight-bearing capacity and easy post-consumer recyclability.
- ▶ Developed “Paper Ready Pack” packaging using natural pulp as raw materials, coated with substances and manufactured under specially-developed processes to enable heat sealing similar to polymer films. This aims to create sustainable and environmentally- friendly packaging solutions.
- ▶ Developed paper exhibition solutions for creating distinctive, unique, and environmentally friendly trade show displays, with customized structural designs and patterns meeting client requirements. The solutions are made from recycled paper and are 100% recyclable.



- ▶ Launched “Idea by SCGP” photocopying paper boxes, featuring double water-based coating technology to minimize chemical usage, and ensure easy recyclability and environmental friendliness. This innovation reduces carbon dioxide emissions by 10 tCO₂eq per year.
- ▶ Developed Glassine 10% ECO Fiber paper, which incorporates 10% recycled materials while maintaining quality equivalent to current customer products in terms of strength and cleanliness, optimizing resource utilization and addressing sustainability throughout the value chain.
- ▶ Developed Packaging Automation Solutions, offering customized design and installation services for machinery such as Packing lines to enhance customers’ production capacity and reduce costs, with designs tailored to specific locations, budgets, and production requirements.
- ▶ Collaborated with Design & Objects to showcase designs from 12 leading Thai brands at Bangkok Design Week 2024. This transformed factory surplus materials, including recycled plastic strands from Conimex member of SCGP and surplus paper bands from paper production, into furniture, lamps, and beautiful home decorations.
- ▶ Partnered with Kasikorn Bank to build a sustainability network through innovation, knowledge, and expertise, to support Thai SMEs in transitioning to “low-carbon businesses” at the EARTH JUMP 2024: The Edge of Action sustainability forum.



Business Operations under Sustainable Development Principles and ESG Framework

SCGP is committed to environmental care and natural resource conservation by emphasizing efficient resource utilization and reducing resource and energy consumption, while minimizing production-related pollution and maintaining sustainable ecological balance. These objectives are achieved through continuous governance and implemented in accordance with international guidelines to meet established targets.

Energy Management and Climate Change

- ▶ SCGP highlighted the importance of transparency in climate change operations by disclosing climate information in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) guidelines, enabling stakeholders to understand climate-related risks, opportunities, and SCGP's mitigation strategies. The Risk Management Committee works closely with the ESG Committee to continuously monitor, evaluate, and adjust the Company's climate strategies.
- ▶ Prioritized a reduction of energy consumption per product by 15% by 2030 compared to the 2020 base year. SCGP is committed to minimizing greenhouse gas emissions by 25% by 2030 compared to the 2020 base year across domestic and international operations. We aim to achieve net zero emissions by 2050 as part of global efforts to curb a temperature rise of 1.5 degrees Celsius in accordance with the Paris Agreement. In 2024, SCGP achieved a 15.2% reduction in energy consumption per product and a 17.5% reduction in greenhouse gas emissions. The key activities are described below:
 - ▶ Increased renewable energy consumption ratio to 31.4% through boiler system improvements, raised biomass fuel usage from 12.7% to 15.7%, and reduced greenhouse gas emissions by 845,840



tCO₂eq per year. We installed a new anaerobic wastewater treatment system at Thai Cane Paper Public Company Limited, Kanchanaburi Plant, Thailand, to increase biogas production for boiler fuel. This can cut coal consumption by 24,294 Gigajoules per year and greenhouse gas emissions by 12,478 tCO₂eq per year. Additionally, we expanded solar energy installations by 13.5 MWp to a total of 63 MWp, reducing greenhouse gas emissions by 9,834 tCO₂eq per year.

- ▶ Increased energy efficiency through an array of projects: expansion of the turbo vacuum pump system installation for paper dewatering, implementation of a real-time paper production process monitoring system, development of Machine Learning to analyze steam energy efficiency in paper production, and enhancement of steam turbine efficiency by optimizing turbine outlet pressure for different paper grades. These three projects combined reduced energy consumption by 76,840 Gigajoules per year and curbed greenhouse gas emissions by 17,640 tCO₂eq per year.
- ▶ Conducted ongoing carbon footprint training reviews at both organizational and product levels for 112 buyers, so that their understanding and capacity will become more effective in managing their own greenhouse gas emissions. In addition, we collaborated with two suppliers to establish effective greenhouse gas reduction plans.

- ▶ Partnered with SCGC's CERT+ to apply satellite imagery and AI technology for evaluating yields and calculating carbon dioxide sequestration in eucalyptus plantations. In 2024, we were granted a certification by SGS (Thailand) Limited to confirm that 66,621 rais of eucalyptus plantations sequestered 270,228 tCO₂eq.
- ▶ Developed automated systems and smart service platforms to enhance real-time service delivery through the expansion of e-Ordering phase 3 to the pulp and paper packaging group. We have introduced AI in our purchase order document uploading in an attempt to lower the manual re-keying of orders and automate order detail summaries. This real-time customer response system now serves 159 customers across the packaging paper and fiber packaging segments. Furthermore, customers can instantly track order status on our automated EOT-Export Order Tracking System. This innovation can ensure better convenience and speed of data transmission, while reducing redundant work processes and steps for more convenience than ever.

Customer and Consumer Focus

- ▶ SCGP achieved an 89% customer satisfaction score thanks to our proactive operations and swift management using a customer-centric strategy. This was accomplished by understanding challenges and innovation capability development to deliver solutions that address individual customer requirements and diverse, evolving consumer behaviors. The company provides integrated products and services to ensure customer convenience and create positive customer experiences creatively.
- ▶ SCGP developed R1+ plastic packaging, a mono-material flexible packaging innovation made from single-type plastic, enabling easy recyclability while maintaining air and moisture barrier properties for effective food protection. The “Fest by SCGP” food-safe packaging line, which is clean, food-contact safe, and environmentally friendly, includes Fest Fresh Pak, an innovative paper tray for frozen meats, and maintains structural integrity at temperatures as low as -40 °c throughout the packaging and transportation processes. It is manufactured from at least 94% renewable resources. In addition, Fest Redi Pak is an innovation for ready-to-eat frozen and chilled foods that effectively preserves the freshness and taste of food. It is made with a 90% eucalyptus pulp core material that biodegrades within 60 days. It features aesthetic design, durability, and microwave-heating convenience with optimized heat distribution to prevent overheating.
- ▶ ANTI MOS packaging is designed for disposable diapers. It can effectively prevent product odor transmission and has received a recycling certification by Circular Economy for Fleible Packaging (CEFLEX), a global recycling organization. ANTI MOS is manufactured based on PE-EVOH film. Thus, it boasts durability, cleanliness, and safety while sustainably meeting customer needs and environmental requirements. It is important to note that SCGP managed to combat developmental challenges by utilizing existing machinery for production, in a bid to curb environmental impact.

Circular Economy Management

- ▶ The circular economy serves as a fundamental device in tackling domestic and offshore environmental challenges, namely, global warming, resource scarcity, the waste crisis, poverty, and quality of life issues. This approach implements circular economy principles to manage resource and energy circulation efficiently and optimally throughout the system, from planning and material selection design to production, consumption, waste management, and recycling materials back into the production process.
- ▶ Implements industrial waste reduction through increasing the proportion of post-consumer recycled paper and recyclable plastic packaging, targeting SCGP is Committed to engineer packaging products through co-creation with customers, aspiring to achieve 100% recyclable, reuseable, or compostable packaging by 2030.
- ▶ Continuously manages industrial waste following the 3Rs (Reduce, Reuse and Recycle) and Circular Economy principles by reducing waste at the source and optimizing hazardous and non-hazardous waste management. Examples include converting plastic waste into recycled plastic pellets and transforming fly ash and bottom ash into construction bricks. We also collaborate with state agencies and international bodies on policy tools such as Extended Producer Responsibility (EPR), in a bid to achieve zero landfill waste in Thailand operations.
- ▶ Produces Recycled Plastic Pellets using technology to separate plastic materials from waste reject in the used packaging paper pulp recycling process. These pellets serve as raw materials for product manufacturing, while

reducing incineration disposal and greenhouse gas emissions. The production of this pellet is employed at 2 SCGP paper mills, in Indonesia and Thailand.

- ▶ Manages and harnesses fly ash and bottom ash led by coal-based electricity and steam generation to develop innovative ‘Miracle Block’ bricks for temporary and permanent wall installation. Features of the bricks include mobility, durability, an interlocking design, high fire resistance, and environmental friendliness. In 2024, these innovations reduced waste disposal by 5,210 tons.
- ▶ Converts residual starch sludge during production processes into soil amendment. SCGP’s Fiber packaging plants use cassava starch as an adhesive in paper box production. The remaining starch sediment from wastewater treatment is sent to convert into soil amendment. In 2024, over 160 tons of starch sludge were transformed into soil amendment.
- ▶ Reduces hazardous waste generation from the treatment of printing process wastewater by studying to separate copper compounds from treated post-production water. Currently, we implement low-copper printing inks in production to reduce overall hazardous waste.



Sustainability Participation and Certification

- ▶ Selected in the Dow Jones Sustainability Index (DJSI) assessment by S&P Global in recognition of our greater business performance sustainability among leading global companies in 2024. In the containers & packaging industry category, SCGP achieved a total score of 87, representing the 99th percentile or Top 1% for the emerging market segment and was a member of S&P Index.
- ▶ Upgraded to Level A in the global containers & packaging segment by Morgan Stanley Capital International (MSCI). This ranking serves as an affirmation to investors regarding the strong performance in governance, social responsibility, and environmental stewardship.
- ▶ SCGP has received a Platinum level assessment from EcoVadis, which is the highest level of assessment and ranks in the Top 1% of the global packaging industry, reflecting leadership in sustainability at the international level. EcoVadis is a global platform for sustainability assessment and monitoring across 4 main dimensions: environmental management, labor and human rights, business ethics, and sustainable procurement.
- ▶ In 2024, SCGP underwent a CDP (Carbon Disclosure Project) sustainability assessment, reflecting the operational transparency that is expected for large corporations. SCGP achieved Level A- in Climate Change management. Additionally, SCGP participated in the Forests management category for the first time and achieved Level B. It also participated in the Water Security management category, achieving Level B.
- ▶ Since 2023, we have received certifications in Product Carbon Footprint (CFP) and Circular Economy Product Carbon Footprint (CE-CFP) labels by the Thailand Greenhouse Gas Management Organization (Public Organization). In 2024, SCGP was certified with carbon footprint certifications for pulp, printing and writing paper, packaging paper, paper container, food container, plastic container, and printing and processes forming winning a cumulative total of 161 certified items. In addition, we obtained 42 Circular Economy Product Carbon Footprint labels, bringing the cumulative total for this label to 97 items, and 38 Carbon Reduction Labels. Our accomplishment mirrors the Company’s commitment on resource use reduction, while adopting the use of recycled materials and improving production efficiency to achieve low-carbon products.

Corporate Social and Environmental Activities



SCGP Plant the Trees to Beat the Heat project

SCGP launched the Plant the Trees to Beat the Heat project to restore forests and increase tree coverage in watershed community forest areas. This is our endeavor to serve local villages through providing water resources for agriculture, generating farming income, and providing natural food sources. The project ran in the Ratchaburi, Kanchanaburi, Khon Kaen, and Prachinburi provinces through a collaboration between public, government and private sectors, taking community quality of life to new heights. What's more, it promoted eco-tourism to wider audiences. So far, the project has contributed to 62,767 newly-planted trees. Thus, carbon dioxide reduction was reported at 596.3 tCO₂eq.

Bringing Paper Home project

SCGP collaborated with 296 organizations, including government agencies, state enterprises, hospitals, and universities, to recycle 388 tons of used paper back into the system, converting it into new copy paper worth over Baht 2.6 million and reducing carbon dioxide emissions by 6,071 tCO₂eq.



Used Paper Recycling Project by SCGP Recycle

SCGP Recycle collaborated with business partners to provide knowledge and to gather used paper to recycle for sustainable management:

- ▶ To enhance circular economy practices, we partnered with Thai Beverage Recycle Co., Ltd. (TBR) to sign an MOU on “Systematic Collection and Recycling of Post-Consumer Paper Packaging for Sustainable Environmental Protection”. SCGP will recycle TBR’s post-consumer paper packaging materials.
- ▶ Collaborated with Thailand Post Company Limited on the “reBOX” initiative for the 5th consecutive year under the concept “Tangible Love Through Boxes.” In 2024, Thailand Post collected over 100 tons of used boxes and envelopes.
- ▶ Established SCGP Recycling Drop Points in partnership with organizations such as UNIQLO, BDMS, SINDHORN Village @Vela, Tha Maharaj pier, KRONOS, BITEC, The Mall Group, EM District, CHEWATHAI, and LOXLEY. The aim is to collect used paper, boxes, and cartons for recycling and produce new materials. This can contribute to society by providing organizational efficiency in sustainable waste management.

Career Building with Paper Band Weaving Project

Introduced traditional weaving crafts made with paper bands, a by-product from paper production processes. In addition, the capabilities of students and plant-surrounding communities were revamped to continuously develop diverse products. In 2024, the initiative generated community income exceeding Baht 1.94 million.

SCGP Packaging Speak Out 2024 Project

SCGP organized its 9th annual packaging design competition for university student entitled “SCGP Packaging Speak Out 2024” under the theme “Packaging for A Brighter Tomorrow.” The competition collaborated with Thailand Management Association (TMA), Department of Marketing, Faculty of Commerce and Accountancy, Chulalongkorn University, and Yuthasart Na Nakorn Foundation to provide students with opportunities for brand development and product value enhancement through packaging design that focused on reduce-reuse-recycle concepts. In the competition, 278 entries were submitted by students in several fields and educational institutions nationwide.

SCGP Packaging Design Speak Out 2024 – Vietnam

Expanded results to develop youths at the ASEAN level. SCGP organized the SCGP Packaging Design Speak Out 2024 - Vietnam project for higher education in Vietnam for the 4th consecutive year. SCGP encouraged the new generation of youths to improve creativity and have room to demonstrate their potential in packaging design for e-commerce business packaging, gift set packaging and marketing displays under the concept entitled “Packaging for A Brighter Tomorrow”. Over 130 entries were submitted from educational institutions nationwide.



SCGP Zero Waste Community Project

For the 5th consecutive year, SCGP collaborated with Ban Pong District and 17 local administrative organizations in Ban Pong District, Ratchaburi Province, to promote circular economy principles that create a model district with effective waste management through the SCGP LIKE (Zero) Waste Community Project. The project has been expanded to provinces where SCGP factories are located, including the Prachinburi, Kanchanaburi, and Khon Kaen provinces. In 2024, an additional 106 communities joined the project and helped reduce waste by 358 tons. This project introduced a model community in waste management. Also in 2024, the “Ban Pong Model” expanded to cover all 183 communities across the Ban Pong District.



Awards and Achievement in 2024



- Won the prestigious SET Awards 2024 for the 3rd consecutive year in the Best Innovative Company Awards category for its New Hybrid Eucalyptus for Sustainability project. The event was hosted by the Stock Exchange of Thailand.
- Won 3 awards at the IAA Awards for Listed Companies 2024, including “Best CEO,” “Best Investor Relations,” and “Outstanding CFO” in the industrial products category. The event were hosted by the Investment Analysts Association.
- Won the Best Investor Targeting Strategy award, presented by IR Magazine.
- Won 2 awards at the Marketing Award of Thailand 2024 in the Sustainable Marketing category. The “Silver Award” was for the “Eco Industrial Bag, Inclusive Green Growth” project, while the “Bronze Award” was for the “Just Peel, Feel Good” initiative. The event was hosted by the Marketing Association of Thailand.

- Won Thailand Top Corporate Brands 2024, achieving the highest corporate brand value in the packaging category, amounting to Bant 100,594 million. The event was hosted by Chulalongkorn Business School’s Master in Branding and Marketing (MBM) Program, the Stock Exchange of Thailand (SET), and Manager Online.
- Won the Platinum level sustainability rating and Thai Container Rayong Co., Ltd. has received the Bronze level sustainability rating, organized by EcoVadis.
- Received the Climate Action Leading Organization (CALO) – Excellence Level award in the Industrial Products category, in recognition of its leadership in greenhouse gas management. The award was presented by the Thailand Carbon Neutral Network (TCNN).
- Won the “Sustainability Disclosure Recognition” award for the 2nd consecutive year hosted by the Thaipat Institute. The award reflects SCGP’s commitment to transparently disclose sustainability information and conduct business with consideration for economic, social, and environmental impacts, in line with international standards as a member of the Sustainability Disclosure Community (SDC).





- Companies in SCGP group won a total of 6 awards in packaging design contests, including:

Global Awards

- Thai Containers Group Co., Ltd. won a total of 2 awards in “WorldStar Awards 2024”, which is hosted by the World Packaging Organization, in the category “Gift Packaging”.

Asian Awards

- Thai Paper Co., Ltd. won 1 award in “AsiaStar Award 2023”, which is hosted by The Asian Packaging Federation, in the category “Consumer Package”.

National Awards

- Thai Containers Group Co., Ltd. and Thai Paper Co., Ltd. won a total of 3 awards in “ThaiStar Awards 2024”, which is hosted by the Ministry of Industry, in the category “Consumer Package”.

- Prepack Thailand Co., Ltd. won the Silver Award in “The 5th Thailand Plastics Awards 2024” at the A-PLAS 2024 event for developing ANTI MOS packaging for disposable baby diapers that effectively prevents product odors from escaping the packaging.

- Companies in SCGP won a total of 2 awards in “The Prime Minister Industry Award 2024” in the category of Productivity, which was hosted by the Ministry of Industry.

- Thai Containers Group Co., Ltd., Ratchaburi Plant
- Thai Cane Paper Public Company Limited, Kanchanaburi Plant

- Companies in SCGP won a total of 3 Silver awards in “Thailand Kaizen Award 2024”, which is hosted by the Technology Promotion Association (Thailand-Japan)

- Thai Containers Group Co., Ltd., Samut Prakan Plant (2 awards)
- Siam Kraft Industry Co., Ltd.

- Companies in SCGP received the Outstanding Establishment Award for Labor Relations and Labor Welfare for the Year 2024 at the national level, hosted by the Ministry of Labor, with a total of 8 awards:

- Siam Kraft Industry Co., Ltd., Wangsala Plant (4th year)
- Thai Containers Group Co., Ltd., Nava Nakorn Plant (7th year)
- Thai Containers Group Co., Ltd., Pathum Thani Plant (14th year)
- Thai Containers Group Co., Ltd., Ratchaburi Plant (14th year)
- Thai Containers Group Co., Ltd., Samut Prakan Plant (4th year)
- Thai Cane Paper Public Company Limited, Kanchanaburi Plant (18th year)
- Tawana Containers Co., Ltd. (4th year)
- Orient Containers Co., Ltd., Om Noi Plant (3rd year)

- Companies in SCGP won a total of 12 awards in the Outstanding Workplace Award for Safety, Occupational Health and Environment in 2024 from the Ministry of Labor.

Platinum Awards

- Thai Containers Group Co., Ltd., Nava Nakorn Plant (15th year)
- Thai Containers Group Co., Ltd., Ratchaburi Plant (18th year)

Diamond Awards

- Thai Containers Group Co., Ltd., Kamphaeng Phet Plant (5th year)
- Thai Containers Group Co., Ltd., Prachinburi Plant (5th year)
- Thai Containers Rayong Co., Ltd. (8th year)
- Thai Cane Paper Public Company Limited, Kanchanaburi Plant (9th year)

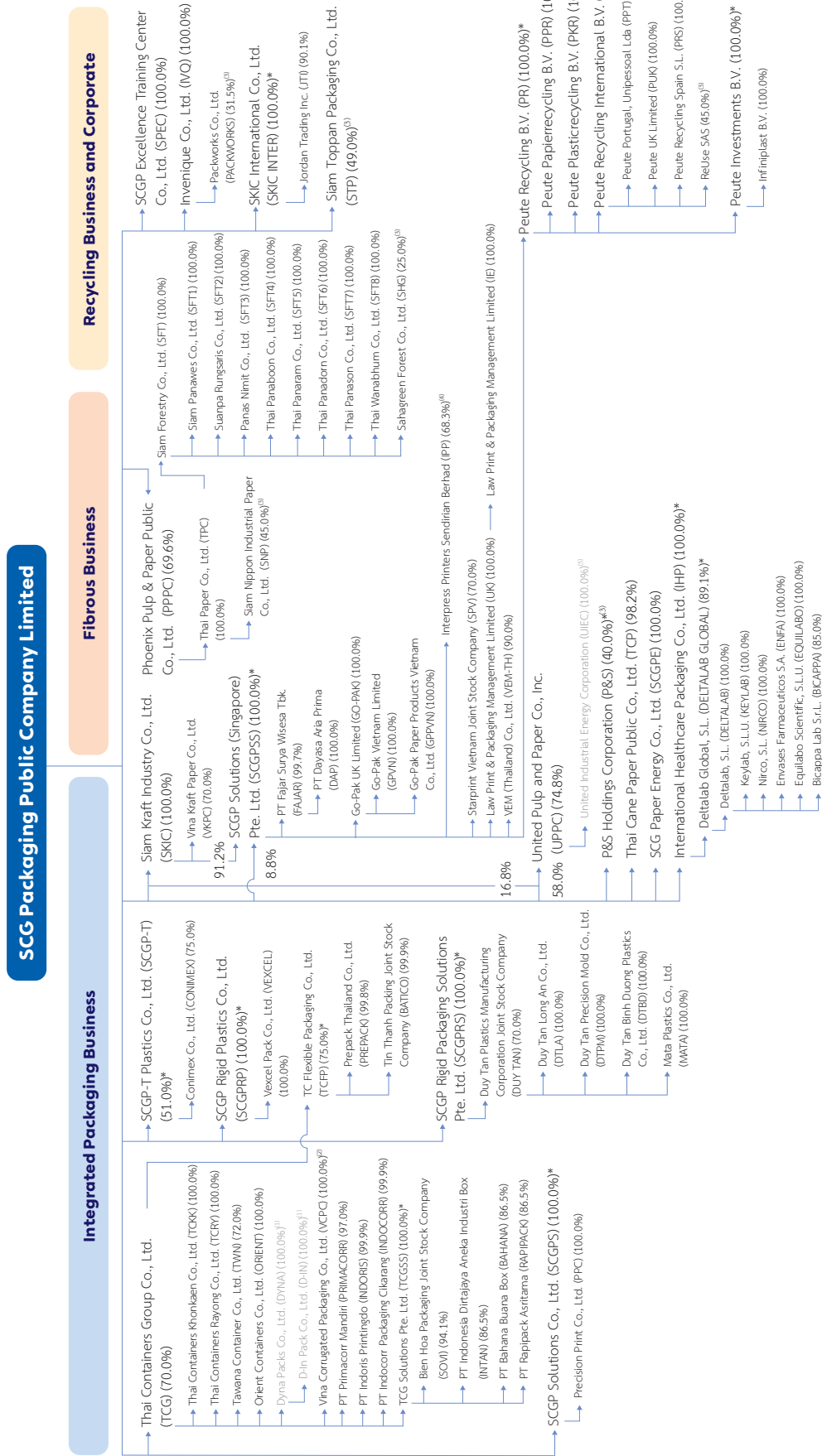
Gold Awards

- Thai Containers Group Co., Ltd., Chonburi Plant (3rd year)
 - Orient Containers Co., Ltd., Om Noi Plant (2nd year)
 - Phoenix Pulp & Paper Public Company Limited (3rd year)
 - Thai Paper Co., Ltd., Samut Sakhon Plant (3rd year)
 - Siam Forestry Co., Ltd., Chum Phuang Plant (4th year)
 - Siam Forestry Co., Ltd., Phra Yuen Plant (3rd year)
- Thai Containers Group Co., Ltd., Ratchaburi Plant, won the Bronze award in the Zero Accident Campaign 2024 from the Ministry of Labor.
 - Thai Cane Paper Public Company Limited, Kanchanaburi Plant won the Green Industry Award, Level 5, hosted by the Ministry of Industry.
 - Companies in SCGP received the CSR DIW Continuous Awards 2024, hosted by the Ministry of Industry, with a total of 4 awards:
 - Siam Kraft Industry Co., Ltd., Ban Pong Plant
 - Siam Kraft Industry Co., Ltd., Wangsala Plant
 - Thai Cane Paper Public Company Limited, Kanchanaburi Plant
 - Thai Cane Paper Public Company Limited, Prachinburi Plant
 - Thai Cane Paper Public Company Limited, Kanchanaburi Plant won the Outstanding Industry Award in the Productivity Enhancement Category of The Prime Minister's Industry Award 2024, hosted by the Ministry of Industry.
 - Duy Tan Plastics Manufacturing Corporation Joint Stock Company won the HIGH-QUALITY VIETNAMESE PRODUCTS - INTEGRATION STANDARDS IN 2024, hosted by The High-Quality Vietnamese Goods Business Association
 - Duy Tan Plastics Manufacturing Corporation Joint Stock Company won the Vietnam High Goods Quality for the 28th consecutive year, hosted by High Quality Vietnamese Goods Business Association
 - Duy Tan Plastics Manufacturing Corporation Joint Stock Company won the VNR 500 Awards – Top 500 Largest Enterprises in Vietnam, hosted by Vietnam Report and Vietnamnet News
- Duy Tan Plastics Manufacturing Corporation Joint Stock Company won the Ho Chi Minh City Golden Brand Award, hosted by Ho Chi Minh City Department of Industry & Trade and Saigon Economic Magazine
 - Duy Tan Plastics Manufacturing Corporation Joint Stock Company won the TOP 50 CORPORATE SUSTAINABILITY AWARDS 2024, hosted by Institute of Economic E-news magazines
 - Tin Thanh Packing Joint Stock Company (BATICO) won the Excellence Award in Flexible Packaging and Innovative Packaging Award for Flexible Packaging - Vietnam Packaging Award 2024, hosted by Vietnam Packaging Associations
 - DeltaLab S.L. won The Best Food Science Division (FSD) Channel Partner 2023, hosted by Bio-Rad Laboratories, a global leader in chemicals and life- science equipment



Shareholding Structure as of December 31, 2024

As of December 31, 2024, SCGP holds shares in 80 subsidiaries and 6 associated companies. The operations are divided into three businesses: 1) Integrated Packaging Business 2) Fibrous Business 3) Recycling Business and Corporate, with details of shareholding as follows:



Remarks : *Holding Company

⁽¹⁾ DYN and DIN transferred the entire business to ORIENT on November 1, 2020 and registered the dissolution of the company with the Department of Business Development, Ministry of Commerce on December 22, 2020. It is currently in the process of liquidation.

⁽²⁾ New Asia Industries Co., Ltd. (NAI), Packlamex (Vietnam) Co., Ltd. (PV), and AP Packaging (Hanoi) Co., Ltd. (APPH) transferred business to VPCO, formerly known as Alcamax Packaging (Vietnam) Co., Ltd. (APV), effective May 1, 2024.

⁽³⁾ Associated company.

⁽⁴⁾ SCGPS has 68.3% of IPP total voting rights as some of the shares that SCGPS holds in IPP are net preferred shares with no voting rights.

⁽⁵⁾ UIEC registered the termination of its business on April 24, 1997.

The Consideration of the Size of a Holding Company in the Stock Exchange

SCGP is a holding company. The Company is entirely qualified according to criteria in the Announcements⁽¹⁾, with the following details.

Comparison Criteria of the size of the Company	Qualifications according to the Holding Company Announcement	Qualifications of the Company ⁽²⁾ (%)
1. The size of the subsidiaries that operate main business compared to the size of the Company $\frac{\text{Total assets - Investments in associates and other companies}}{\text{Total assets}}$	≥ 25.0%	99.36
2. The size of companies that operate main business compared to the size of the Company $\frac{\text{Total assets - Investments in other companies}}{\text{Total assets}}$	≥ 75.0%	99.99
3. The size of other companies compared to the size of the Company $\frac{\text{Investments in other companies}}{\text{Total assets}}$	≤ 25.0%	0.01

Remark ⁽¹⁾ Indicated in the Announcement of Stock Exchange of Thailand Board of Governors, numbered TJ. 39/2559, on requesting permission and granting permission to new share offerings, dated 30 September 2016 (including the amended version), and the Announcement of the Office of the Securities and Exchange Commission, numbered SJ. 50/2561, on the consideration of the size of a company, about the granting permission of new share offerings from a holding company, dated 28 September 2018.

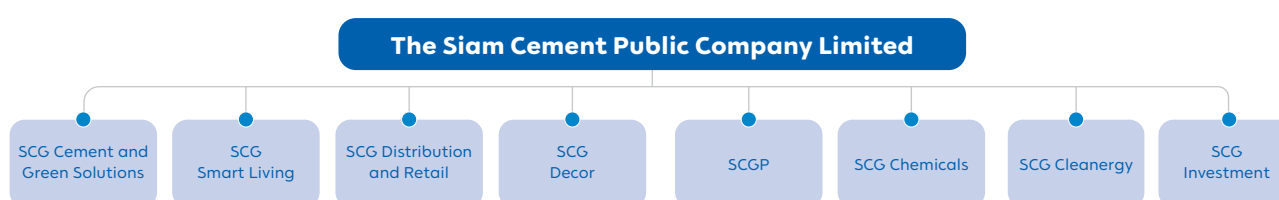
⁽²⁾ Calculated according to the information in SCGP's consolidated financial statements for the year ended 31 December 2024.

Relationship with Business Groups of Major Shareholders

The Siam Cement Public Company Limited (SCC) is the Company's major shareholder, with a shareholding of 72.12 % of the Company's issued and paid-up capital. The group enters into related transactions with ordinary with SCC to sell certain products to SCC, such as industrial bags for cement products, corrugated containers for transport, display advertising and raw materials from SCC group, including petrochemicals and recovered paper. In 2024, SCGP received 2.6% of its income from SCC Group (2.7% in

2023) and spent 6.2% of its total costs and expenses on SCC Group's products and services (6.4% in 2023). These purchases were made under suitable conditions, at fair prices, and in line with the Company's arm's length transactions with third parties. Moreover, the Company also entered other related transactions. More information can be found in "Related Transactions."

The organizational structure of the Siam Cement Public Company Limited as of December 31, 2024, is illustrated as follows:



Shareholders' agreements in matters affecting the issuance and offering of securities or the Company's management

-None-

Persons presenting a potential conflict of interest if they hold shares in subsidiaries or associated companies adding up to more than 10% of the votes in that company

-None-

Operating Structure



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.

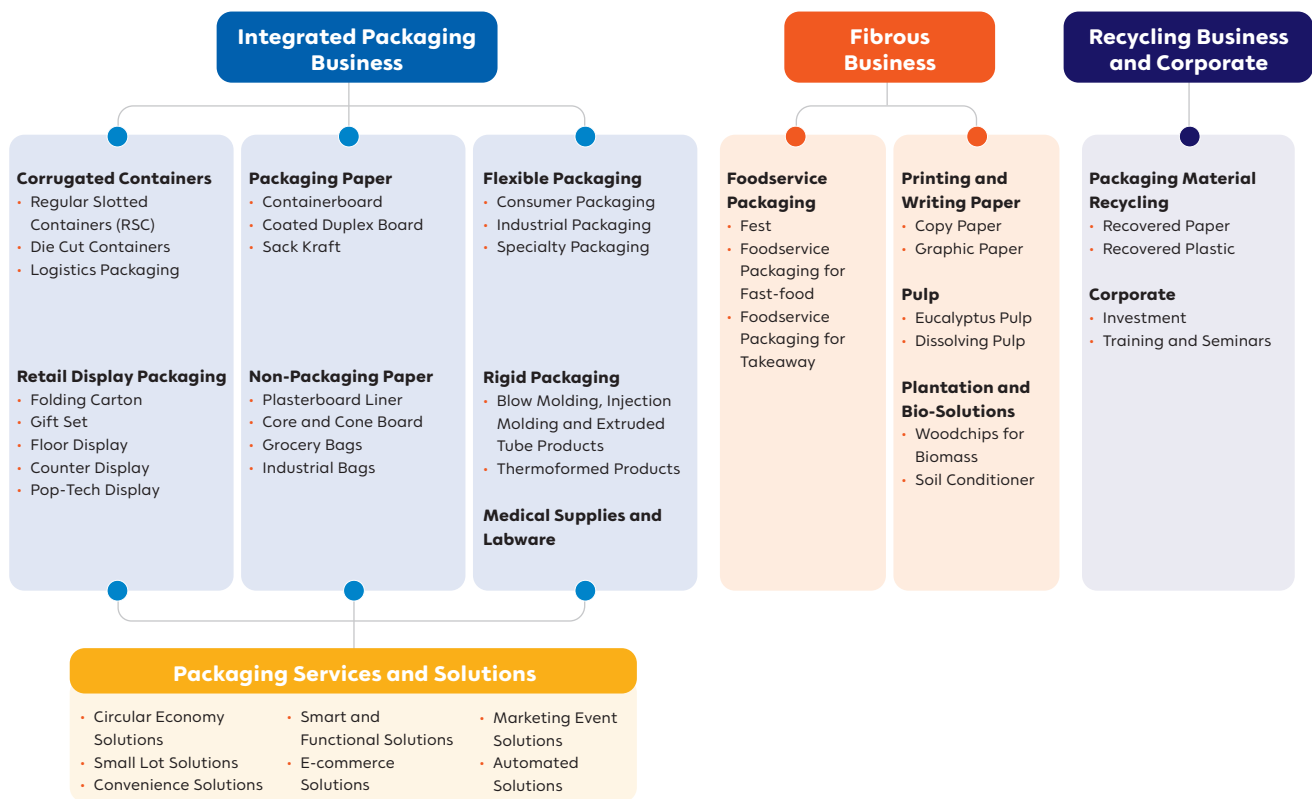
August

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

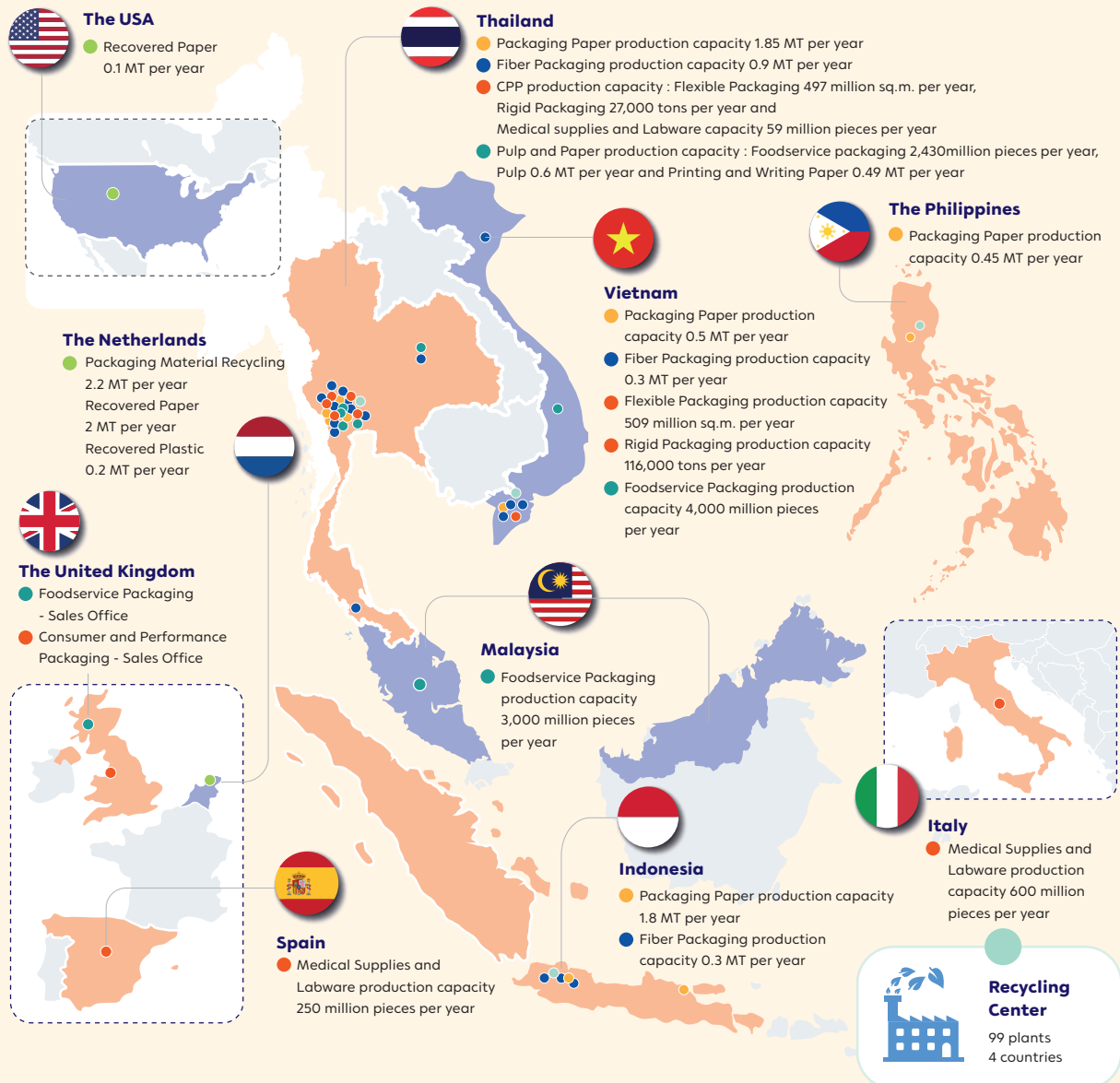
businesses related to woodchips export, biomass wood trading for clean energy generation, Khudin by SCGP organic/chemical fertilizer, soil conditioners, growing media, wood conversion products such as wood pallets and laminated wood panels, as well as the further development of high-value plants such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



Business Operations According to Geographical Area

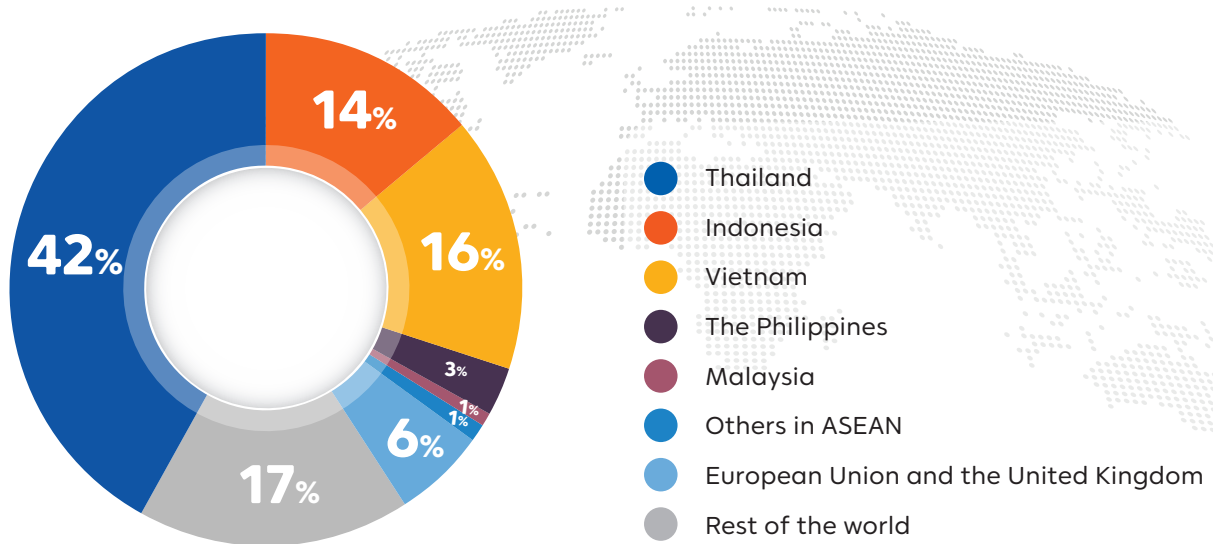
In 2024, SCGP's business operations spanned across ASEAN and expanded to a group of potential countries outside the region. The Company has 73 production facilities and sales offices in 10 countries: Thailand, Vietnam, Indonesia, the Philippines, Malaysia, the United Kingdom, Spain, the Netherlands, 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, Srisojakhenoi 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 Igarisa, 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, Mctro 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

2



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 -

Driving Sustainability in Business

3



Driving Sustainability in Business

Sustainability Management Policy and Goals

SCGP and its subsidiaries, both in Thailand and abroad, have a policy that governs the operations of their businesses in accordance with sustainability guidelines: considering risks and opportunities of sustainability improvement at all levels of the organization, short and long-term needs, expectations of all related parties, and Environmental, Social and Governance (ESG) impacts. The Company and its subsidiaries use this information to formulate business strategies that help the business to grow sustainably within rapidly changing circumstances, taking into account the balance between ESG aspects.

The Company's Corporate Governance Handbook contains these published policies: Sustainable Development Policy, Corporate Governance Policy, Human Rights Policy, Risk Management Policy, Stakeholders Engagement Policy, the Policy and Guidelines for the Procurement and Selection of Supplier/Business Partners of SCGP, the SCGP's Supplier Code of Conduct, the Diversity and Inclusion Policy, Tax Policy, and Compliance Policy. The Environment and Climate Policy is published on the Company's website.

The Company has set sustainability goals and guidelines in 2024 that follow the United Nations Sustainable Development Goals (SDGs). The 15 goals set are listed below:

No Poverty:

End poverty in all its forms everywhere.



Good Health and Well-being:

Ensure healthy lives and promote well-being for all at all ages.



Quality Education:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Gender Equality:

Achieve gender equality and empower all women and girls.



Clean Water and Sanitation:

Ensure availability and sustainable management of water and sanitation for all.



Affordable and Clean Energy:

Ensure access to affordable, reliable, sustainable and modern energy for all.



Decent Work and Economic Growth:

Promote inclusive and sustainable economic growth and decent work for all.



Industry, Innovation and Infrastructure:

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Reduce Inequality:

Reduce inequality within and among countries.



Sustainable Cities and Communities:

Make cities and human settlements inclusive, safe, resilient and sustainable.



Responsible Consumption and Production:

Develop sustainable consumption and production patterns.



Climate Action:

Take urgent action to combat climate change and its impacts.



Life on Land:

Protect, restore, and promote sustainable use of terrestrial ecosystems. Ensure sustainable forest management. Stop the expansion of the desert. Freeze and reverse the process of soil degradation. End the loss of biodiversity.



Peace, Justice and Strong Institutions:

Promote peaceful, equitable and inclusive societies for sustainable development. Generate a justice process that is accessible to everyone. Create effective, verifiable and open institutions at all levels.



Partnerships for the Goals:

Maximize the operation and reinforce the global partnership for sustainable development.



SCGP's Goals and strategies for sustainability in 2024 are as follows.

	Goals	Strategies
Environmental	 Energy Management and Climate Resilience <ul style="list-style-type: none"> Reduce 25% of greenhouse gas emissions by 2030 compared with the base year of 2020. Reduce 13% of energy consumption by 2025 compared with Business as Usual (BAU) for the base year of 2007. Reduce 15% of energy intensity by 2030 compared with the base year of 2020. Achieve net zero emissions by 2050. 	<ul style="list-style-type: none"> Increase energy efficiency by utilizing the best available technology. Increase the use of renewable energy, such as biomass energy, solar energy, etc. Promote climate actions through natural mechanisms, such as forest conservation and ecosystem restoration. Promote by using internal carbon pricing (ICP) to support low-carbon projects, reduce greenhouse gas emissions as per the established goal, and, eventually, introduce low-carbon products. Study Carbon Capture, Utilization, and Storage (CCUS) technologies.
	 Air and Odor Pollution Management <p>Air Pollution Management</p> <ul style="list-style-type: none"> Reduce dust intensity by 10% by 2030. <p>*Compared with the base year of 2020 for both domestic and overseas business.</p> <p>Odor Pollution Management</p> <p>No official odor complaints.</p>	<ul style="list-style-type: none"> Set the air pollution emission target under the international guideline for the same business groups and as specified by laws. Apply the best available air pollution management technology by controlling both pollution sources and emissions while continuously monitoring air quality. Encourage regular participation from communities and stakeholders in managing air pollution.
	 Water Management <ul style="list-style-type: none"> Reduce water withdrawal by 35% by 2025 compared with Business as Usual (BAU) for the base year of 2014. Reduce specific water withdrawal by 10% by 2030 compared with the base year of 2022. 	<ul style="list-style-type: none"> Reduce water-related risks, improve efficiency with integrated water management, and build the capabilities of persons who are involved in water management to secure the most efficient body of knowledge and water management. Treat effluents to meet quality standards, monitor their quantity and quality, report on arising issues, perform incident investigation, and take corrective actions to reduce effluents. Rehabilitate water sources' ecosystems and supply water to communities and agriculture.
	 Industrial Waste Management <ul style="list-style-type: none"> Zero waste from the production process sent to landfill (Thailand). Zero waste disposal by incineration without energy recovery (Thailand). 	<ul style="list-style-type: none"> Strive to reduce and eliminate waste generation at the source and set the indicators for continuous assessment. Manage industrial waste, both hazardous waste and non-hazardous waste within SCG and SCGP to the greatest extent possible, in line with 3R and circular economy principles, with optimal efficiency through measures or standards issued by the government or world-class organizations, to go beyond compliance. Research and develop innovations to reuse and recycle raw materials and waste or to turn waste into value-added products and extend their shelf life, preserve the core value of materials as much as possible, and promote use of biomaterials or recycled materials.
	 Forests and Biodiversity <ul style="list-style-type: none"> Biodiversity conservation area certified by FSC™ standards at least 10% of certified area. 	<ul style="list-style-type: none"> Achieve sustainable biodiversity management using international indicators and serve as a role model for biodiversity conservation in other areas. Engage with communities and stakeholders to enhance knowledge and understanding of biodiversity conservation. Manage the use of community forest areas by participation according to the community forest principle.
	Social	 Health and Safety <ul style="list-style-type: none"> 0 cases of work-related fatality of employees and contractors in every year. Occupational illness and disease frequency rate of 0 cases per 1,000,000 working hours every year. Lost time injury frequency rate of 0 cases per 1,000,000 working hours for employees and contractors (in Thailand).
 Human Rights <ul style="list-style-type: none"> 0 cases of human rights violation. 100% of employees to pass the Ethics e-Testing, a test on ethics and human rights. The proportion of management-level female employees increased to 24% by 2030. 		<ul style="list-style-type: none"> Integrate human rights activities, diversity management, and inclusion into business operations throughout the domestic and international value chains. Create value, develop, and extend participative programs that uphold the principles of respect for human rights to all stakeholder groups throughout the value chains and society as a whole. Be a role model, and share and exchange experiences on human rights with other organizations.

	Goals	Strategies
Social	 Employee Care and Development <ul style="list-style-type: none"> Total employee engagement score for employees in Thailand and abroad is above 4.20 out of 5.00. 100% of employees in Thailand receive competency assessment and individual development planning in the Learning Management System (LMS) annually. 	<ul style="list-style-type: none"> Create corporate values to attract talented and competent prospective employees. Apply employee care thoroughly and fairly to create engagement. Cultivate a learning culture by providing the Learning Management System (LMS) and expanding opportunities for employees to improve themselves according to their personal interests, and with learning methods best suited for each individual in order to build competitive skills, happiness at work, and efficient teamwork.
	   Community and Social Development <ul style="list-style-type: none"> Community satisfaction is at 90%. The model community in Ban Pong, Ratchaburi will be expanded to 183 communities by 2030. Open House allows the community to visit factories 12 times per year with 1,000 participants per year. 	<ul style="list-style-type: none"> Utilize both internal and external specialization to support the society. Encourage participation from employees and relevant stakeholders in all sectors to create sustainable value for society. Develop innovations that respond to the needs of communities and solve social issues, including the development of a community model, and expand the model's achievements to other community networks.
Economic	    Product, Service and Solution Stewardship <ul style="list-style-type: none"> Sale revenue from SCG Green Choice products, services, and solutions is 66.7% of the total sales revenue by 2030. Sale revenue from SCG Green Choice products, services, and solutions that provide direct benefits to customers is 33.3% of the total sales revenue by 2030. All subsidiaries in SCGP must fully (100%) follow the requirements of the REACH Regulation (Annex XVII and Substances of Very High Concern (SVHC) for Authorization). No complaints regarding non-compliance with the law and product safety. 	<ul style="list-style-type: none"> Foster an innovative approach to the development of products, services, and solutions that fulfil consumers' needs and enhance consumers' well-being. Taking into account the impact of climate change, environment, and hygiene, and by utilizing Circular Economy principles and creating new business opportunities. Consider the impact on the environment and the safety of products, services, and solutions throughout their life cycle, and promote the certification and labelling of products with environmental and sustainability credentials. Develop business processes throughout the value chain that are in line with international standards to promote stakeholder awareness of the environmentally responsible approach to use products.
	 Customer Relationship Management <ul style="list-style-type: none"> Customer Satisfaction score is at 85% 	<ul style="list-style-type: none"> Create business-to-business-to-customer (B2B2C) experiences. Create business-to-customer (B2C) experiences.
	   Sustainable Value Creation for Business Partners <ul style="list-style-type: none"> 100% of suppliers are committed to complying with the SCGP's Supplier Code of Conduct. 100% of suppliers pass the Environmental, Social and Governance (ESG risk assessment). 100% of contractors in the production process have been certified under SCG Contractor Certification System or SCS. 100% of the main transport business partners have been certified as regular transport business partners 	<ul style="list-style-type: none"> Select and assess potential suppliers in regard to sustainable operations. Conduct risk assessments and supplier segmentation to formulate a strategy and supplier development plan corresponding to the risks. Develop and advance suppliers' capabilities towards sustainability. Raise awareness and enhance employees' competency for efficient procurement.
	 Corporate Governance <ul style="list-style-type: none"> A 5-star excellent rating in the assessment by the 2024 Corporate Governance Survey of Listed Companies. Zero misconduct against the anti-corruption policy. 100% of employees to pass the Ethics e-Testing, a test on ethics. 	<ul style="list-style-type: none"> Communicate and encourage employees and business partners to fully understand, realize, and comply with corporate governance, SCGP's Code of Conduct, and Supplier Code of Conduct. Assess risks and investigate corruption cases by using existing preventative systems that consist of ethics testing, 3 levels of agency's risk management and internal control, and accessible complaint channels for stakeholders. Integrate information and cyber security risks into enterprise-wide risk management and adjust operating strategies constantly to combat cyber threats which change and develop at a rapid rate.
	 Information and Cyber Security <ul style="list-style-type: none"> The information system operates continuously not less than 99.5 % of the time (system suffers from issues less than 1.83 days a year). No complaints about customer data breached. 	<ul style="list-style-type: none"> Integrate information and cyber security risks into enterprise-wide risk management such as the identification of risks or business opportunities, assessment and prioritization, management measure formulation, and monitoring and reporting. Determine the security management process of the information technology system as guided by the information technology security policy. Enhance knowledge, understanding, and awareness among employees at all levels by providing training on corrective measures upon facing a cyber threat.

Sustainable Supply Chain

SCGP implements circular economy principles in every stage of its supply chain, from design, procurement, production, distribution and transportation, utilization, to reuse. We use limited energy and natural resources with optimum efficiency, reduce the need to use raw materials, apply reusing and recycling, utilize renewable energy, and leave the least amount of waste that cannot be reused or disposed. The Company offers long-lived products, services, and solutions which can

Inputs



Planet

1. Natural Resources

- Virgin Raw Materials (e.g. Wood chips/ wood logs, Virgin pulp, Virgin film/resin)
- Recycled Raw Materials (e.g. Recovered Paper (RCP), Post Consumer Recycled Resin (PCR), Post Industrial Resin (PIR))
- Water
- Energy



People

2. Human Resources

- Employees and suppliers
- Training

3. Social and Relation

- Sound business ethics
- Business partners
- Customer relationship
- Global Brand Perception



Prosperity

4. Intellectual resources

- Innovative Patent on Packaging and Recycling
- Trademarks
- Technology licenses
- Software licenses

5. Financials

- Costs and Expenses
- Corporate Shares
- Bonds, Debts, Loans

6. Manufacture

- 67 Production facilities
- 6 Sales offices
- 1 Head office



9 STAKEHOLDER GROUPS

1. Shareholders/Investors/Business partners/Creditors
2. Employees
3. Customers
4. Suppliers/Contractors
5. Communities
6. Governance Agencies
7. Mass Media
8. Civil Society/Academics/Thought Leaders, and
9. Business Associates

Create Stable

reduce greenhouse gas emissions, energy consumption, and waste generation. In addition, efforts are spent to take care of communities around factories and all stakeholders, as well as preparing many social projects including environment conservation activities. Together with all sectors, namely the government, private, and public sectors, the Company aims to push forward for a sustainable society.

Impacts to Inputs	Measures to reduce Impacts	SDGs
<p> Planet</p> <p>Natural Resources</p> <ul style="list-style-type: none"> Air pollutants and Carbon dioxide emissions, Waste and effluent management Resource, Energy and Water Profligacy 	<p> Planet</p> <p>Natural</p> <ul style="list-style-type: none"> Reduction of CO₂ emissions Air pollutants, Waste and Effluent appropriately managed and reduced Reduction of Energy and water consumption Preservation of Biodiversity 	<p>9, 13</p> <p>6, 9, 12</p> <p>6, 7</p> <p>15</p>
<p> People</p> <p>Human Resources</p> <ul style="list-style-type: none"> Human Rights of employees and suppliers Diverse and Inclusive workforce Injuries and ill health Employee salaries and welfare Employee engagement and satisfaction <p>Social and Relation</p> <ul style="list-style-type: none"> Job creation External Stakeholders Engagement and Satisfaction Brand reputation 	<p> People</p> <p>Human Resource Impact</p> <ul style="list-style-type: none"> Protection of Human Rights in workplace Promotion of diversity and inclusion opportunity Contraction of Occupational Health and Safety incident Enhancement of employee skills development Improvement of employee satisfaction <p>Social and Relation</p> <ul style="list-style-type: none"> Strengthen of business ethics & partnership on supply chain Stimulation of job employment Promotion of customer satisfaction Establishment of Global reputation and recognition 	<p>5, 10, 16</p> <p>5, 8, 10, 16</p> <p>3, 8</p> <p>4</p> <p>5, 8, 10, 16</p> <p>8, 12, 16, 17</p> <p>1, 8</p> <p>16</p> <p>16</p>
<p> Prosperity</p> <p>Intellectual Resources</p> <ul style="list-style-type: none"> Innovative Paper & Packaging products and Recycling solutions Knowledge intuition and sharing <p>Financials</p> <ul style="list-style-type: none"> Profits Access to Capital Market Returns on third party capital/dividends Revenue Growth <p>Manufacture</p> <ul style="list-style-type: none"> Centralized network collaboration Quality and efficiency of resources acquisition 	<p> Prosperity</p> <p>Intellectual Resources</p> <ul style="list-style-type: none"> Dissemination of new Paper, Packaging and Recycling product innovated Leveraged benefit from Paper, Packaging and Recycling <p>Financials</p> <ul style="list-style-type: none"> Minimizing financial risks to related stakeholders Debt reduction <p>Manufacture</p> <ul style="list-style-type: none"> Sustainably used of resources acquired Enhancement of product value added 	<p>8, 9, 12</p> <p>8, 9, 12</p> <p>1, 8</p> <p>1</p> <p>9, 11, 12, 13</p> <p>9, 11, 12</p>








and Sustainable Growth





Analysis of Stakeholder Expectations

SCGP categorized stakeholders into 9 main groups: (1) Shareholders/Investors/Business partners/Creditors, (2) Employees, (3) Customers, (4) Suppliers/Contractors, (5) Communities, (6) Government agencies, (7) Mass Media, (8) Civil Society/Academics/Thought Leaders, and (9) Business Associates. Each stakeholder group may be affected by the Company's operations at different levels. Therefore, stakeholders' needs and expectations, communications/channels and examples of what has been done for stakeholders were continuously analyzed.

The following table shows the results of the stakeholder expectations analysis conducted in 2024:

Stakeholder Groups	Needs and Expectations	Participation Approaches	Example of Outcomes
<p>1</p> <p>Shareholders/ Investors/ Business Partners/ Creditors</p> 	<ul style="list-style-type: none"> • SCGP's action plans or strategies to achieve both long-term and short-term goals. • Operating results, development directions and business growth. • Corporate governance and transparent management. • Disclosure of information on business performances. • An optimum value of dividends. • Receptive to opinions/suggestions for improvement of operations. 	<ul style="list-style-type: none"> • Annual General Meeting. • Announcement of quarterly business performance. • Annual Report and Annual Sustainability Report. • Analyst conference. • Investor Relations (IR) for communication of operating results/action plans with investors around the world. • Hotline phone and e-mail, managed by IR. • Website. • Annual plant visits and CSR activities. 	<ul style="list-style-type: none"> • Disclose essential and necessary information on SCGP's operating performances. • Conduct business with transparency and accountability. • Listen to opinions/suggestions for business operation development.
<p>2</p> <p>Employees</p> 	<ul style="list-style-type: none"> • Reskilling, upskilling, and potential development in line with business changes. • Business directions and guidelines for adaptation. • Employee care. 	<ul style="list-style-type: none"> • Ensure regular communication through internal news. • Hold annual meeting between employees and executives. • Prepare employee engagement plans for each department to encourage employee's commitment to the organization. • Conduct yearly employee engagement surveys. • Conduct formal and informal employee opinion surveys. • Inform employees about relevant news and business movements through various internal communication channels, including e-mail, Line Group, Employee Connect application. • Provide information to raise awareness on healthcare through multiple internal communication channels, including e-mail, Line Group, Employee Connect application. 	<ul style="list-style-type: none"> • Recognize employees' problems and expectations. • Understand employees' needs and facilitate them to work happily and efficiently. • Disclose operational information to keep employees informed of SCGP business operations. • Promote a collaborative culture with other stakeholders.

Stakeholder Groups	Needs and Expectations	Participation Approaches	Example of Outcomes
<p>3</p> <p>Customers</p> 	<ul style="list-style-type: none"> • Provide integrated services and solutions that meet the needs of customers in a complete cycle. • Supply quality products and services that meet customer needs and are environmentally friendly. • Provide online channels as a response to customer behavior. 	<ul style="list-style-type: none"> • Develop sustainable products, services, and solutions, and consider environmental, health, and safety impacts at every step of the process. • Provide 24/7 channels for customers to give feedback or complaints about products and services. • Co-develop products with customers and create collaborative projects that enhance social responsibility. • Conduct a customer satisfaction survey. • Conduct a brand reputation survey. • Listen to customer needs through Facebook, websites, and customer visits and use the knowledge to develop products/services. 	<ul style="list-style-type: none"> • Recognize and understand customer needs to deliver products and services that meet their specific needs. • Co-develop products with business customers, including promoting cooperation among B2B customers to develop more sustainable products and services. • Create channels for customers to give feedback on products, request advice for solving their problems, and receive complaints.
<p>4</p> <p>Suppliers/ Contractors</p> 	<ul style="list-style-type: none"> • Provide knowledge and mentoring for better and safer transportation to grow along with SCGP. • Support operational knowledge with concerns on the Environmental, Social and Governance (ESG) to enhance the business partners' capability to reduce operational and reputational risks. 	<ul style="list-style-type: none"> • Visit suppliers/contractors' places to exchange of ideas and listen to their suggestions or recommendations for improvement. • Cultivate safety consciousness, raise awareness, and promote working behavior to build a safety culture. • Organize seminars to share new knowledge and trends that may affect business partners' operations. • Enhance the performance of transportation contractors through assessment and development under the annual Sustainability Program. • Establish measures for business partners, including the application of digital and online technology to ensure safety. 	<ul style="list-style-type: none"> • Promote and maintain a safe and working environment for contractors in production and transportation. • Create value for business partners and suppliers through supporting and elevating the operations of business partners in order to develop knowledge and achieve maximum efficiency. • Develop collaborative projects for sustainable business growth and expansion. • Encourage business partners to assess risks and comply with the relevant laws pertaining to environment, labor, health, and safety.
<p>5</p> <p>Communities</p> 	<ul style="list-style-type: none"> • Ensure that business operations do not affect communities and environment. • Use SCGP's expertise to develop and improve the quality of life of communities. • Support learning and developing to build career and income stability, enhance income generation by increasing sales channels, developing the marketing plan, and providing packaging. 	<ul style="list-style-type: none"> • Visit communities to listen to their opinions, suggestions, and needs through community relations activities. • Conduct a community satisfaction survey annually. • Give advice and help develop communities in various dimensions, using the expertise of the organization. • Collaborate with communities, experts, the government, and related sectors to create a positive social impact. • Communicate through social media, such as Line, Facebook, and X. • Create open house activities for the community visit to obtain their opinions. 	<ul style="list-style-type: none"> • Be a part of communities, respect their rights, and preserve the surrounding environment. • Improve the quality of life and contribute to the communities and society where SCGP operates, both in Thailand and abroad. • Listen to communities' opinions. • Develop cooperative projects that make use of communities' potential for the benefit of society.

Stakeholder Groups	Needs and Expectations	Participation Approaches	Example of Outcomes
<p>6</p> <p>Government Agencies</p> 	<ul style="list-style-type: none"> • Be a role model of corporate governance for other organizations in terms of operational transparency and excellence. • Collaborate with public sectors and present guidelines for sustainability. • Make business disclosure with transparency and accountability. • Conduct business by heeding the impact on the environment and communities. • Participate in a collaborative project to achieve the Sustainable Development Goals (SDGs). 	<ul style="list-style-type: none"> • Listen to opinions and suggestions from the government sector. • Voice opinions and suggestions regarding rules, regulations, and guidelines set out by the government sector. • Participate with the public sectors and share best practices to disseminate to the public. • Elect a committee or working group and collaborate with public sectors in proposing regulatory rules. • Pay a visit to government agencies to obtain opinions and suggestions. • Disseminate information on business operations through articles, media, academic forums, exhibitions, and seminars. 	<ul style="list-style-type: none"> • Conduct proper and appropriate business activities by strictly complying with applicable laws and regulations. • Cooperate with government agencies in terms of academic matters and support for activities.
<p>7</p> <p>Mass Media</p> 	<ul style="list-style-type: none"> • Become a role model for large enterprises that focuses on conducting business in accordance with the sustainable development framework (environmental, social, and governance), and commit to it thoughtfully and continuously, achieving tangible outcomes. 	<ul style="list-style-type: none"> • Disseminate business information in various aspects regularly, such as business performance, and hold business press conferences. • Organize activities to explore operations or social activities occasionally. • Support media activities that are beneficial to society, aligning with SCGP's business principles, appropriately. • Have media dialogue to receive suggestions, opinions, or improvements to develop and design communication activities to match the needs and benefits of people who receive information. 	<ul style="list-style-type: none"> • Communicate corporate news through in-depth media interviews and online surveys to provide news content responding to different media needs. • Create an online communication channel to disseminate correct, complete, and up-to-date information, including facilitating the media. • Build engagement and good relationships with the mass media.
<p>8</p> <p>Civil Society/ Academics/ Thought Leaders</p> 	<ul style="list-style-type: none"> • Become a role model and mentor of other small and medium enterprises to share best practices on sustainability. • Join forces with large enterprises to make significant changes for sustainability. • Cooperate with government agencies and present practical guidelines for sustainability. 	<ul style="list-style-type: none"> • Listen to opinions and suggestions from civil society, academics, and thought leaders to develop business operations. • Cooperate in projects promoting social sustainability. • Build engagement and share best practices to civil society/academic/ thought leaders for implementation. • Provide information on the business operations through articles, media, meetings, exhibitions, academic work, and seminars. 	<ul style="list-style-type: none"> • Make complete and transparent information disclosure. • Listen to opinions and suggestions from the civil society sector. • Seek opportunities to build partnerships to drive issues related to sustainability. • Raise awareness and build understanding on sustainable development issues for the society. • Utilize knowledge from experts to support collaborative projects.
<p>9</p> <p>Business Associates</p> 	<ul style="list-style-type: none"> • Conduct business under the framework of fair competition, with business ethics and transparency. • Do not take advantage of competitors by unlawful means. • Do not damage the reputation of competitors by making malicious accusations. • Do not seek any trade secret information through dishonest or inappropriate means. • Do not conduct any action that infringes the intellectual property of competitors. • Support and promote free trade. 	<ul style="list-style-type: none"> • Contribute as a committee or working group along with central organizations such as the Federation of Thai Industries or other associations. • Hold seminars to share knowledge on new trends that may affect business operations. • Pay a visit to build relationships and exchange ideas, suggestions, or improvements. 	<ul style="list-style-type: none"> • Conduct the business under the framework of fair competition and related laws. • Disclose essential and necessary information on SCGP's operating performances. • Conduct business with transparency and accountability. • Listen to opinions/suggestions for business operation development. • Identify opportunities to build cooperation for encouraging and driving business-related issues that need consideration from the government sector.

Human Rights Due Diligence

SCGP has thoroughly reviewed policies, frameworks, and practices to be in line with international standards, including country-specific issues, and covers all business activities of SCGP, contractors, suppliers, and business partners. Topics are as follows:



In addition, the Company has compiled proactive human rights standards and indicators into the Human Rights Due Diligence Process Guideline, allowing each company to use it as reference for risk assessment, preventative measure planning, and comprehensive investigation in order to maintain risk at the acceptable level. Moreover, the whistleblowing channels and system were modernized and improved to cover various issues regarding human rights violations and whistleblower protection as specified in the SCGP Whistleblowing Policy. Learn more at <https://sustainability.scgpackaging.com/th/social/human-rights>.

Corporate Governance by the Board of Directors on Climate Change

SCGP appointed the Risk Management Committee to monitor and assess climate change-related risks on the organizational level in collaboration with the climate change and energy working group every quarter. The result will be reported to the Audit Committee, with a director as the Chairman; ESG Committee, with the Chief Executive Officer as the Chairman; Chief Operating Officers from each business; Chief Financial Officer; and overseas Chief Executive Officers, to consider risk management and climate change-related opportunities, as well as offer suggestions on additional strategies or action plans. Furthermore, in the case of investing in a low-carbon project, it will be proposed to the Investment Committee for consideration.



Sustainability Performance

Based on the stakeholder expectation analysis, the Company has put sustainability guidelines in place that cover Environmental, Social and Governance aspect (ESG). The key sustainability results regarding economic, social and environmental data for 2024 are as follows:

ENVIRONMENTAL



Energy Management and Climate Resilience

Reduce 17.5% of greenhouse gas emissions compared with the base year of 2020 for both Thailand and overseas business.

The proportion of energy derived from renewable sources is **31.4%**

The amount of GHG Emission Scope 1 and 2 **0.68** ton carbon dioxide equivalent per ton of production

Reduce 15.2% of energy intensity compared with the base year of 2020.

Reduce 8.76% of energy consumption compared with Business as Usual (BAU) for the base year of 2007.

Water Management

Reduce water withdrawal by **27.3%** compared with Business as Usual (BAU) for the base year of 2014.



Reduce specific water withdrawal by **3.1** compared with the base year of 2022.



Portion of Recycled Water is at **15.7%**



Water Management

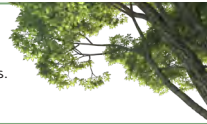
0 tons of waste from the production process sent to landfill (Thailand).



The amount of carbon sequestered from economic forest is **0.27** million tons of CO₂ equivalent.

Forests and Biodiversity

Biodiversity conservation areas certified by FSC™ standards **10.6%** of certified areas.



SOCIAL



Health and Safety

3 cases of Work-Related Fatalities of employees and contractors.

Lost Time Injury Frequency Rate of **0.306 cases** per 1,000,000 hours-worked for employees.

Lost Time Injury Frequency Rate of **0.313 cases** per 1,000,000 hours-worked for contractors.

Occupational Illness and Disease Frequency Rate of **0.289 cases** per 1,000,000 hours-worked for employees.



Human Rights Management

0 cases of human rights violation.



100% of employees to pass the Ethics e-Testing, a test on ethics and human rights.

The proportion of management-level female employees is **23.3%**

Employee Care and Development

Total employee engagement score for employees in Thailand and overseas is **4.12**



All employees in Thailand to receive **100%** rating in the competency assessment and individual development planning in the Learning Management System (LMS).

Community Development and Contribution



Community satisfaction is at **97%**

Expand model communities in Ban Pong to **183 communities**



Host SCGP Open House for **37 times** per year with **1,279 participants** in total.

ECONOMIC



Product and Service Stewardship

59% of total sale revenue (Baht 78,693 million) from **SCG Green Choice** products, services, and solutions.



80 products were certified as SCG Green Choice.



No complaint regarding non-compliance with the law

100% of subsidiaries in SCGP follow the requirements of the REACH Regulation (Annex XVII and Substances of Very High Concern (SVHC) for Authorization).



Customer Relationship Management

Overall customer satisfaction is at **89%**



Supply Chain Stewardship

100% of suppliers are committed to complying with the SCGP's Supplier Code of Conduct.



100% of suppliers pass the Environmental, Social and Governance (ESG) risk assessment.

95.5% of contractors in the production process have been certified under SCG Contractor Certification System or SC5.



100% of the main transport business partners have been certified as regular transport business partners.



Information on Sustainable Development Operations in SCGP

Performance	2020	2021	2022	2023	2024
		Thailand/Abroad			
1. Revenue from Sales of and Services SCG Green Choice Products (%) ¹	34	45	48	57	59
2. Research & Development and Innovation Investment (Million Baht) ¹	529	958	522	998	810
3. Raw Materials (Thousand Ton) ²	6,405	4,507/2,712	8,649	6,828	7,443
4. Recycled and Renewable Materials (Thousand Ton) ²	4,003	4,482/2,688	8,607	6,766	7,308
5. GHG Emissions Reduction Compared with the Base Year of 2020 (%)	12.79	4.6/-0.8	12.7	19.5	17.5
6. GHG Emissions Scope 1 and 2 (Million Tons Carbon Dioxide Equivalent) ^{3,4}	2.92	2.79/2.09	4.36	4.02	4.12
7. GHG Emissions Scope 1 and 2 (Tons Carbon Dioxide Equivalent per Ton of Production)	0.87	0.8/0.94	0.79	0.73	0.68
8. GHG Emissions Scope 3 (Million Tons Carbon Dioxide Equivalent)	N/A	2.17	1.46	2.10	2.80
9. Carbon Sequestration from economic forest (Million Tons Carbon Dioxide Equivalent)	N/A	N/A	N/A	0.15	0.27
10. Total Energy Consumption (Petajoules)	67.3	64.7	60.4	59.1	62.0
11. Portion of Renewable Energy (%)	25.57	29.8/4.41	24.3	28.6	31.4
12. Energy Consumption Reduction Compared with Business as Usual (BAU) for the Base Year of 2007 (%)	5.36	5.59/6.25	6.83	7.78	8.76
13. Energy Intensity Reduction compared with the base year of 2020	N/A	N/A	N/A	N/A	15.2
14. Energy Consumption (Gigajoules per Ton)	12.14	11.89/10.48	10.9	10.7	10.2
15. Water Withdrawal Reduction Compared with Business as Usual (BAU) for the Base Year of 2014 (%)	16.8	19.4/37.8	28.0	28.6	27.3
16. Specific Water Withdrawal Reduction Compared the Base Year of 2022 (%)	N/A	N/A	N/A	N/A	3.12
17. Proportion of Water Reuse (%)	14.08	16/10	16.3	17.0	15.7
18. External Water Withdrawal (Cubic Meter per Ton)	16.31	15.53/11.17	13.1	13.0	12.7
19. Industrial Waste to Landfilled (Ton)	0.77	0/17,749.8	12,236	7,519	9,019
20. Waste disposal by Incineration without Energy Recovery in Thailand (Ton)	N/A	N/A	N/A	N/A	0.22
21. Lost Time Injury Frequency Rate (Cases per 1,000,000 hours-worked) for employees and contractors	0.217	0.263/1.492	0.419	0.419	0.308
22. Total Number of Work-Related Fatalities (Cases)					
• Employee (Male : Female)	0 : 0	1 : 0	0 : 0	1 : 0	0 : 0
• Contractor (Male : Female)	0 : 0	1 : 0	0 : 0	1 : 0	3 : 0
23. Total Number of Work-Related Fatalities in Workplace (Cases)					
• Employee (Male : Female)	0 : 0	1 : 0	0 : 0	1 : 0	0 : 0
• Contractor (Male : Female)	0 : 0	1 : 0	0 : 0	1 : 0	2 : 0
24. Total Number of Work-Related Fatalities in Transportation (Cases)					
• Employee (Male : Female)	0 : 0	0 : 0	0 : 0	0 : 0	0 : 0
• Direct Transportation Contractor (Male : Female)	0 : 0	0 : 0	0 : 0	0 : 0	1 : 0
• Other Transportation Contractor (Male : Female)	0 : 0	0 : 0	0 : 0	1 : 0	0 : 0
25. Occupational Illness & Disease Frequency Rate (Cases per 1,000,000 hours worked) for employees	1.006	1.836	1.414	1.355	0.289
26. Proportion of Female Employees (%)	17.52	17.9/N/A	21.9	31.5	25.1
27. Proportion of Female Employees in Management Positions (%)	20.6	21.2/N/A	24.4	23.8	23.3

Note:

- Economic data covers domestic and overseas performance.
- For the total amount of raw materials and the amount of recycled materials in 2020, the report includes data on the amount of waste paper that are raw materials for overseas plants into the Thailand dataset. For the year 2021, the report is divided into the total amount of raw materials, the amount of recycled materials, and the amount of renewable materials, based on the locations of the plants that use raw materials.
- Direct GHG emissions (Scope 1) arise from the production processes or activities of which the sources are in the supervision and the management of the Company or plants, such as emissions of greenhouse gases from stationary combustion and mobile combustion, fugitive emissions, and chemical reaction emissions. Carbon dioxide emissions from biomass, biogas and lime mud burning at lime kiln must be separated from Scope 1 because carbon found in biomass, biogas and lime kiln are of the natural origin.
- Indirect GHG emissions (Scope 2) are caused by indirect GHG emissions from energy consumption, such as greenhouse gases arising from electricity generation, imported thermal or steam for internal utilization.

SCGP has disclosed information in the Sustainability Report in accordance with GRI standards. The accuracy of the sustainability information was verified for the year ended December 31, 2024 by SGS (Thailand) Co., Ltd. The Company has disclosed details of its sustainable development performance in the 2024 Sustainability Report on our website (www.SCGPackaging.com).

Management Discussion and Analysis : MD&A

4



Management Discussion and Analysis: MD&A

Business and Operations Overview

SCG Packaging Public Company Limited (SCGP) is a holding company with worldwide operations conducted through its subsidiaries and associates. The company is organized into 3 main business units, which are (1) Integrated Packaging Business (2) Fibrous Business and (3) Recycling Business.

1. Integrated Packaging Business

accounts for 75% of the total consolidated revenue and comprises of:

- ▶ Packaging Paper, such as linerboard, corrugated medium, and coated duplex board
- ▶ Fiber Packaging, such as corrugated container, retail display packaging, and rigid box
- ▶ Consumer and Performance Packaging, such as flexible packaging, rigid packaging, medical supplies, and labware

2. Fibrous Business

accounts for 19% of total consolidated revenue and comprises of foodservice products, printing and writing paper, and pulp products.

3. Recycling Business

accounts for 6% of total consolidated revenue and comprises of recovered paper and recycled plastic.

Overview of business operations, economic factors, and industry conditions that affect performance

ASEAN packaging industry in 2024 demonstrated resilience in the face of several challenges. Growth was primarily driven by domestic consumption, recovery of tourism, and expansion of global trade, with notable performance in food & beverage (F&B) and fast-moving consumer goods (FMCG) segments. However, the industry faced several hurdles such as China's Economic Slowdown. Since the second quarter, China's economic recovery has been significantly slower than anticipated which impacted the packaging paper demand. Volume of containerboard imported to China decreased in 2024 (7% year-on-year), significantly affecting packaging paper producers in ASEAN, particularly Indonesia, a key exporter of packaging paper to China. The industry also faced intense pressure from regional prices, particularly in Indonesia, where packaging paper prices were driven down. However, consumer packaging maintained more stable pricing compared to packaging paper. The appreciation of ASEAN currencies in the second half of the year added further complexity, affecting profitability and export competitiveness. Another key factor is rising raw material cost due to increasing recovered paper (RCP) prices, the main raw material for packaging paper, particularly for the third quarter production. However, RCP prices began to decline in the third quarter into the fourth quarter, driven by softening demand and normalizing freight rates, while energy prices remained stable.



SCGP's 2024 Performance

Total revenue from sales was recorded at Baht 132,784 million, an increase of 3% year-on-year, primarily driven by growth in domestic demand, which led to an increase in sales volumes of packaging paper, fiber packaging, consumer and performance packaging, and foodservice packaging. Additionally, the export market improved especially in consumer-related segments. Furthermore, lower inflation played a significant role in enhancing demand for durable goods.

EBITDA was reported at Baht 16,127 million, a 9% year-on-year decrease, with an EBITDA margin of 12%. Profit for the year amounted to Baht 3,699 million, a 30% year-on-year decrease, and net profit margin was 3%. The decline in EBITDA and profit was mainly due to the lower performance of packaging paper operations, which were affected by increased recovered paper costs, along with significant foreign currency fluctuations in ASEAN, particularly in the third quarter of 2024. Furthermore, the profit for the year included the impact from additional stake in Indonesia operation since September 2024. Despite the reduction in margins, efforts were made to enhance production utilization, operational excellence, and cost management across the value chain.



Revenue from sales

Baht 132,784 million

↑↑↑ increase 3%
year-on-year



EBITDA

Baht 16,127 million

decrease 9% year-on-year

EBITDA Margin **12%**



Profit for the year

Baht 3,699 million

decrease 30% year-on-year

Net profit margin **3%**

Major Events and Business Updates

SCGP continues to pursue growth through merger and partnership (M&P), which enlarges its customer base and enables the creation of value-accretive synergy across operations. The expedition of organic expansions to increase production capacity has also led to enhance packaging solutions capabilities to serve growing customer demand.

In 2024, SCGP successfully executed 1 merger and partnership (M&P) project and 1 organic expansion in Thailand. Meanwhile, SCGP made an investment and received approval from the Board of Directors for a capital increase in Indonesia. The company also engaged in joint development with strategic partners to expand its presence in ASEAN and enhance medical supplies and labware solutions in Thailand. Specific details are as follows:

1. Merger and Partnership (M&P)

Thailand (Consumer and performance packaging, Rayong) - SCGP has acquired a 90% stake in VEM (Thailand) Company Limited (VEM-TH) with an investment of approximately Baht 146 million. This acquisition is a part of SCGP's strategy to expand its healthcare packaging and supplies business and meet the increasing demand. VEM-TH operates 30 plastic injection mold production lines that comply with ISO 13485 (The global standard for medical device quality management system) and has certified cleanrooms of class 8 and class 7, producing over 59 million pieces of premium quality products annually. VEM-TH currently serves clients in the medical, aircraft, electrical parts, and automotive industries, with a market coverage including Thailand, US, China, and



other countries. This acquisition enhances and adds production capabilities of Deltalab S.L. and Bicappa Lab S.r.L. This transaction also allows SCGP to expand its international customer network more robustly and effectively. VEM-TH's financial performance has been consolidated since July 2024.

2. Organic Expansion

Thailand (Fiber packaging, Samutsakorn and Samutprakan) - Organic expansion of corrugated carton operation to serve Thailand's growing demand with maximized asset utilization and elevate production efficiency with the latest available technology. The project adds 75,000 tons per year of production capacity, which equals 9% of total capacity in Thailand. This project is strategically located at the center of customers' production hub, making it a pivotal factor in accommodating growing customer demand especially in food & beverage and other consumer-linked segment along with improving logistics cost competitiveness. This project started commercialization in March 2024.



3. Investment and capital increase

Indonesia (Packaging paper, Jakarta) - The completion of an additional 44.48% share acquisition in PT Fajar Surya Wisesa Tbk. (Fajar) on 30 August 2024 through SCGP Solutions (Singapore) Pte. Ltd. (SCGPSS), a wholly owned subsidiary of SCGP, with total transaction amount of USD 652.42 million or equivalent to Baht 22,802 million. After the transaction, SCGP's stake in Fajar has increased to 99.71%, from 55.23% previously. Meanwhile, the remaining 0.29% shares are held by the public.

In addition, the Board of Directors has approved Fajar's proposal to increase its capital by granting Pre-emptive Rights to the Company's shareholders through a limited public offering mechanism, with a maximum of 1 billion new ordinary shares. The company intends to use all proceeds received to reduce its liabilities and increase working capital. The Extraordinary General Meeting of Shareholders of Fajar was conducted on 22 January 2025.

4. Memorandum of Understanding (MOU)

Memorandum of Understanding (MOU) between SCGP and Once Medical Co., Ltd. - The collaboration, signed on 1 October 2024, specifically focuses on the development of syringes, medical supplies, and labware. The primary objective of this partnership is to fortify SCGP's packaging solutions and medical supplies business, while also expanding the customer network.

Table 1 - SCGP's Consolidated Financial Statements

Unit : Baht million

	Year		% y-o-y
	2024	2023	
Operating Results			
Revenue from Sales	132,784	129,398	3%
Integrated Packaging Business	99,694	97,044	3%
Fibrous Business	25,321	24,894	2%
Recycling Business	7,769	7,460	4%
Cost of Sales	110,381	106,274	4%
Gross Profit	22,403	23,124	-3%
<i>Gross Profit Margin (%)</i>	17%	18%	
Distribution Costs and Administrative Expenses	16,318	15,684	4%
EBITDA	16,127	17,769	-9%
<i>EBITDA Margin (%)</i>	12%	14%	
Profit for the year	3,699	5,248	-30%
<i>Net Profit Margin (%)</i>	3%	4%	
Earnings per Share (Baht)	0.86	1.22	
Core Financials			
Core EBITDA	16,337	17,642	-7%
Core Profit	3,876	5,146	-25%

Notes: Revenue from sales by business = Revenue from sales after inter-segment elimination basis
 EBITDA = Earnings before finance cost, tax, depreciation and amortization (excluded dividend from associates and included FX gain/loss from loans)
 In 2024 and 2023, dividend from associates were Baht 11 million and Baht 9 million, respectively.
 Profit for the year = Profit for the year attributable to owners of the Company

Operations Overview by Business

Integrated Packaging Business (IPB)

In 2024, IPB revenue from sales reached Baht 100,075 million (before inter-segment elimination), representing a 3% year-on-year increase driven by higher sales volume across all product categories amidst improved overall packaging demand. Despite weaker regional packaging paper prices compared to the previous year, downstream packaging including fiber packaging, consumer and performance packaging, medical supplies, and labware performed well.

EBITDA was recorded at Baht 13,288 million, an 8% year-on-year decrease with an EBITDA margin of 13%. Profit for the year was Baht 3,886 million declined by 24% year-on-year. The decrease was mainly due to increased recovered paper (RCP) costs with softened packaging paper prices.

Nonetheless, SCGP has implemented comprehensive strategies to enhance efficiency and competitiveness by leveraging resource management and advanced technologies. The company proactively diversifies raw material sourcing to ensure supply chain security and uses data analytics and artificial intelligence (AI) to optimize energy consumption and streamline production processes.

Fibrous Business (FB)

In 2024, FB revenue from sales was recorded at Baht 27,147 million (before inter-segment elimination), reflecting a 1% year-on-year increase driven by higher sales volumes in foodservice packaging and increased market prices for dissolving pulp. Nonetheless, paper declined due to lower selling price.

EBITDA amounted to Baht 3,675 million, representing a 4% year-on-year decline with an EBITDA margin of 14%. Profit for the year was Baht 1,081 million, a 12% year-on-year decrease, primarily due to reduced selling prices in the paper and foodservice sectors, coupled with the impact of the Thai Baht appreciation, particularly in the third quarter of 2024.

Table 2 - Operating Results by Business Segment

Unit : Baht million

	Year		% y-o-y
	2024	2023	
Revenue from Sales			
Consolidated SCGP	132,784	129,398	3%
Integrated Packaging Business	100,075	97,363	3%
Fibrous Business	27,147	26,835	1%
Recycling Business	8,704	8,669	0%
Intersegment Elimination	(3,142)	(3,469)	9%

	Year		% y-o-y
	2024	2023	
EBITDA			
Consolidated SCGP	16,127	17,769	-9%
Integrated Packaging Business	13,288	14,419	-8%
Fibrous Business	3,675	3,835	-4%
Recycling Business and Corporate	3,215	3,290	-2%
Intersegment Elimination	(4,051)	(3,775)	-7%

	Year		% y-o-y
	2024	2023	
EBITDA Margin (%)			
Consolidated SCGP	12%	14%	
Integrated Packaging Business	13%	15%	
Fibrous Business	14%	14%	

	Year		% y-o-y
	2024	2023	
Profit for the year			
Consolidated SCGP	3,699	5,248	-30%
Integrated Packaging Business	3,886	5,095	-24%
Fibrous Business	1,081	1,235	-12%
Recycling Business and Corporate	2,073	2,334	-11%
Intersegment Elimination	(3,341)	(3,416)	2%

Notes: EBITDA = Earnings before finance cost, tax, depreciation and amortization (excluded dividend from associates and included FX gain/loss from loans)
 EBITDA Margin = EBITDA / Revenue from Sales
 Profit for the year = Profit for the year attributable to owners of the Company
 Consolidated SCGP's financial statement is presented after the intersegment elimination.

Cost of Sales

In 2024, SCGP's cost of sales were Baht 110,381 million (an increase of 4% year-on-year), comprising of integrated packaging business (IPB) of Baht 83,561 million (4% year-on-year increase), fibrous business (FB) of Baht 22,872 million (1% year-on-year increase), and recycling business of Baht 7,410 million (10% year-on-year increase). Nevertheless, SCGP focused on cost reduction and operational excellence, along with the improvements in key cost components, including raw materials prices and energy costs. Below are key focuses of SCGP's effective cost management.



Raw material management:

SCGP is optimizing raw material management by leveraging best practices across operations and diversifying recovered paper (RCP) sourcing. Domestically, the company secures 60% of RCP through 171 recycling stations and direct collection points, with the remainder sourced from local suppliers. Internationally, 40% of RCP consumption, is sourced from the EU, US, Japan, and Oceania. Additionally, SCGP's sourcing arms, including Peute Recycling B.V. (Peute) and Jordan Trading Inc. (Jordan), have further strengthened the company's international raw material supply chain, enabling its RCP import capabilities.

Energy management:

SCGP has strategically managed coal procurement from the Indonesian market by utilizing index-linked pricing and data analytics to optimize both volume and cost. To improve cost competitiveness, the company is increasingly integrating biomass as an alternative fuel source to coal. Furthermore, SCGP has deployed artificial intelligence (AI) technology to enhance energy and steam consumption efficiency, simultaneously reducing production costs and greenhouse gas emissions. This strategic shift has resulted in an increase in the proportion of alternative fuels to 38.3% of total energy sources in 2024, up from 35.9% at the end of 2023.

Table 3 - Cost of Sales Classified by Business Segment

Unit : Baht million

	Year				% y-o-y
	2024	%	2023	%	
Integrated Packaging Business	83,561	76	80,602	76	4%
Fibrous Business	22,872	21	22,704	21	1%
Recycling Business	7,410	7	6,718	6	10%
Intersegment Elimination	(3,462)	(4)	(3,750)	(3)	-8%
Consolidated SCGP	110,381	100	106,274	100	4%

Distribution Costs and Administrative Expenses

In 2024, Distribution costs were Baht 9,106 million, increased by 5% year-on-year. This was primarily attributed to the rise in freight rate and transportation costs. In addition, the administrative expenses were Baht 7,212 million, increased by 3% year-on-year.

Summary of the Consolidated Statement of Financial Position as of December 31, 2024

Total assets were Baht 188,580 million, a decrease of Baht 9,981 million or 5% decrease from the previous year, mainly due to foreign exchange translation of Baht 5,295 million from Thai Baht appreciation, and a net decrease in cash and short-term investments of Baht 4,606 million, mainly due to the purchase of additional 44.48% stake in Fajar in the third quarter of 2024, with the total transaction amount of USD 652.42 million or equivalent to Baht 22,802 million.

- ▶ **Current assets** were Baht 55,304 million, a decrease of Baht 4,968 million or 8% decrease from the previous year, which largely comprised of cash and cash equivalents, trade and other current receivables, and inventories.
- ▶ **Cash and cash equivalents and short-term investments** were Baht 12,283 million, a decrease of Baht 4,898 million or 29% decrease from the previous year due to the additional share acquisition of Fajar.
- ▶ **Trade and other current receivables** were Baht 23,551 million, an increase of Baht 220 million or 1% increase from the previous year, mainly attributed to higher sales volume. As of 31 December 2024, SCGP's total trade receivables were Baht 20,569 million which included expected credit loss of Baht 170 million. SCGP's normal credit term is 30-90 days as disclosed in note to the financial statement 7 "Trade receivables" in the 2024 Annual Report.
- ▶ **Inventories** were Baht 19,027 million, a decrease of Baht 226 million or 1% decrease from the previous year. The inventories mainly consisted of finished goods, goods-in-process, raw materials, spare parts, stores supplies, and goods in transit. In 2024, SCGP had no significant deteriorated or obsolete inventories as disclosed in note to the financial statement 8 "Inventories" in the 2024 Annual Report.
- ▶ **Non-current assets** mainly comprise of property, plant and equipment, goodwill and other intangible assets.
- ▶ **Property, plant, and equipment** were Baht 91,014 million, a decrease of Baht 3,265 million or 3% decrease from the previous year. Total capital expenditures accounted for Baht 5,640 million.



Total liabilities were Baht 93,293 million, a decrease of Baht 2,819 million or 3% decrease from the previous year.

- ▶ **Trade and other current payables** were Baht 15,678 million, an increase of Baht 870 million or 6% increase from the previous year.
- ▶ **Loans** were Baht 64,877 million, an increase of Baht 15,764 million or 32% increase from last year to fund the additional share acquisition in Fajar.
- ▶ **Liabilities related to put options** were Baht 3,487 million, a decrease of Baht 18,826 million or 84% decrease from the previous year due to the reversal of put liabilities related to Fajar's additional share transaction.

Total shareholders' equity was Baht 95,287 million, a decrease of Baht 7,162 million or 7% decrease from the previous year. The change was mainly attributed to foreign exchange translation of Baht 4,114 million from Thai Baht appreciation, and a decrease in other equity interests of Baht 3,487 million, while an increase in retained earnings of Baht 1,154 million was from profit for the year net of dividend.

Table 4 - Summary of SCGP's Consolidated Statement of Financial Position

Unit : Baht million

	Year		Change	
	2024	2023	Baht million	% y-o-y
Total Assets	188,580	198,561	(9,981)	-5%
Current assets	55,304	60,272	(4,968)	-8%
Cash and cash equivalents	9,849	9,889	(40)	0%
Short-term investments	2,434	7,292	(4,858)	-67%
Trade and other current receivables	23,551	23,331	220	1%
Inventories	19,027	19,253	(226)	-1%
Investments in associates	1,193	1,063	130	12%
Property, plant and equipment	91,014	94,279	(3,265)	-3%
Goodwill	28,242	29,374	(1,132)	-4%
Other intangible assets	9,098	10,051	(953)	-9%
Total Liabilities	93,293	96,112	(2,819)	-3%
Trade and other current payables	15,678	14,808	870	6%
Loans	64,877	49,113	15,764	32%
Liabilities related to put options	3,487	22,313	(18,826)	-84%
Total Shareholders' Equity	95,287	102,449	(7,162)	-7%
Total equity attributable to owners of the Company	76,679	77,322	(643)	-1%
Non-controlling interests	18,608	25,127	(6,519)	-26%

Table 5 - SCGP's Net Debt

Unit : Baht million

	Year		Change	
	2024	2023	Baht million	% y-o-y
Short-term Loans	24,493	15,337	9,156	60%
Foreign	15,657	15,067	590	4%
Baht	8,836	270	8,566	n.a.
% of Total Loans	38%	31%		
Long-term Loans	40,384	33,776	6,608	20%
Foreign	8,085	6,768	1,317	19%
Baht	32,299	27,008	5,291	20%
% of Total Loans	62%	69%		
Total Loans	64,877	49,113	15,764	32%
Average Cost of Debt (%)	4.3%	4.1%		
Cash and Cash Under Management	12,283	17,180	(4,897)	-29%
Cash and cash equivalents	9,849	9,889	(40)	0%
Investments in debt instruments	2,434	7,291	(4,857)	-67%
Net Debt	52,594	31,933	20,661	65%

Explanation of Key Financial Ratios for the Year 2024

Liquidity Ratio

As of December 31, 2024, the current ratio of SCGP was 1.0 times, higher from the previous year of 0.9 times and the quick ratio was 0.6 times, remaining flat from the previous year. Meanwhile, SCGP has prudently managed cash flow, trade accounts receivable, trade accounts payables, and inventories to mitigate liquidity risk during volatile economic environment and establish the foundation for future business expansions.

Profitability Ratio

SCGP's gross profit margin was 17% compared to 18% in the previous year. EBITDA margin decreased to 12%, compared to 14% from last year, mainly affected by increased recovered paper (RCP) costs, along with significant foreign currency fluctuations in ASEAN. SCGP's net profit margin also decreased to 3% from 4% in the previous year. Despite the reduction in margins, efforts

were made to enhance production utilization, operational excellence, and cost management across the value chain.

Efficiency Ratio

SCGP's return on total assets was 2% decreased from 3% in the previous year, and the return on fixed assets was at 13% compared to 15% in the previous year.

Financial Leverage Ratio

SCGP had a debt to equity ratio of 1.0 times, an increase from 0.9 time in 2023. Net debt to EBITDA ratio was at 3.3 time which was higher than 1.8 times in 2023, mainly from a net increase in loans to fund the additional share acquisition in Fajar. Interest-bearing debt to equity ratio was 0.7 time, which was higher than 0.5 times in 2023.

Summary of Consolidated Statement of Cash Flows for the Year Ended 31 December 2024

In 2024 SCGP's net cash flows provided by operating activities amounted to Baht 13,754 million, including the operating cash flows of Baht 15,708 million and tax payment of Baht 1,954 million. Cash flows generated from operations were comprised of profit for the year adjusted by items such as depreciation and amortization, tax expense, and change in operating assets and liabilities.

Net cash flows used in investing activities amounted to Baht 511 million, primarily due to capital expenditure of Baht 5,640 million, with the main contribution from net

proceeds from short-term investments amounted to Baht 5,031 million.

Net cash flows used in financing activities amounted to Baht 13,181 million, including payments of Baht 23,195 million from changes in ownership interests in subsidiaries, along with dividend payment of Baht 3,329 million and interest payment and other finance costs of Baht 2,453 million. Nonetheless, there was an increase in net borrowings amounted to Baht 15,796 million.

Table 6 - SCGP's Summary of Consolidated Statement of Cash Flows

Unit : Baht million

	Year		
	2024	2023	Change
Cash flows from operating activities	13,754	21,482	(7,728)
Cash flows from investing activities	(511)	(13,060)	12,549
Cash flows from financing activities	(13,181)	(8,366)	(4,815)
Net increase in cash and cash equivalents	62	56	6
Free cash flows	8,114	14,099	(5,985)

Liquidity and Capital Management

SCGP's ability to generate cash from operations is contingent upon future performance, which is influenced by various factors, including general economic, financial, marketing, regulatory, and other elements outlined in the Section 2.5 "Risks Factor" of this report. It is important to recognize that these factors are beyond the Company's control. In terms of cash flows, liquidity ratios, and capital

sources - including cash and cash equivalents, cash from operating activities, and existing bank loans - SCGP is committed to maintaining sufficient liquidity. This ensures the Company can sustain business operations, meet debt obligations in compliance with loan terms and conditions, and secure additional funding sources as needed.

CAPEX and Investment

In 2024, SCGP's capital expenditures were strategically allocated to drive growth through both merger and partnership (M&P) and organic expansion, aimed at enhancing our competitiveness and production capabilities. The investments included the acquisition of VEM (Thailand) Company Limited (VEM-TH) to strategically enhance healthcare packaging and supplies business, and the expansion projects, which were made to increase production capacity of its fiber packaging, consumer and

performance packaging, and foodservice packaging businesses. These investment projects align with SCGP's strategy to reinforce business integration along the value chain and increase the proportion of downstream business, thereby enhancing portfolio stability. Moreover, the completion of additional 44.48% share acquisition in PT Fajar Surya Wisesa Tbk. (Fajar) will strengthen growth in Indonesia, one of the most attractive markets in the region with large population and strong fundamental.

Table 7 - SCGP's CAPEX and Investment

Unit : Baht million

	Year		
	2024	2023	2022
Merger and Partnership	23,687	1,565	7,417
Machine Maintenance	1,726	2,232	2,520
Expansion	1,166	1,748	1,765
Cost Optimization and Sustainability	1,433	1,775	1,459
Debottlenecking	155	193	407
Others ⁽¹⁾	1,160	1,435	1,035
Total CAPEX and Investment	29,327	8,948	14,603

Remarks: ⁽¹⁾ Others means capital expenditures related to other projects in all business of the Company, such as the cost of replacing machinery that does not increase productivity, automation that improves the quality of the production process or the productivity.

Looking ahead to 2025, with an expected CAPEX of Baht 13 billion, SCGP continues to prioritize the strategic expansion of its fiber packaging business to enhance integration level, particularly in Indonesia. Additionally, the focus remains on high-growth consumer-linked segments, targeting growth in domestic demand across ASEAN. By prudently evaluating market conditions and potential returns, SCGP aims to seize new opportunities arising from evolving consumer trends through the development of innovative sustainable packaging solutions. This strategy is poised to enhance SCGP's value offerings and long-term profitability.

Most of SCGP's capital expenditure is dedicated to pursuing business growth through M&P and organic expansion. Concurrently, we emphasize enhancing operational efficiency, fostering development and innovation, and promoting sustainability. SCGP consistently invests in the maintenance of plants, machinery and equipment, regular production process improvements, and cost reduction efforts to ensure the efficiency and sustainable growth. This comprehensive approach ensures that SCGP remains competitive and resilient in a dynamic market landscape, ultimately driving long-term success and business stability.

Factors that may Significantly Affect the Company's Future Operations and Growth

Macroeconomics Outlook

In 2025, the global economy is expected to grow at a moderate pace, despite uncertainties of ongoing protectionist policies, including tariffs and trade barriers, and market volatility. The US and European economies are projected to grow gradually, supported by softening inflation and easing interest rates, which will result in higher disposable incomes. Nonetheless, potential global trade disruptions remain challenges. China's economy is anticipated to slightly improve with increased consumption driven by government stimulus policies. However, structural challenges and heightened trade disputes continue to pose concerns. ASEAN economy is set to experience positive momentum, driven by domestic demand, tourism recovery, and government stimulus measures. The region's neutral position helps in seizing opportunities from the relocation of production from China, thereby fostering a positive growth outlook. Although weaker global demand could impact ASEAN exports.

Packaging Industry and Cost Outlook

Demand for packaging in daily consumption sectors, such as food, beverages, consumer goods, is expected to grow sequentially, while durable goods sectors, such as garments and textiles, are projected to recover from increasing demand. SCGP will focus on optimizing its portfolio to serve targeted domestic and export markets effectively. Raw material costs, especially for recovered paper (RCP), are expected to be sideways up as mills replenish inventories for rising demand in early 2025. Freight and energy costs are anticipated to remain stable. However, geopolitical tensions and exchange rate volatility could disrupt global supply chains, affect energy prices and logistics costs.

Growth Strategy

SCGP continues to reinforce its leadership in packaging solutions through innovative and sustainable offerings. The company focuses on enhancing profitability through seamless synergy across all operations, ensuring a cohesive and effective approach. In addition, SCGP aims to expand downstream businesses, grow in ASEAN & high growth markets, and increase consumer-linked portfolio. Additionally, SCGP's strategic initiatives is pursuing growth in Indonesia by focusing on operational synergy, prudent targeted investments for downstream and chain integration with sustainable innovation. The company is also expanding its consumer-related businesses in ASEAN, optimizing costs through AI-driven resource management, and reducing

energy consumption in operations. SCGP remains committed to achieving Net-Zero emissions by 2050.

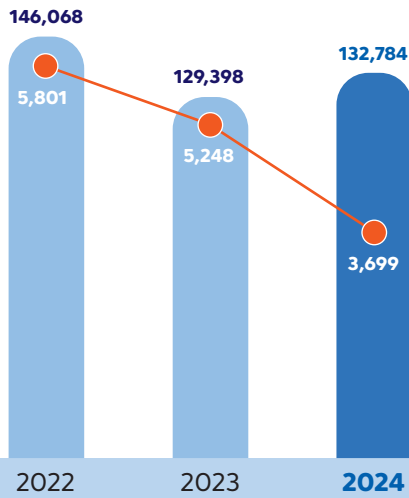
Operational and Supply Chain Excellence

SCGP is managing costs by increasing of alternative fuels usage and leveraging artificial intelligence (AI) for energy and production optimization across regional operation. Additionally, SCGP continues to enhance its competitive edge and supply security by expanding local recovered paper (RCP) sourcing network through our strategic collaborations with recycling stations and recycling partners across ASEAN, while also strengthening synergies with subsidiaries in Europe and the US. SCGP prioritizes leadership development and employee engagement to ensure all staff have the skills to meet new challenges with a systematic approach to enhance capabilities across all operations.

Customer Experience and ESG Commitment

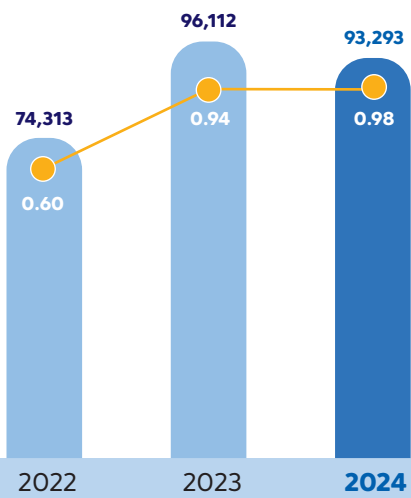
SCGP collaborates with customers and partners to develop innovative packaging solutions, with a dedicated RD&I team more than 30 researchers contributing significantly to approximately 37% of 2024 sales revenue. The company integrates Environmental, Social, and Governance (ESG) principles, aiming for a 25% reduction in GHG emissions by 2030, based on the 2020 baseline and Net-Zero emissions by 2050. In 2024, the company utilized alternative fuel at a proportion of 38.3%. SCGP is also dedicated to develop sustainable products by increasing Carbon Footprint of Products (CFP) certification and committed to engineer packaging products through co-creation with customers, aspiring to achieve 100% recyclable, reusable, or compostable packaging by 2030. These initiatives underscore SCGP's commitment to environmental sustainability and responsible business practices.

Revenue from Sales and Profit for the Year



● Revenue from Sales (Baht million) ● Profit for the Year* (Baht million)

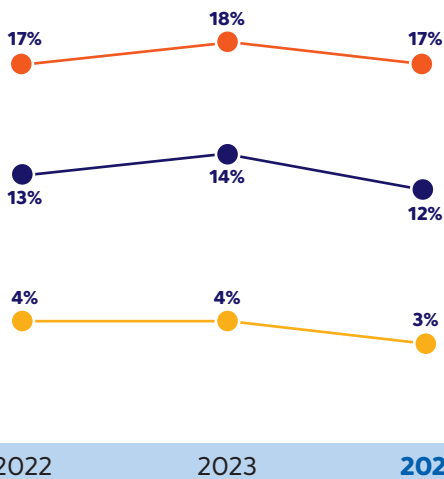
Total Liabilities and Debt to Equity Ratio



● Total Liabilities (Baht million) ● Debt to Equity (Times)

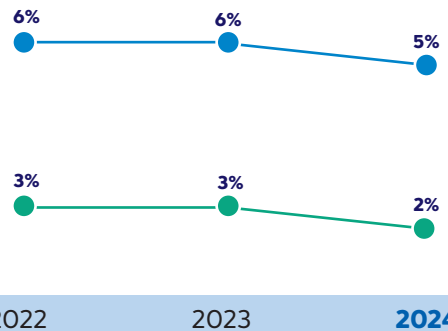
*Attributable to owners of the Company

Profitability Margin



● Gross Profit Margin (%)
 ● EBITDA Margin (%)
 ● Net Profit Margin (%)

Return on Equity and Return on Total Assets



● Return on Equity (%)
 ● Return on Total Assets (%)

Summary of Financial Information (compared to the past 3 years)

SCG Packaging Public Company Limited and its Subsidiaries Consolidated statement of financial position

As at 31 December 2024, 2023 and 2022

Unit : Baht million

Assets	2024	%	2023	%	2022	%
Current assets						
Cash and cash equivalents	9,849	5.2	9,889	5.0	9,966	5.1
Short-term investments	2,434	1.3	7,292	3.7	2,378	1.2
Trade and other current receivables	23,551	12.5	23,331	11.7	24,067	12.2
Inventories	19,027	10.1	19,253	9.7	23,281	11.8
Other current assets	443	0.2	507	0.3	462	0.2
Total current assets	55,304	29.3	60,272	30.4	60,154	30.5
Non-current assets						
Investments in associates	1,193	0.6	1,063	0.5	1,034	0.5
Other non-current receivables	1,229	0.7	1,419	0.7	742	0.4
Property, plant and equipment	91,014	48.3	94,279	47.5	94,585	47.9
Goodwill	28,242	15.0	29,374	14.8	28,233	14.3
Other intangible assets	9,098	4.8	10,051	5.1	10,574	5.4
Deferred tax assets	1,351	0.7	1,036	0.5	852	0.4
Other non-current assets	1,149	0.6	1,067	0.5	1,106	0.6
Total non-current assets	133,276	70.7	138,289	69.6	137,126	69.5
Total assets	188,580	100.0	198,561	100.0	197,280	100.0

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated statement of financial position

As at 31 December 2024, 2023 and 2022

Unit : Baht million

Liabilities and shareholders' equity	2024	%	2023	%	2022	%
Current liabilities						
Bank overdrafts and short-term borrowings from financial institutions	24,493	13.0	15,337	7.7	16,155	8.2
Trade and other current payables	15,678	8.2	14,808	7.5	14,282	7.2
Current portion of long-term borrowings from financial institutions	6,371	3.4	6,493	3.3	1,571	0.8
Current portion of lease liabilities	769	0.4	668	0.3	587	0.3
Current portion of debenture	4,999	2.7	5,498	2.8	-	-
Corporate income tax payable	925	0.5	1,062	0.5	573	0.3
Liabilities related to put options	3,141	1.7	22,313	11.2	-	-
Other current liabilities	227	0.1	212	0.1	311	0.2
Total current liabilities	56,603	30.0	66,391	33.4	33,479	17.0
Non-current liabilities						
Long-term borrowings from financial institutions	9,836	5.2	8,034	4.0	14,450	7.3
Lease liabilities	2,925	1.6	3,090	1.6	1,921	1.0
Debentures	15,484	8.2	9,993	5.0	15,485	7.8
Deferred tax liabilities	4,014	2.1	4,886	2.5	5,322	2.7
Non-current provisions for employee benefits	3,950	2.1	3,629	1.9	3,596	1.9
Other non-current liabilities	481	0.3	89	-	60	-
Total non-current liabilities	36,690	19.5	29,721	15.0	40,834	20.7
Total liabilities	93,293	49.5	96,112	48.4	74,313	37.7
Shareholders' equity						
Share capital						
Authorized share capital - Ordinary share	4,500		4,500		4,500	
Issued and paid share capital - Ordinary share	4,293	2.3	4,293	2.2	4,293	2.2
Share premium	40,860	21.7	40,860	20.6	40,860	20.7
Other deficits	(19,328)	(10.2)	(1,445)	(0.7)	(1,445)	(0.7)
Retained earnings						
Appropriated - Legal reserve	450	0.2	450	0.2	450	0.2
- General reserve	3	-	3	-	3	-
Unappropriated	59,147	31.4	57,993	29.2	55,270	28.0
Other equity interests	(3,487)	(1.8)	(23,204)	(11.7)	-	-
Other components of shareholders' equity	(5,259)	(2.9)	(1,628)	(0.9)	(2,230)	(1.1)
Total equity attributable to owners of the Company	76,679	40.7	77,322	38.9	97,201	49.3
Non-controlling interests	18,608	9.8	25,127	12.7	25,766	13.0
Total shareholders' equity	95,287	50.5	102,449	51.6	122,967	62.3
Total liabilities and shareholders' equity	188,580	100.0	198,561	100.0	197,280	100.0

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated income statement

For the years ended 31 December 2024, 2023 and 2022

Unit : Baht million

	2024	%	2023	%	2022	%
Revenue from sales	132,784	100.0	129,398	100.0	146,068	100.0
Cost of sales	(110,381)	(83.1)	(106,274)	(82.1)	(121,791)	(83.4)
Gross profit	22,403	16.9	23,124	17.9	24,277	16.6
Gain on exchange rate	-	-	80	-	143	0.1
Other income	994	0.7	1,043	0.8	1,321	0.9
Profit before expenses	23,397	17.6	24,247	18.7	25,741	17.6
Distribution costs	(9,106)	(6.9)	(8,701)	(6.7)	(9,351)	(6.4)
Administrative expenses	(7,212)	(5.4)	(6,983)	(5.4)	(6,688)	(4.6)
Loss on exchange rate	(211)	(0.2)	-	-	-	-
Total expenses	(16,529)	(12.5)	(15,684)	(12.1)	(16,039)	(11.0)
Profit from operations	6,868	5.1	8,563	6.6	9,702	6.6
Finance costs	(2,429)	(1.8)	(2,020)	(1.5)	(1,468)	(0.9)
Share of profit of associates accounted for using equity method	113	0.1	39	-	55	-
Profit before income tax	4,552	3.4	6,582	5.1	8,289	5.7
Tax expense	(825)	(0.6)	(1,153)	(0.9)	(1,550)	(1.1)
Profit for the year	3,727	2.8	5,429	4.2	6,739	4.6
Profit attributable to						
Owners of the Company	3,699	2.8	5,248	4.1	5,801	4.0
Non-controlling interests	28	-	181	0.1	938	0.6
	3,727	2.8	5,429	4.2	6,739	4.6
Basic earnings per share (in Baht)						
Attributable to owners of the Company	0.86		1.22		1.35	

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated statement of comprehensive income

For the years ended 31 December 2024, 2023 and 2022

Unit : Baht million

	2024	2023	2022
Profit for the year	3,727	5,429	6,739
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Exchange differences on translating financial statement	(4,114)	358	(3,380)
Items that will not be reclassified subsequently to profit or loss			
Gain on investments in equity instruments measured at fair value	1	-	5
Gain (loss) on remeasurements of defined benefit plans	(257)	90	273
Share of other comprehensive income of associates accounted for using equity method	(1)	(1)	3
Income tax relating to items that will not be reclassified subsequently to profit or loss	51	(20)	(63)
Total items that will not be reclassified subsequently to profit or loss	(206)	69	218
Other comprehensive income for the year, net of tax	(4,320)	427	(3,162)
Total comprehensive income for the year	(593)	5,856	3,577
Total comprehensive income attributable to			
Owners of the Company	(116)	5,901	3,153
Non-controlling interests	(477)	(45)	424
	(593)	5,856	3,577

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated statement of cash flows

For the years ended 31 December 2024, 2023 and 2022

Unit : Baht million

	2024	2023	2022
Cash flows from operating activities			
Profit for the year	3,727	5,429	6,739
Adjustments for			
Tax expense	825	1,153	1,550
Depreciation and amortization	9,259	9,206	9,700
Loss on inventories devaluation (reversal)	(5)	(94)	170
Non-current provisions for employee benefit expense	395	376	217
Loss (gain) on foreign currency exchange	262	(52)	(120)
Share of profit of associates accounted for using equity method	(113)	(39)	(55)
Interest income	(520)	(377)	(197)
Finance costs	2,429	2,020	1,468
Gain on fair value adjustment and others	(34)	(105)	(149)
Cash flows generated from operations before changes in operating assets and liabilities	16,225	17,517	19,323
Decrease (increase) in operating assets			
Trade and other receivables	(1,243)	881	3,235
Inventories	(184)	4,309	(406)
Other assets	(25)	(184)	(148)
Net decrease (increase) in operating assets	(1,452)	5,006	2,681

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated statement of cash flows

For the years ended 31 December 2024, 2023 and 2022

Unit : Baht million

	2024	2023	2022
Increase (decrease) in operating liabilities			
Trade and other payables	1,201	603	(2,631)
Non-current provisions for employee benefits	(271)	(263)	(252)
Other liabilities	5	1	(125)
Net increase (decrease) in operating liabilities	935	341	(3,008)
Net cash flows generated from operations	15,708	22,864	18,996
Income tax paid	(1,954)	(1,382)	(1,762)
Net cash flows provided by operating activities	13,754	21,482	17,234
Cash flows from investing activities			
Acquisition of subsidiaries, net of cash acquired	(455)	(1,303)	(7,026)
Acquisition of interests in associates	(30)	-	(44)
Proceeds from sale of short-term investments	6,344	764	12,475
Acquisition of short-term investments	(1,313)	(5,585)	(1,711)
Proceeds from sales of property, plant and equipment	41	66	167
Acquisition of property, plant and equipment	(5,428)	(7,124)	(6,862)
Acquisition of other intangible assets	(212)	(259)	(324)
Dividends received	11	9	11
Interest received	531	372	195
Net cash flows used in investing activities	(511)	(13,060)	(3,119)

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated statement of cash flows

For the years ended 31 December 2024, 2023 and 2022

Unit : Baht million

	2024	2023	2022
Cash flows from financing activities			
Proceeds from changes in ownership interests in subsidiaries that do not result in a loss of control	-	11	650
Payments of changes in ownership interests in subsidiaries that do not result in a loss of control	(23,195)	-	-
Proceeds from (payments of) borrowings			
Proceeds from (payments of) bank overdrafts and short-term borrowings - net	9,804	(799)	(14,047)
Proceeds from long-term borrowings	8,442	135	-
Payments of long-term borrowings	(6,635)	(1,615)	(2,580)
Payments of lease liabilities	(815)	(745)	(626)
Proceeds from issuance of debentures	10,500	-	10,000
Redemption of debentures	(5,500)	-	-
Net increase (decrease) in borrowings	15,796	(3,024)	(7,253)
Dividends paid			
Dividends paid to owners of the Company	(2,361)	(2,575)	(2,790)
Dividends paid to non-controlling interests	(968)	(711)	(822)
Total dividends paid	(3,329)	(3,286)	(3,612)
Interest and other finance costs paid	(2,453)	(2,067)	(1,387)
Net cash flows used in financing activities	(13,181)	(8,366)	(11,602)
Net increase in cash and cash equivalents	62	56	2,513
Effect of exchange rate changes on cash and cash equivalents	(102)	(133)	143
Cash and cash equivalents at beginning of the year	9,889	9,966	7,310
Cash and cash equivalents at end of the year	9,849	9,889	9,966
Supplementary information for cash flows			
Non-cash from investing and financing transactions at end of the year			
Account payables from purchase of assets	428	459	609
Accrued investments	235	509	491
Liabilities related to put options	3,487	22,313	-

Financial Ratios of SCG Packaging Public Company Limited and its Subsidiaries

		Consolidated Financial Statements		
		2024	2023	2022
Liquidity Ratio				
Current Ratio	(Times)	0.98	0.91	1.80
Quick Ratio	(Times)	0.58	0.56	0.98
Cash Flow Liquidity	(Times)	0.22	0.43	0.40
Account Receivable Turnover	(Times)	6.49	6.34	6.76
Collection Period	(Days)	56	58	54
Inventory Turnover	(Times)	17.82	15.91	18.85
Inventory Turnover Period	(Days)	20	23	19
Account Payable Turnover	(Times)	9.50	9.61	10.83
Payment Period	(Days)	38	38	34
Cash cycle	(Days)	38	43	39
Profitability Ratio				
Gross Profit Margin	(%)	16.87	17.87	16.62
EBITDA Margin	(%)	12.15	13.73	13.28
Net Profit Margin	(%)	2.79	4.06	3.97
Return on Equity	(%)	4.80	6.01	5.98
Efficiency Ratio				
Return on Total Assets	(%)	1.93	2.74	3.34
Return on Fixed Assets	(%)	13.08	14.59	16.28
Assets Turnover	(Times)	0.69	0.66	0.73
Financial Policy Ratio				
Debt to Equity	(Times)	0.98	0.94	0.60
Interest-bearing Debt to Equity	(Times)	0.68	0.48	0.41
Interest Coverage Ratio	(Times)	6.64	8.80	13.22
Debt Service Coverage Ratio	(Times)	0.44	0.63	1.06
Interest-bearing Debt to EBITDA	(Times)	4.02	2.76	2.59
Net Debt to EBITDA	(Times)	3.26	1.80	1.95
Dividend Payout Ratio	(%)	63.83	44.99	44.40



Remarks:

- 1 Current ratio is calculated by dividing current assets by current liabilities.
- 2 Quick ratio is calculated by dividing cash and cash equivalents, short-term investment and trade accounts receivable by current liabilities.
- 3 Cash flow liquidity ratio is calculated by dividing operating cash flow by average current liabilities.
- 4 Account receivable turnover is calculated by dividing revenue from sales by average trade accounts receivable before allowance for expected credit loss.
- 5 Collection period is calculated by dividing 365 by the account receivable turnover.
- 6 Inventory turnover is calculated by dividing the cost of goods sold by the average finished goods.
- 7 Inventory period is calculated by dividing 365 by the inventory turnover.
- 8 Account payable turnover is calculated by dividing the cost of goods sold by the average trade accounts payable.
- 9 Payment period is calculated by dividing 365 by the account payable turnover.
- 10 Cash cycle is calculated by adding collection period and inventory period minus payment period.
- 11 Gross profit margin is calculated by dividing gross profit by revenue from sales.
- 12 EBITDA margin is calculated by dividing EBITDA by revenue from sales.
- 13 Net profit margin is calculated by dividing profit for the year attributable to owners of the Company by revenue from sales.
- 14 Return on equity is calculated by dividing profit for the year attributable to owners of the Company by the average total equity attributable to owners of the Company.
- 15 Return on total assets is calculated by dividing profit for the year by average total assets.
- 16 Return on fixed assets is calculated by dividing profit for the year and depreciation by average fixed assets.
- 17 Assets turnover is calculated by dividing revenue by average total assets.
- 18 Debt to equity is calculated by dividing total liabilities by total equity.
- 19 Interest-bearing debt to equity is calculated by dividing total interest-bearing debt by total equity.
- 20 Interest coverage ratio is calculated by dividing EBITDA by finance costs.
- 21 Debt Service Coverage Ratio is calculated by dividing EBITDA by the combined total of short-term interest-bearing debt and current portion of long-term interest-bearing debt.
- 22 Interest-bearing debt to EBITDA is calculated by dividing total interest-bearing debt by EBITDA.
- 23 Net debt to EBITDA is calculated by subtracting interest-bearing debt from cash and cash under management and dividing this amount by EBITDA.
- 24 Dividend payout ratio is calculated by dividing dividend payment by profit for the year attributable to owners of the Company.

General Information and Other Material Facts

5



General information and other material facts

Registrar

Thailand Securities Depository Company Limited

1st Floor, The Stock Exchange of Thailand Building,
93 Ratchadaphisek Road
Din Daeng, Bangkok 10400
Tel: +66 2009 9999
Fax: +66 2009 9991

Registrar of Debenture (SCGP26DA)

Bank of Ayudhya Public Company Limited

1222 Rama III Road Bang Phongphang,
Yan Nawa, Sathorn, Bangkok 10120
Tel: +66 2296 5999

Registrar of Debentures (SCGP27DA and SCGP28DA)

Siam Commercial Bank Public Company Limited

Head Office (Ratchayothin)
9 Ratchadapisek Rd., Chatuchak Bangkok 10900
Tel: +66 2777 6784

Registrar of Digital Debenture (SCGP256A)

Krungthai Bank Public Company Limited

Capital Market Service Department
977/2 SM Tower, 3rd Floor, Phahonyothin Road,
Phaya Thai Subdistrict, Phaya Thai District, Bangkok 10400
Tel: +66 2111 1111

Debenture Holders' Representative (SCGP26DA, SCGP27DA and SCGP28DA)

Bank of Ayudhya Public Company Limited

Securities Services Marketing Department
1222 Rama III Rd. Bang Phong Phang,
Yan Nawa, Bangkok, 10120
Tel: +66 2296 4808 or +66 2296 5557

Digital Debenture Holders' Representative (SCGP256A)

Krungthai Bank Public Company Limited

Capital Market Service Department
977/2 SM Tower, 3rd Floor, Phahonyothin Road,
Phaya Thai Subdistrict, Phaya Thai District, Bangkok 10400
Tel: +66 2298 0821-7

Auditor

KPMG Phoomchai Audit Ltd.

By Ms. Sureerat Thongarunsang (Certified Public Accountant
Registration No. 4409); or Ms. Pornthip Rimdusit (Certified
Public Accountant Registration No. 5565); or Mr. Songchai
Wongpiriyaporn (Certified Public Accountant
Registration No. 10996)
50th Floor, Empire Tower, 1 South Sathorn Road,
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Tel +66 2677 2000

Legal Advisor

SCG Legal Counsel Limited

1 Siam Cement Road, Bangsue, Bangkok 10800
Tel: +66 2586 5777 or +66 2586 5888
Fax: +66 2586 2976

Legal Disputes

As of 31 December 2024, SCGP and its subsidiaries were not involved in any litigation or legal action, and were not a party in any dispute that was not yet resolved, that SCGP believed could negatively impact the assets of SCGP and its subsidiaries at an amount higher than 5% of shareholders' equity presented in the consolidated financial statements as of 31 December 2024, or that could significantly affect business operations of SCGP or its subsidiaries. However, the amount could be determined; and they were not involved in any other cases that were outside normal business operations by the Company and its subsidiaries. However, they may occasionally be involved in legal proceedings or be a party in litigation related to normal business operations of SCGP and its subsidiaries.

Secondary Market

SCGP does not list its debenture for trading in any secondary market. Investors can buy or sell debentures at securities companies or any juristic person who has a debt instrument trading license.

Financial Institutions (For Debt Instruments)

The Siam Commercial Bank Public Company Limited
Kasikornbank Public Company Limited
Bangkok Bank Public Company Limited
Krungthai Bank Public Company Limited
Bank of Ayudhya Public Company Limited

Corporate Governance



Corporate Governance



Corporate Governance Policy

As part of its business policy, the Board of Directors has established SCG Packaging's Corporate Governance Policy. The Corporate Governance and Nomination Committee is responsible for governing and supervising corporate governance.

The Board of Directors, executives and employees recognize that their roles, duties, and responsibilities are to increase SCGP's competitiveness and build trust among shareholders, investors, and other related parties. The Board, performing its leadership roles, has adopted the Corporate Governance Code (CG Code) recommended by the Office of the Securities and Exchange Commission for listed companies in 2017 and applied it to SCGP's business context to ensure sustainable benefit and value for SCGP. The Board also determined that an agenda to review

SCGP's corporate governance policies and charters should be considered at least once a year, to maximize the efficiency and raise the standard of SCGP's corporate governance to be in line with the CG Code and other local and international good practices regularly. Furthermore, the performance appraisal of the Board of Directors must be carried out under the CG Code principle.

This chapter explains SCGP's corporate governance under three main topics: 1) Overview of Corporate Governance Policies and Practices, 2) Code of Conduct, and 3) Significant Changes and Developments in the Policies, Practices and the Corporate Governance System in the Past Year.

Overview of Corporate Governance Policies and Practices

The Board of Directors has established policies related to Corporate Governance and SCGP's Code of Conduct in compliance with SCGP's visions of sustainable business operation. The distribution of policies was made through the SCG Packaging Corporate Governance Handbook to ensure clear understanding by the Board of Directors, executives and employees and uniform implementation in all SCGP's divisions and subsidiaries, both domestic and international. The contents of the SCG Packaging's Corporate Governance Handbook are as follows:

Corporate Governance Handbook			
Part 1: SCG Packaging's Corporate Governance Structure and Mechanisms			
1.1	SCG Packaging's Core Values	1.3*	SCG Packaging's Corporate Governance Structure
1.2	SCG Packaging's Code of Conduct	1.4	SCG Packaging's Corporate Governance Policy
Part 2: SCG Packaging's Corporate Governance Policies and Practices			
2.1 Policies and Practices for Directors and Executives			
2.1.1	Charter of the Board of Directors	2.1.7	Independent Director's Qualifications
2.1.2*	Charter of the Audit Committee	2.1.8	Policy on Qualification and Nomination of Company Directors
2.1.3	Charter of the Corporate Governance and Nomination Committee	2.1.9	Scope of Duties and Responsibilities of the Chief Executive Officer
2.1.4*	Charter of the Remuneration Committee	2.1.10	Policy and Guidelines on the Chief Executive Officer and Top Executives Holding Directorships in Organizations Outside SCGP
2.1.5	Composition, Duties and Responsibilities of the ESG Committee		
2.1.6	Composition, Duties and Responsibilities of the Risk Management Committee		
2.2 Corporate Management Policies and Practices			
2.2.1	Charter of the Internal Audit Office	2.2.11*	Risk Management Policy
2.2.2	Sustainable Development Policy	2.2.12	Disclosure Policy
2.2.3	Compliance Policy	2.2.13*	Insider Information Management and IT Governance Policy
2.2.4	Anti-corruption Policy	2.2.14	Human Rights Policy
2.2.5	Connected Transaction Policy	2.2.15	Diversity and Inclusion Policy
2.2.6	Prevention of Conflicts of Interest Policy	2.2.16	SCGP Privacy Policy
2.2.7	Antitrust Policy	2.2.17*	Tax Policy
2.2.8	Whistleblowing Policy	2.2.18	Intellectual Property Policy
2.2.9	Policy on Investment in Subsidiaries and Associates	2.2.19	Investor Relations Code of Conduct
2.2.10	Policy to Govern and Manage Subsidiaries and Associates Operating Core Business		
2.3 Policies and Practices for Key Stakeholders			
2.3.1	Stakeholders Engagement Policy	2.3.3	Policy and Practices for the Procurement and Selection of Vendors of SCG Packaging
2.3.2	Dividend Policy of SCGP and its Subsidiaries	2.3.4	SCG Packaging's Supplier Code of Conduct

*Adjusted in 2024

The SCG Packaging Corporate Governance Handbook is available on SCGP's website (www.SCGPackaging.com). The key aspects of the structure, mechanisms, policies and practices of corporate governance are as follows:

Part 1: SCG Packaging's Corporate Governance Structure and Mechanisms

The Board of Directors has established SCGP's values, Code of Conduct and Corporate Governance structure and policies as guidelines on fair, transparent operation and management for its directors, executives, employees of SCGP and its subsidiaries. Compliance with these guidelines may generate returns, increase long-term values for the shareholders, ensure the trust of all stakeholders, and promote SCGP's competitiveness and sustainable growth. The essences are as follows:

1.1 SCG Packaging's Core Values

SCGP and its subsidiaries operate their businesses by adhering to four core values, namely, adherence to fairness, dedication to excellence, belief in the value of the individual, and concern for social responsibility.

1.2 SCG Packaging's Code of Conduct

The Board of Directors has established SCGP's Code of Conduct, and all employees of SCGP and its subsidiaries are obliged to observe the principles and guidelines set forth in the Code of Conduct, with the Board of Directors serving as role models. They shall also act as good citizens of the countries in which SCGP operates business to ensure utmost value and benefits for SCGP.

1.3 SCG Packaging's Corporate Governance Structure

The Board of Directors has rolled out a corporate governance structure to achieve efficiency and effectiveness. This will create sustained value for the organization and stakeholders. A diagram of SCGP's corporate governance structure is included in the corporate governance structure section.

1.4 SCG Packaging's Corporate Governance Policy

SCGP conducts business responsibly, transparently and fairly while adhering to its values. This principle has long been included within the Code of Conduct and is implemented on the basis of balanced and sustainable benefits. SCGP's directors serve as role models in this respect. Similarly, the Corporate Governance and Nomination Committee supervises the formulation of policies and guidelines, monitors and evaluates performance, and annually reviews business practices to conform to the actual operation and corporate governance guidelines in both national and global dimensions. Moreover, corporate governance is set as one of the main agenda topics at the Board of Directors' meeting.

Part 2: SCGP's Corporate Governance Policies and Practices

The Board of Directors has devised corporate governance policies and practices for directors and executives. The policies cover how to manage the organization and work with key stakeholders. SCGP regularly reviews and updates policies and practices, and promotes awareness and compliance among employees. The summary of the main policies and practices for good corporate governance is as follows:

2.1 Policies and Practices for Directors and Executives

This section presents the policies and practices related to the Board of Directors, the Chairman of the Board, the Chief Executive Officer and top executives. The covered policies and practices include the Charters for the Board of Directors and all sub-committees, Independent Directors' Qualifications, Policy on Qualification and Nomination of Company Directors, Scope of Duties and Responsibilities of the Chief Executive Officer, and Policy and Guidelines on the Chief Executive Officer and Top Executives Directorships in Organizations Outside SCGP.

2.1.1 Charter of the Board of Directors

In line with the eight principles of the CG Code of the Office of the Securities and Exchange Commission and applicable laws, the Board of Directors' roles are as shown below:

- (1) Take responsibility as a leader who sustainably brings value to SCGP's business** - Manage the business of SCGP and its subsidiaries to maximize benefits for SCGP, subsidiaries and shareholders. In conjunction with the management, the Board must annually review and approve the vision, mission and business strategies by reinforcing ethics and impacts on the environment and society. They shall also comply responsibly, cautiously and honestly with laws, Articles of Association, and resolutions of the shareholders' meeting.
- (2) Define SCGP's objectives and main goals that promote sustainable value creation** - Define the main operational plans, budgets, goals and operational policies to increase global competitiveness, as well as supervise administration and management to ensure compliance with policies, action plans, budgets and goals.
- (3) Strengthen the Board of Directors' effectiveness** - Determine and review the Board's structure so that it is suitable for SCGP's business operations. The Board

must also have transparent processes for recruiting and electing the directors, determine compensation for Board and sub-committee members, and establish governance mechanisms for subsidiaries and associates. It must also put in place structures to conduct an annual performance appraisal of the Board and continuously develop directors' competencies.

(4) Recruit and develop top executives and people management - Consider the organizational structure, top executives' development plan and the Chief Executive Officer's succession plan. The top executives' performance should also be evaluated annually.

(5) Nurture innovation and responsible business - Supervise and support the creation of innovation that brings value to SCGP and its subsidiaries, as well as maximizing the value of stakeholders. It should also monitor the implementation of strategies and work plans of SCGP and its subsidiaries.

(6) Strengthen effective risk management and internal control - Establish a Risk Management Policy that covers the entire organization and ensures effectiveness. The policy must be reviewed and evaluated regularly in response to the changing level of risks. The Board must also promote moral and ethical awareness among employees at all levels so that they are able to comply with the principles of Corporate Governance, Code of Conduct and policies. It must also ensure that SCGP and its subsidiaries have appropriate internal audit and internal control systems, and provide a process to assess the appropriateness of SCGP and its subsidiaries' internal control system regularly to cut the risk of corruption and abuse of power and prevent illegal acts.

(7) Ensure disclosure and financial integrity - Instruct SCGP and its subsidiaries to put in place an accounting system and perform financial reporting and financial statement reviews in line with applicable regulations and practices. The Board shall also facilitate the disclosure of appropriate information to stakeholders, persons having a conflict of interest and any related persons, as well as properly disclose important information to shareholders in the financial statements and various reports.

(8) Ensure engagement and communication with shareholders - Ensure that shareholders have the opportunity to participate effectively in decision-making

involving significant corporate matters of SCGP and its subsidiaries. Also, the Board should ensure that the shareholders' meetings are held as scheduled and conducted properly, with transparency and efficiency, and offer shareholders the ability to effectively exercise their rights. Accurate and complete disclosure of shareholder resolutions and preparation of the minutes of the shareholders' meetings should be achieved. The rights of all shareholders, both major and minor shareholders, as well as stakeholders of all parties, must be respected through an inclusive, equitable and transparent treatment.

Furthermore, the Charter of the Board of Directors stipulates the roles of the Chairman of the Board, the Board of Directors' composition, directors' qualifications and term of office, the Board of Directors' meeting and its required quorum as well as the Board of Directors' approval authority and remuneration. These are discussed in detail below.

Roles and Duties of the Chairman

The Chairman of the Board's key role is to support the Board of Directors to perform its duties efficiently. His responsibilities include determining the agenda for every Board of Directors meeting with the Chief Executive Officer, and ensuring that the directors receive correct, complete and clear information before the meeting. The Chairman must also lead both the Board and shareholders' meetings. The Chairman must support and be a role model for corporate governance and ethics, strengthen the relationship between SCGP's board members and management, and support the Chief Executive Officer and management team in following SCGP's policies. In addition, they must supervise disclosures of information and the performance of the Board, sub-committees, and each director to ensure efficiency and effectiveness.

Composition of the Board of Directors and Qualifications of the Directors

The Board of Directors must consist of at least five directors, but not exceed 12. They must have diverse professional skills, experience and expertise that are valuable to SCGP and its subsidiaries. There should be no limitations on gender, race, religion, age, etc.

Directors must have qualifications as specified by the law and must not have untrustworthy characteristics under the Notification of the Office of the Securities and Exchange Commission. Independent directors must be independent from the management and major shareholders. They must

not be involved in the management of the business nor have controlling power over the business. Moreover, the number of directorships that each director can hold in other listed companies cannot exceed four companies.

Any person who is appointed as a director of SCGP will participate in an orientation session. Information about the roles and duties of directors will also be sent to all new directors.

Terms of Service

One-third of directors are required to retire at the annual general shareholders' meeting. Retired directors may be re-elected. An independent director can continue to hold his position for no more than nine consecutive years from the date of his first appointment as an independent director. If an independent director is appointed to continue his position, the Board should consider his necessity reasonably.

Board of Directors Meetings and Quorum

The Board of Directors meeting must be held at least once every three months, and not less than six times per year. In a month with no meeting, the management shall report operating results to the Board of Directors so that they can supervise the management's performance regularly and on time. There should be a meeting between non-executive directors (without the management) held as regularly as necessary. Each meeting should be participated by at least 80% of the directors. Each director should attend at least 75% of the meetings held throughout the year. Supporting documents for a meeting should be submitted to the Board of Directors at least five business days before a meeting takes place.

The Company Secretary is responsible for preparing and proposing the minutes of the meeting to the Chairman of the Board of Directors for consideration and signature to verify accuracy. A director is allowed to voice opinions and recommend that the minutes of the meeting be revised and amended so that it is as accurate as possible. The minutes of the meeting approved by the Board will be systematically stored in the form of electronic confidential documents for the convenience of searching for references.

Approval Authority of the Board of Directors

The Board of Directors has the authority to approve matters as required by laws, Articles of Association, charters and shareholders' meeting resolutions. This includes setting up a delegation of authority; establishing and reviewing the

vision, mission, strategies, key operational plans, Risk Management Policy, annual budgets and business plans, and medium-term business plans; setting performance goals; monitoring and evaluating operational results, capital expenditures and significant related-party transactions; and considering mergers, spin-off and joint ventures.

Remuneration

The directors will receive remuneration as approved at the shareholders' meeting.

2.1.2 Charter of the Audit Committee

The Audit Committee is responsible for overseeing risk management, compliance, and internal control. The efforts may include the review of financial reporting systems and disclosures of financial information in financial statements to ensure they meet the standards and financial reporting requirements. The Audit must also take into consideration connected transactions, asset acquisitions and dispositions, or transactions which may lead to conflicts of interest for SCGP and its subsidiaries. In addition, the committee should review and ensure that the risk management system and the procedures for control, implementation and compliance monitoring are put in place. Internal control and internal audit systems should be reviewed to verify their appropriateness and efficiency. The committee should review the anti-corruption system to ensure its effectiveness in line with the guidelines of regulatory agencies, provide suggestions and supervise anti-corruption policy compliance. Moreover, they must follow up on the performance of ESG operations. Regarding auditor-related tasks, the Audit Committee should be responsible for the selection, nomination, and determination of the SCGP's auditors and the vendors other than those offering audit, review, or assurance services, as well as the proposal of auditors' remuneration. The committee should hold meetings with the Audit Office without the management. They should approve operation, budget and workforce plans of the Internal Audit Office. The approval of the Director of Internal Audit Office appointment, appraisal, removal, transfer and termination is also one of the committee's duties.

In addition, the Charter of the Audit Committee has stipulated that the composition of the Audit Committee must consist of at least three independent members. At least one of them must possess sufficient knowledge, understanding and experience in accounting or finance to perform audit duties. A meeting of the Audit

Committee must be organized at least once every three months. The Audit Committee will receive remuneration as approved by the shareholders' meeting.

2.1.3 Charter of the Corporate Governance and Nomination Committee

The Corporate Governance and Nomination Committee is responsible for defining the corporate governance scope and policies and regularly shares them with the Board of Directors, as well as monitoring and supervising the Board of Directors and Management Committee's performance so that it aligns with the corporate governance policies. It must also supervise the Board's structure and composition by taking into account key skills, diversity, independence and any conflict of interest which may arise in the performance of the Board's duties. The Corporate Governance and Nomination Committee also establishes guidelines for recruiting and selecting SCGP directors and reviews directors' remunerations before they are proposed to the Board of Directors for approval at the annual general meeting of shareholders. It also achieves directors' development plans and suggests methods to evaluate the performance of the Board of Directors, sub-committees and the Chairman of the Board.

In addition, the Charter of the Corporate Governance and Nomination Committee sets out the composition of the Corporate Governance and Nomination Committee: it must consist of at least three directors, and a majority must be independent directors. The Committee must also hold meetings at least four times a year. The Corporate Governance and Nomination Committee will receive remuneration as approved at the shareholders' meeting.

2.1.4 Charter of the Remuneration Committee

The Remuneration Committee proposes the remuneration guidelines, payment methods (both monetary and non-monetary), and other benefits for SCGP's executives in accordance with their missions, duties, responsibilities and qualifications. The Committee appraises the performance of top executives individually and proposes the remuneration to the Board of Directors every year. Their duties, responsibilities and any risks related to increasing the value of shareholders' long-term equity are considered. The Remuneration Committee establishes the succession plan for the Chief Executive Officer and SCGP's top executives.

In addition, the Remuneration Committee Charter sets out the composition of the Remuneration Committee: it must consist of at least three directors and a majority should be independent directors. The Committee must also hold meetings at least four times a year. The Remuneration Committee will receive remuneration as approved at the shareholders' meeting.

2.1.5 Composition, Duties and Responsibilities of the ESG Committee

The ESG Committee is appointed by the Board of Directors. Its composition includes at least one member of the Board of Directors. The Board of Directors appoints the Chief Executive Officer as the Chairman of the ESG Committee and grants them the authority to appoint suitable members of the Committee. The ESG Committee must regularly report to the Corporate Governance and Nominations Committee.

The ESG Committee's key responsibilities include establishing policies and supervising business operations to ensure compliance with the UN Sustainable Development Goals (UN-SDGs) guidelines. Also, they should ensure the adoption of Environmental, Social and Governance (ESG) guidelines that align with key stakeholders' expectations to present SCGP as a good role model for sustainable development both regionally and internationally. The Committee also encourages the linkage and inclusion of ESG materiality into the business strategy to bring about value and sustainability for the organization and the community.

2.1.6 Composition, Duties and Responsibilities of the Risk Management Committee

The Risk Management Committee is appointed by the Board of Directors. Its composition includes at least one member of the Board of Directors. The Board of Directors appoints the Chief Executive Officer as the Chairman of the Risk Management Committee and grants them the authority to appoint suitable members of the Committee. The Risk Management Committee must regularly report to the Audit Committee.

The key responsibilities of the Risk Management Committee include defining risk management structure, identifying responsible persons, considering risk management strategies, framework and process, reviewing risk profile and monitoring risk management practices of the entire organization.

2.1.7 Independent Director's Qualifications

SCGP has set Independent Director's Qualifications to prevent any impact on his/her independent judgment. These are stricter than the requirements of the Capital Market Supervisory Board in regard to shareholding, which stipulates that an independent director of SCGP must hold shares in the Company not exceeding 0.5% of the total number of shares with voting rights of SCGP, the parent company, a subsidiary, an associated company, a major shareholder or a controlling person of SCGP. This shall include the shareholding of related persons of that independent director. In addition, SCGP ensures that independent directors are able to attend the Board of Directors' meetings to make decisions independently, equally safeguard all shareholders' benefits, and prevent any conflict of interest.

2.1.8 Policy on Qualification and Nomination of Company Directors

To ensure diversity and that directors have the appropriate knowledge and expertise to align with business requirements, there should be clear, efficient and transparent nomination procedures in place that also support the participation of shareholders. The Board of Directors has devised a policy to determine the qualifications of the directors and nomination procedures. Directors must possess all the required qualifications, with no undesirable attributes as determined by the law. The Board members should be made up of directors with a variety of skills, experience, knowledge and expertise that will benefit SCGP under the Board Skills Matrix. Also, the proper portion of independent and female members should be ensured. There should be no limitations or discrimination against gender, age, race, ethnicity, nationality, country of origin, cultural background or religion.

The Board of Directors has assigned the Corporate Governance and Nomination Committee to recruit persons with skills, experience, knowledge and expertise that benefit SCGP and can replace directors who retire by rotation or for other reasons. The Corporate Governance and Nomination Committee proposes candidates to the Board of Directors and/or at the shareholders' meeting for election. The qualification criterion for directors includes ethics and responsibility, rationality in decision-making based on data, independence in opinion expression, time dedication, professionalism in adherence to principles and standards, competency and ability to use expertise

to help the Board formulate strategies and policies as well as support the implementation of strategies. All of the above should be considered based on the Board Skills Matrix approved by the Board of Directors. To propose a renewed term for a pre-existing director, the Board's assessment shall include the past performance and time dedication in that director's tenure.

The Corporate Governance and Nomination Committee uses several channels to recruit directors including inviting shareholders to nominate qualified persons and considering the list of chartered directors of the Institute of Thai Directors, and the list of directors of listed companies whose qualifications are consistent with SCGP's Board Skills Matrix.

2.1.9 Scope of Duties and Responsibilities of the Chief Executive Officer

The Board of Directors has a resolution on the determination of the Chief Executive Officer's duties and responsibilities which may ensure the clear allocation of directors' and management's scope of work. The Chief Executive Officer's duties are to, in cooperation with the Board of Directors, define the business's vision, mission, strategies, operating plans, budgets, goals and policies. The Chief Executive Officer should communicate the aforementioned information with the management in order to provide a framework for planning and management tasks. Also, the Chief Executive Officer should oversee the management's duties to ensure compliance with the business plan, budget, goals and policies that have been approved by the Board of Directors. In addition, the Chief Executive Officer has the authority to set regulations for hires, relocations, discharges, dismissals and compensation of employees that hold positions that are not within the authority of the Board or sub-committees. The Chief Executive Officer can also approve investment project budgets, procurements, finances, etc., within limits specified in the Delegation of Authority Manual approved by the Board of Directors.

In terms of management, the Chief Executive Officer must oversee the management of finances, marketing, production, human resources, risks and internal control systems as well as other operational aspects of SCGP and its subsidiaries to make sure they comply with SCGP's policies, the business plan, laws, objectives, Articles of Association, and resolutions from the Board

of Directors and shareholders' meetings. This ensures that operations are carried out in good faith, with care, prudence and integrity to preserve the highest interests of SCGP and fairness towards all parties involved. In addition, the Chief Executive Officer must develop and improve SCGP and its subsidiaries' operations, and support innovation that adds value and makes the organization grow sustainably according to its strategic plan. They must also take a supervisory role to ensure that the management contributes to fostering an ethical corporate culture and practices good corporate governance. Also, the Chief Executive Officer must follow up on SCGP, its subsidiaries and/or associates' performance assessments (scheduled regularly) and supervise the preparation of financial reports and disclosures – all important information must be correct, adequate, timely and in accordance with relevant rules and practices.

2.1.10 Policy and Guidelines on the Chief Executive Officer and Top Executives Holding Directorships in Organizations Outside SCGP

The Chief Executive Officer and top executives are able to hold positions as directors or spend their time with SCGP working for outside organizations or institutions that are not subsidiaries, associated companies and other companies that SCGP invests in if they are public or private organizations established for public interest, or private organizations established for trading purposes, but does not present a conflict of interest with SCGP, and does not take up too much of the director's time to the extent that it is disadvantageous for SCGP. In addition, it must not be an organization established for the benefit of political parties.

2.2 Corporate Management Policies and Practices

In this section, the policies and guidelines concern organizational operations across areas. They serve to ensure that the operations are effective and consistent with good corporate governance. Listed below are the details:

2.2.1 Charter of the Internal Audit Office

The Audit Committee is responsible for oversight, risk management, compliance, internal control, inspection of working procedures to comply with good governance, assessment of internal control to ensure that SCGP deploys appropriate and adequate internal control, prevention of material damage as guided by the internal control framework of COSO 2013. The Committee also provides recommendations on

establishing preventive measures and guidelines and reviews self-assessment regarding anti-corruption measures to align with regulatory agencies' guidelines. The Internal Audit Director has the duty to roll out and control a system to monitor audit results and build a preventive system and report summarized audit results to the Audit Committee.

2.2.2 Sustainable Development Policy

SCGP operates its business according to sustainable development guidelines by considering risks and opportunities for improvement at all levels of the organization, both short and long-term needs, expectations of stakeholders, and taking into account also the impact on society and the environment. It also draws on information to help formulate business strategies and enable businesses to grow sustainably in rapidly changing situations by balancing economic, social and environmental aspects.

Economy - creating value and meeting the needs and expectations of all stakeholders, increasing the organization's ability to align with changing situations, and supporting related parties to conduct business based on sustainable development.

Society - performing business with integrity, treating employees fairly and equally, actively creating the highest level of safety at work, upholding social responsibility and contributing to a greater quality of life across locations of operation.

Environment - actively upholding the environment, using resources wisely and maintaining a sustainable ecosystem balance

2.2.3 Compliance Policy

SCGP's directors, executives and employees are all committed to following rules - laws, regulations, Articles of Association, contractual obligations, the code of conduct, policies, operational standards, best practices and public commitments - in every country where SCGP conducts business. This encompasses communication as well as promoting and supporting knowledge, understanding, direction and supervision for improved performance and consistency that is in line with changes in business.

2.2.4 Anti-corruption Policy

The Board of Directors has assigned the Corporate Governance and Nomination Committee to ensure the enforcement of a clear-cut Anti-corruption Policy that is suitable for the operation. The Audit Committee shall provide some advice and follow up on compliance with the Anti-corruption Policy. SCGP ensures that the communication covers all internal functions and third parties so that concrete actions are achieved. This is to ensure that all business decisions and actions that could pose a risk of corruption are carefully considered before being implemented. No corruption is tolerated at SCGP. Employees must strictly follow the Anti-corruption Policy and shall not conduct or accept any form of corruption, either directly or indirectly. This covers all businesses in every country and all related departments. The Anti-corruption Policy's implementation is regularly reviewed. The review covers any guidelines it contains to make sure they comply with changing business, regulatory and legal requirements. The Risk Management Committee prepares risk assessments related to potential corruption. The Internal Audit Office must put together proper and efficient inspection processes and internal control systems involving procedures, finance, accounting, information storage and other issues. A regular review of such processes and systems is required. The Director of the Internal Audit Office shall prepare corruption-focused risk assessments, provide some advice on initiating the measures and guidelines of corruption-related risk prevention, and present them to the Audit Committee and the Board of Directors. The Director is also responsible for auditing and verifying that the operations are correct and in accordance with policies, practices, the Delegation of Authority Manual, guidelines, laws and regulatory requirements. This shall ensure that the control system is appropriate, cautious and sufficient to prevent any form of corruption from occurring and that any cases are reported to the Audit Committee.

2.2.5 Connected Transaction Policy

The Board of Directors has established the Connected Transaction Policy to comply with laws and guidelines such as The Securities and Exchange Act B.E. 2535 (and its amendments), and the Notification of Capital Market Supervisory Board Tor Jor. 21/2551 regarding Rules on Connected Transactions and the Notification of the Stock Exchange of Thailand's Board of Governors (Bor Jor/Por 22- 01) re: Disclosure of Information and Other

Acts of Listed Companies Concerning Connected Transactions B.E. 2546 (2003). SCGP also follows good corporate governance principles for listed companies of the Stock Exchange of Thailand and the Securities and Exchange Commission. Conducting a connected transaction must be approved by the management, the Board of Directors or the Shareholders' meeting based on the size of said connected transaction.

2.2.6 Prevention of Conflicts of Interest Policy

The Board of Directors has put in force the policy to prevent any conflicts of interest. The SCGP has established guidelines, prohibitions, and various considerations for directors, executives and employees to understand how to implement the policy. In this, directors and executives shall disclose and submit their own and related persons' stakes information to the Company Secretary. They shall be submitted to the Chairman and the Audit Committee's Chairperson for inspection within seven business days after the day the report is received. The aim is to acknowledge in a timely manner the relations and transactions with SCGP and subsidiaries that could pose a conflict of interest before a transaction. This ensures that the SCGP can oversee and tackle a potential conflict of interest between SCGP and its subsidiaries and directors, executives or stakeholders; avoid misuse of assets, information and opportunities of SCGP and subsidiaries; and prevent a transaction with a person connected to SCGP and subsidiaries that are not consistent with the Connected Transaction Policy.

In addition, the Board of Directors has approved the guidelines to be implemented in the event that the directors may be involved in conflicts of interest to prevent any act which may incur conflicts of interest of SCGP and its subsidiaries, and govern any potential conflicts of interest to comply with relevant regulations, announcements or orders. These include the following two cases:

- (1) In the case that any director may have an interest or conflict in the issues to be discussed (including entering into connected transactions); and
- (2) In the case that any director (including the Chief Executive Officer) may hold directorships in other companies.

2.2.7 Antitrust Policy

SCGP will not engage in any activity which may result in trade injustice, disrupt market forces or free competition, or may destroy, damage, block or limit business operations for other businesses. SCGP will not misuse power over the market or take any action which may result in ending competition with competitors in business, either directly or indirectly. Similarly, SCGP will not exchange business information nor make agreements with competitors, partners or customers to reduce or limit market competition. All in all, SCGP respects the antitrust law, conducts business ethically and raises awareness of legal compliance among SCGP's business partners.

2.2.8 Whistleblowing Policy

SCGP has established a system to receive complaints and take action if there is an indication of a violation of the law, regulations, the Articles of Associations and the Code of Conduct, or behavior by SCGP employees that is conducive to corruption. SCGP provides a complaint channel for internal and external persons of SCGP as well as protection measures for those who give information and procedures to investigate complaints. In addition, SCGP imposes penalties on offenders and communicates policies and associated guidelines to ensure efficiency in compliance.

SCGP's employees can make complaints and carry out whistleblowing through the intranet portal system and select the person who should receive their complaint - their supervisor, the HR Director, the Director of the Internal Audit Office, the Company Secretary, the Secretary to the Board of Directors or any member of the Board of Directors. Outsiders can make complaints through SCGP's website (www.SCGPackaging.com) and select the recipient of their complaint - the Corporate Secretary Office, the Internal Audit Office, the Independent Directors, and the Audit Committee. A written letter of complaint can also be submitted to the aforementioned recipients.

2.2.9 Policy on Investment in Subsidiaries and Associates

SCGP has a policy on investment in businesses that is in line with SCGP goals, vision and strategic plans and is intended to support SCGP's business operations. This also applies to businesses with related or similar characteristics or potential to bring benefits (synergies)

to SCGP's current businesses, which can, in turn, contribute to greater revenue, increased competitiveness and long-term stable performance. SCGP analyzes all aspects of an investment, which must then be approved at the Board of Directors or shareholders' meeting (depending on the case).

2.2.10 Policy on Governance and Management of Subsidiaries and Affiliates Operating Core Business

SCGP has rolled out the Policy on Governance and Management of Subsidiaries and Affiliates Operating Core Business. This provides a framework and mechanism for corporate governance as well as guidance for subsidiaries and associate companies, both directly and indirectly. In addition, there are suitable measures to monitor the performance of subsidiaries and associated companies to maintain SCGP's investment interests effectively.

The Board of Directors assigns the Chief Executive Officer to appoint SCGP representatives who will act as directors or executives in subsidiaries and associated companies and report to the Board of Directors, as stipulated in the Delegation of Authority Manual.

Directors and executives of subsidiaries or associated companies, appointed or nominated by SCGP, are responsible for ensuring that the agreement or approval of SCGP's Board of Directors or shareholders meeting is acquired, as the case may be, before the subsidiary or associated company under their management is directed, as per the Delegation of Authority Manual or its Articles of Association, to enter into transactions or undertake material activities which are significant to the financial status and operating results of such subsidiary or associated company.

2.2.11 Risk Management Policy

The Board of Directors makes risk management decisions as a part of SCGP's strategies, plans and operations. It aims to manage any risks to an acceptable level and in an effective way so that there is minimal impact on SCGP and its objectives. SCGP has the Enterprise Risk Management Framework that is in line with international standards and includes a process for determining strategies, risk management structure and accountabilities, and the risk management process. This framework also aims to create a risk management culture at SCGP.

2.2.12 Disclosure Policy

SCGP is committed to complying with all applicable disclosure laws in all countries where SCGP has or will have businesses. SCGP discloses information with caution, accuracy, and completeness, and without causing any material misstatement. It also complies with the laws, rules, standards and practices of relevant departments. Disclosure must be up-to-date, timely, thorough, fair, equitable, accessible and sufficient for stakeholders to make decisions.

2.2.13 Insider Information Management and IT Governance Policy

To prevent any misuse of SCGP's internal information that has not been disclosed to the public and that may have a material effect on the price or value of securities, the Board of Directors has established the Insider Information Management Policy, as a part of the Insider Information Management and IT Governance Policy. This policy must be observed by all directors, executives and employees and should be communicated properly. It covers measures to prohibit trading in securities, or to be bound by future contracts related to the securities of SCGP, its subsidiaries and affiliates that are listed companies, or other listed companies related to insider information during the period of one month before the disclosure of quarter and annual financial statements; and within 24 hours after the disclosure of such financial statements. Quarterly, the Office of the Company Secretary notifies all stakeholders of the blackout period. At the Board of Directors' meeting, the Chairman of the Board also emphasizes this timeframe.

If directors, executives, those holding executive positions in accounting or finance as department managers or equivalent level at SCGP, employees in departments related to insider information, as well as their spouses, cohabiting couples, or underage children, have received insider information of SCGP or the Company's listed subsidiaries or associate companies, or other listed companies related to insider information, they must not trade in said companies' securities until 24 hours after the insider information has been publicly disclosed in full.

In addition, when the aforementioned individuals intend to engage in transactions related to the Company's securities, they are responsible for notifying the Company Secretary in advance via telephone, email, or any other methods, at least one business

day prior to the transaction. They are also responsible for reporting the holding and changes in holding of securities and forward contracts to the Company Secretary before submitting them to the Office of the Securities and Exchange Commission (SEC), within three business days from the date of purchase, sale, transfer, or receipt of securities or forward contracts, as well as for the storage and protection of internal information, or when the specified conditions are met in accordance with the Notification of the Office of the Securities and Exchange Commission, No. Sor Chor. 6/2567.

With regard to information technology management and security measures for information technology systems, SCGP has provided measures to protect the computer system's security and information as part of the Insider Information Management and IT Governance Policy. The use of computer and information technology must comply with the Computer-related Crime Act and other relevant laws. SCGP also restricts access to insider information and prohibits altering, duplicating, deleting or destroying its information. Also, one is not allowed to disclose information in SCGP's information system without receiving SCGP's permission. A security system has also been established to prevent unauthorized access and use of confidential files and documents to ensure that the information technology system is used in accordance with permitted rights.

2.2.14 Human Rights Policy

SCGP's Board of Directors, executives and employees at all levels must recognize the importance of and respect human rights for all people, the community and society. They must also comply with the country's laws and international requirements in relevant binding treaties. These include principles on the equal treatment of people – free from discrimination or violations – and promoting compliance with human rights requirements throughout the business value chain. Similarly, there are advanced and efficient whistleblowing channels and the process to escalate the report to a higher level of authority. SCGP will take corrective action or consider disciplinary action in accordance with SCGP's regulations and can be subject to legal action if such action is illegal. Furthermore, SCGP is determined to communicate, report and disclose information on human rights operations, mitigation and remedies, and incidents of discrimination and harassment to the public in a complete and transparent manner.

2.2.15 Diversity and Inclusion Policy

SCGP's Board of Directors, executives and employees at all levels shall recognize and pledge to uphold respect for diversity and inclusion of all people, both SCGP staff and outsiders. Advanced and efficient whistleblowing channels are also provided.

2.2.16 SCGP Privacy Policy

SCGP respects the privacy and maintains confidentiality, accuracy, completeness and the security of personal data of customers, shareholders, employees of SCGP and other parties related to SCGP. To ensure that they will receive the full protection of rights under the personal data protection law, the Board of Directors has approved the Privacy Policy in order for SCGP to enforce criteria, mechanisms and measures to clearly and appropriately supervise and manage personal data as guided by the personal data protection law. Listed below are the five aspects of the Policy:

1. Personal Data Protection Governance – to determine suitable methods and measures to comply with the law
2. Personal Data Processing – to manage every step of personal data to comply with the law and SCGP Privacy Policy
3. Data Subject's Right – for data owners to exercise their respective rights as allowed by the law as well as recording and assessing the response to data owners' requests for exercise of their rights
4. Personal Data Security – to promptly identify and handle an abnormal incident about personal data
5. Personal Data Protection Compliance – to ensure up-to-date compliance with the law and occurrences at a particular period

Furthermore, the Personal Data Protection Committee and data protection officers are appointed to oversee and be responsible for the implementation of the policy, and evaluate and review the operational standards and guidelines to ensure that the operation is in line with the laws and policies set by the Board of Directors.

2.2.17 Tax Policy

SCGP adheres to conducting its business with ethics as well as responsibility to society and all stakeholders. For this reason, the Tax Policy is established to ensure that operation and tax management are consistent

with the structure of all types of operations and rest on transparency and accountability. This also aims to achieve compliance with applicable laws and regulations, as well as transfer pricing law, in all countries where SCGP has business deals.

2.2.18 Intellectual Property Policy

The Board of Directors has greenlit the Intellectual Property Policy on account of the importance of intellectual property's function as the engine of innovation. Also, intellectual property is an invaluable asset, requiring all staff to respect and avoid an infringement of other people's intellectual property. The three essences of the policy include the respect of law and adherence to good corporate governance involving intellectual property management, the cultivation of an innovation and technology development culture for sustainable and continual usage, and lastly, the rewarding scheme that offers moral support to employees who contribute to intellectual property development. Intellectual property follow-up and inspection processes are put in place to avoid damage to the SCGP's operation and other people.

2.2.19 Investor Relations Code of Conduct

The Board of Directors has established the Investor Relations Code of Conduct which are guidelines on how to accurately and appropriately perform duties following basic principles on the disclosure of significant information, keeping inside information, and the equitable and fair treatment of stakeholders. It also includes guidance on performing duties with honesty – consistent with the corporate governance principles. This Investor Relations Code of Conduct will add value to SCGP and build stakeholder trust.

2.3 Policies and Guidelines for Key Stakeholders

Policies and guidelines in this section have been established for various groups of stakeholders to support SCGP as well as build and maintain long-term business relationships.

2.3.1 Stakeholders Engagement Policy

The Board of Directors has established the policy framework and guidelines for stakeholders in 12 different groups. These policies are for business operations and aim to add value to the organization as well as uphold its commitment to sustainable development.

1) Policy and Practice Towards Shareholders

As SCGP gives priority to shareholders, SCGP's directors, executives and employees must operate the business according to principles of good governance and SCGP's core values in an honest manner. This includes making sure business is conducted without conflicts of interest, and with an aim to create the greatest benefit and added value for shareholders in the long term. Also, operations must respect the rights of shareholders and treat all shareholders fairly and equitably. Shareholders can propose agendas and candidates for election of directors before general shareholders' meetings are held, and receive clear details about the shareholders' meeting before decisions are made. The directors, executives and employees in relevant departments, as well as spouses and underage children of such persons, are prohibited from using insider information that has not yet been disclosed to the public to seek personal benefit and take advantage of shareholders. The Board must provide an independent director to be in charge of minority shareholders and to receive complaints or suggestions from shareholders through established and accessible channels.

2) Policy and Practice Towards Employees

SCGP believes that employees are a valuable resource and a factor of success. For this reason, SCGP treats employees fairly in accordance with human rights principles and takes into account their needs to create good and sustainable relationships with them. SCGP also promotes skills development to empower its employees and is prepared to provide stability and career advancement opportunities. In addition, SCGP has established employee recruitment practices, ensures an efficient, fair selection process and employment conditions, and respects and protects employees' personal rights. SCGP also conducts performance appraisals and provides compensation after considering the duties, responsibilities and capabilities of each individual employee. It also provides fair and appropriate welfare for employees and cultivates and promotes awareness of health and safety in the workplace. SCGP operates based on the occupational health, safety and environmental management system that is in line with international standards. This includes providing

a channel for disclosures of important information to employees. This is done so employees have an understanding of business operations and business performance of SCGP and its subsidiaries. SCGP also provides a complaint and whistleblowing system to report behavior that does not follow SCG Packaging's Code of Conduct. It also protects employees from being bullied or punished as a result of complaints (the Whistleblowing Policy).

3) Policy and Practice Towards Customers

SCGP is committed to providing customers with the best benefits and satisfaction by focusing on quality, fair prices, as well as developing and maintaining lasting relationships. SCGP strives to deliver products and services that meet the needs of consumers and the people around them. It promotes a good quality of life, sustainable social growth, innovation, research and development for high-value products and services that meet customer needs. SCGP also develops products and services that are environmentally friendly by using fewer resources, saving energy, reusing where possible and ensuring durability. SCGP produces safe products and services which are not harmful to customers' health and can be trusted. SCGP aims to provide correct and sufficient information to consumers and keep customer information in a systematic and safe manner to avoid misusing it. It also has a quality management system that is in line with international standards and a department that is responsible for providing product recommendations, advice and solutions, and receiving complaints to ensure customers' highest satisfaction regarding products and services.

4) Policy and Practice Towards Suppliers

SCGP trades and competes in an honest manner by adhering to contracts that are in place, SCG Packaging's Code of Conduct and customer commitment. It also establishes reasonable and fair purchase prices by taking into account the price, quality and services provided. There are also clear regulations for procurement and operations, where demanding or accepting assets or any benefit from a partner is not allowed. SCGP supports environmentally friendly procurement and avoids making purchases from suppliers that violate human rights or intellectual

property and does not do business with entities that behave illegally or that do not follow public order and morals.

5) Policy and Practice Towards Business Partners

SCGP's policy is to take good care of its business partners by following human rights standards, as well as considering the environment, workplace safety and remuneration based on reasonable and fair compensation. Furthermore, SCGP develops the capabilities and knowledge of its business partners both within and outside their lines of work for greater work efficiency. At the same time, SCGP encourages its business partners to enhance their knowledge for the same reason. SCGP promotes and supports business partners to operate accordingly to principles of sustainable development and social responsibility while adhering to SCG Packaging's Supplier Code of Conduct.

The Board of Directors approved the implementation of SCGP's Policy and Guidelines for the Procurement and Selection of Vendors of SCG Packaging to ensure ethical business conduct and uphold its responsibility towards society and the environment. SCGP also refuses to conduct business with any person or a juristic person who violates the law or demonstrates behavior involving corruption.

6) Policy and Practice Towards Joint Venture Partners

SCGP respects the rights of joint venture partners, treats every partner equitably and fairly, and does not exploit partners. SCGP also collaborates with joint venture partners to promote, support and strengthen their operations, and to encourage the exchange of opinions and suggestions in formulating business plans. It also supports appropriate and transparent allocations of interest and helps to monitor joint venture operations to ensure that they are in line with laws and sustainable development guidelines, with the aim of achieving the shared goals of joint ventures.

7) Policy and Practice Towards Creditors

SCGP's policy is to treat creditors with equality, fairness and transparency, and to strictly comply with any agreed terms and conditions. To maintain creditors' confidence, SCGP stresses the

importance of managing its finances to create an appropriate financial structure. SCGP also strives to constantly keep creditors abreast of SCGP's business status and to maintain sustainable relations with creditors.

8) Policy and Practice Towards Communities

SCGP and its subsidiaries are committed to social responsibility and supporting activities that improve quality of life and benefit the communities and societies they operate business with. This includes encouraging employees and stakeholders to be good citizens by contributing to their communities and societies, and supporting activities or projects that improve people's livelihoods, such as career development and sustainable solutions. SCGP also encourages communities and stakeholders to participate in activities and projects, and make suggestions or complaints to SCGP and its subsidiaries. The goal of this is to foster harmonious and sustainable co-existence between industries and communities.

9) Policy and Practice Towards Governmental Agencies

SCGP has clearly defined guidelines in SCG Packaging's Code of Conduct for engaging in transactions with government agencies by ensuring strict compliance with relevant laws and regulations. In addition to refusing to engage in matters that could provide incentives for officers in government agencies and make them commit inappropriate or unlawful acts, SCGP cooperates with government agencies in providing academic assistance or support for various activities. It is open to comments, suggestions, and complaints from government agencies. Lastly, there are operational requirements in SCGP's Anti-corruption Policy related to business relations and government procurement. These specifically prohibit giving or accepting bribes while dealing in any kind of business or SCGP operation. Dealings with the government must be transparent, honest and in accordance with applicable laws.

10) Policy and Practice Towards the Media

SCGP realizes the importance of disclosing information to the media to communicate with the public accurately and quickly. Therefore, SCGP has guidelines on disclosing information to the media so that it is accurate, clear, and relevant.

SCGP also facilitates access for the media when it reaches out to SCGP and opens up opportunities for the media to meet and foster good relations with top executives. SCGP is open for media visits and plans tours of its production processes and management systems so that the media has access to accurate information.

11) Policy and Practice Towards Civil Society, Scholars, and Thought Leaders

SCGP conducts business with concern for social responsibility and for all its stakeholders. In addition to full, accurate, transparent, and verifiable disclosure of information, SCGP builds relationships and facilitates community involvement with relevant agencies. It also listens to opinions and various recommendations from civil society to create shared and sustainable business practices.

12) Policy and Practice Towards Competitors

SCGP's policy is to treat competitors fairly under an honest competition framework. SCGP is committed to carrying out business in compliance with the law and SCG Packaging's Code of Conduct, along with concern for trade ethics and laws. SCGP also refuses to gain an unfair advantage over its competitors through unlawful activities, seeking confidential information through unethical or inappropriate means, engaging in actions that violate its competitors' intellectual property rights, or destroying its competitors' reputation with defamatory and untruthful statements. In addition, SCGP supports and promotes free trade, and avoids any act that monopolizes the market, impede, or limit fair competition.

2.3.2 Dividend Policy of SCGP and its Subsidiaries

SCGP's policy is to pay dividends of at least 20% of its net profit according to consolidated financial statements, after corporate income tax and deductions of various types of reserves. This is clarified by the law and SCGP each year. The dividend payment rate may change from the specified rate, as it is dependent on the performance, financial structure and position, liquidity, additional investment needs, investment plans, business expansions, reserves for loan repayment or working capital, conditions and limitations as stipulated in the loan agreement and other factors related to administration and management.

With regards to the dividend payment of subsidiaries, the Board of Directors of these subsidiaries will consider their respective dividend policies, which must be approved at the shareholders' meetings of subsidiaries each year and take into account various factors that mainly benefit shareholders.

2.3.3 Policy and Guidelines for the Procurement and Selection of Vendors of SCG Packaging

SCGP conducts systematic procurements according to tightly controlled regulations and procurement methods. Needs are considered in terms of quality, price, quantity, time, service, delivery, after-sales service, warranties and other conditions. SCGP also refuses to conduct business with a person or a juristic person who violates the law or demonstrates behavior involving corruption. SCGP selects vendors in a systematic, fair, and transparent manner, and supports vendors who conduct business ethically, and vendors who consider their social and environmental responsibilities.

Vendors may file a complaint on unfair treatment under the SCGP corporate governance principle through the specified channel at <https://whistleblowing.scg.com/external/pkg>.

2.3.4 SCG Packaging's Supplier Code of Conduct

SCGP has established SCG Packaging's Supplier Code of Conduct so that all business partners follow the same guidelines. It is used as a standard for business operations along with five principles: 1) business ethics practices 2) labor protection and human rights 3) occupational health and safety 4) the environment and 5) laws and regulations.

Code of Conduct

SCGP conducts business with responsibility, transparency, and fairness. It adheres to long-standing principles defined in SCG Packaging’s Code of Conduct and is dedicated to sustainable and balanced benefits. The Board of Directors has approved SCG Packaging’s Code of Conduct as an operational handbook for directors, management and employees at all levels. The Code of Conduct ensures that all employees of SCGP and its subsidiaries understand the same set of principles and operational guidelines throughout the organization, and maximizes benefits for all stakeholders equally.

SCG Packaging’s Code of Conduct consists of principles, practices, and examples with recommendations of important and necessary matters to consider when working towards the organization’s goals. There are 12 matters in total:



Virtue

1. Human and Labor Rights
2. Environment, Health and Safety

Ethic

3. Anti-corruption
4. Gifts and Entertainment
5. Conflicts of interest
6. Political Activities

Asset Management

7. Handling of Information and Assets (Including Intellectual Property)
8. Information Disclosure and Communication

Business Conduct

9. SCG Packaging’s Transaction
10. Doing Business Abroad and International Trade
11. Business Competition
12. Anti-laundering Measures

In 2024, SCGP communicated the Code of Conduct to directors, executives, and all employees in SCGP and its subsidiaries (100 percent) through various channels and approaches, both domestically and internationally. It also organized activities to raise awareness among employees about SCGP’s Code of Conduct and the continuous implementation of the GRC (Governance, Risk, Compliance) framework in the operations. In addition, SCGP published a complete version of the SCG Packaging’s Code of Conduct in the official website (www.scgpackaging.com).

SCGP ensures that all employees understand the principles and practices that are specified in SCG Packaging’s Code of Conduct, which encompasses 12 topics. For example, providing e-learning videos and infographics with relevant case studies, especially those related to their duties and responsibilities. These topics cover the right actions to take if an employee encounters unethical behavior. SCGP provides training on SCG Packaging’s Code of Conduct in its orientation session for new employees, which is also extended to supervisors. Additionally, all Thai employees are mandated to pass an ethics e-Testing annually. In 2024, international employees who were ready for participation

were also required to pass the mandatory ethics e-Testing in order to consistently review SCG Packaging’s Code of Conduct. The e-Testing results were submitted to the Audit Committee for acknowledgement and the purpose of evaluating methods to enhance adherence to the Code of Conduct and promote a corporate culture that upholds SCGP’s core values.

Furthermore, SCGP communicates with executives to ensure their awareness and oversight of practices that are considered inappropriate or contradictory to the Code of Conduct. In addition, SCGP not only offers instructions in advising employees on this topic, but also offers instructions in relaying the essence of principles and practices covering all 12 topics of the SCG Packaging’s Code of Conduct to all directors.

SCGP regards non-compliance with SCG Packaging’s Code of Conduct as a disciplinary offence which requires a punishment. It has formulated punishment and correction methods to prevent repeat cases. If the non-compliant act is considered a legal offence, such persons can be subject to legal punishment.

Significant Changes and Developments in Policies, Practices and the Corporate Governance System in the Previous Year

In 2024, the Corporate Governance and Nomination Committee proposed to the Board of Directors for approval of an additional sub-committee: the Risk Oversight Committee, consisting of three directors. The committee's roles will be to establish appropriate risk management policies for the Company, provide some advices on risk management policies to the Board of Directors and executives, and promote and support the continuous improvement and development of the risk management system at all levels across the organization. This took effect on January 1, 2025. The proposed remuneration for the Risk Oversight Committee will be submitted for approval at the 2025 Annual General Meeting of Shareholders.

In 2024, the Board of Directors acknowledged the practice on reporting and disclosing securities trading of listed companies and the use of listed company shares as collateral, issuing by the Securities and Exchange Commission (SEC). This is in line with the SCGP's insider information policy. Nevertheless, SCGP has revised the notification regarding the blackout period and the summary report on changes in securities holdings to make it more comprehensive and clearer.

The Board of Directors resolved to apply all eight principles of good corporate governance for listed companies (CG Code). The implementation aligns with business conduct, technological and cultural advancements, social environment and regulations. All directors must be mindful of their duties as the leading figures of the organization and understand the advantages and fundamental concepts of utilizing their position to generate enduring value for the enterprise. Furthermore, the performance of the Board of Directors and all sub-committees was evaluated based on the CG Code and utilized in development-planning on a continuous basis.

SCGP's policies, guidelines, and corporate governance systems, which were updated in 2024, are as follows:

Items Adjusted in 2024	Key Details
Charter of the Audit Committee	Adjusted for better alignment with the current scope of duties and responsibilities of the Audit Committee.
Charter of the Remuneration Committee	Adjusted for better clarity and in line with changes in employment status of top executives.
SCG Packaging's Corporate Governance Structure	Adjusted for better alignment with the current organizational structure.
Insider Information Management and IT Governance Policy	Adjusted for better alignment with SEC's report criteria regarding changes in holding of securities, replacing the previous criteria. The adjustment aims to reduce redundancy and burden in reporting.
Risk Management Policy	Adjusted scope of duties and responsibilities of relevant sub-committees and departments to achieve better clarity and accommodate the Risk Oversight Committee.
Tax Policy	Adjusted wording on transactions and tax procedures for better clarity.

In 2024, SCGP promoted additional rights to shareholders aside from voting rights, namely the right to submit questions in advance before the 2024 Annual General Meeting of Shareholders to express their opinions or ask questions about agendas, and the right to facilitate shareholders, including institutional investors, to attend a meeting, in both person and by proxy. SCGP provided proxy forms in Form A and B to shareholders, together with a notice of the meeting.



Furthermore, shareholders could also download the proxy forms from SCGP's website. Shareholders were granted the rights to propose meeting agendas in advance and to nominate qualified candidates to become directors ahead of the 2025 Annual General Meeting of Shareholders, in the period of August 1 to November 30, 2024. The grant of these rights was published on SCGP's website (www.SCGPackaging.com) and on the website of the Stock Exchange of Thailand.

SCGP offers a larger variety of communication channels for SCGP's information, such as information disclosure in the annual report, on both SCGP's website, and the website of the Stock Exchange of Thailand. SCGP engages in equitable and impartial communication with institutional investors, retail investors, shareholders, analysts and relevant government agencies through communication channels include telephones, emails, and physical and virtual meetings. In 2024, SCGP organized regular activities, including:

- ▶ Conducting a total of eight analyst conferences and press conferences on a quarterly basis regarding SCGP's performance;
- ▶ Organizing and attending 124 non-deal roadshows and physical and virtual meetings with securities companies to present quarterly information to institutional investors, analysts and interested persons;
- ▶ Participating in eight SET Opportunity Day, SET Digital Roadshow, and Thailand Focus events organized by the Stock Exchange of Thailand on a quarterly basis for local and international retail investors and those interested;
- ▶ Holding a total of six SCGP's factory tours for local analysts, institutional investors and retail investors;
- ▶ Publishing 125 newsletters on SCGP's performance and Company Snapshot as well as progress of investment for business expansions.

In 2024, SCGP fully complied with all eight principles of good corporate governance for listed companies 2017 (CG Code) recommended by the SEC. However, there may be a few guidelines that were not implemented, which can be explained as follows:

Guideline 3.1.1 There must be at least 30% of female members in the Board of Directors. The Board of Directors has considered the appropriateness of the structure of the Board of Directors and, as proposed by the Corporate Governance and Nomination Committee, agreed to have at least two female members in the Board of Directors to diversify the composition of the Board of Directors. At present, SCGP has three female directors out of 12 total directors, accounting for 25%, of which all three female directors are independent directors. The Board of Directors has considered the ratio of female directors and concluded that it is appropriate in the current context.

Guideline 8.3.3 (3) The questions asked and answers provided during the meeting, including the identity of the persons asking and answering the questions, must be recorded in the minutes of the shareholders' meetings.

SCGP has recorded in the minutes of the shareholders' meeting the questions asked, the answers provided, and the persons answering the question; aiming to make the minutes concise and easy to understand. When answering questions at the shareholders' meetings, directors and executives may combine similar or related questions asked by the shareholders and answer them together. Therefore, the minutes of the meeting were recorded by summarizing the content of questions, answers, and those who answered for further reference.

SCGP's corporate governance in 2024 continually advanced from that of the prior year. For this reason, SCGP successfully passed the good corporate governance assessment and received a wide range of awards as follows:

- ▶ A 5-star excellent rating in the assessment by the 2024 Corporate Governance Survey of Listed Companies (CGR Checklist) by the Thai Institute of Directors Association (IOD).
- ▶ An "AAA" rating in the sustainability assessment or 2024 SET ESG Ratings from the Stock Exchange of Thailand.
- ▶ The SET Awards 2024 offered by the Stock Exchange of Thailand in the "Best Innovative Company Awards" category, under the SET Awards of Honor (a prestigious award for companies that have maintained excellence for at least three consecutive years). This recognition was awarded for their research and development efforts in "Novel Eucalyptus Hybrid Clones for Sustainability" and the innovation of the "Detect Odor Monitoring" system, a comprehensive odor detection and monitoring solution. This innovation helps create sustainable added value throughout the entire value chain.
- ▶ A 100% rating in the quality assessment of the 2024 Annual General Meeting of Shareholders Quality Assessment (AGM Checklist) held by the Thai Investors Association.

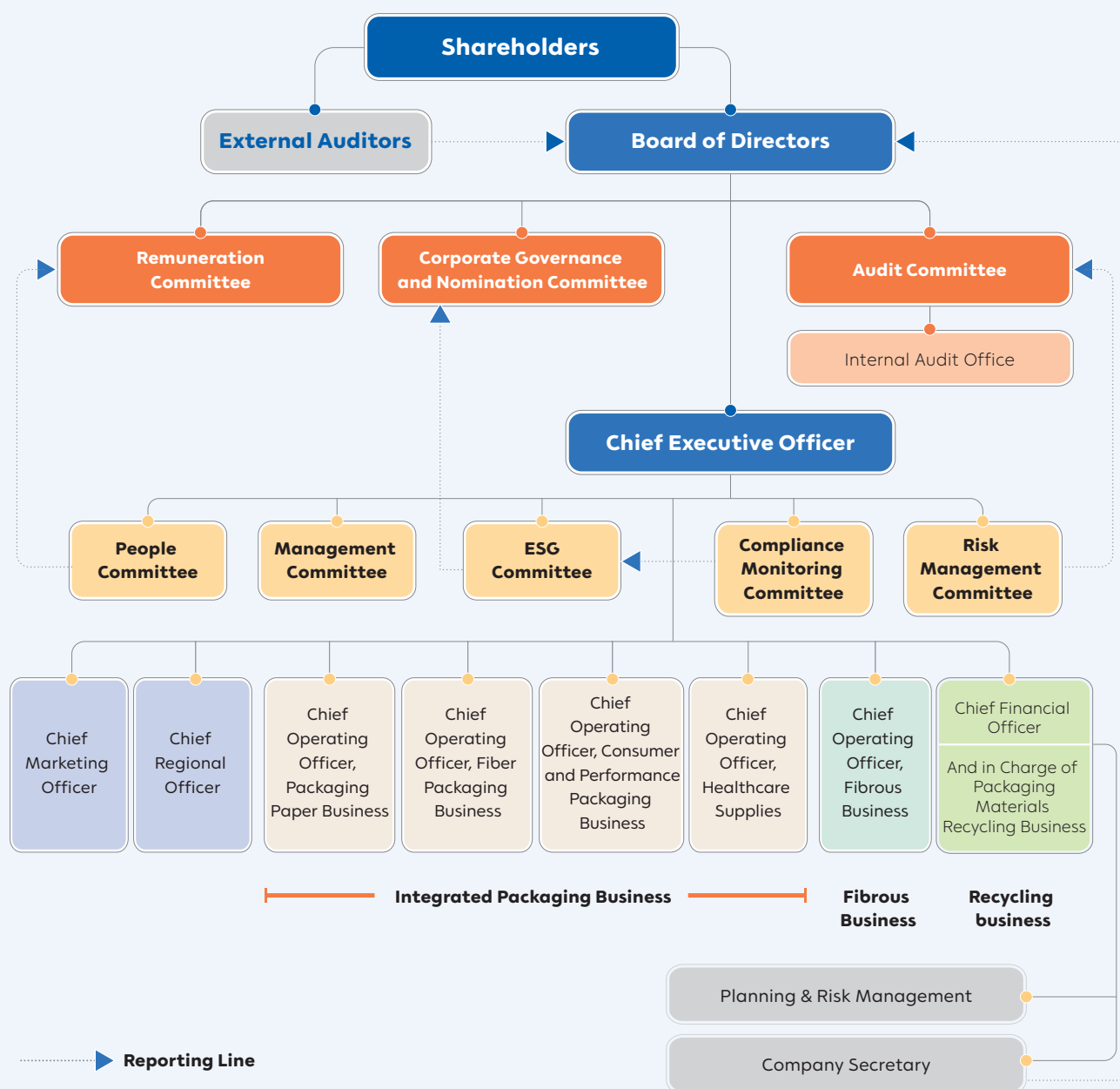
Corporate Governance Structure and Important Information Regarding the Board of Directors, Sub-committees, Executives, Employees and Others



Corporate Governance Structure and Important Information Regarding the Board of Directors, Sub-committees, Executives, Employees, and Others

Corporate Governance Structure

The Board of Directors' Meeting No. 255 (7/2024) on October 29, 2024, approved the Corporate Governance Structure, effective from October 29, 2024. The structure is as follows:



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.

Information on the Board of Directors

Composition of the Board of Directors

SCGP's Board of Directors consists of 12 directors, seven of them (accounted for 58% or more than half of the total number of directors) are independent directors, with 11 non-executive directors accounting for more than 90% of the total number of directors, and three independent female directors accounting for 25% of the total number of directors. The Chairman of the Board is an independent director and does not hold the position of Chief Executive Officer. In addition, the Board sets a condition that an independent director must not hold more than 0.5% of the total number of voting shares in SCGP, its parent company, a subsidiary, an associate, a major shareholder, or a controlling person, including shares held by related persons. Therefore, SCGP's shareholding criteria under the qualifications of independent directors are more stringent than those stipulated in the notification of the Capital Market Supervisory Board.

SCGP defines the structure of the Board of Directors with an emphasis on the Board's diversity such as knowledge, skills, experiences, and expertise that are beneficial to the operations of SCGP and its subsidiaries according to the

Board Skills Matrix and SCGP's business strategies. Other required qualifications of individual directors include morality and accountability, leadership, exemplary vision, and the ability to devote sufficient time. The selection of individual directors is done without limitation to, nor discrimination on the grounds of gender, age, race, ethnicity, nationality, country of origin, religion, cultural and traditional background, etc.

In 2024, the Board of Directors reviewed the Board Skills Matrix to cover specific expertise and required skills, which had been considered to be beneficial to SCGP's business in accordance with the medium-term plans (5 years). The focus was on the expansion of downstream businesses which have direct connections with consumers to international growth as well as becoming the leading company in ESG (Environmental, Social and Governance) and innovation. A total of 11 fields of professional skill and expertise, as well as the required number of directors in each field, were established. The current Board consists of members with a diverse range of knowledge, skills and expertise; fulfilling all 11 fields and exceeding the minimum number required in each field.

Directors and Individual Controlling Persons

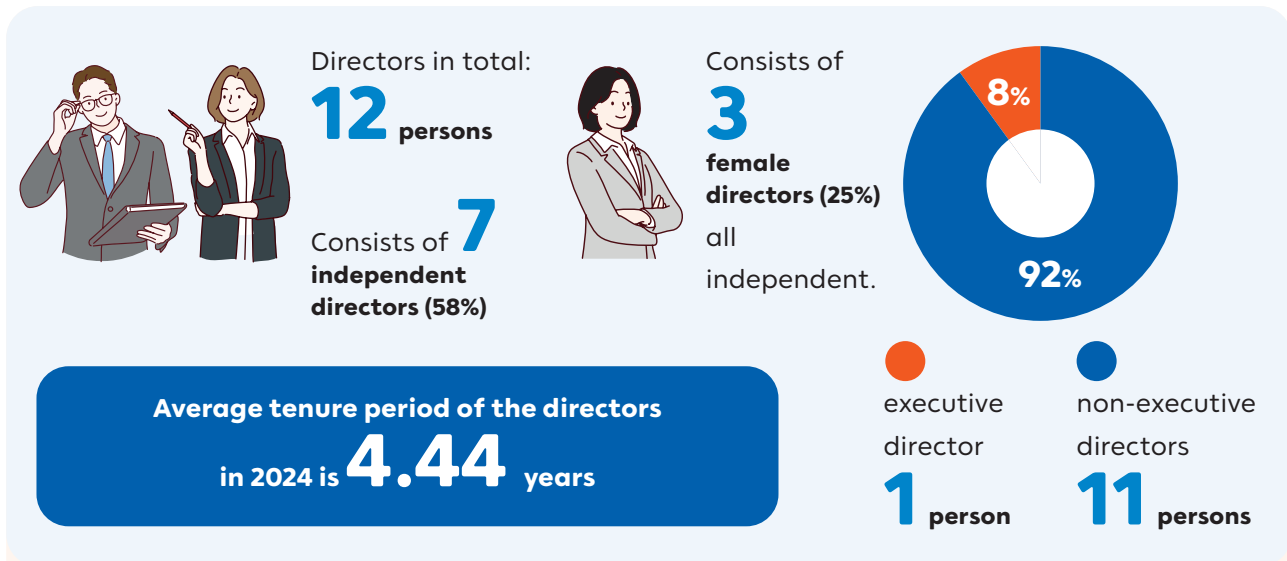
As of December 31, 2024, members of the Board of Directors are as follows:

Director	Position
1. Mr. Prasarn Trairatvorakul	Chairman and Independent Director
2. Mr. Thammasak Sethaudom	Vice Chairman and Member of the Remuneration Committee
3. Police Colonel Thumnithi Wanichthanom	Director
4. Mr. Roongrote Rangsiyopash	Director and Member of the Corporate Governance and Nomination Committee
5. Mrs. Kaisri Nuengsigkapan	Independent Director and Chairman of the Audit Committee
6. Mrs. Pongpen Ruengvirayudh	Independent Director and Member of the Audit Committee
7. Professor Kitipong Urapeepatanapong	Independent Director and Chairman of the Corporate Governance and Nomination Committee
8. Mr. Vanus Taepaisitphongse	Independent Director and Chairman of the Remuneration Committee
9. Mr. Vibul Tuangsitthisombat	Independent Director and Member of the Remuneration Committee
10. Mrs. Suphajee Suthumpun	Independent Director and Member of the Audit Committee
11. Mr. Thiraphong Chansiri	Director and Member of the Corporate Governance and Nomination Committee
12. Mr. Wichan Jitpukdee	Director and Chief Executive Officer

Remark:

- (1) Directors No. 1-11 are non-executive directors. Director No. 12 is an executive director.
- (2) Directors No. 1, 5, 6, 7, 8, 9 and 10 are independent directors who meet all SCGP's criteria of an independent director, which are more stringent than those stipulated by the Capital Market Supervisory Board.
- (3) Directors No. 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 are directors who meet all Dow Jones Sustainability Index (DJSI)'s criteria of an independent director, details of which can be found on www.SCGPackaging.com.
- (4) Directors No. 5, 6 and 10 are directors who have sufficient knowledge and experience to perform their duties in reviewing the reliability of SCGP's financial statements.
- (5) Directors No. 7, 9 and 12 are directors who have been appointed as members of the Risk Oversight Committee, effective from January 1, 2025, onwards.
- (6) Directors authorized to sign for and with binding effect on the Company are any two of the three directors, namely Mr. Prasarn Trairatvorakul, Mr. Thammasak Sethaudom, or Mr. Wichan Jitpukdee, who must jointly sign their names.
- (7) The structure of the Board of Directors adopts a one-tier board system, comprising a structure of both executive directors and non-executive directors. Some of the latter are also independent directors.

Structure of the Board of Directors



Expertise of the Board of Directors as per the Board Skills Matrix for the Year 2024 (Number of Directors in Each Field)



Further detailed information of the directors is under the Board of Directors and Management Committee Information section of this report.

Roles and Responsibilities of the Board of Directors

The scope of duties and responsibilities of the Board of Directors, Chairman of the Board, and Chief Executive Officer are detailed in full in the Charter of the Board of Directors posted on SCGP's website (www.SCGPackaging.com), and summarized in the Corporate Governance Policy section of this report.

Information on the Sub-committees

The Board of Directors established sub-committees to monitor, screen information and provide specific suggestions to the Board of Directors. Each sub-committee was encouraged to work independently and impartially. The Chairman of the Board is not a chairman or member of any sub-committee. Charters/composition, duties and responsibilities of the sub-committees are posted on SCGP's website (www.SCGPackaging.com) and summarized in the Corporate Governance Policy section of this report.

(A) Audit Committee

As of December 31, 2024, the Audit Committee consists of the following three independent directors:

Member	Position
1. Mrs. Kaisri Nuengsigkapan*	Chairman of the Audit Committee
2. Mrs. Pongpen Ruengvirayudh*	Member of the Audit Committee
3. Mrs. Suphajee Suthumpun*	Member of the Audit Committee

Remark: *Directors who have sufficient knowledge and experience to perform their duties in reviewing the reliability of SCGP's financial statements.

(B) Corporate Governance and Nomination Committee

As of December 31, 2024, the Corporate Governance and Nomination Committee consists of the following three directors:

Member	Position
1. Professor Kitipong Urapeepatanapong	Chairman of the Corporate Governance and Nomination Committee
2. Mr. Thiraphong Chansiri	Member of the Corporate Governance and Nomination Committee
3. Mr. Roongrote Rangsiyopash	Member of the Corporate Governance and Nomination Committee

Remark: Directors No. 1 is an independent director.

(C) Remuneration Committee

As of December 31, 2024, the Remuneration Committee consists of the following three directors:

Member	Position
1. Mr. Vanus Taepaisitphongse	Chairman of the Remuneration Committee
2. Mr. Vibul Tuangsitthisombat	Member of the Remuneration Committee
3. Mr. Thammasak Sethaodom	Member of the Remuneration Committee

Remark: Directors No. 1 and 2 are independent directors.

(D) ESG Committee

As of December 31, 2024, the ESG Committee consists of one director and 34 executives, as follows:

Position in SCGP	Position in ESG Committee
1. Chief Executive Officer	Chairman
2. Technology and Digital Platform Director	Commissioner
3. Regional People Caring Director	Commissioner
4. Innovation and Product Development Director	Commissioner
5. Chief Financial Officer and in Charge of Packaging Materials Recycling Business	Commissioner & ESG-Governance Dimension Chief
6. Strategy and Growth Director	Commissioner
7. Recycling Materials Management Director	Commissioner
8. Sourcing Management Director	Commissioner
9. Engineering Director	Commissioner
10. Manager - Health and Safety Management	Commissioner
11. Manager - Compliance Management and BCM	Commissioner
12. Manager - Brand Management	Commissioner

Position in SCGP	Position in ESG Committee
13. Chief Operating Officer, Fibrous Business/ Head of Global Food Service Packaging	Commissioner & ESG-Social Dimension Chief
14. People Caring Director	Commissioner
15. Director - PPPC Mill	Commissioner
16. Director - TPC Mill	Commissioner
17. Managing Director, SFT	Commissioner
18. Chief Operating Officer, Packaging Paper Business	Commissioner & ESG-Environmental Dimension Chief
19. Director - Banpong Mill	Commissioner
20. Director - Wangsala Mill	Commissioner
21. Managing Director, Thai Cane Paper	Commissioner
22. Director - Energy Division	Commissioner
23. Chief Marketing Officer	Commissioner
24. Manager (President & CEO, UPPC)	Commissioner
25. General Director, VKPC	Commissioner
26. President Director, Fajar	Commissioner
27. Chief Operating Officer, Fiber Packaging Business	Commissioner
28. Manufacturing Director TCSP	Commissioner
29. Chief Operating Officer, Healthcare Supplies Business	Commissioner
30. Chief Operating Officer, Consumer and Performance Packaging Business	Commissioner
31. General Director CIP - Vietnam	Commissioner
32. President Director - Intan Group	Commissioner
33. Investor Relations Director	Commissioner
34. ESG and Sustainability Director	Commissioner and Secretary
35. Manager - ESG Integration	Commissioner and Assistant Secretary

Remark: Director No. 1 is a member of the Board.

(E) Risk Management Committee

As of December 31, 2024, the Risk Management Committee consists of one director and 13 executives, as follows:

Position in SCGP	Position in Risk Management Committee
1. Chief Executive Officer	Chairman and Director
2. Chief Financial Officer and in Charge of Packaging Materials Recycling Business	Vice Chairman and Director
3. Chief Operating Officer, Consumer and Performance Packaging Business	Director
4. Chief Operating Officer, Fiber Packaging Business	Director
5. Chief Operating Officer, Packaging Paper Business	Director
6. Chief Operating Officer, Fibrous Business	Director
7. Chief Operating Officer, Healthcare Supplies Business	Director
8. Chief Regional Officer	Director
9. Chief Marketing Officer	Director
10. Technology Digital and Productivity Director	Director
11. Internal Audit Director	Director
12. ESG and Sustainability Director	Director
13. Strategy and Growth Director	Director
14. Manager - Planning & Risk Management	Secretary and Director

Remark: Director No. 1 is a member of the Board.

Information on the Executives

Names and Positions of the Executives

A) Executives

As of December 31, 2024, the executives comprise the following 10 persons:

Executive	Position
1. Mr. Wichan Jitpukdee	Chief Executive Officer
2. Mr. Wichan Charoenkitsupat	Chief Operating Officer, Packaging Paper Business
3. Mr. Jakjit Klomsing	Chief Operating Officer, Fiber Packaging Business
4. Mr. Suchai Korprasertsri	Chief Operating Officer, Consumer and Performance Packaging Business
5. Mr. Karan Tejasen	Chief Operating Officer, Healthcare Supplies Business
6. Mr. Thalengsak Ratchburi	Chief Operating Officer, Fibrous Business
7. Mr. Ekaraj Niroj	Chief Marketing Officer
8. Mr. Sompob Witworrasakul	Chief Regional Officer
9. Mr. Danaidej Ketsuwan	Chief Financial Officer and in Charge of Packaging Materials Recycling Business
10. Ms. Rungtip Trikomol	Accounting Director

Further detailed information on the executives is under the Board of Directors and Management Committee Information section of this report.

B) Management Committee

As of December 31, 2024, the Management Committee comprises the following nine members:

Executive	Position
1. Mr. Wichan Jitpukdee	Chief Executive Officer
2. Mr. Wichan Charoenkitsupat	Chief Operating Officer, Packaging Paper Business
3. Mr. Jakjit Klomsing	Chief Operating Officer, Fiber Packaging Business
4. Mr. Suchai Korprasertsri	Chief Operating Officer, Consumer and Performance Packaging Business
5. Mr. Karan Tejasen	Chief Operating Officer, Healthcare Supplies Business
6. Mr. Thalengsak Ratchburi	Chief Operating Officer, Fibrous Business
7. Mr. Ekaraj Niroj	Chief Marketing Officer
8. Mr. Sompob Witworrasakul	Chief Regional Officer
9. Mr. Danaidej Ketsuwan	Chief Financial Officer and in Charge of Packaging Materials Recycling Business

Board of Directors' Profile

Mr. Prasarn Trairatvorakul

Age 72 years

Director qualified as an Independent Director (From August 26, 2019)

Position

- ▶ Chairman
- ▶ Independent Director

Date of Appointment as a Director

June 21, 2019



Education / Training

- Doctor of Business Administration, Harvard University, Massachusetts, USA
- Master in Business Administration, Harvard University, Massachusetts, USA
- Master of Engineering in Industrial Engineering and Management, Asian Institute of Technology, Thailand
- Bachelor of Engineering in Electrical Engineering (First Class Honors), Chulalongkorn University
- Honorary Doctor of Philosophy, National Institute of Development Administration
- Honorary Doctor of Economics, Chulalongkorn University
- Honorary Doctor of Economics, The University of the Thai Chamber of Commerce
- Honorary Doctor of Economics, Khon Kaen University
- Honorary Doctor of Business Administration, Rajamangala University of Technology Suvarnabhumi

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, Healthcare and Medical Market, and Retail Businesses
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Business and Investment Laws, as well as Merger and Acquisition
- Environmental, Social and Governance

Director Training

- Role of the Chairman Program (RCP) 2/2001, Thai Institute of Directors Association
- Director Certification Program (DCP) 21/2002, Thai Institute of Directors Association
- Ethical Leadership Program (ELP) 2/2015, Thai Institute of Directors Association
- Board Nomination and Compensation Program (BNCP) 5/2018, Thai Institute of Directors Association
- IT Governance and Cyber Resilience Program (ITG) 15/2020 Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (2)

- Since 2019 Chairman, Central Retail Corporation Public Company Limited
- Since 2017 Independent Director and Chairman of Remuneration Committee, The Siam Cement Public Company Limited (Director qualified as an Independent Director effective from August 26, 2019)

Position in other Company / Organization / Institution (9)

- Since 2021 Director, Vajiravudh College
- Since 2017 Member of the Asset Management Committee, Vajiravudh College
- Since 2018 Chairman of the Board, Education Equity Fund
- Since 2018 Director, Siam Sindhorn Co., Ltd.
- Since 2018 Director, CPB Equity Company Limited
- Since 2017 Member, Committee on King's Scholarships for Thai Buddhist Monks
- Since 2016 Senior Advisor, CENTRAL Group
- Since 2016 Member, Property Management Committee, Chulalongkorn University
- Since 2015 Advisor, Crown Property Bureau
- Since 1998 Director, Thai Red Cross Society

5-year Past Experiences and/or Remarkable Positions

- 2021 - 2024 Chairman of the Board of Governors, The Stock Exchange Thailand
- 2021 - 2024 Chairman of the Board, Thailand Futures Exchange Public Company Limited (TFEX)
- 2021 - 2024 Chairman of the Board, Thailand Capital Market Development Fund (CMDf)
- 2019 - 2024 Independent Director and Chairman, Pruksa Holding Public Company Limited (*retired from the positions on January 1, 2025*)
- 2019 - 2022 Chairman of the Board, Mahidol Witayanusorn
- 2018 - 2021 Director, Prince of Songkla University
- 2018 - 2020 Distinguished Scholar, Faculty of Commerce and Accountancy, Chulalongkorn University
- 2017 - 2024 Chairman of the Board of Directors, Thailand Development Research Institute (TDRI)
- 2017 - 2019 Chairman, Economic Reform Committee
- 2017 - 2019 Director, Education Reform Committee
- 2017 - 2019 Chairman, Public Procurement Committee
- 2015 - 2019 Director, National Anti-Corruption Commission
- 2015 - 2019 Director, Committee to Enhance Competitiveness of the Nation
- 2014 - 2019 Director, State Enterprise Supervisory Board
- 2010 - 2015 Governor, The Bank of Thailand
- 2004 - 2010 President, KASIKORNBANK Public Company Limited
- 1999 - 2003 Secretary-General, The Securities and Exchange Commission, Thailand

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Mr. Thammasak Sethaudom

Age 55 years

Position

- ▶ Vice Chairman
- ▶ Member of the Remuneration Committee

Date of Appointment as a Director

October 1, 2018



Education / Training

- Master of Business Administration (Distinction), London Business School, United Kingdom
- Bachelor of Engineering, Electrical Engineering, Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, USA
- Capital Market Academy Program (CMA)
- National Defence College (NDC)

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors and Digitalization
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

- Director Accreditation Program (DAP) 159/2019, Thai Institute of Directors Association
- Director Certification Program (DCP) 298/2020, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (2)

- Since 2024 Director, President and CEO, Member of the CSR Committee for Sustainable Development, and Member of the Environmental Sustainability Development Committee, The Siam Cement Public Company Limited
- Since 2018 Director and Member of the Executive Committee, SCG Decor Public Company Limited (*Listed in the Stock Exchange of Thailand since 2023*)

Position in other Company / Organization / Institution (33)

- Since 2024 Co-Chair, ASEAN Leaders for Just Energy Transition (ASEAN JET), World Economic Forum
- Since 2024 Council Member, MIT Sloan ASEAN Office Advisory Council
- Since 2024 Member, Asia Business Council
- Since 2024 Council Member, World Business Council for Sustainable Development (WBCSD)

- Since 2024 Advisor, Chulalongkorn University Engineering Alumni
- Since 2024 Council Member of Thailand Business Council for Sustainable Development (TBCSD)
- Since 2024 Director, SCG Foundation
- Since 2024 Sub-Committee, the Policy and Strategy Committee of National Science and Technology Development Board
- Since 2024 Sub-Committee, President Performance Evaluation of National Science and Technology Development Board
- Since 2023 Governing Board, National Science and Technology Development Agency (NSTDA)
- Director of SCG's subsidiaries, associates, and other companies which are non-listed in the Stock Exchange of Thailand (23)

5-year Past Experiences and/or Remarkable Positions

- 2022 - 2023 Executive Vice President, The Siam Cement Public Company Limited
- 2018 - 2024 Commissioner, PT Chandra Asri Petrochemical Tbk, Indonesia
- 2018 - 2021 Vice President-Finance and Investment & CFO, The Siam Cement Public Company limited
- 2012 - 2018 General Director, Long Son Petrochemicals Company Limited, Vietnam
- 2008 - 2012 Deputy General Director, Long Son Petrochemicals Company Limited, Vietnam

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Police Colonel Thumnithi Wanichthanom

Age 66 years

Position

- ▶ Director

Date of Appointment as a Director

June 1, 2022



Education / Training

- Master of Public Administration, Western Kentucky University, USA
- Public Administration, Royal Police Cadet Academy

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Environmental, Social and Governance

Director Training

(None)

Board Member / Management of other Listed Company in Thailand (2)

- Since 2024 Chairman of the Board, Chairman of the Group Control Committee, Chairman of the Corporate Social Responsibility Committee and Member of the Nomination, and Compensation and Corporate Governance Committee
- Since 2023 Member of the Executive Committee
- Since 2021 Director, SCB X Public Company Limited
- Since 2019 Director and Member of the CSR Committee for Sustainable Development, The Siam Cement Public Company Limited

Position in Other Company / Organization / Institution (20)

- Since 2024 Director, SCB 10X Company Limited
- Since 2022 Director, Auto X Company Limited
- Since 2022 Director, Alpha X Company Limited
- Since 2018 Director and Member of the Corporate Social Responsibility Committee, The Siam Commercial Bank Public Company Limited
- Since 2018 Senior Deputy Director-General, The Crown Property Bureau
- Since 2018 Vice Chairman, CPB Equity Co., Ltd.
- Since 2018 Chairman of the Board, Suvarnachad Company Limited
- Since 2018 Vice Chairman, Doi Kham Food Products Company Limited

- Since 2018 Vice Chairman, The United Cinema Company Limited
- Since 2018 Vice Chairman, Sribathana Company Limited
- Since 2018 Vice Chairman, Sridharani Company Limited
- Since 2018 Vice Chairman, Baanbong Vetchakij Company Limited
- Since 2018 Director, Baan-Boung Vetchakit 904 Company Limited
- Since 2018 Director, Mongkhol Chaipattana Company Limited
- Since 2018 Vice Chairman, Siamsinthorn Company Limited
- Since 2018 Vice Chairman, Siam Bioscience Company Limited
- Since 2018 Vice Chairman, Apexcela Company Limited
- Since 2018 Vice Chairman, The Deves Insurance Public Company Limited
- Since 2017 Grand Chamberlain of the Bureau of the Royal Household
- Since 2017 Director of The Privy Purse

5-year Past Experiences and/or Remarkable Positions

- 2021 - 2023 Member of the Corporate Social Responsibility Committee, SCB X Public Company Limited
- 1997 - 2016 Deputy Chamberlain, Personal Affairs Division of H.R.H the Crown Prince, the Bureau of the Royal Household

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Mr. Roongrote Rangsiyopash

Age 61 years

Position

- ▶ Director
- ▶ Member of the Corporate Governance and Nomination Committee

Date of Appointment as a Director

March 26, 2024



Education / Training

- MBA, Harvard Business School, USA
- M.S. (Industrial Engineering), University of Texas at Arlington, USA
- B.E. (Mining), Chulalongkorn University

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission, and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration, and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors, and Digitalization
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Business and Investment Laws, as well as Merger and Acquisition
- Environmental, Social and Governance

Director Training

- Directors Accreditation Program (DAP) 2004, Thai Institute of Directors Association

Board Member/Management of Other Listed Companies on The Stock Exchange of Thailand (4)

- Since 2025 Chairman
- Since 2024 Independent Director, Pruksa Holding Public Company Limited
- Since 2022 Lead Independent Director, and Chairman of the Nomination and Remuneration Committee, Central Retail Corporation Public Company
- Since 2016 Chairman of Board, SCG Decor Public Company Limited (Listed in the Stock Exchange of Thailand since 2023)
- Since 2015 Director, Member of CSR Committee for Sustainable Development, Member of the Governance and Nomination Committee, and Member of the Remuneration Committee, The Siam Cement Public Company Limited

Positions in other Company / Organization / Institution (10)

- Since 2024 Advisor, The Crown Property Bureau
- Since 2024 Member, the Equitable Education Fund (EEF)
- Since 2024 Independent Director, Mitr Phol Sugar Corporation Limited

- Since 2023 Eminent Persons of Monetary Policy Committee, Bank of Thailand
- Since 2022 Director, SCG Chemicals Public Company Limited
- Since 2021 Sub-committee, The Ananta Samakhom Throne Hall Reconstruction Committee, the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation
- Since 2020 Committee, Engineer Division of the Anandamahidol Foundation
- Since 2016 Director, SCG Foundation
- Since 2015 Advisory, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King

5-year Past Experiences and/or Remarkable Positions

- 2022 - 2024 Vice Chairman and Chairman of the Remuneration Committee, SCG Chemicals Public Company Limited
- 2022 - 2023 Executive Director (Council Board), Thailand Carbon Neutral Network
- 2021 - 2023 Board of Committee, Ramathibodi Elderly Care and Hospice
- 2019 - 2024 Chairman, The Siam Fibre-Cement Company Limited
- 2018 - 2023 Honorary Advisor, The Federation of Thai Industries
- 2018 - 2023 Director, Mrigadayavan Palace Foundation Under the royal patronage of HRH Princess Bejaratana Rajasuda Sirisobhabannavadi
- 2018 - 2020 Sub-Committee, the Promotion of Social Sector Collaboration, Prince Chakri Award Foundation
- 2016 - 2023 Council Member, World Business Council for Sustainable Development
- 2016 - 2023 President & CEO SCG (GICS sector: Materials)
- 2015 - 2023 NSTDA Governing Board, the National Science and Technology Development Board
- 1997 - 2000 President, TileCera Inc., USA

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : 100,000 shares (0.002%)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives (None)

Mrs. Kaisri Nuengsigkapan

Age 63 years

Director qualified as an Independent Director (From June 1, 2019)

Positions

- ▶ Independent Director
- ▶ Chairman of the Audit Committee

Date of Appointment as a Director

June 1, 2019



Education / Training

- Master of Business Administration, Thammasat University
- Bachelor of Accounting, Thammasat University
- Certified Public Accountant

Knowledge / Skills / Expertise

- Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management

Director Training

- Director Certification Program (DCP) 0/2000, Thai Institute of Directors Association
- Role of the Chairman Program (RCP) 30/2013, Thai Institute of Directors Association
- Role of the Compensation Committee Program (RCC) 16/2013, Thai Institute of Directors Association
- Advance Audit Committee Program (AAP) 36/2020, Thai Institute of Directors Association
- Director Leadership Certification Program (DLCP) 0/2020, Thai Institute of Directors Association
- Subsidiary Governance Program (SGP) 1/2022, Thai Institute of Directors Association
- Outbound Investment (online) (RFP) 8/2022, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (3)

- Since 2023 Member of the Audit Committee
- Since 2022 Member of the Nomination, Compensation and Corporate Governance Committee
- Since 2020 Independent Director, Indorama Ventures Public Company Limited
- Since 2022 Independent Director, Chairperson of the Audit Committee, Member of the Credit and Investment Screening Committee and Member of the Risk Oversight Committee, The KASIKORNBANK Public Company Limited
- Since 2016 Chairman of the Board of Directors, Mc Group Public Company Limited

Position in other Company / Organization / Institution (2)

- Since 2019 Chairman and Independent Director, Buono (Thailand) Public Company Limited
- Since 2016 Director, TOP T 2015 Company Limited

5-year Past Experiences and / or Remarkable Positions

- 2021 - 2024 Chairman, Appeal Committee, The Stock Exchange of Thailand
- 2018 - 2024 Directors, Thai Institute of Directors
- 2018 - 2019 Independent Director and Member of the Audit Committee, SCG Ceramics Public Company Limited
- 2016 - 2022 Director and Treasurer, Rakkaew Foundation
- 2016 - 2022 Member of Corporate Governance Committee, Bank of Thailand
- 2016 - 2017 Advisor, Securities and Exchange Commission, Thailand
- 2010 - 2014 Director, The Stock Exchange of Thailand
- 2003 - 2015 President, KPMG Phoomchai Holdings Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Mrs. Pongpen Ruengvirayudh

Age 69 years

Director qualified as an Independent Director (From June 21, 2019)

Positions

- ▶ Independent Director
- ▶ Member of the Audit Committee

Date of Appointment as a Director

June 21, 2019



Education / Training

- Master of Business Administration (Finance), Katholieke University, Belgium
- MS in Accounting, Thammasat University
- Bachelor of Accounting (Accounting), Thammasat University
- Advanced Management Program, Wharton School of Management, USA
- Top Executives Program, Class 3, Capital Market Academy
- Thammasat Leadership Program, Class 3, Thammasat University
- Programs related to International Portfolio Investment, Risk Management, Monetary Policy and Central Bank

Knowledge / Skills / Expertise

- Core Business of the Company
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Investment in Foreign Countries, International or Regional Business Administration, and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management

Director Training

- Director Certification Program (DCP) 262/2018, Thai Institute of Directors Association
- Advanced Audit Committee Program (AACCP) 46/2022, Thai Institute of Directors Association
- Subsidiary Governance Program (SGP) 1/2022, Thai Institute of Directors Association
- Outbound Investment (online) (RFP) 8/2022, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (1)

- Since 2022 Lead Independent Director, Member of the Audit Committee and Member of the Corporate Governance Committee, TISCO Financial Group Public Company Limited

Position in other Company / Organization / Institution (4)

- Since 2022 Independent Director and Member of the Audit Committee, TISCO Bank Public Company Limited
- Since 2020 Member of the Audit Committee
- Since 2019 Qualified Member, Dhurakij Pundit University Council
- Since 2019 Chairman of the EEF Investment Supervision Sub-Committee, Equitable Education Fund
- Since 2017 Chairman, Supervisory Board of The ABF Thailand Bond Index Fund (ABFTH), The Bank of Thailand

5-year Past Experiences and/or Remarkable Positions

- 2021 - 2024 Chairman of the Financial Policy Committee, Thai Health Promotion Foundation
- 2021 - 2023 Member of the Board Committee, Corporate Bond Stabilization Fund (BSF), The Bank of Thailand
- 2019 - 2024 Associate Judge, Central Intellectual Property and International Trade Court
- 2018 - 2020 Member, Risk Management Sub-Committee, Government Pension Fund
- 2018 Director, Board of Directors, Government Savings Bank
- 2016 - 2021 Member, Investment Management Sub-Committee, Social Security Fund
- 2016 - 2020 Chairman, Sukhumvit Asset Management Company Limited
- 2015 - 2016 Governor's Advisor, The Bank of Thailand
- 2013 - 2017 Member, The 19th National Wage Committee, Ministry of Labour
- 2012 - 2015 Director, Board of Directors, Government Pension Fund
- 2012 - 2015 Member of the Board of Directors, the Monetary Policy Committee and the Financial Institutions Policy Committee, and the Deputy Governor, Monetary Stability, The Bank of Thailand
- 2010 - 2011 Assistant Governor, Financial Markets Operations Group, The Bank of Thailand
- 2009 - 2010 Senior Director, Risk Management Policy Department, Financial Institutions Policy Group, The Bank of Thailand
- 2005 - 2009 Senior Director, Financial Markets and Reserve Management Department, Financial Markets Operations Group, The Bank of Thailand

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives (None)

Professor Kitipong Urapeepatanapong

Age 69 years

Director qualified as an Independent Director (From August 21, 2019)

Positions*

- ▶ Independent Director
- ▶ Chairman of the Corporate Governance and Nomination Committee

Date of Appointment as a Director

August 21, 2019



Education / Training

- LL.M., The University of British Columbia, Canada
- Master of Laws, Chulalongkorn University
- Admitted as Thai Barrister-at-law, Institute of Legal Education of the Thai Bar
- Bachelor of Laws (Second Class Honors), Chulalongkorn University
- Honorary Doctorate Degree, Faculty of Law, Hatyai University
- Diploma, National Defence course for the joint State-Private Sectors, Class 18, Thai National Defence College (NDC)
- Executive Program in Energy Literacy for a Sustainable Future, Class 8, Thailand Energy Academy (TEA)
- Top Executive Program in Commerce and Trade (TEPCoT), Class 1, Commerce Academy, University of the Thai Chamber of Commerce
- Senior Executives Program, Class 4, Capital Market Academy
- The Program for Junior Executives on Justice Administration, Class 9, Judicial Training Institute
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, Class 5, King Prajadhipok's Institute
- Intermediate Certificate Course - Good Governance for Medical Executives, Class 5, King Prajadhipok's Institute
- Certificate of Families in Business Program, Harvard Business School, USA
- Director Executive Program, School of Management, Yale University, USA
- Certificate of Completion on Company Directors, Australian Institute of Company Directors, Australia
- Certificate Executive Program, J.L. Kellogg School of Management, Northwestern University, USA
- Notary Public Certificate, Lawyers Council of Thailand Under the Royal Patronage

Knowledge / Skills / Expertise

- Core Business of the Company
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Business and Investment Laws, as well as Merger and Acquisition
- Environmental, Social and Governance
- Family Business Governance

Director Training

- The Cullinan: The Making of the Digital Board Batch 2, Thailand Management Association (TMA)
- Board Nomination and Compensation Program – (BNCP) 16/2023, Thai Institute of Directors Association
- ESG in the Boardroom - A Practical Guide for Board (ESG) 0-2023 Batch, Thai Institute of Directors Association
- Director Leadership Certification Program (DLCP) 0/2021, Thai Institute of Directors Association
- Role of the Chairman Program (RCP) 21/2009, Thai Institute of Directors Association
- Director Certification Program Refresher (DCP Re) 5/2007, Thai Institute of Directors Association
- Directors Certification Program (DCP) 0/2000, Thai Institute of Directors Association
- IT Governance and Cyber Resilience Program (ITG) 15/2020, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (2)

- Since 2021 Chairman of the Board, Chairman of the Corporate Governance and Sustainability Committee, and Independent Director, Thai Credit Bank Public Company Limited (*Listed in the Stock Exchange of Thailand since 2024*)
- Since 2019 Independent Director and Member of the Risk Oversight Committee, Pruksa Holding Public Company Limited

Position in other Company / Organization / Institution (29)

- Since 2024 Chairman, Thailand Futures Exchange Public Company Limited (TFEX)
- Since 2024 Chairman of the Board of Directors
- Since 2022 Member of the Board of Governors, Chairman of the Legal Committee, Member of the Nomination and Remuneration Committee and Member of the Sustainability Committee, The Stock Exchange of Thailand
- Since 2024 Chairman, Thailand Capital Market Development Fund (CMDF)
- Since 2024 Chairman, Capital Market Research Institute (CMRI)
- Since 2024 Chairman and Chairman of the Sub-committee, SET Foundation
- Since 2024 Director, Manomaya Co., Ltd.
- Since 2024 Member of the Committee for Consideration of Tax Compensation for Exported Goods Produced in the Kingdom, Fiscal Policy Office

• Since 2024

• Since 2024
• Since 2024
• Since 2024

• Since 2023

• Since 2023
• Since 2023
• Since 2023

• Since 2023

• Since 2022

• Since 2022

• Since 2022

• Since 2022

• Since 2022
• Since 2021
• Since 2020

• Since 2018

• Since 2017
• Since 2012

• Since 2001
• Since 1999

• Since 1993

5-year Past Experiences and/or Remarkable Positions

- 2021 - 2024 Advisor, Baker & McKenzie Company Limited
- 2021 - 2024 Independent Director, SCG Chemicals Public Company Limited
- 2021 - 2023 Member of the ESG Committee, SCG Chemicals Public Company Limited
- 2020 - 2024 Member of the Sub-Committee, Office of Social Enterprise Promotion
- 2020 - 2024 Audit Committee, Bangkok University
- 2020 - 2022 Member of the Corporate Governance Committee, Thai Institute of Directors Association
- 2019 - 2024 Member of the Professional Expert of Steering Committee, Office of the National Higher Education, Science, Research and Innovation Policy Council
- 2018 - 2024 Honorary Member of the National Reform Commission (Legal and member of the Critical Issues Committee)
- 2019 - 2021 Director, The Stock Exchange of Thailand
- 2018 - 2021 Director, Rachakarn Asset Management Company Limited
- 2017 - 2024 Vice President, National Reform Committee on Legal
- 2017 - 2021 Director, The Hub 99 Company Limited
- 2014 - 2015 Member, National Reform Council
- 2009 - 2021 Chairman, Baker & McKenzie Company Limited
- 1999 Independent Director, Krung Thai Bank Public Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *In addition to the aforementioned positions, Professor Kitipong Urapeepatanapong was appointed as a member of the Risk Oversight Committee, effective from January 1, 2025.

Mr. Vanus Taepaisitphongse

Age 65 years

Director qualified as an Independent Director (From March 24, 2020)

Positions

- ▶ Independent Director
- ▶ Chairman of the Remuneration Committee

Date of Appointment as a Director

March 24, 2020



Education / Training

- Honorary Doctor of Business Administration, Prince of Songkla University
- Honorary Doctoral Degree in Philosophy (Animal Production Technology), Suranaree University of Technology
- Honorary Doctorate Degree in Business Administration, Chulalongkorn University
- Master of Business Administration, Santa Clara University, USA
- Bachelor of Economics, Chulalongkorn University

Knowledge / Skills / Expertise

- Core Business of the Company
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Innovation and Technology, Application of Technology in Industries and Business Sectors and Digitalization
- Environmental, Social and Governance

Director Training

- Director Certification Program (DCP) 70/2006, Thai Institute of Directors Association
- Subsidiary Governance Program (SGP) 1/2022, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (1)

- Since 2019 Member of the Risk Management Committee and Member of the Corporate Governance and Sustainable Development
- Since 1996 Director, Betagro Public Company Limited

Position in other Company / Organization / Institution (13)

- Directors of Companies in Betagro Group (2 Companies)
- Since 2021 Director, Soda Biz Co., Ltd.
- Since 2021 Director, Gawi Co., Ltd.
- Director, Magic Software (Thailand) Corp. Ltd.
- Honorary Institute Councilor of King Mongkut's Institute of Technology Ladkrabang
- Honorary Board of Trustee and Executive Committee Member of CMKL University
- Chairman of the University Promotion Committee, Board Member and Honorary Member of the University Council, King Mongkut's University of Technology Thonburi (KMUTT)
- Member of the KX Board of Directors
- Expert Committee Member, the National Food Committee
- Advisor Member, National Commission on Science, Research and Innovation Promotion; Chairman of the Research and Innovation Utilization Committee; Member of the Commission on Science Strategy, Research, Innovation and Budgeting; Advisor of the Innovation System Development Sub-committee; Honorary Advisor in the Process Evaluation of Management and Funding Units, and Units in Science, Research and Innovation System; Thailand Science Research and Innovation (TSRI)
- Committee Member of Public Engagement Committee of Princess Maha Chakri Award Foundation
- Member of the Institute Council for the Management of Prince of Chumphon Campus, KMITL Prince of Chumphon Campus

5-year Past Experiences and/or Remarkable Positions

- 2020 - 2023 Director, Slig Co., Ltd.
- 2020 - 2023 Member of the Working Committee on Innovation Development for Partnership School Management to Support Reformation of Education in Accordance with Thailand 4.0 Policy, Office of Basic Education Commission (OBEC)
- 2020 - 2023 Executive Board Member of Thailand International Chamber of Commerce (ICC Thailand)
- 2019 - 2023 Research and Innovation Promotion Director, National Research Council of Thailand (NRCT)
- 2019 - 2023 Honorary Advisory Committee on National Policy and Strategy Framework for Higher Education and Manpower Development, Office of National Higher Education Science Research and Innovation Policy Council (NXPO)
- 2019 - 2023 Committee Member of High-Skilled Workforce Promotion and Development, Ministry of Higher Education, Science, Research and Innovation
- 2019 - 2023 Advisor to the Board of Chulalongkorn University Economics Association
- 2019 - 2021 Governing Board Member, National Science and Technology Development Board
- 2018 - 2023 Committee Member of Public Engagement Committee of Princess Maha Chakri Award Foundation
- 2018 - 2021 Member of University Council, University of the Thai Chamber of Commerce
- 2018 - 2021 Chairman of the Executive Board, Betagro Public Company Limited
- 2020 - 2023 Member of the Working Committee on Innovation Development for Partnership School Management, Office of Basic Education Commission (OBEC)
- 2017 - 2021 Chairman of Betagro Foundation
- 2017 - 2019 Working Group Member, Advisor to Deputy Minister of Education (Clinical Professor Emeritus Udom Kachintorn, MD.)
- 2016 - 2019 Honorary Member of the University Council, Khon Kaen University
- 2015 - 2021 Director of the Board of Trade of Thailand
- 2014 - 2018 Honorary Member of the University Council, Institute of Vocational Education in Agriculture Central Region
- 2013 - 2018 Chief Executive Officer, Betagro Group
- 2013 - 2016 Honorary Member of the University Council, Kasetsart University
- 1987 - 2013 Managing Director, Betagro Group

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives (None)

Mr. Vibul Tuangsitthisombat

Age 59 years

Director qualified as an Independent Director (From March 30, 2021)

Positions*

- ▶ Independent Director
- ▶ Member of the Remuneration Committee

Date of Appointment as a Director

March 24, 2020



Education / Training

- Master of Business Administration, Chulalongkorn University
- Bachelor of Science (B.S.) in Management, Indiana State University, USA
- Strategic Leaders Program: Vision, Strategy, and Managing the Organization to Drive Results, Michigan Ross Executive Education, University of Michigan, USA
- Advanced Human Resource Executive Program, Michigan Ross Executive Education, University of Michigan, USA
- Leading in a Disruptive world (LDW), Stanford Center for Professional Development, Stanford University, USA
- Breakthrough Program for Senior Executives, IMD Business School, Switzerland
- Thai National Defence College (Class 57)
- Capital Market Academy (Class 16)

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors, and Digitalization
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

- Director Certification Program (DCP) 237/2017, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (1)

- Since 2024 Independent Director, Member of the Audit Committee, and Chairman of Nomination and Remuneration Committee
- Since 2021 Director, G-Able Public Company Limited

Position in other Company / Organization / Institution (24)

- Since 2022 Director, Sukkiwat Co., Ltd.
- Since 2019 Advisor, The Thai Chamber of Commerce
- Since 2017 Director, Iconic International Co., Ltd.
- Since 2015 Director, Top T 2015 Co., Ltd.
- Since 2013 Director and Chief Executive Officer, Nan Yang Textile Group (18 Companies)
- Since 2001 Director, Paddy Holding Co., Ltd.
- Director, United Housing Co., Ltd.

5-year Past Experiences and/or Remarkable Positions

- Holding positions in the subsidiaries of Nan Yang Textile Group
- Director, The Association of Thai Textile Bleaching Dyeing Printing and Finishing Industries
- Director, Thai Garment Manufacturers Association

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *In addition to the aforementioned positions, Mr. Vibul Tuangsitthisombat was appointed as a member of the Risk Oversight Committee, effective from January 1, 2025.

Mrs. Suphajee Suthumpun

Age 60 years

Director qualified as an Independent Director (From September 17, 2021)

Positions

- ▶ Independent Director
- ▶ Member of the Audit Committee

Date of Appointment as a Director

September 17, 2021



Education / Training

- MBA, International Finance and International Accounting, Northrop University, USA
- Bachelor's Degree, Sociology and Anthropology, Thammasat University
- Capital Market Academy Executive Program (CMA), Class 16/2013, Capital Market Academy
- The Programme for Senior Executives on Justice Administration, Class 19, Judicial Training Institute
- Thammasat Leadership Program (TLP), Class 1, Thammasat University

Knowledge / Skills / Expertise

- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors, and Digitalization
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management

Director Training

- Director Certification Program (DCP) 89/2007, Thai Institute of Directors Association
- Advanced Audit Committee Program (AACP) 23/2016, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (2)

- Since 2022 Member of the Credit and Investment Screening Committee
- Since 2020 Chairperson of the Human Resources and Remuneration Committee
- Since 2018 Member of the Risk Oversight Committee
- Since 2015 Director, KASIKORNBANK Public Company Limited (KBANK)
- Since 2022 Chairperson of the Sustainability Committee
- Since 2020 Investment Committee Member
- Since 2016 Group Chief Executive Officer, Executive Committee Member, and Chairperson of the Risk Management Committee
- Since 2015 Director, Dusit Thani Public Company Limited (DUSIT)

Position in other Company / Organization / Institution (33)

- Director Positions in the Dusit Group (26 Companies)
- Since 2023 Member of the Thammasat Global Advisory Board
- Since 2020 Member of the Advisory Board, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Since 2020 Qualified Member of the State Enterprise Policy Committee
- Since 2019 Honorary Member of the Council, The International Buddhist Studies College, Mahachulalongkornrajavidyalaya University
- Since 2015 Member of the Council Committee, Dusit Thani College

- Since 2015 Honorary Member of the University Council, Navamindradhiraj University
- Since 2014 Councilor, Thailand Management Association

5-year Past Experiences and / or Remarkable Positions

- 2021 - 2024 Member of the Corporate Governance and Nomination Committee, SCG Packaging Public Company Limited
- 2020 - 2023 Director and Chairperson of the Digital Literacy Subcommittee under the National Reform Committee on Culture, Sports, Labor and Human Resources Development
- 2020 - 2023 Member of the Sub-Committee on Producing and Developing Graduates under the Higher Education Commission
- 2018 - 2020 Director, NR Instant Produce Plc.
- 2017 - 2018 Independent Director, Member of the Corporate Governance Committee, and Member of the Audit Committee, Nok Airlines Plc.
- 2017 - 2023 Member of the International Advisory Board, Ecole Hôtelière de Lausanne
- 2016 - 2022 Director, Le Cordon Bleu Dusit Co., Ltd.
- 2016 - 2022 Director, Dusit Hospitality Education Philippines Inc.
- 2016 - 2019 Director, Suanlum Property Co., Ltd.
- 2015 - 2024 Independent Director and Member of the Audit Committee, KASIKORNBANK Public Company Limited (KBANK)
- 2011 - 2015 Director, Chairperson of the Executive Committee and Chief Executive Officer, Thaicom Public Company Limited
- 2011 - 2015 Member of the Executive Committee and Chairperson of the Management Committee - Media & New Business, Intouch Holdings Public Company Limited
- 2011 - 2015 Director and Chairperson of the Executive Committee, the Remuneration Committee and the Nomination and Corporate Governance Committee, CS LoxInfo Public Company Limited
- 2011 - 2015 Chairperson of the Board and the Executive Committee, Shenington Investments Pte.
- 2011 - 2015 Member of the Executive Committee, Advanced Info Service Public Company Limited
- 2010 - 2011 General Manager and Vice President, Global Technology Services, IBM ASEAN
- 2009 - 2010 Client Advocacy Executive, Chairman's Office, IBM Headquarter, New York, USA
- 2007 - 2009 General Manager and Vice President, General Business, IBM ASEAN
- 2003 - 2007 Managing Director, IBM Thailand Co., Ltd.

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Mr. Thiraphong Chansiri

Age 59 years

Positions

- ▶ Director
- ▶ Member of the Corporate Governance and Nomination Committee

Date of Appointment as a Director

September 16, 2021



Education / Training

- Master of Business Administration (Management), University of San Francisco, USA
- Bachelor of Business Administration (Marketing), Assumption University
- National Defence Course (NDC), Class 62, National Defence College of Thailand, National Defence Studies Institute

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration, and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

- Director Certification Program (DCP) 10/2001, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand (3)

- Since 2022 Vice Chairman of the Board of Directors
- Since 2019 Member of Executive Committee
- Since 2014 Sustainable Development Committee
- Since 2010 Member of the Risk Management Committee
- Since 1995 President and CEO
- Since 1990 Director,
Thai Union Group Public Company Limited
- Since 2024 Chairman of the Board of Directors
- Since 2021 Vice Chairman of the Board of Directors,
I-Tail Corporation Public Company Limited
- Since 2018 Member of Executive Committee
- Since 2000 Director,
Thai Union Feedmill Public Company Limited

Position in other Company / Organization / Institution (34)

- Director Positions in the Thai Union Group (22 Companies)
- Since 2021 Director, Beam Data Co., Ltd.
- Since 2017 Director, Thoon Thanasiri Co., Ltd.
(including 8 companies)
- Since 2016 Honorary Director, Pracharat Raksamakkee Samutsakorn (Social Enterprise) Co., Ltd.
- Since 2000 Director, Biz Dimension Co., Ltd.
- Since 1984 Director, Penven (Thailand) Co., Ltd.

5-year Past Experiences and / or Remarkable Positions

- 2016 - 2021 Executive Director, Thai Union Online Shop Co., Ltd.
- 2014 - 2024 Member of the Compensation Committee,
Minor International Public Company Limited
- 2013 - 2024 Director, Minor International Public Company Limited
- 2010 - 2022 Director, U.S. Pet Nutrition LLC. (USA)
- 2009 - 2022 Director, TN Fine Chemicals Co., Ltd.
- 1988 - 2022 Director, Chansiri Real Estate Co., Ltd
- 1999 - 2021 Director, Songkla Canning Public Company Limited
- Chair of the Board of Director, Seafood business for Ocean Stewardship (SeaBOS)
- Member of the Council Board, Thailand Management Association
- Member of the Council Board, Siam Technology College
- Director, Bio-Circular-Green Economy: BCG Model
- Advisor to the Board of Directors of Thai Chamber of Commerce

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by Spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

หมายเหตุ: นายวิบูลย์ ดวงสิทธิสมบัติ ได้รับการแต่งตั้งเป็นกรรมการกำกับการบริหารความเสี่ยงเพิ่มเติมอีก 1 ตำแหน่ง มีผลตั้งแต่วันที่ 1 มกราคม 2568 เป็นต้นไป

Mr. Wichan Jitpukdee

Age 58 years

Positions*

- ▶ Director
- ▶ Chief Executive Officer

Date of Appointment as a Director

June 1, 2019



Education / Training

- Bachelor of Engineering (Industrial Engineering), Chiang Mai University
- Diploma in Pulp & Paper Technology, The University of Auckland, New Zealand
- Advanced Management Program (AMP), Harvard Business School, Harvard University, USA
- Managing Global Business, Harvard Business School, Harvard University, USA
- Executive Education Program, Columbia Business School, Columbia University, USA
- Management Development Program XIX, The Wharton School, University of Pennsylvania, USA
- Building Competitive Advantage Through Operations Program, Harvard Business School, Harvard University, USA
- Top Executive Program in Commerce and Trade (TEPCoT#10), The University of the Thai Chamber of Commerce
- Top Executives Program, Class 29, Capital Market Academy
- National Defence Course, Class 63, Thailand National Defence College

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors, and Digitalization
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

- Director Accreditation Program (DAP) 163/2019, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company/Organization/Institution (3)

- Since 2023 Director of the Executive Board, the Thai Chamber of Commerce and the Board of Trade of Thailand
- Since 2023 Director, the Members Strengthening Committee
- Since 2019 Director of the Executive Board, the Thai Chamber of Commerce
- Since 2019 President Commissioner, PT Fajar Surya Wisesa Tbk., Indonesia**

Other Positions in SCGP (10)

Chairman and director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and/or Remarkable Positions

- 2019 President, Packaging Business, The Siam Cement Public Company Limited
- 2018 - 2019 Managing Director, Thai Containers Group Company Limited
- 2017 - 2018 President, The Thai Pulp and Paper Industries Association
- 2014 - 2019 Managing Director, Siam Kraft Industry Company Limited
- 2011 - 2014 President & CEO, United Pulp and Paper Co., Inc., Philippines
- 2011 Director, Procurement Office, Siam Kraft Industry Company Limited
- 2010 - 2011 Director, Corporate Sustainable Development, SCG Paper Public Company Limited
- 2007 - 2010 Vice President - Manufacturing, United Pulp and Paper Co., Inc., Philippines

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *In addition to the aforementioned positions, Mr. Wichan Jitpukdee was appointed as a member of the Risk Oversight Committee, effective from January 1, 2025.

**Listed in the Stock Exchange of Indonesia

Report of Changes in Securities Holdings of Directors

Directors	SCG Packaging PLC				Affiliated Companies							
	Ordinary Shares (Shares)		Debentures (Units)		Ordinary Shares* (Shares)		Debentures (Units)					
	As of January 1, 2024	As of December 31, 2024	Increase / (decrease) during the fiscal year	As of January 1, 2024	As of December 31, 2024	Increase / (decrease) during the fiscal year	As of January 1, 2024	As of December 31, 2024	Increase / (decrease) during the fiscal year			
1. Mr. Prasam Trairatvorakul	-	-	-	5,000	10,000	5,000	-	-	45,000 ⁽³⁾ 10,000 ⁽⁴⁾	45,000 ⁽³⁾ 10,000 ⁽⁴⁾	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
2. Mr. Thammasak Sethaudom	-	-	-	-	10,000	10,000	10,000	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
3. Police Colonel Thumnithi Wanichthanom	-	-	-	-	-	-	-	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
4. Mr. Roongrote Rangsiyopash	-	100,000	100,000	7,000	15,000	8,000	30,000 ⁽¹⁾ 30,000 ⁽²⁾	30,000 ⁽¹⁾ 30,000 ⁽²⁾	121,000 ⁽³⁾ 15,000 ⁽⁴⁾	236,000 ⁽³⁾ 15,000 ⁽⁴⁾	-	115,000
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
5. Mrs. Kaisri Nuengsigkapien	-	-	-	-	-	-	-	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
6. Mrs. Pongpen Ruengvirayudh	-	-	-	-	1,000	1,000	1,000	-	-	1,000 ⁽³⁾	-	1,000
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
7. Professor Kitipong Urapeepatanapong	-	-	-	-	-	-	-	-	-	1,000 ⁽⁴⁾	-	1,000
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
8. Mr. Vanus Taepaisitphongse	-	-	-	-	20,000	20,000	20,000	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
9. Mr. Vibul Tuangsitthisombat	-	-	-	-	-	-	-	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
10. Mrs. Suphajee Suthumpun	-	-	-	-	-	-	-	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
11. Mr. Thiraphong Chansiri	-	-	-	-	-	-	-	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-
12. Mr. Wichan Jitpukdee	-	-	-	-	-	-	-	-	-	-	-	-
Indirect shareholding	-	-	-	-	-	-	-	-	-	-	-	-

Remarks: 1. SCG Packaging Public Company Limited has a registered capital of Baht 4,500,000,000 and paid-up capital of Baht 4,292,920,200 (4,292,920,200 shares).

2. According to the Public Limited Companies Act, an "affiliated company" means a public limited company which is related to one or more private companies or public limited companies in any of the following manners:

- One company has control over the appointment and withdrawal of directors who have full or substantial authority over another company, or

- One company holds in another company more than 50 percent of shares sold.

⁽¹⁾ The ordinary shares of The Siam Cement Public Company Limited

⁽²⁾ The ordinary shares of SCG Decor Public Company Limited

⁽³⁾ The debentures of The Siam Cement Public Company Limited, which are worth Baht 1,000 per unit.

⁽⁴⁾ The debentures of SCG Chemicals Public Company Limited, which are worth Baht 1,000 per unit.

3. According to SEC regulations, ordinary shares of a company held by directors include those held by a spouse, partners in a de facto relationship and minor children.

4. The Public Limited Companies Act requires divulging the ordinary shares and debentures in the company and in affiliated companies held solely by a Board member as an individual.

Management Committee's Profile

Mr. Wichan Jitpukdee

Age 58 years

Positions*

- ▶ Director
- ▶ Chief Executive Officer

Date of Appointment as a Director

June 1, 2019



Education / Training

- Bachelor of Engineering (Industrial Engineering), Chiang Mai University
- Diploma in Pulp & Paper Technology, The University of Auckland, New Zealand
- Advanced Management Program (AMP), Harvard Business School, Harvard University, USA
- Managing Global Business, Harvard Business School, Harvard University, USA
- Executive Education Program, Columbia Business School, Columbia University, USA
- Management Development Program XIX, The Wharton School, University of Pennsylvania, USA
- Building Competitive Advantage Through Operations Program, Harvard Business School, Harvard University, USA
- Top Executive Program in Commerce and Trade (TEPCoT#10), The University of the Thai Chamber of Commerce
- Top Executives Program, Class 29, Capital Market Academy
- National Defence Course, Class 63, Thailand National Defence College

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Financial Statements Reviewing
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Consumer Market, Food Packaging Market, and Healthcare and Medical Market
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors, and Digitalization
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

- Director Accreditation Program (DAP) 163/2019, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company/Organization/Institution (3)

- Since 2023 Director of the Executive Board, the Thai Chamber of Commerce and the Board of Trade of Thailand
- Since 2023 Director, the Members Strengthening Committee
- Since 2019 Director of the Executive Board, the Thai Chamber of Commerce
- Since 2019 President Commissioner, PT Fajar Surya Wisesa Tbk., Indonesia**

Other Positions in SCGP (10)

Chairman and director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and/or Remarkable Positions

- 2019 President, Packaging Business, The Siam Cement Public Company Limited
- 2018 - 2019 Managing Director, Thai Containers Group Company Limited
- 2017 - 2018 President, The Thai Pulp and Paper Industries Association
- 2014 - 2019 Managing Director, Siam Kraft Industry Company Limited
- 2011 - 2014 President & CEO, United Pulp and Paper Co., Inc., Philippines
- 2011 Director, Procurement Office, Siam Kraft Industry Company Limited
- 2010 - 2011 Director, Corporate Sustainable Development, SCG Paper Public Company Limited
- 2007 - 2010 Vice President - Manufacturing, United Pulp and Paper Co., Inc., Philippines

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *In addition to the aforementioned positions, Mr. Wichan Jitpukdee was appointed as a member of the Risk Oversight Committee, effective from January 1, 2025.

**Listed in the Stock Exchange of Indonesia

Mr. Wichan Charoenkitsupat

Age 60 years

Positions

Chief Operating Officer - Packaging Paper Business



Education / Training

- Master of Science (Paper Science and Engineering), Western Michigan University, USA
- Bachelor of Science (Chemical Engineering), Chulalongkorn University
- Bachelor of Economics (Human Resource Economics), Ramkhamhaeng University
- Management Development Program (MDP), The Wharton School, University of Pennsylvania, USA
- Executive Development Program (EDP), Columbia Business School, Columbia University, USA
- Advanced Management Program (AMP), IMD business school (IMD), Switzerland

Knowledge / Skills / Expertise

- Other Large Businesses or Industries
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Economics and Investment
- Consumer Market, Accounting and Finance
- Production, Research and Development

Director Training

- Director Accreditation Program (DAP) 168/2020, Thai Institute of Directors Association
- Financial Statements for Directors (FSD) 41/2020, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company / Organization / Institution (2)

- Since 2022 Commissioner, PT Fajar Surya Wisesa Tbk., Indonesia*
- Since 2020 Executive Director, The Thai Pulp and Paper Industries Association (TPPIA)

Other Position in SCGP (10)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2020 - 2023 Vice Chairman, Pulp and Paper Industry Club, The Federation of Thai Industries
- 2018 - 2022 Chief Operating Officer - Fibrous Business, SCG Packaging Public Company Limited
- 2014 President & CEO, United Pulp and Paper (Philippines)
- 2013 Director, Wang Sala Plant, Siam Kraft Industry Company Limited
- 2010 Managing Director, Thai Union Paper Industry Company Limited
- 2006 Director, Product & Technology Development Center, SCG Packaging Public Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *Listed in the Stock Exchange of Indonesia

Mr. Jakjit Klomsing

Age 57 years

Positions

Chief Operating Officer - Fiber Packaging Business



Education / Training

- Master of Engineering (Mechanical Engineering), Kasetsart University
- Bachelor of Engineering (Mechanical Engineering), King Mongkut's University of Technology North Bangkok
- Advanced Management Program (AMP), Harvard Business School, Harvard University, United States
- Security Management and Leadership for Executives Programme (SML class 4), The Association of National Defence College of Thailand Under The Royal Patronage of His Majesty (ANDCT)

Knowledge / Skills / Expertise

- Core Business of the Company
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Investment in Foreign Countries, International or Regional Business Administration, and Cultural Difference Management
- Innovation and Technology, Application of Technology in Industries and Business Sectors, and Digitalization
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

Director Accreditation Program (DAP) Class 209/2023, Thai Institute of Directors Association (IOD)

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company/Organization/Institution (2)

- Since 2023 1st Vice President, Representative of TCG, Asian Corrugated Case Association (ACCA) Committee
- Since 2022 Chairman, Bien Hoa Packaging Joint Stock Company, Vietnam*

Other Position in SCGP (21)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2019-2022 Manufacturing Director, Thai Containers Group Co., Ltd.
- 2016-2019 Director and General Manager, Thai Containers Group Co., Ltd. (Samutprakarn Plant)
- 2016-2019 Managing Director, Tawana Container Co., Ltd.

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *Listed in the Ho Chi Minh Stock Exchange (HOSE), Vietnam

Mr. Suchai Korprasertsri

Age 57 years

Positions

Chief Operating Officer -
Consumer and Performance Packaging Business



Education / Training

- Master of Business Administration, Thammasat University
- Bachelor of Engineering (Industrial Engineering), Chulalongkorn University
- Advanced Management Program (AMP), Harvard Business School, USA
- The Executive Program in Energy Literacy for a Sustainable Future TEA, Class 20, Thailand Energy Academy

Knowledge / Skills / Expertise

- Business of Pulp, Paper and Packaging Industries
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Consumer Market, Accounting and Finance

Director Training

- Director Accreditation Program (DAP) 86/2010, Thai Institute of Directors Association
- Director Certification Program (DCP) 141/2011, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company/Organization/Institution (2)

- Since 2024 President, The Thai Pulp and Paper Industries Association (TPPIA)
- Since 2024 Director, Pulp and Paper Industry Club, The Federation of Thai Industries (FTI)

Other Position in SCGP (28)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2022 - 2024 Chief Operating Officer – Fibrous Business, SCG Packaging Public Company Limited
- 2019 - 2022 Chief Operating Officer – Consumer and Industrial Packaging Business, SCG Packaging Public Company Limited
- 2017 Corporate Marketing Director, SCG Packaging Public Company Limited
- 2016 General Manager Cluster 4 (TCCB / TCRY / TCPB/ Indo- PMC& IRP), Thai Containers Group Company Limited
- 2015 Regional Operations Director, Thai Containers Group Company Limited
- 2010 Managing Director, Thai British Security Printing Public Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : 58,000 shares (0.001%)

Family Relationship among Directors and Executives

(None)

Mr. Karan Tejasen

Age 56 years

Positions

Chief Operating Officer – Healthcare Supplies Business



Education / Training

- Master of Business Administration (Finance), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Engineering (Electrical Engineering), Chulalongkorn University
- CBI (Confederation of British Industry) Scholarship, UK
- Advanced Management Program (AMP), Harvard Business School, USA
- Top Executive Program in Commerce and Trade (TEPCoT), the University of the Thai Chamber of Commerce
- Executive Program in Vitality Enhancement and Longevity Academy (VELA), Chulalongkorn University

Knowledge / Skills / Expertise

- Policy and Strategic Management for Organizations
- Organization Management and Human Resource Management
- Management of Merger and Partnership Deals
- Risk Management and Crisis Management
- Economics and Investment
- Consumer Market, Accounting and Finance

Director Training

- Director Accreditation Program (DAP) 167/2019, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company / Organization / Institution (2)

- Since 2020 Director, Plastic Industry Club, The Federation of Thai Industries
- Since 2018 Director, Thailand Institution of Packaging and Recycling Management for Sustainable Environment, The Federation of Thai Industries

Other Position in SCGP (5)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2019 - 2024 Chief Operating Officer - Consumer and Performance Packaging Business
- 2013 Business Integration Director, Thai Containers Group Company Limited
- 2012 Director-Regional Operations, Thai Containers Group Company Limited
- 2010 Director and General Manager, Thai Containers Group Company Limited
- 2009 Market and Sales Director, Siam Kraft Industry Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Mr. Thalengsak Ratchburi

Age 49 years

Positions

Chief Operating Officer – Fibrous Business



Education / Training

- Master of Business Administration, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Engineering (Electrical Engineering), Kasetsart University

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Investment in Foreign Countries, International or Regional Business Administration and Cultural Difference Management
- Risk Management and Crisis Management
- Business and Investment Laws, as well as Merger and Acquisition
- Environmental, Social and Governance

Director Training

(None)

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company / Organization / Institution (1)

- Since 2024 Director, PT. Fajar Surya Wisesa Tbk., Indonesia*

Other Positions in SCGP (16)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2022 - 2024 President Director, PT. Fajar Surya Wisesa Tbk., Indonesia
- 2019 - 2022 Finance & Procurement Director, PT. Fajar Surya Wisesa Tbk., Indonesia
- 2018 - 2019 Business Planning Director, SCG Packaging Public Company Limited
- 2016 - 2017 Manager – Value Chain Integration, Siam Kraft Industry Co., Ltd.
- 2011 - 2015 Vice President – Procurement & Finance, United Pulp and Paper Co., Inc. (Philippines)
- 2008 - 2010 Business Development Manager, SCG Packaging Public Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *Listed in the Stock Exchange of Indonesia

Mr. Ekaraj Niroj

Age 55 years

Positions

Chief Marketing Officer



Education / Training

- Master of Economics, Kasetsart University
- Bachelor of Economics, University of the Thai Chamber of Commerce
- Advance Management Program (AMP), IMD Business School, Switzerland
- Management Development Program (MDP), Duke Corporation
- Thai-Chinese Leadership Institute, Huachiew Chalermprakiet University
- Japan-Thailand Top Executive Program (JTop 2), University of the Thai Chamber of Commerce

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- Consumer Market
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Environmental, Social and Governance

Director Training

- Director Accreditation Program (DAP) 201/2013, Thai Institute of Director Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company / Organization / Institution (1)

- Since 2022 Executive director, Thai Corrugated Packaging Association

Other Position in SCGP (22)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2024 Chief Operating Officer – Consumer and Performance Packaging Business, SCG Packaging Public Company Limited
- 2021 - 2024 Enterprise Marketing Director, SCG Packaging Public Company Limited
- 2019 - 2022 Executive director, the Thai Pulp and Paper Industries Association (TPPIA)
- 2019 - 2021 Corporate Marketing Director, SCG Packaging Public Company Limited
- 2019 - 2021 Marketing Director, Siam Kraft Industry Co., Ltd.
- 2017 - 2019 Director – Sourcing and Supply Management, Siam Kraft Industry Co., Ltd.
- 2012 - 2017 Manager – Recycling Business Department, Siam Kraft Industry Co., Ltd.
- 2011 - 2012 Vice President – Marketing, United Pulp and Paper Co., Inc. (Philippines)
- 2010 - 2011 Vice President – Finance and Procurement, United Pulp and Paper Co., Inc. (Philippines)

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Mr. Sompob Witworrasakul

Age 54 years

Position

Chief Regional Officer



Education / Training

- Master of Science, Paper Sciences and Engineering, University of Washington, USA
- Bachelor of Engineering, Mechanical Engineering, King Mongkut's Institute of Technology Thonburi
- Stanford Executive Program 2022, Stanford Business School, USA

Knowledge / Skills / Expertise

- Core Business of the Company and Businesses in the Company's Supply Chains
- International or Regional Business Administration and Cultural Difference Management
- Innovation and Sustainable Organization Management
- Corporate Governance, Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Application of Technology in Industries and Business Sectors

Director Training

- Director Accreditation Program (DAP) 190/2022, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company / Organization / Institution (1)

- Since 2021 Vice Chairman, Bien Hoa Packaging Joint Stock Company, Vietnam*

Other Position in SCGP (8)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2015 - 2018 Engineering Director, SCG Packaging Public Company Limited
- 2012 - 2015 Plant and Construction Manager, SCG Paper Company Limited
- 2008 - 2012 Engineering Department Manager, Thai Kraft Paper Industry Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *Listed in the Ho Chi Minh Stock Exchange (HOSE), Vietnam

Mr. Danaidej Ketsuwan

Age 52 years

Positions

Chief Financial Officer
and in Charge of Packaging Materials Recycling Business



Education / Training

- Master of Business Administration, Sloan School of Management, Massachusetts Institute of Technology, USA
- Bachelor of Science, Mechanical Engineering, University of California at Berkeley, USA
- Senior Executive Programme, London Business School (LBS), UK
- Executive Development Program V, International Institute for Management Development (IMD), Switzerland
- Management Development Program XXII, The Wharton School, University of Pennsylvania, USA
- Executive Program, Class 34, Capital Market Academy
- Executive Program in Energy Literacy for a Sustainable Future, Class 17, Thailand Energy Academy

Knowledge / Skills / Expertise

- Other Large Businesses and Industries
- Vision, Mission and Policy Setting and Strategic Planning for Large Organizations
- Investment in Foreign Countries, International or Regional Business Administration, and Cultural Difference Management
- Large Organization Management and Human Resource Management
- Risk Management and Crisis Management
- Economics and Investment

Director Training

- Director Accreditation Program (DAP) 168/2020, Thai Institute of Directors Association
- Corporate Governance for Executives (CGE) 17/2021, Thai Institute of Directors Association
- Risk Management for Corporate Leaders (RCL) 25/2021, Thai Institute of Directors Association
- Director Refreshment Program: Outbound Investment (RFP) 8/2022, Thai Institute of Directors Association

Board Member/Management of other Listed Company in Thailand

(None)

Position in other Company / Organization / Institution (1)

- Since 2019 Commissioner, PT Fajar Surya Wisesa Tbk., Indonesia*

Other Position in SCGP (29)

Director of SCGP's subsidiaries, associates and other companies which are non-listed as assigned by the Company

5-year Past Experiences and / or Remarkable Positions

- 2019 - 2021 Chief Regional Officer, SCG Packaging Public Company Limited
- 2018 - 2021 President & CEO, United Pulp and Paper Co., Inc., Philippines
- 2013 - 2018 Director, Business Planning Office, SCG Packaging Public Company Limited

Shareholdings (Ordinary Shares) (as at December 31, 2024)

- Held personally : (None)
- Held by spouse or minor children : (None)

Family Relationship among Directors and Executives

(None)

Remark: *Listed in the Stock Exchange of Indonesia

Report of Changes in Securities Holdings of Executives

No.	Executives	Ordinary Shares of SCG Packaging Public Company Limited (Shares)		
		As of January 1, 2024	As of December 31, 2024	Increase / (decrease) during fiscal year
1.	Mr. Wichan Jitpukdee	-	-	-
	Indirect shareholding	-	-	-
2.	Mr. Wichan Charoenkitsapat	-	-	-
	Indirect shareholding	-	-	-
3.	Mr. Jakjit Klomsing	-	-	-
	Indirect shareholding	-	-	-
4.	Mr. Suchai Korprasertsri	-	-	-
	Indirect shareholding	48,500	58,000	9,500
5.	Mr. Karan Tejasen	-	-	-
	Indirect shareholding	-	-	-
6.	Mr. Thalengsak Ratchburi	-	-	-
	Indirect shareholding	-	-	-
7.	Mr. Ekaraj Niroj	-	-	-
	Indirect shareholding	-	-	-
8.	Mr. Sompob Witworrasakul	-	-	-
	Indirect shareholding	-	-	-
9.	Mr. Danaidej Ketsuwan	-	-	-
	Indirect shareholding	-	-	-
10.	Ms. Rungtip Trikomol	-	-	-
	Indirect shareholding	-	-	-

Remark:

1. SCG Packaging Public Company Limited has a registered capital of Baht 4,500,000,000 and paid-up capital of Baht 4,292,920,200 (4,292,920,200 shares).
2. In reference to the Notification of Capital Market Supervisory Board No. Sor Jor. 38/2561, "Executives" mean the managing director, the next four executives succeeding the managing director, every person holding an equivalent position to the fourth executive, and shall include the persons holding an executive position in accounting or finance at a managerial or equivalent, or higher level.
3. According to SEC regulations, ordinary shares of a company held by the directors include those held by a spouse, partners in a de facto relationship and minor children.
4. Considering SCGP's structure, the executives pursuant to the Notification of Capital Market Supervisory Board comprise the above-mentioned 10 members.
5. Executive no. 10 holds an executive position in accounting.

Executive Remuneration Policy

The Remuneration Committee proposes the remuneration structure, the remuneration for executives, and the appraisal of the Chief Executive Officer and other executives' performance to the Board of Directors for consideration and approval. To ensure short-term and long-term motivation, the remuneration is considered based on their responsibilities and business performance, taking into account business operating performance for the year compared to those for the past years, in the following aspects:

1. Performance – is based on the sales generation, net profit, and EBITDA. The targets are annually formulated as criteria for evaluation and comparison.

In addition to the Company's operating performance, other relevant factors are considered in determining executive remuneration, such as cost management, customer centricity, and ESG and people.

2. The Company's long-term operational capability (medium-long term plan) for approximately 5 years, including business expansion, profit growth rate, market share, continuous operational efficiency improvement, as well as sustainability performance with ESG operational targets being set, such as greenhouse gas emission reduction, increase in products made from

environmentally and community-friendly circular materials, or reduction in energy and natural resource consumption.

Furthermore, in considering the executive remuneration policy, the Remuneration Committee conducts annual salary reviews by comparing the Company's compensation against salary surveys from leading consulting firms and networking companies to ensure that executive remuneration management remains competitive.

Chief Executive Officer's Performance Appraisal and Remuneration Management

The Board of Directors tracks and assesses the performance of the Chief Executive Officer (CEO) annually on a prudent and fair basis, which in turn determines the remuneration. Appraisal processes and remuneration must be considered and approved by the Remuneration Committee, and then proposed to the Board of Directors for further consideration and final approval. The assessment consists of three factors as follows:

1. Performance:

Consider the Company's growth in terms of absolute and relative performance, compares the latest year's performance with the goal, and compares the Company's performance with leading companies in the same industry.

2. Key Performance Index (KPI):

Consider 4 main criteria as per the Balanced Scorecard principle. This covers internal and external factors, which consist of Financial & Growth, Customers & Stakeholders, Internal Business Processes and ESG & People to reflect the performance of sustainability activities, such as greenhouse gas reduction and the measurement of recyclable products manufacturing capacity.

3. CEO Survey:

Consider five main criteria in the leadership profile, which comprises of Engagement, Innovation & Strategy, Excellence, Crisis Management and ESG.

The assessment result in 2024, based upon the three factors above, indicated the “Excellent” performance of the Chief Executive Officer. In addition, the Board of Directors also commented in a positive manner on the performance, attitude, constant improvement and development, business opportunity seeking, social contributions, teamwork and collaboration of the Chief Executive Officer.

With regards to remuneration management, SCGP has budgeted the remuneration in line with its short-term and long-term operating results, such as business performance, execution performance of the policies enforced by the Board, business development abilities, improvement of operational efficiency, and economic and social conditions. SCGP’s remuneration structure is compared with that of the other local and international companies in the same industries.

Remuneration of the Executive Directors and Executives

(A) Executive Directors’ Remuneration

SCGP does not appoint any executive directors.

(B) Executive Remuneration

(1) Monetary Remuneration

For the fiscal year ended December 31, 2024, SCGP paid monetary remuneration of Baht 97,391,000.00 to nine executives, consisting of salary and bonus (but excluding the remuneration as a director), equal to 0.83 percent of total employee remuneration.

(2) Other Remuneration

For the fiscal year ended December 31, 2024, SCGP paid other remuneration amounting to Baht 8,734,570.00 to nine executives, in the form of provident fund contributions.

Claw Back Provision

SCGP requires its directors and executives, as defined by the SEC, to comply with relevant laws including the Securities and Exchange Act B.E. 2535, particularly Section 89/7 which stipulates that directors and executives as defined by the SEC must perform their duties with responsibility, cautiousness, and honesty, as well as comply with laws, objectives, Articles of Association, Board of Directors’ resolutions, and shareholders’ meeting resolutions. In cases where directors and executives as defined by the SEC commit or refrain from committing any actions that constitute non-compliance with duties under Section 89/7, the Company may file a lawsuit to claim back such benefits from those persons under Sections 89/18 and 89/19.

In 2024, the directors and executives performed their duties appropriately according to the specified criteria, therefore no benefits were clawed back.

Subsidiaries which are the Centers of SCGP’s Core Businesses

No.	Company	Registered Country	Business Type
1	Siam Kraft Industry Co., Ltd. (SKIC)	Thailand	Packaging Paper
2	PT Fajar Surya Wisesa Tbk. (Fajar)	Indonesia	Packaging Paper
3	Thai Containers Group Co., Ltd. (TCG)	Thailand	Fiber Packaging
4	Phoenix Pulp & Paper Public Co., Ltd. (PPPC)	Thailand	Foodservice Products, Pulp and Paper Products
5	TC Flexible Packaging Co., Ltd. (TCFP)	Thailand	Investment in Polymer Packaging

Details of the management structure, Board of Directors, executives, and remuneration of SKIC, Fajar, TCG, PPC and TCFP, the five subsidiaries, which are the centers of SCGP’s core business, are as follows.

(1) SKIC

(A) Management Structure



(B) Board of Directors

As of December 31, 2024, the Board of Directors of SKIC comprises the following five members:

Director	Position
1. Mr. Wichan Jitpukdee*	Chairman
2. Mr. Jakjit Klomsing*	Director
3. Mr. Danaidej Ketsuwan*	Director
4. Mr. Sompob Witworrasakul*	Director
5. Mr. Wichan Charoenkitsupat*	Director

Remarks: * Directors appointed by SCGP to serve as directors in subsidiaries

1) Mr. Jakjit Klomsing was appointed as a director, replacing Mr. Karan Tejasen, effective from May 8, 2024

Directors authorized to sign for and with binding effect on the company

Any two directors must sign jointly, together with the company’s seal.

(C) Executives

As of December 31, 2024, the executives of SKIC are as follows:

Executive	Position
1. Mr. Wichan Charoenkitsupat	Managing Director
2. Ms. Tanatcha Vongamornniti	Packaging and Specialty Materials Sales Director
3. Mr. Manit Siriworasilp	Asset Performance Management Director
4. Mr. Teerachai Chavapongpanit	Energy Director
5. Mr. Bhakkawat Bhasipol	Banpong Mill Director
6. Mr. Saharath Pattanavibool	Wangsala Mill Director

Remarks: 1) Mr. Bhakkawat Bhasipol was appointed as the Banpong Mill Director, replacing Mr. Suttipong Poomsrisa-ard, effective from December 16, 2024.

(D) Executive Remuneration

(1) Monetary Remuneration

For the fiscal year ended December 31, 2024, SKIC paid monetary remuneration of Baht 44,901,577.38 to seven executives⁽¹⁾, consisting of salary and bonus.

Remark: (1) Include the monetary remuneration paid to one executive who resigned from his position as the Banpong Mill Director, namely Mr. Suttipong Poomsrisa-ard, effective from December 16, 2024.

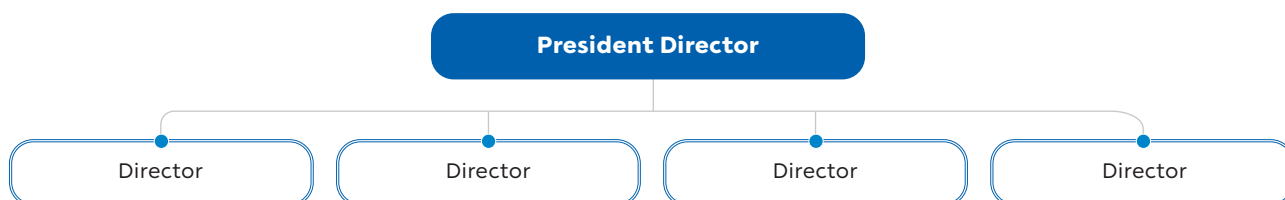
(2) Other Remuneration

For the fiscal year ended December 31, 2024, SKIC paid other remuneration amounting to Baht 4,359,056.00 to seven executives⁽¹⁾, in the form of provident fund contributions.

Remark: (1) Include the monetary remuneration paid to one executive who resigned from his position as the Banpong Mill Director, namely Mr. Suttipong Poomsrisa-ard, effective from December 16, 2024.

(2) Fajar

(A) Management Structure



(B) Board of Commissioners

As of December 31, 2024, the Board of Commissioners of Fajar comprises the following nine members:

Commissioner	Position
1. Mr. Wichan Jitpukdee*	Chairman
2. Mr. Wichan Charoenkitsupat*	Commissioner
3. Mr. Danaidej Ketsuwan*	Commissioner
4. Mr. Rattakrai Limsiritrakul*	Commissioner
5. Ms. Vilia Sulisty	Commissioner
6. Mr. Roy Teguh	Commissioner
7. Mr. Tony Tjandra	Independent Commissioner
8. Mr. Lim Chong Thian	Independent Commissioner
9. Mr. Sudarmanto Wiryodiatmo	Independent Commissioner

Remarks: *Directors appointed by SCGP

(1) Rattakrai Limsiritrakul was appointed as a director, replacing Mr. Kitti Tangjitmaneesakda, effective from September 20, 2024

(C) Audit Committee

As of December 31, 2024, the Audit Committee of Fajar consists of three members as follows:

Member	Position
1. Mr. Lim Chong Thian	Chairman of the Audit Committee
2. Ms. Elizabeth Linandi	Member of the Audit Committee
3. Ms. Shiery	Member of the Audit Committee

(D) Nomination and Remuneration Committee

As of December 31, 2024, the Nomination and Remuneration Committee of Fajar consists of three members as follows:

Member	Position
1. Mr. Tony Tjandra	Chairman of the Nomination and Remuneration Committee
2. Ms. Vilia Sulisty	Member of the Nomination and Remuneration Committee
3. Mr. Ardie Oscar	Member of the Nomination and Remuneration Committee

Remark: (1) Mr. Ardie Oscar was appointed as a member of the Nomination and Remuneration Committee, replacing Mr. Kurniawan, effective from March 15, 2024

(E) Executives

As of December 31, 2023, the executives of Fajar are as follows:

Executive	Position
1. Mr. Yustinus Kusumah*	President Director
2. Mr. Thalengsak Ratchburi	Director
3. Mr. Ekachai Anujorn	Director
4. Mr. Arif Razif*	Director

Remarks: * Non-employee executive of SCGP

(1) Mr. Yustinus Kusumah was appointed as the President Director, replacing Mr. Thalengsak Ratchburi, effective from September 20, 2024

Person authorized to sign for and with binding effect on the company

One executive must sign.

(F) Executive Remuneration

(1) Monetary Remuneration

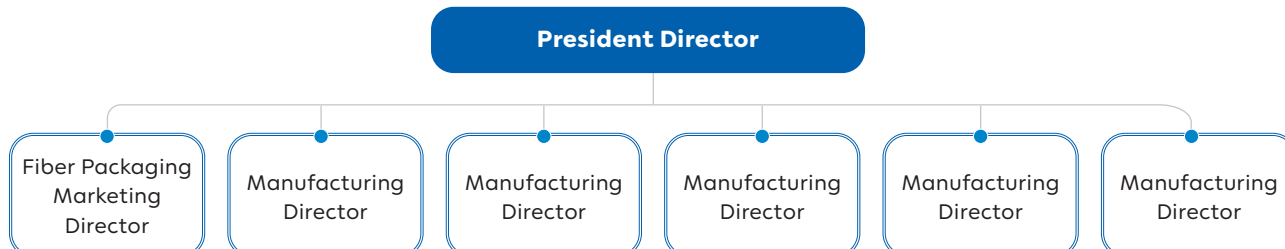
For the fiscal year ended December 31, 2024, Fajar paid monetary remuneration, consisting of salary and bonus, of Rupiah 4,798,350,000 (Baht 10,775,654.60) to two executives who are not SCGP's employees.

(2) Other Remuneration

-None-

(3) TCG

(A) Management Structure



(B) Board of Directors

As of December 31, 2024, the Board of Directors of TCG comprises the following eight members:

Director	Position
1. Mr. Wichan Jitpukdee*	Chairman
2. Mr. Hirofumi Hori	Director
3. Mr. Danaidej Ketsuwan*	Director
4. Mr. Tomohisa Ishimi	Director
5. Mr. Ekaraj Niroj*	Director
6. Mr. Jakjit Klomsing*	Director
7. Mrs. Kanchana Arakwatana*	Director
8. Mr. Toshinobu Sada	Director

Remarks: *Directors appointed by SCGP

1) Mr. Ekaraj Niroj was appointed as a director, replacing Mr. Sompob Witworrasakul, effective from April 8, 2024

2) Mrs. Kanchana Arakwatana was appointed as a director, replacing Mr. Karan Tejasen, effective from October 30, 2024

Directors authorized to sign for and with binding effect on the company

Any two directors must sign jointly, together with the company's seal.

(C) Executives

As of December 31, 2024, the executives of TCG are as follows:

Executive	Position
1. Mr. Jakjit Klomsing	Managing Director
2. Mrs. Kanchana Arakwatana	Fiber Packaging Marketing Director
3. Mr. Niwat Phusrisalap	Manufacturing Director
4. Mr. Panu Ratanasingha	Manufacturing Director
5. Mr. Chotichai Junwattarunggul	Manufacturing Director
6. Mr. Soungdat Doungkate	Manufacturing Director
7. Mr. Ekasit Kitisakchaikul	Manufacturing Director

(D) Executive Remuneration

(A) Monetary Remuneration

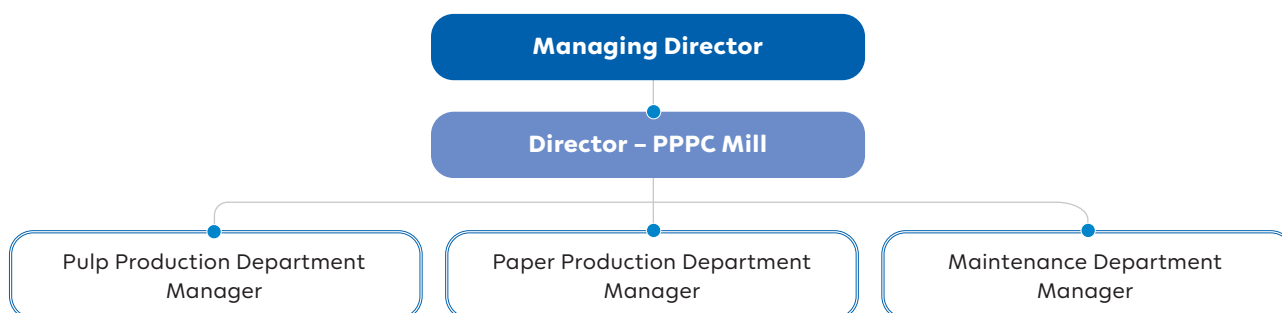
For the fiscal year ended December 31, 2024, TCG paid monetary remuneration, consisting of salary and bonus, of Baht 42,056,200.00 to seven executives.

(B) Other Remuneration

For the fiscal year ended December 31, 2024, TCG paid other remuneration amounting to Baht 4,166,760.00 to seven executives, in the form of provident fund contributions.

(4) PPPC

(A) Management Structure



(B) Board of Directors

As of December 31, 2024, the Board of Directors of PPPC comprises the following seven members:

Director	Position
1. Mr. Wichan Jitpukdee*	Chairman
2. Mr. Suchai Korprasertsri*	Director
3. Mr. Thalengsak Ratchburi*	Director
4. Ms. Harumi Kiribe	Director
5. Mr. Danaidej Ketsuwan*	Director
6. Mr. Som Narongrerknavin*	Director
7. Mr. Norio Ozawa	Director

Remarks: *Directors appointed by SCGP

1) Ms. Harumi Kiribe was appointed as a director, replacing Mr. Masaya Masukawa, effective from February 1, 2024

2) Mr. Thalengsak Ratchburi was appointed as a director, replacing Mr. Wichan Charoenkitsupat, effective from September 25, 2024

Directors authorized to sign for and with binding effect on the company

Two directors must sign jointly.

(C) Executives

As of December 31, 2024, the executives of PPPC are as follows:

Executive	Position
1. Mr. Thalengsak Ratchburi	Managing Director
2. Mr. Som Narongrerkravin	Director – PPPC Mill
3. Mr. Anucha Pooboonthong	Pulp Production Department Manager
4. Mr. Pajonsuk Pabudla	Paper Production Department Manager
5. Mr. Siripong Saiyarut	Maintenance Department Manager

Remarks: (1) Mr. Thalengsak Ratchburi was appointed as Managing Director to replace Mr. Suchai Korprasertsri, effective from October 1, 2024

(D) Executive Remuneration

(1) Monetary Remuneration

For the fiscal year ended December 31, 2024, PPPC paid monetary remuneration, consisting of salary and bonus of Baht 26,216,800.00 to six executives⁽¹⁾.

Remark: (1) Including monetary compensation paid to one executive who resigned from the position. Mr. Thalengsak Ratchburi was appointed as the Managing Director replacing Mr. Suchai Korprasertsri, effective from October 1, 2024

(2) Other Remuneration

For the fiscal year ended December 31, 2024, PPPC paid other remuneration amounting to Baht 2,455,206.00 to six executives⁽¹⁾, in the form of provident fund contributions.

Remark: (1) Including monetary compensation paid to one executive who resigned from the position. Mr. Thalengsak Ratchburi was appointed as the Managing Director replacing Mr. Suchai Korprasertsri, effective from October 1, 2024

(5) TCFP

(A) Management Structure

TCFP has no management structure since it is a holding company which operates by investing in other polymer packaging companies.

(B) Board of Directors

As of December 31, 2024, the Board of Directors of TCFG comprises the following eight members:

Director	Position
1. Mr. Wichan Jitpukdee*	Chairman
2. Mr. Suchai Korprasertsri*	Director
3. Mr. Hirofumi Horii	Director
4. Mr. Kenzo Sano	Director
5. Mr. Jakjit Klomsing*	Director
6. Mr. Ekaraj Niroj *	Director
7. Mr. Danaidej Ketsuwan*	Director
8. Mr. Toshinobu Sada	Director

Remarks: *Directors appointed by SCGP

1) Mr. Suchai Korprasertsri was appointed as a director, replacing Mr. Karan Tejasen, effective from October 30, 2024

2) Mr. Ekaraj Niroj was appointed as a director, replacing Mr. Sompob Witworrasakul, effective from April 8, 2024

Directors authorized to sign for and with binding effect on the company
Any two directors must sign jointly, together with the company's seal.

(C) Executives

TCFP has no executives since it is a holding company.

(D) Executive Remuneration

(1) Monetary Remuneration

- None -

(2) Other Remuneration

- None -

Summary of Executives' Remuneration received from Subsidiaries

No.	Company	Executive Remuneration		
		Number of Executives*	Monetary Remuneration** (Baht)	Other Remuneration*** (Baht)
1.	SKIC	7	44,901,577.38	4,359,056.00
2.	Fajar	5	10,775,654.60	- None -
3.	TCG	7	42,056,200.00	4,166,760.00
4.	PPPC	6	26,216,800.00	2,455,206.00
5.	TCFP	- None -	- None -	- None -

หมายเหตุ *Including executives who resigned/retired during the year

**Salary and bonus

***Provident fund contributions

Tenure of Directors, Executives, and Controlling Persons in the Company, Subsidiaries, and Related Companies

Company	Directors/Executives								
	Mr. Wichan Jitpukdee	Mr. Wichan Charoenkitsupat	Mr. Jakkrit Klomsing	Mr. Suchai Korprasertsri	Mr. Karan Tejasen	Mr. Thalengsak Ratchburi	Mr. Ekaraj Niroj	Mr. Sompob Witworrasakul	Mr. Danaidej Ketsuwan
Subsidiaries									
Packaging Paper Business									
1. Siam Kraft Industry Co., Ltd.	X	/	/				/	/	
2. Vina Kraft Paper Co., Ltd.		X	/				/	/	/
3. Thai Cane Paper Public Co., Ltd.	X	/					/		
4. United Pulp and Paper Co., Inc.		/							/
5. SCGP Solutions (Singapore) Pte. Ltd.	X								/
6. PT Fajar Surya Wisesa Tbk.	X	/							/
7. PT Dayasa Aria Prima		X							
8. SCG Paper Energy Co., Ltd.		X							

Company	Directors/Executives								
	Mr. Wichan Jitpukdee	Mr. Wichan Charoenkitsupat	Mr. Jakjit Klomsing	Mr. Suchai Korprasertsri	Mr. Karan Tejasen	Mr. Thalengsak Ratchburi	Mr. Ekaraj Niroj	Mr. Sompob Witworrasakul	Mr. Danaidej Ketsuwan
Fiber Packaging Business									
9. Thai Containers Group Co., Ltd.	X		/				/		/
10. Thai Containers Khonkaen Co., Ltd.	X		/				/		/
11. Thai Containers Rayong Co., Ltd.	X		/				/		/
12. Tawana Container Co., Ltd.			X						
13. Orient Containers Co., Ltd.			X						
14. New Asia Industries Co., Ltd.			X					/	
15. Vina Corrugated Packaging Co., Ltd.			X					/	
16. Packamex (Vietnam) Co., Ltd.								X	
17. AP Packaging (Hanoi) Co., Ltd.			X					/	
18. PT Primacorr Mandiri			X				/		
19. PT Indoris Printingdo			X				/		
20. PT Indocorr Packaging Cikarang			X				/		
21. SCGP Solutions Co., Ltd.			X						/
22. Precision Print Co., Ltd.			X						
23. TCG Solutions Pte. Ltd.			X						/
24. Bien Hoa Packaging Joint Stock Company			X					/	
25. PT Indonesia Dirtajaya Aneka Industri Box		/	X	/		/	/		
26. PT Bahana Buana Box		/	X	/		/	/		
27. PT Rapipack Asritama		/	X	/		/	/		
28. Starprint Vietnam Joint Stock Company			X						
Consumer and Performance Packaging Business									
29. SCGP-T Plastics Co., Ltd.				X					/
30. Conimex Co., Ltd.				X			/		/
31. SCG Rigid Plastics Co., Ltd.				X					/
32. Vexcel Pack Co.,Ltd.				X			/		/
33. TC Flexible Packaging Co., Ltd.	X		/	/			/		/
34. Prepack Thailand Co., Ltd.				X			/		/
35. Tin Thanh Packing Joint Stock Company				X			/	/	
36. SCGP Rigid Packaging Solutions Pte. Ltd.					X		/		/
37. Duy Tan Plastics Manufacturing Corporation Joint Stock Company				X			/	/	
38. Law Print & Packaging Management Limited							/		
39. International Healthcare Packaging Co., Ltd.					X				/
40. Deltalab Global, S.L.					X		/		/
41. Deltalab, S.L.					X		/		/
42. VEM (Thailand) Co., Ltd.					X				

Company	Directors/Executives								
	Mr. Wichan Jitpukdee	Mr. Wichan Charoenkitsupat	Mr. Jakjit Klomsing	Mr. Suchai Korprasertsri	Mr. Karan Tejasen	Mr. Thalengsak Ratchburi	Mr. Ekaraj Niroj	Mr. Sompob Witworrasakul	Mr. Danaidej Ketsuwan
Fibrous Business									
43. Phoenix Pulp & Paper Public Co., Ltd.	X			/		/			/
44. Thai Paper Co.,Ltd.	X			/		/			/
45. Go-Pak UK Limited				X		/	/		/
46. Go-Pak Vietnam Limited				X					
47. Go-Pak Paper Products Vietnam Co., Ltd.				X					
48. Interpress Printers Sendirian Berhad		/		X		/			
49. Siam Forestry Co., Ltd.				X		/			
50. Siam Panawes Co., Ltd.				X		/			
51. Suanpa Rungsaris Co., Ltd.				X		/			
52. Panas Nimit Co., Ltd.				X		/			
53. Thai Panaboon Co., Ltd.				X		/			
54. Thai Panaram Co., Ltd.				X		/			
55. Thai Panadorn Co., Ltd.				X		/			
56. Thai Panason Co., Ltd.				X		/			
57. Thai Wanabhum Co., Ltd.				X		/			
Packaging Material Recycling Business									
58. Peute Recycling B.V.									/
59. Peute Papierrecycling B.V.									/
60. Peute Recycling International B.V.									/
61. Peute Plasticrecycling B.V.									/
62. Jordan Trading Inc.									/
Other Business									
63. SCGP Excellence Training Center Co., Ltd.									/
64. SKIC International Co., Ltd.									/
Associated company									
65. Siam Toppan Packaging Co., Ltd.	/			/			/		
66. Siam Nippon Industrial Paper Co., Ltd.				/		/			

Remarks:

(1) X = Chairman / = Director/ Commissioner

(2) Exclusions:

- Dyna Packs Co., Ltd. and D-In-Pack Co., Ltd. transferred the entire business to Orient Containers Co., Ltd. on November 1, 2020, and registered the dissolution of the companies with the Department of Business Development, Ministry of Commerce, on December 22, 2020. It is currently in the process of liquidation;
- United Industrial Energy Corporation registered to cease its business on April 24, 1997
- Other subsidiaries and associated companies in which the Company's executives are not directors, including: subsidiaries of Duy Tan, Deltalab and Peute, Invenique Co., Ltd., P&S Holdings Corporation, and Sahagreen Forest Co., Ltd.

(3) SCGP's directors do not hold any positions in any subsidiary or associated company, except for those shown in the table above.

(4) Details of SCGP's directorships in related companies are under The Board of Directors and Management Committee Information section.

(5) SCGP's executives are not directors of any related company that may present a conflict of interest.

Employee Information

Employees of SCGP and its Subsidiaries

A) Human Resource Management Policy

SCGP strives to comply with the Diversity and Inclusion Policy. Recognizing the significance of human rights, SCGP treats all employees with equality and nondiscrimination and upholds the vision of ethical business operations. SCGP aligns its human resource management activities with the aforementioned policy as a guideline to ensure fairness towards all employees.

Organizational culture is regarded as the core principle of employee stewardship. The main ideas of SCGP's organizational culture include fairness and belief in its people's values. SCGP places importance on the fair treatment of employees and labors. All employees from all levels are offered the best and equal treatment since they are essential resources of the Company. SCGP delicately tailored its recruitment process, coaching and development program, remuneration determination, appraisal process, and professional career path by assigning the People Caring team to oversee, control, supervise, monitor and evaluate overall processes.

To ensure the well-being, good mental, physical and occupational health, and safety of the employees, SCGP strives to cultivate an organizational culture where the highest safety of the employees is ensured. For example, Culture Contact is put in place to allow the employees to discuss occupational safety issues or the issues beneficial to their work before starting the meeting. Also, the culture program, namely Care

for All encourages the ideas of self-care and self-love among employees as a foundation of work culture. SCGP offers work equipment and tools to its employees to mitigate work-related risks.

Moreover, SCGP is aware of, and places importance on, social equality. It has established policies to enhance the well-being of people with disabilities and allow them to utilize their potential, earn a living, and be able to live on their own. This idea is in line with the Persons with Disabilities Empowerment Act, B.E. 2550, which aims to enhance the well-being of people with disabilities.

In 2024, SCGP has complied with section 33 (the employment of people with disabilities) and section 35 (the provision of sales location concession, sign language interpreters, or caregivers to people with disabilities) of the Persons with Disabilities Empowerment Act, B.E. 2550. A total of 67 sign language interpreters and caregivers for people with disabilities have been provided. The number of people with disabilities employed is in line with the portion prescribed by law.

B) Employment and Number of Employees

SCGP's employment policy centers around equality and nondiscrimination towards sex, nationality, religion, and culture. The employment is proceeded by considering competency of the candidates in order to ensure the diversity of employees in each department in terms of sexual orientation, religion and culture. It also facilitates diverse work styles.



As of December 31, 2024, and 2023, the total numbers of SCGP and its subsidiaries' employees are 21,540 and 21,882 employees respectively. The details are shown below.

Department	As of December 31, 2024 (Employees)	As of December 31, 2023 (Employees)
Production	11,369	11,554
Technical	3,369	3,424
Sales & Marketing	1,902	1,933
QC/QA	798	811
Human Resources & Administration	705	705
Supply Chain	536	545
Accounting & Finance	316	321
Research & Development	165	167
Project	288	293
Management Information System	141	143
Business Planning	40	39
Others	1,911	1,947
Total	21,540	21,882

Country	As of December 31, 2024 (Employees)	As of December 31, 2023 (Employees)
Thailand	8,372	8,445
Indonesia	4,291	4,670
Vietnam	7,692	7,865
Philippines	340	406
Malaysia	150	123
Spain	242	203
Netherland	74	96
United States of America	11	10
United Kingdom	90	50
Italy	8	14
Total	21,540	21,882

C) Significant Change in Employee Numbers in the Past Three Years

In recent years, there are changes to the employee numbers of SCGP and its subsidiaries as follows:

As of	Number of Employees	Increase/(Decrease)	Percentage Increase/ (Decrease)
December 31, 2022	22,289	(1,052)	(4.5)
December 31, 2023	21,882	(407)	(1.83)
December 31, 2024	21,540	(432)	(1.97)

In 2022, the number of employees decreased due to retirement and efficient work management through various processes, such as process improvement and increased work digitalization. In 2023 and 2024, there were no significant changes in the company's employee headcount, as the company continued to manage human resources through efficient management processes.

D) Employee Remuneration

For the retention of skilled and competent employees, the Board of Directors defined a remuneration policy that offers competitive compensation and benefits on par with those of leading companies and in line with the short-term and long-term performance of SCGP. In addition, employee welfare is offered to ensure that SCGP's employees work in a safe and secure environment and get sufficient support to undertake their duties efficiently under any circumstances and conditions.

SCGP budgets its employee remuneration in accordance with its short-term and long-term operating results. In the short term, SCGP considers annual operating results, such as revenue from sales, net profit, and EBITDA. In the long term, SCGP takes into account the performance of its medium-long term plans, such as business expansion, profit growth, market shares, overall sustainable development performance and continuous operational enhancement.

For the fiscal year ended December 31, 2024, SCGP and its subsidiaries paid monetary remuneration of Baht 14,626,535,870.00 to its employees, consisting of salary, bonus, and provident fund contributions. The remuneration ratio between male and female employees is 1:1.

In addition to the above remuneration, SCGP provided welfare to support employees and relieve their problems. For example, a provident fund, medical care (inpatient and outpatient), dental care, uniform costs and shuttle bus/transportation costs (in some areas). Moreover, mental health care with psychotherapists and psychiatrists is offered to promote the employees' EQ and mental stability in and out of work.

Provident Fund

SCGP has provided a provident fund for its employees for the long-term care of employees and enrichment of their quality of life after retirement. About 98% of all employees of SCGP and its subsidiaries in Thailand* are enrolled into the provident fund, managed by the following asset management companies:

- ▶ Principal Asset Management Company Limited
- ▶ SCB Asset Management Company Limited
- ▶ Krung Thai Asset Management Public Company Limited
- ▶ Kasikorn Asset Management Company Limited

Remarks: *Except for Precision Print Co., Ltd., which is considering the establishment of provident fund program.

For the selection criteria of the above asset management companies for the provident fund, SCGP has a policy to encourage the Provident Fund Committee to select fund managers who exercise the Investment Governance Code for Institutional Investor (I Code) and/or Environmental, Social and Governance (ESG) criteria. Also, the fund managers must conduct business in accordance with a good investment governance code. In addition, the committee shall disclose the criteria for the selection of the fund managers in a management committee meeting. This is to ensure maximum and long-term benefits for the members.

E) Labor Disputes

SCGP and its subsidiaries have had no labor disputes that have caused a significant impact on business operations over the past three years.

F) Employee Engagement Assessment

SCGP has continuously conducted organization engagement surveys among employees in Thailand and countries where SCGP operates its business in cooperation with the world's leading consulting firm that excels in the study of organization engagement.

To assess the organization engagement, SCGP carries out two types of surveys:

1. Employee Engagement Full Surveys that are conducted every year; and
2. Employee Engagement Pulse Surveys that are conducted on selected topics as appropriate.

In 2024, SCGP conducted Employee Engagement Full Surveys in order to observe employee opinions and feelings towards the Company. The survey was conducted by considering factors, causes and



suggestions provided by employees in the 2023 Engagement Survey. As a result, the activity systems for company, business and department levels were designed. For example, learning programs were designed and provided to allow employees to project and select their own career path and development. The Performance Dialogue session was arranged to enhance understanding between supervisors and employees. Moreover, the human resource management system and welfare were improved to facilitate the employees and relieve their concerns. With regard to the results of the 2024 survey, SCGP's employee engagement score was at 4.12. In 2024, the attrition rate was at 4.76%.

As for employee engagement in 2025, SCGP will design activities and operational guidelines that are in line with the results achieved and the suggestions provided by employees in the 2024 Engagement Survey. Details are shown below:

1. Maintain and enhance employee engagement through various efforts, such as communication and well-being development in the physical, social, mental and belief aspects. SCGP aims to develop itself into an organization for well-being by conducting campaigns and activities that cultivate organizational culture, such as the i-Strong and the Health club programs.
2. Promote an environment that enhances collaboration. SCGP will continue to work in collaboration with external and internal parties in order to gather the best ideas and practices and to achieve its goals in delivering values to the clients.

G) Human Resource Development Policy

SCGP's human resources policy is based on SCGP's core values. SCGP believes that employees are the most important asset. The recruitment, retention, and development of qualified and capable employees are hence designed to be in line with SCGP's values.

Strengths of SCGP's Human Resources Policy includes continuous investment in individual growth and development by focusing on improving human resources management and practices. SCGP is also implementing various human resources development programs to foster continuous learning and a culture that promotes belief in one's own abilities among employees. SCGP has developed the SCGP Employee Development Framework to increase efficiency.

All SCGP employees must attend the competency development program and work under the Performance Management System (PMS), which encourages cooperation between SCGP employees. SCGP intends to add value to its employees as it would lead to SCGP's advancement. Employees' knowledge, abilities, and skills are built as follows:

1. Develop employees' skills in order to adapt to changes, meet customer demand, and support business expansion. All employees across levels will receive training in these seven leadership competencies: Customer & Consumer Centricity, Strategic Formulation, People Motivator & Collaboration, Lead Change & Transition, Technology and Digital Adaptability, Agility & Resilience, and Continuous Self Improvement.
2. Determine clear leadership roles in accordance with SCGP's culture and behavior, in which leaders shall act in line with work expectations in their daily work. They will be educated on leadership roles and competencies at the management level as follows:
 - ▶ Engagement – Engage with the team, inspire, and encourage teamwork.
 - ▶ Imagination – Be a visionary and guide the team to see the big picture.
 - ▶ Execution – Develop work processes and achieve success through actions and changes.

In 2024, SCGP provided an average of 17.16 hours of training per person for executives and employees in Thailand, with a focus on developing their operational potential.

In addition, SCGP cultivated an awareness of social and environmental responsibilities in the organization through training courses on environmental management for





employees at all levels. These included an orientation training course on “Environmental Conservation Management” for new employees, which covers the Environment and Climate Policy, the 3Rs, environmental conservation, and waste separation. The objectives of these training courses were to communicate SCGP’s environmental policies and raise employees’ awareness of environmental conservation. SCGP also provided in-depth staff training for their roles, such as on wastewater treatment for industrial and surrounding communities, energy management in factories, renewable energy uses, and environmental practices according to laws and regulations. Additionally, SCGP organized activities to raise environmental awareness and promoted environment-related campaigns for employees and business partners in accordance with the sustainable development guidelines.

In addition, as part of the Core Value Leadership, education on SCG Packaging’s Code of Conduct was provided for all employees and executives of every level to have access to self-learning tools on the topic of Ethics & Integrity. Topics covered these areas: 1. Conflicts of Interest Prevention, 2. Insider Trading Prevention and 3. Anti-corruption. The content and materials were implemented into SCGP’s learning system, including videos and documents that can be remotely accessed at any time. Furthermore, all employees and executives must take an annual test and pass with a 100% pass rate.

The three aforementioned topics on ethics were also included in various courses as per the SCGP Employee Development Framework. This allowed employees to review the information whenever an opportunity arises, such as during orientation programs (12 batches/year on average) to allow new hires to understand and realize the importance of SCGP’s ethics. Another example is the “We Plus” program (1-2 batches/year) that trained new heads of department on their roles and cautions relating to compliance with the Code of Conduct that may apply to a head of department, etc.

Moreover, SCGP encouraged its personnel to be aware of insider trading prevention, conflicts of interest prevention, and anti-corruption through emails and policy publications on SCGP’s website; comprising the Prevention of Conflicts of Interest Policy, the Insider Information Management and IT Governance Policy, and the Anti-corruption Policy. The insider trading and conflicts of interest prevention guidelines were also reported to all directors and executives (accounting for 100%).

SCGP also supported employee development by providing scholarships to employees for further studies at leading universities around the world in the fields related to SCGP’s business, such as materials science and packaging design. As of December 31, 2024, SCGP had scholarship employees pursuing their studies in the Master of Business Administration (MBA) degree or Master’s degree in other fields, and Ph.D. in specific fields. The numbers were 67 and five respectively.

Other Important Information

Company Secretary

Ms. Wararee Toah-ngern is the Company Secretary who has roles and responsibilities as specified in Section 89/15 and Section 89/16 of the Securities and Exchange Act B.E. 2535 (and its amendments) and other responsibilities assigned by SCGP and the Board of Directors, such as being responsible for organizing the meetings of the Board, sub-committees and shareholders. The Company Secretary is also in charge of preparing the minutes of the Board's meetings, the minutes of the shareholders' meetings, the annual report, as well as filing documents as stipulated by law. The appointed Company Secretary is deemed appropriate by the Board as she is knowledgeable in managing corporate secretarial work; having served as the Director of the Corporate Secretary Office, which supports corporate secretarial work involving compliance with laws, rules, and regulations as well as overseeing and supervising works with regard to SCGP's corporate governance.

The Company Secretary annually attends training programs to enhance the knowledge and skills required to fulfil the duties of a Company Secretary. In 2024, she attended the Subsidiary Governance Program (SGP), class 7/2024, hosted by the Thai Institute of Directors.

Person Supervising Accounting

Ms. Rungtip Trikomol is the Accounting Director who is directly responsible for accounting controls. She is responsible for making sure that SCGP's accounting

transactions are efficient and in accordance with regulations, company procedures, and accounting standards. She is qualified as per the accountant's criteria specified by the Notification of the Department of Business Development.

Head of Internal Audit

Ms. Panunda Sunyakorn is the Director of the Internal Audit Office and SCGP's internal auditor, who has been assigned to prepare reports and suggest improvements in accordance with SCGP's internal control plans and policies.

Head of Compliance

Mr. Soonthorn Yongvibulsiri, the ESG and Sustainability Director, has been assigned to be responsible for overseeing compliance in SCGP to ensure that all operations comply with the laws and government policies.

SCGP established a corporate unit for Compliance Management to develop efficient compliance practices and processes for SCGP and its subsidiaries, as well as educate and raise awareness regarding SCGP's compliance. In addition, it is responsible for advising, supporting, monitoring and analyzing data, as well as assessing and reporting compliance's effectiveness and efficiency, to ensure that SCGP operates its business in compliance with applicable regulations, which, in turn, promotes improvement and enhancement of SCGP's compliance level.



Information of the Company Secretary, the Person Supervising Accounting, the Head of Internal Audit and the Head of Compliance

Name- Surname/ Position	Age (Year)	Education/Training	Past Experience		
			Period	Position	Department/Company/Business
Ms. Wararee Toah-ngern	46	<ul style="list-style-type: none"> Master of Arts in Diplomacy and International Relations, Seton Hall University, USA Bachelor of Arts, Thammasat University Management Acceleration Program (MAP), Class 9 <p>Training Certificate from the Thai Institute of Directors Association (IOD)</p> <ul style="list-style-type: none"> Company Secretary Program (CSP) 11/3/2020 Board Reporting Program (BRP) 3/3/2020 Subsidiary Governance Program (SGP), Class 7/2024 	December 1, 2020 - Present	Company Secretary	SCGP / Holding company
			2019 - 2023	Company Secretary and Secretary to the Board of Directors	Thai Cane Paper Public Company Limited/ Packaging Paper Manufacturing and Distribution
			2019 - 2023	Secretary to the Board of Directors	Phoenix Pulp and Paper Public Company Limited/ Pulp and Food Packaging Manufacturing and Distribution
			2017 - 2023	Secretary to the Board of Directors of Subsidiaries	SCGP's subsidiaries, as assigned
			2014 - 2017	Associate Secretary to the Board of Directors of Subsidiaries	SCG Cement – Building Material Group/Cement and Building Materials Industry
			October 1, 2023 - Present	Accounting Director	SCGP / Holding company
Ms. Rungtip Trikomol	56	<ul style="list-style-type: none"> Bachelor of Accountancy, Thammasat University Management Development Program – Wharton University of Pennsylvania 13-hour accounting training from the accounting training institute approved by the Federation of Accounting Professions and Department of Business Development 	2017 - Present	Sub-Committee on Ethics Code	Federation of Accounting Professions
			2022 - September 30, 2023	Accounting Director	SCGC / Holding company
			2021	Chief Accounting Office – Chemicals	SCC / Holding company
			2019 - 2021	Chief Accounting Office – Chemicals, supervising the accounting activities of SCG Chemicals Co., Ltd. and the Group.	SCC / Holding company
			2014 - 2018	Head of SCG Consolidation, supervising the financial statements of Siam Cement Public Company Limited and the consolidated financial statement of SCG.	SCC / Holding company
			2011 - 2013	Chief Accounting Office - Chemicals supervising the accounting activities of SCG Chemicals Co., Ltd. and the Group.	SCC / Holding company

Name-Surname/ Position	Age (Year)	Education/Training	Past Experience		
			Period	Position	Department/Company/Business
Ms. Panunda Sunyakorn	49	<ul style="list-style-type: none"> • Master of Economics, Kasetsart University • Bachelor of Accountancy, Kasetsart University • Management Development Program – Duke University • Certified Professional Internal Audit of Thailand (CPIAT), Institute of Internal Auditors of Thailand 	December 1, 2020 – Present	Director of the Internal Audit Office	SCGP / Holding company
			2014 - November 30, 2020	Audit Manager	SCGP / Holding company
			1996 - 2013	Auditor	SCGP / Holding company
Mr. Soonthorn Yongvibulsiri	55	<ul style="list-style-type: none"> • Bachelor of Engineering, Chulalongkorn University 	January 1, 2022 - Present	ESG and Sustainability Director	SCGP / Holding company
			2021	Business Liaisons Director	SCGP / Holding company
			2020 - 2021	Director – Sustainability	SCGP / Holding company

Information, Contacts, and Roles and Responsibilities of the Head of Investor Relations Office

Name: Sornnarin Bangkedphol, Ph.D.
Address: 1 Siam Cement Road, Bangsue,
Bangkok 10800
Tel.: 02-586-2939
Email: SCGP_invest@scg.com

SCGP established the Investor Relations Office to manage and conduct action plans in accordance with the sustainable development guidelines; be responsible for the communication of important information which shall reflect SCGP's actual values to shareholders, investors, and securities analysts, both domestically and overseas, as per the regulations of the Securities Exchange of Thailand and the Office of the Securities and Exchange Commission (SEC), while maintaining the accuracy, completeness, and fairness of the disclosure. Several communication channels were provided, including disclosure of information in annual reports, on SCGP's and on SET's website, as well as holding press conferences and securities analyst conferences in relation to SCGP's business results on a regular basis. The Investor Relations Office shall also be responsible for building trust, image, and positive opinions among investors and being receptive to the comments, feedback, and expectations of shareholders, investors, and securities analysts in order to present the information to SCGP's top executives.

Remuneration of the Audit Office and Affiliates

1. Audit Fee

For the fiscal year ended December 31, 2024, SCGP and its subsidiaries paid audit fees of (a) Baht 9.36 million to KPMG Phoomchai Audit Company Limited and (b) Baht 33.81 million to KPMG Group overseas.

2. Non-audit Fee

For the fiscal year ended December 31, 2024, SCGP and its subsidiaries paid non-audit fees of Baht 1.2 million to KPMG Phoomchai Audit Company Limited and the companies in the group of KPMG Phoomchai Audit Company Limited. They were the fee of reviewing compliance with conditions of investment promotion certificates.

The Management considered and opined that other service fees outside of the audit fees from the Audit Office and its affiliates did not cause any conflict of interest, preserving the independence and impartiality of auditors in their work. The matter was thus proposed and approved by the Audit Committee.



Key Corporate Governance Performance Report



Key Corporate Governance Performance Report

Summary of the Board's Performance in the Past Year

SCGP conducts business and operates under the thorough supervision of the Board of Directors. The Board is determined to adhere to its core values of doing business with fairness, transparency, and responsibility towards all stakeholders and to conform to the principles and guidelines of good corporate governance at the national, regional, and international level. The Board also acts in accordance with SCG Packaging's Corporate Governance Policy and Code of Conduct to build confidence among shareholders, investors, and other stakeholders. It also aims to create a good corporate culture and values, and supports the creation of good business results for SCGP by strengthening competitiveness and sustaining growth.

In 2024, the Board of Directors reviewed SCGP's policies, measures, and guidelines for good corporate governance in order to improve its standards. This aimed to ensure their consistent effectiveness and correspondence with changes in economy, society, and environment, as well as the business expansion of SCGP for sustainable growth. Its key performances were as follows.

- ▶ Reviewed and approved the formulation of vision, strategic plans, medium-term business plans (5-year plan) and annual business plans. The focus was on maximizing competitive capabilities and corporate governance efficiency for sustainable growth through continuous development of packaging innovations and solutions to meet customer needs. SCGP aimed to drive growth through new business expansion while pursuing operational excellence. Furthermore, the business development aligned with the ESG framework, contributing to building a strong society and sustainable environment. SCGP supported

employee capability development to prepare for organizational growth and consistently monitored the implementation of strategic plans.

- ▶ Reviewed the charters, policies, practices, and corporate governance system of SCGP in accordance with the business operations of SCGP and its subsidiaries, the Corporate Governance Code for Listed Companies, and international corporate governance practices. The details are as described in the Corporate Governance Policy section of this report.
- ▶ Held the 2024 Annual General Meeting of Shareholders on March 26, 2024, exclusively through electronic means (E-Meeting). Inventech Systems (Thailand) Company Limited (Inventech) served as the electronic meeting control system provider in line with the Electronic Transactions Development Agency's e-meeting standards. The Inventech system facilitated shareholders throughout all processes, ranging from registration (E-Register), proxy appointment, meeting participation, inquiry submission through video conference, to e-voting and vote counting. SCGP prepared and delivered detailed instructions for submitting meeting attendance requests (E-Request), with QR Codes and guidelines for using the electronic meeting system, which were sent to shareholders and proxies before the meeting along with the meeting invitation to ensure swift, accurate, and transparent proceedings. Additionally, SCGP facilitated shareholders by allowing proxy appointments to independent directors, nominations for a member of board of directors, agenda proposals, and advance question submissions. No shareholders submitted director



nominations or agenda proposals. SCGP compiled all questions, both those submitted in advance and those asked through the Inventech Connect system during the meeting, along with their answers, in the shareholders' meeting minutes. These were published through the Stock Exchange of Thailand's disclosure system and SCGP's website within 14 days after the meeting conclusion. All 12 company directors attended the 2024 Annual General Meeting of Shareholders, achieving 100% attendance. With thorough preparation, complete and accurate compliance with regulations, and respect for shareholders' rights, SCGP received a perfect score of 100 points in the AGM Checklist assessment by the Thai Investors Association.

- ▶ All the dates and agendas for the Board of Directors' and the sub-committees' meetings to be held in each year will be scheduled in advance. In 2024, the Company Secretary proposed the entire year 2025's meeting dates and agendas for the Board and the sub-committees to consider and approve in the fourth quarter of the year prior to the actual sessions. This practice has been conducted regularly every year to allow all directors to allocate their time for the meeting. Unless there is any urgent matter, the Company Secretary may send the meeting invitations, along with the agenda and attachments, to all directors not less than five business days prior to the meeting. This is to allow enough time for the directors to consider all information before attending the meeting. Also, the Board of Directors can hold meetings between non-executive directors without the Management. In 2024, two meetings among non-executive directors (without the Management) were held in August and November on the topics of appraisal and annual salary adjustment for the Chief Executive Officer and Chief Financial Officer, and top executives' development and succession planning. The meeting discussions and outcomes were subsequently communicated to the Chief Executive Officer.

Directors' Nomination, Development, and Performance Assessment

Directors' nomination, development, and performance assessment are important matters in SCGP's Corporate Governance principles. This is because the Board of Directors plays a key role in formulating strategy and business practices for sustainable growth. Details on the Policy on Qualification and Nomination of Company Directors, including the nomination and selection process, are given in the Corporate Governance Policy section.

Nomination of Independent Directors

The Board of Directors assigns the Corporate Governance and Nomination Committee to consider and scrutinize the qualifications of persons who will serve as independent directors. The selection of independent directors' is based on qualifications and prohibited characteristics in the Public Company Act, the Securities and Exchange Act, the Capital Market Supervisory Board's notifications, other relevant announcements, rules, and/or regulations, as well as the Independent Directors' Qualifications disclosed on SCGP's website (www.SCGPackaging.com). The Board also follows the Board Skills Matrix by choosing candidates with the qualifications, knowledge, expertise, and experience that SCGP needs for its business strategy. The committee then presents the qualified candidates to the Board of Directors and/or the shareholders' meeting for further consideration. According to SCGP's policy, at least one-third of its directors shall be independent, and there shall be at least three persons. In addition, the Charter of the Board of Directors requires independent directors to hold their position for no more than nine consecutive years from the date of their first appointment as independent directors. Whenever an independent director is asked to keep their position for longer than this period, the Board should reasonably consider its necessity.

In 2024, SCGP had seven independent directors, which was more than half of the total number of directors (12 persons). There were two independent directors having business relationships with value exceeding the amount allowed by the Notification of the Capital Market Supervisory Board, including Mr. Vanus Taepaisitphongse and Mr. Vibul Tuangsitthisombat. Due to the suggestions of the Corporate Governance and Nomination Committee, the Board of Directors, excluding the directors with conflict of interests in the matter, carefully reviewed the qualifications of the aforementioned two directors as independent directors by considering the fiduciary duties stated in clause 89/7 of the Securities and Exchange Act B.E. 2535 (amended). The Board viewed that the appointment of the two aforementioned directors as independent directors did not cause any adverse impact on the independence of their performance or opinions. Also, their knowledge, expertise and professional experience would be beneficial to SCGP since they might improve the performance of the Board. Therefore, the Board agreed that the two aforementioned directors were qualified as independent directors. Details of the three directors are stated below.

- 1) Mr. Vanus Taepaisitphongse held the position of director of the Betagro Public Company Limited and its subsidiaries which had business relationship with

SCGP's subsidiaries. The value of such relationship was more than Baht 20 million, exceeding the amount allowed by the Notification of the Capital Market Supervisory Board. Due to the suggestions of the Corporate Governance and Nomination Committee, the Board of Directors, excluding Mr. Vanus Taepairsitphongse, carefully considered and agreed that the appointment of Mr. Vanus Taepairsitphongse as independent director did not cause any adverse impact on the independence of his performance and opinions and that the business relationship with SCGP's subsidiaries did not cause any conflict of interest between the involved organizations. Also, his long-accumulated knowledge, expertise, and professional experience, especially in the fields of policy forming, strategic planning, innovation enhancement, technology adoption for industrial settings, and ESG management, would enhance and promote business expansions beneficial to SCGP and improve the Board's performance. For this reason, the Board agreed that Mr. Vanus Taepairsitphongse was qualified as the independent director.

- 2) Mr. Vibul Tuangsitthisombat held the positions of CEO, director, and indirect shareholder of Nan Yang Textile Group and its subsidiaries, which had business relationship with SCGP's subsidiaries. The value of such relationship was more than Baht 20 million, exceeding the amount allowed by the Notification of the Capital Market Supervisory Board. Due to the suggestions of the Corporate Governance and Nomination Committee, the Board of Directors, excluding Mr. Vibul Tuangsitthisombat, carefully considered and agreed that the appointment of Mr. Vibul Tuangsitthisombat as independent director did not cause any adverse impact on the independence of his performance and opinions and that the business relationship with SCGP's subsidiaries did not cause any conflict of interest between the involved organizations. Also, Mr. Vibul Tuangsitthisombat had knowledge, expertise and professional experience in the fields of SCGP's core business and other related business in its value chain, especially in functions of international business management, innovation and technology enhancement and risk management. These qualifications might enhance and promote the business expansion beneficial to SCGP and improve the Board's performance. For this reason, the Board agreed that Mr. Vibul Tuangsitthisombat was qualified as the independent director.

Nomination of Directors and Top Executives

The Board of Directors has appointed the Corporate Governance and Nomination Committee to consider and nominate the qualified candidates to be elected by the Board and/or the shareholders' meeting to replace the director retiring due to the tenure requirement or other causes. The nominated candidates come from various professional backgrounds and are equipped with knowledge and expertise beneficial to and in line with SCGP's business and strategies. Also, such candidates must exhibit leadership, exemplary vision, morality, ethics, clear and unblemished career records and be able to devote their time as a director and express opinions independently. In the past year, in order to recruit the new directors, SCGP allowed the shareholders to nominate qualified candidates in line with criteria and timeframe of nomination, and considered the chartered director list of the Thai Institute of Directors Association and the list of directors of listed companies whose qualifications are consistent with SCGP's Board Skills Matrix.

The shareholders' meeting possesses the right to elect the directors. The election shall be done with the criteria and method stated by SCGP's regulations. The shareholders hold one vote per share and can elect only one candidate per position. Also, number of candidates elected by the shareholder shall not exceed the number of the opening positions. The individual shareholder's votes given as a whole and cannot be divided for multiple candidates. The Chairman of the meeting may hold a casting vote to decide the number of directors elected. In 2024, during the 2024 Annual General Meeting of the Shareholders (the 31st Meeting) on March 26, 2024, three former directors were re-elected, including Mr. Thammasak Sethaudom, Mrs. Suphajee Suthumpun, and Mr. Wichan Jitpukdee. Mr. Roongrote Rangsiyopash was elected as a director to replace Mr. Chalee Chantanayingyong, who did not wish to be nominated for re-election as a director. Mrs. Suphajee Suthumpun was qualified as an independent director as proposed by the Board.

Regarding the nomination of the top executives, the Board of Directors considered and appointed the Chief Executive Officer according to the suggestions of the Remuneration Committee. The Remuneration Committee is also responsible for forming the succession plan for SCGP's Chief Executive Officer and top executive positions and proposing to the Board for consideration. This is to ensure a continuous and seamless performance of duties and operations. The Chief Executive Officer holds the authority and duty to perform administration

and management tasks in SCGP as assigned by the Board. This authority and duty are stated in the Corporate Governance Policy section of this report, in the topic of Scope of Duties and Responsibilities of the Chief Executive Officer, and will be reviewed annually.

Succession Plan

The organization's succession planning serves as a crucial tool for executive generational transition that aligns with the vision, medium-term business plans, and sustainable growth targets. SCGP conducts annual reviews of high-potential employees (talent), evaluating their characteristics, knowledge, skills, and future organization capability requirements such as customer & consumer centricity and technology & digital adaptability. These high-potential employees receive development through career path management systems, encompassing a myriad of learning processes in both functional development and transformative leadership development. This ensures employees are prepared to support SCGP's business expansion both domestically and internationally, and to become future generations of executives.

The Board of Directors established a policy and guidelines for the nomination and development of the Chief Executive Officer and the top executives in order to ensure that the nominated candidates possess the knowledge, skills, experience, qualifications, and characteristics (collectively known as "Leadership Competency") required for SCGP's goal achievement. Also, the Board of Directors determines an agenda for succession planning of the Chief Executive Officer and executives and its progress, at least once a year, with the Remuneration Committee's recommendations, and offers comments in a sincere, careful, fair, and unbiased manner to increase the successor pool, both domestic and international, with individuals who possess appropriate potential, qualification and competency. At least three candidates shall be nominated for each position. In 2024, the Board of Directors reviewed and monitored senior executive succession and development plans once during the August meeting.

The Chief Executive Officer (CEO) shall possess the knowledge, capability, experience and expertise in the fields of SCGP's core business and other businesses related to its products. Such knowledge, capability, experience, and expertise shall cover all elements throughout the pipeline, from upstream to downstream, including manufacturing processes, technologies, diverse and up-to-date packaging innovations, solutions offerings, and sales. The Chief Executive Officer shall be knowledgeable enough to expand

SCGP's businesses in the local, regional and international markets. Also, they shall be equipped with high leadership and be able to lead the organization and its employees towards its strategic goals.

SCGP annually formulates individual development plans for the Chief Executive Officer and top executives. The plans are designed for different time periods, 1-3 years and 4-5 years. They will serve as guidelines for self-development and tools for improving essential business-related skills for enterprise leaders, such as strategic thinking, networking, leadership competency, talent competency, and the leadership pipeline. SCGP also establishes relocation plans for capability improvement on a wider scale to prepare its successors. The executive development plans include supporting the executives to attend the diverse corporate management programs, such as the Advanced Management Program (AMP), provided by the top global institutes, namely Harvard Business School, Stanford University, London Business School, IMD Business School, INSEAD, etc. The Chief Executive Officer will propose individual development plans to the Remuneration Committee to consider, approve, and report to the Board of Directors.

Director Development

Since SCGP's Initial Public Offering and listing on the Stock Exchange of Thailand in October 2020, SCGP has continuously expanded its business both horizontally and vertically, domestically and internationally. SCGP provides knowledge about the Company's business, business strategies, topics of interest, and ongoing director development. This includes arranging regular visits for the Board of Directors to domestic and international subsidiaries. The trips enable them to stay informed about business management and progress, economic conditions, social aspects, and market expansion. These tours also provide opportunities for direct interaction between the Board and local executives and employees of subsidiaries. During such occasions, the Board communicates good corporate governance guidelines, business ethics, sustainable development, and SCGP's corporate culture. In 2024, SCGP organized the Board to visit the Company's operations in Europe, where SCGP has fully entered the global medical equipment market, and operations in Khon Kaen province. The Board was also briefed on the management of communities surrounding the factories, which were key stakeholders, to foster good relationships essential for sustainable business operations and social responsibility. In addition, SCGP organized Medium-Term Plan (MTP) and Annual Plan (AP) meetings to report business progress and discuss business development directions between the Board and executives.

In 2024, the Board approved director development guidelines proposed by the Corporate Governance and Nomination Committee to formulate a systematic, structured, and documented director development process. The focus was placed on continual development of directors' skills and knowledge relevant to their assigned roles and regular updates on current information. In 2024, Company directors participated in several in-house seminars and discussions aligned with business strategies and beneficial to the Company's operations which were jointly organized with The Siam Cement Public Company Limited (SCC) and its affiliates. Directors and management engaged in extensive discussions and exchanges of information and views among the Board or with external expert institutions as follows:

Attendance of In-house Seminar and Discussion

Directors	Joint Audit Committee Seminar between SCC, SCGP, SCGD, and Q-CON Topic: "Expectations regarding Roles, Duties, and Responsibilities of the Audit Committee" (2 hours)	Board of Directors Seminar Topic: "Healthcare Supplies and Packaging" (1.5 hours)	Joint Board of Directors Seminar between SCC, SCGP, SCGD, and Q-CON Topic: "Decarbonization 101 by SCG" (2 hours)	Medium Term Plan (MTP) & Annual Plan (7 hours)	Joint Board of Directors Seminar between SCC, SCGP, SCGD, and Q-CON Topic: "Generative Artificial Intelligence (Generative AI)" (2 hours)	ESG Symposium 2024 (4 hours)	Joint Audit Committee Seminar between SCC, SCGP, SCGD, and Q-CON Topic: "Global Internal Audit Standard 2024" (2 hours)
1. Mr. Prasarn Trairatvorakul		✓	✓	✓	✓		
2. Mr. Thammasak Sethaudom		✓	✓	✓	✓	✓	
3. Police Colonel Thumnithi Wanichthanom				✓			
4. Mr. Roongrote Rangsiyopash				✓	✓		
5. Mrs. Kaisri Nuengsigkapan	✓	✓	✓	✓	✓	✓	✓
6. Mrs. Pongpen Ruengvirayudh	✓	✓	✓	✓	✓		✓
7. Professor Kitipong Urapeepatanapong				✓	✓		
8. Mr. Vanus Taepaisitphongse		✓	✓	✓	✓	✓	
9. Mr. Vibul Tuangsitthisombat		✓	✓	✓	✓	✓	
10. Mrs. Suphajee Suthumpun	✓	✓	✓	✓			
11. Mr. Thiraphong Chansiri				✓			
12. Mr. Wichan Jitpukdee		✓	✓	✓	✓	✓	

Remark: SCG Decor Public Company Limited (SCGD) and Quality Construction Products Public Company Limited (Q-CON) are subsidiaries of SCC and subsidiaries of the same tier as SCGP.

SCGP emphasizes the importance of sharing knowledge to directors and executives. The Company required that summaries of significant new or amended laws relevant to Company operations be regularly presented to the Board of Directors, with the Legal Advisor providing reports and addressing inquiries during meetings. Regarding knowledge of corporate governance, prevention of insider trading, conflict of interest prevention, and SCG Packaging's Code of Conduct, in 2024, SCGP distributed the updated SCG Packaging Corporate Governance Manual, which encompassed SCG Packaging's Code of Conduct, policies and guidelines on insider trading prevention and conflict of interest prevention, to all directors and executives (accounting for 100%).

Moreover, SCGP supported all the Directors for membership in the Thai Institute of Directors Association (IOD), in an attempt to receive updates and knowledge that would be beneficial for the directors, and invited them to programs under own interest. Also, the Company provided directors with significant information or updates, including the key points of new or amended laws, and/ or the subjects that were interesting or related to SCGP's operations. We compiled the guidelines, manuals, and recommendations on corporate governance for listed companies established by the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET) and the Thai Institute of Directors Association (IOD).

In 2024, the directors participated in seminars held by IOD as follows:

Mr. Prasarn Trairatvorakul

- ▶ Aspiring Directors 1/2024: “Pursuing Sustainability through Creating a Mindful Organization”

Mrs. Pongpen Ruengvirayudh

- ▶ Independent Director Forum 2024: “Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business”

Presently, 11 directors, amounting to 92% of total directors, participated in director training courses, such as the Director Certification Program (DCP) and the Director Accreditation Program (DAP). Details were recorded in the Board of Directors’ Profile, under the Corporate Governance Structure and Important Information on the Board of Directors, Sub-committees, Executives, Employees, and others section of this report.

In 2024, an orientation was given to a new director. The Company Secretary acted as a coordinator and prepared all related information of SCGP for the new director. Such information includes general information on SCGP’s business, business structure, structure of the Board of

Directors, the Board of Directors’ annual meeting schedule, Corporate Governance guidelines, Articles of Association, important laws, etc. Also, before attending their first Board of Directors’ meeting, the new director will be arranged to meet the Chief Executive Officer and the Chief Financial Officer in order to receive the brief information on SCGP and its subsidiaries’ operations. The aforementioned orientation session is done in line with the Board of Directors’ development guidelines, which were approved by the Board of Directors as recommended by the Corporate Governance and Nomination Committee.

Directors’ Performance Assessment

In 2024, the Board of Directors approved the adjustment of performance assessments for the Board of Directors and sub-committees as proposed by the Corporate Governance and Nomination Committee, and ensured that performance assessments of the Board of Directors and sub-committees as a whole were conducted, along with self-assessments, which were divided into three main topics: 1) Structure and qualifications of the Board of Directors/sub-committees; 2) Roles, duties, and responsibilities of the Board of Directors/sub-committees; and 3) Meeting attendance of the Board of Directors/sub-committees. Sub-committees’ performance as a whole achieved appropriately high scores of over 90 percent.

The assessment results of the Board of Directors and Sub-committees’ performance as a whole are summarized as follows:

Board of Directors/Sub-committees	Appropriate (%)	Improvement Required (%)
1. Board of Directors	98	2
2. Audit Committee	100	0
3. Corporate Governance and Nomination Committee	100	0
4. Remuneration Committee	100	0

For individual performance assessments of the Board of Directors and all three sub-committees, it was concluded that the Board members possessed adequate strategic knowledge and understanding. However, knowledge enhancement was recommended in areas of business structure, international market competition, and external factor impacts. Continuous training, site visits, and additional knowledge provision should be arranged. The focus should be placed on risk management, business strategy formulation, technology application, and ongoing monitoring of significant international investment projects.

For assessment results of the Board of Directors and Sub-committees as a whole that scored less than 100 percent appropriately, and individual Board member assessment results, improvement guidelines and plans will be established for further development.

Individual Directors' Meeting Attendance and Remuneration Payment

Board of Directors' Meeting Attendance in 2024

The details of the Board of Directors' meeting attendance for the fiscal year ended December 31, 2024, are as follows:

Directors	Meetings (number of meetings attended/number of meetings invited)					
	Board of Directors' Meeting				Annual General Meeting of Shareholders exclusively via Electronic Means (e-AGM)	
	January 1 - December 31, 2024				March 26, 2024	
	Total		Participation Method		No. of Meetings Attended	No. of Meetings Attended (%)
	No. of Meetings Attended	(%)	In Person	Via Electronic Means		
1. Mr. Prasarn Trairatvorakul	8/8	100	8/8	-	1/1	100
2. Mr. Thammasak Sethaudom	8/8	100	8/8	-	1/1	100
3. Police Colonel Thumnithi Wanichthanom	8/8	100	7/8	1/8	1/1	100
4. Mr. Roongrote Rangsiyopash	6/6	100	6/6	-	0/0*	N/A
5. Mrs. Kaisri Nuengsigkapien	8/8	100	6/8	2/8	1/1	100
6. Mrs. Pongpen Ruengvirayudh	8/8	100	8/8	-	1/1	100
7. Professor Kitipong Urapeepatanapong	8/8	100	8/8	-	1/1	100
8. Mr. Vanus Taepaisitphongse	8/8	100	7/8	1/8	1/1	100
9. Mr. Vibul Tuangsitthisombat	8/8	100	8/8	-	1/1	100
10. Mrs. Suphajee Suthumpun	8/8	100	3/8	5/8	1/1	100
11. Mr. Thiraphong Chansiri	7/8	88	3/8	4/8	1/1	100
12. Mr. Wichan Jitpukdee	8/8	100	8/8	-	1/1	100
13. Mr. Chalee Chantanayingyong	2/2	100	2/2	-	1/1	100
Total number of meetings in 2024	8				1	
Percentage of Directors' Participation	99				100	

Remark: *Mr. Roongrote Rangsiyopash was appointed as director by the resolution of the 2024 Annual General Meeting of Shareholders (31st Meeting) to replace Mr. Chalee Chantanayingyong, the retiring director who attended the 2024 Annual General Meeting of Shareholders. Mr. Roongrote Rangsiyopash attended all Board of Directors' meetings after assuming the director position.

The Charter of the Board of Directors specified that the average attendance rate of the directors at the Board of Directors' meetings (including meetings through electronic channels) for each year must be at least 80%, and each director must attend at least 75% of the Board meetings held throughout the year. In 2024, all directors fully complied with these requirements.

Monetary Remuneration

For the remuneration of the Board of Directors and sub-committees in 2024, the 2024 Annual General Meeting (the 31st Meeting) held on March 26, 2024, approved the remuneration as proposed by the Board of Directors, which came into effect starting from the date of approval until the shareholders' until the resolution of the shareholders' meeting change otherwise. Remuneration details are as follows:

Committee	Position	Regular Remuneration (Baht)		Bonus (Baht)	Attendance Fee (Baht/Person/Meeting)
		Monthly	Annual		
Board of Directors (1 Chairman / 11 Directors)	Chairman	150,000	-	The Board of Directors would receive a bonus in the amount not exceeding 0.5 percent of the dividend distributed to the Shareholders. The Board of Directors shall consider and determine the allocation and payment.	-
	Director	100,000	-		-
Audit Committee (1 Chairman/ 2 Members)	Chairman	-	150,000		60,000
	Director	-	100,000		40,000
Corporate Governance and Nomination Committee (1 Chairman/ 2 Members)	Chairman	-	120,000		45,000
	Director	-	100,000		30,000
Remuneration Committee (1 Chairman/ 2 Members)	Chairman	-	120,000		45,000
	Director	-	100,000		30,000

Other Remuneration

SCGP does not pay any remuneration or benefit other than those specified above to directors and committees' members. The following table represents the monetary remuneration given by SCGP to directors, independent directors, and committees' members for the fiscal year ended December 31, 2024.

Table of Remuneration for the Board of Directors and Sub-committees in 2024 (January 1 - December 31, 2024)

Directors/Members of the Committees	Board of Directors (12 persons)	Audit Committee (3 persons)	Corporate Governance and Nomination Committee (3 persons)	Remuneration Committee (3 persons)	Bonus Paid to Directors and Members of the Committees in 2024** (Baht)	Total (Baht)
1. Mr. Prasam Trairatvorakul*	1,800,000.00	-	-	-	1,415,900.00	3,215,900.00
2. Mr. Thammasak Sethaudom	1,200,000.00	-	-	280,000.00	944,200.00	2,424,200.00
3. Police Colonel Thumnithi Wanichthanom	1,200,000.00	-	-	-	944,200.00	2,144,200.00
4. Mr. Roongrote Rangsiyopash	916,666.67	-	166,373.63	-	226,400.00	1,309,440.30
5. Mrs. Kaisri Nuengsigkapan*	1,200,000.00	510,000.00	-	-	944,200.00	2,654,200.00
6. Mrs. Pongpen Ruengvirayudh*	1,200,000.00	340,000.00	-	-	944,200.00	2,484,200.00
7. Professor Kitipong Urapeepatanapong*	1,200,000.00	-	300,000.00	-	944,200.00	2,444,200.00
8. Mr. Vanus Taepaisitphongse*	1,200,000.00	-	-	390,000.00	944,200.00	2,534,200.00
9. Mr. Vibul Tuangsitthitsombat*	1,200,000.00	-	-	280,000.00	944,200.00	2,424,200.00
10. Mrs. Suphajee Suthumpun*	1,200,000.00	276,373.63	53,626.37	-	944,200.00	2,474,200.00
11. Mr. Thiraphong Chansiri	1,200,000.00	-	190,000.00	-	944,200.00	2,334,200.00
12. Mr. Wichan Jitpukdee	1,200,000.00	-	-	-	944,200.00	2,144,200.00
13. Mr. Chalee Chantanayingyong*	283,333.33	63,626.37	-	-	717,800.00	1,064,759.70
Total	15,000,000.00	1,190,000.00	710,000.00	950,000.00	11,802,100.00	29,652,100.00

Remarks: *Independent directors

**The directors' bonus paid in 2024 is calculated based on the 2023 annual dividend paid to the shareholders on April 22, 2024, and the 2024 interim dividend paid on August 21, 2024.

1) Director No. 1 is the Chairman of the Board.

2) Director No. 4 has been a director and a member of the Corporate Governance and Nomination Committee since March 26, 2024.

3) Director No. 5 is the Chairman of the Audit Committee.

4) Director No. 7 is the Chairman of the Corporate Governance and Nomination Committee.

5) Director No. 8 is the Chairman of the Remuneration Committee.

6) Director No. 10 served as a member of the Corporate Governance and Nomination Committee until March 26, 2024, and has been appointed as a member of the Audit Committee in replacement of Mr. Chalee Chantanayingyong.

7) Director No. 13 served as an independent director and member of the Audit Committee until March 26, 2024.

8) The Sustainability and Risk Management Committee receives no remuneration.

SCGP does not pay any remuneration or benefit other than those approved by the shareholders' meeting, as specified above, to directors and committees' members.

Remuneration Received by SCGP's Independent Directors as the Independent Director of Parent Company or Subsidiaries of the Same Tier as SCGP in 2024

An independent director of SCGP who is an independent director of The Siam Cement Public Company Limited (SCC) received the following remuneration from SCC as follows:

Directors	Position in SCC	Total Remuneration (Baht)
1. Mr. Prasarn Trairatvorakul	Independent Director and Chairman of the Remuneration Committee (SCC)	4,128,628.65

Remuneration Received by SCGP's Independent Directors as the Independent Director of SCGP's Subsidiaries in 2024

-N/A-

Below are the details on the Board of Directors meeting attendance and the remuneration of directors and executives of the five subsidiaries which are the center of SCGP's core business, namely Siam Kraft Industry Company Limited (SKIC), PT Fajar Surya Wisesa Tbk. (Fajar), Thai Containers Group Company Limited (TCG), Phoenix Pulp and Paper Public Company Limited (PPPC), and TC Flexible Packaging Company Limited (TCFP), for the fiscal year ended December 31, 2024.

(1) Siam Kraft Industry Company Limited (SKIC)

(A) Board of Directors

As of December 31, 2024, the Board of Directors of SKIC consisted of 5 members (no. 1 to 5). The details on the Board of Directors' meetings participation are as follows:

Director	Position	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mr. Wichan Jitpukdee*	Chairman	4/4
2. Mr. Jakjit Klomsing*	Director	2/2
3. Mr. Danaidej Ketsuwan*	Director	4/4
4. Mr. Sompob Witworrasakul*	Director	4/4
5. Mr. Wichan Charoenkitsupat*	Director	4/4
6. Mr. Karan Tejasen*	Director	1/2

Remarks: *Directors appointed by SCGP

1) Director No. 6 resigned from SKIC in 2024.

2) Mr. Jakjit Klomsing was appointed as director to replace Mr. Karan Tejasen, effective from May 8, 2024

(B) Directors' Remuneration

(1) Monetary Remuneration

- N/A -

(2) Other Remuneration

- N/A -

(2) PT Fajar Surya Wisesa Tbk. (Fajar)

(A) Board of Commissioners

As of December 31, 2024, the Board of Commissioners of Fajar consisted of 9 members (no. 1 to 9). The details on the Board of Commissioners' meetings participation are as follows:

Commissioner	Position	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mr. Wichan Jitpukdee*	Chairman	9/9
2. Mr. Wichan Charoenkitsupat*	Commissioner	9/9
3. Mr. Danaidej Ketsuwan*	Commissioner	9/9
4. Mr. Rattakrai Limsirtrakul*	Commissioner	3/3
5. Ms. Vilia Sulistyو	Commissioner	9/9
6. Mr. Roy Teguh	Commissioner	9/9
7. Mr. Tony Tjandra	Independent Commissioner	9/9
8. Mr. Lim Chong Thian	Independent Commissioner	9/9
9. Mr. Sudarmanto Wiryodiatmo	Independent Commissioner	9/9
10. Mr. Kitti Tangjitmaneesakda*	Independent Commissioner	6/6

Remarks: *Directors appointed by SCGP

1) Director No. 10 resigned from Fajar in 2024.

2) Mr. Rattakrai Limsirtrakul was appointed as a director, replacing Mr. Kitti Tangchitmaneesakda, effective from September 20, 2024

(B) Audit Committee

As of December 31, 2024, the Audit Committee of Fajar consisted of 3 members. The details on the Audit Committee's meetings participation are as follows:

Member	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mr. Lim Chong Thian*	10/10
2. Ms. Elizabeth Linandi	10/10
3. Ms. Shiery	10/10

Remarks: *Chairman of the Audit Committee

(C) Nomination and Remuneration Committee

As of December 31, 2024, the Nomination and Remuneration Committee of Fajar consisted of 3 members (no. 1 to 3). The details on the Nomination and Remuneration Committee's meetings participation are as follows:

Member	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mr. Tony Tjandra*	3/3
2. Ms. Vilia Sulistyو	3/3
3. Mr. Ardie Oscar	2/2
4. Mr. Kurniawan	1/1

Remarks: *Chairman of the Nomination and Remuneration Committee

1) Director No. 4 resigned in 2024.

2) Mr. Ardie Oscar was appointed as a member of the Nomination and Remuneration Committee, replacing Mr. Kurniawan, effective from March 15, 2024

(D) Commissioners' Remuneration

(1) Monetary Remuneration

For the fiscal year that ended on December 31, 2024, Fajar paid monetary remuneration of Rupiah 5,758,115,000 (Baht 12,930,988.86) to four commissioners who are not SCGP's directors or executives.

Commissioner	Monetary Remuneration Paid between January 1 and December 31, 2024 (Rupiah)			
	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Total
1. Mr. Wichan Jitpukdee*	-	-	-	-
2. Mr. Wichan Charoenkitsupat*	-	-	-	-
3. Mr. Danaidej Ketsuwan*	-	-	-	-
4. Mr. Rattakrai Limsirtrakul*	-	-	-	-
5. Ms. Vilia Sulistyio	-	-	-	-
6. Mr. Roy Teguh	2,705,295,000	-	-	2,705,295,000
7. Mr. Tony Tjandra	1,552,820,000	-	-	1,552,820,000
8. Mr. Lim Chong Thian	660,000,000	-	-	660,000,000
9. Mr. Sudarmanto Wiryodiatmo	840,000,000	-	-	840,000,000
10. Mr. Kitti Tangjitmaneesakda*	-	-	-	-

Remarks: *Members who are directors or management of SCGP do not receive remuneration as directors of a subsidiary.

1) Director No. 10 resigned from Fajar in 2024

(2) Other Remuneration

-N/A-

(3) Thai Containers Group Company Limited (TCG)

(A) Board of Directors

As of December 31, 2024, the Board of Directors of TCG consisted of eight members (no. 1 to 8). The details on the Board of Directors' meetings participation are as follows:

Director	Position	Number of meetings attended/Total number of meetings January 1 – December 31, 2024
1. Mr. Wichan Jitpukdee*	Chairman	4/4
2. Mr. Hirofumi Hori	Director	2/4
3. Mr. Danaidej Ketsuwan*	Director	4/4
4. Mr. Tomohisa Ishimi	Director	4/4
5. Mr. Ekaraj Niroj*	Director	3/3
6. Mr. Jakjit Klomsing*	Director	4/4
7. Mrs. Kanchana Arakwatana*	Director	1/1
8. Mr. Toshinobu Sada	Director	2/4
9. Mr. Sompob Witworrasakul*	Director	1/1
10. Mr. Karan Tejasen*	Director	2/3

Remarks: *Directors appointed by SCGP

1) Directors No. 9 and 10 resigned from TCG in 2024.

2) Mr. Ekaraj Niroj was appointed as a director, replacing Mr. Sompob Witworrasakul, effective from April 8, 2024

3) Mrs. Kanchana Arakwatana was appointed as a director, replacing Mr. Karan Tejasen, effective from October 30, 2024

(B) Directors' Remuneration

(1) Monetary Remuneration

-N/A-

(2) Other Remuneration

-N/A-

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

(A) Board of Directors

As of December 31, 2024, the Board of Directors of PPPC consisted of seven members (no. 1 to 7). The details on the Board of Directors' meetings participation are as follows:

Director	Position	Number of meetings attended/Total number of meetings January 1 – December 31, 2024
1. Mr. Wichan Jitpukdee*	Chairman	6/6
2. Mr. Suchai Korprasertsri*	Director	6/6
3. Mr. Thalengsak Ratchburi*	Director	1/1
4. Ms. Harumi Kiribe	Director	5/5
5. Mr. Danaidej Ketsuwan*	Director	6/6
6. Mr. Som Narongrerknavin*	Director	5/6
7. Mr. Norio Ozawa	Director	5/6
8. Mr. Masaya Masukawa	Director	0/1
9. Mr. Wichan Charoenkitsupat*	Director	5/5

Remarks: *Directors appointed by SCGP

(1) Directors No. 8 and 9 resigned from PPPC during 2024

(2) Ms. Harumi Kiribe was appointed as a director, replacing Mr. Masaya Masukawa, effective from February 1, 2024

(3) Mr. Thalengsak Ratchburi was appointed as a director, replacing Mr. Wichan Charoenkitsupat, effective from September 25, 2024

(B) Directors' Remuneration

(1) Monetary Remuneration

- N/A-

(2) Other Remuneration

- N/A-

(5) TC Flexible Packaging Company Limited (TCFP)

(A) Board of Directors

As of December 31, 2024, the Board of Directors of TCFP consisted of eight members (no. 1 to 8). The details on the Board of Directors' meetings participation are as follows:

Director	Position	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mr. Wichan Jitpukdee*	Chairman	3/3
2. Mr. Suchai Korprasertsri*	Director	1/3
3. Mr. Hirofumi Hori	Director	2/3
4. Mr. Kenzo Sano	Director	3/3
5. Mr. Jakjit Klomsing*	Director	3/3
6. Mr. Ekaraj Niroj*	Director	2/3
7. Mr. Danaidej Ketsuwan*	Director	3/3
8. Mr. Toshinobu Sada	Director	2/3
9. Mr. Karan Tejasen*	Director	1/3
10. Mr. Sompob Witworrasakul*	Director	1/3

Remarks: *Directors appointed by SCGP

1) Directors No. 9 and 10 resigned from TCFP in 2024

2) Mr. Suchai Korprasertsri was appointed as a director, replacing Mr. Karan Tejasen, effective from October 30, 2024

3) Mr. Ekaraj Niroj was appointed as a director, replacing Mr. Sompob Witworrasakul, effective from April 8, 2024

- (B) Directors' Remuneration
- (1) Monetary Remuneration
- N/A-
- (2) Other Remuneration
- N/A-

Table of Director Remuneration Received from Subsidiaries

No.	Company	Directors' Remuneration		
		Number of Directors/ Commissioners*	Monetary Remuneration** (Baht)	Other Remuneration (Baht)
1.	SKIC	6	-N/A-	-N/A-
2.	Fajar	10	12,930,998.86	-N/A-
3.	TCG	10	-N/A-	-N/A-
4.	PPPC	9	-N/A-	-N/A-
5.	TCFP	10	-N/A-	-N/A-

Remarks: *Including directors/commissioners who resigned/retired during the year
**Paid as salary and bonus

Follow-up on the Oversight of Subsidiaries and Associated Companies

In 2024, the Board of Directors reviewed and approved the Policy to Govern and Manage Subsidiaries and Affiliates Operating Core Businesses, which had been previously amended in 2020. The Board determined the framework and mechanisms for governing the policies and operations of important subsidiaries and associated companies. It also necessitated a yearly follow-up of the operations. Details are as mentioned below:

► Appointment or Nomination of Candidates for Director or Executive Positions in the Subsidiaries and Affiliates

To ensure that subsidiary companies efficiently comply with policy guidelines, goals, vision, medium-term business plans, and strategic plans, SCGP created a policy to appoint persons as the directors or executives in subsidiaries and associated companies proportionately to SCGP's shareholding in each subsidiary or associated company, unless the Board of Directors considers that having a lesser appointment does not affect the power of SCGP in formulating policies and conducting matters that have a significant effect on the financial status and operating results of that subsidiary or associated company. Regardless, there is an appropriate balance of power in that subsidiary or associated company. In addition, the persons to be appointed or nominated as the directors or executives in subsidiaries or associated companies must have qualifications as specified by the Board of Directors.

► Determination of the Scope, Authority, Roles and Responsibilities of Directors and Executives that are SCGP's Representatives in Subsidiaries or Associated Companies for the Control or Participation in the Formulation of Policies Important to Business Operations

Directors and executives of subsidiaries or associated companies who are appointed or nominated by SCGP have a duty to supervise the entry into any transactions or activities, which would have a significant effect on the financial status or performance of the subsidiary or associated company under their responsibility, as specified in the Delegation of Authority manual or the Articles of Association of the subsidiaries or associated companies. Before the subsidiaries or associated companies organize their own Board or shareholders' meetings to consider and approve proceeding with such matters, they must also be given consent/approval by SCGP's Board of Directors or at the shareholders' meeting (as the case may be).

► Information Disclosures of the Subsidiaries

Subsidiaries must completely and accurately disclose to SCGP information on their financial status and operating results within the time prescribed by SCGP. This includes connected transactions with subsidiaries, the acquisition or disposition of assets or any other significant transactions, business plans, business expansions, large investment projects as approved by SCGP, and investments with other entrepreneurs.

► **Establishment of Appropriate and Comprehensive Internal Control System and Other Governance Mechanisms for the Subsidiaries Operating SCGP's Core Business**

Examples of internal control systems and governance mechanisms for the subsidiaries operating SCGP's core business are as follows:

Subsidiaries' Insider Trading

SCGP prohibits directors, executives, employees, or assignees of subsidiaries, including their spouses and underage children, from using SCGP's or subsidiaries' insider information, either derived from the performance of their duties or in any other way, which may create a material effect on SCGP's securities price for their own or others' benefit, whether directly or indirectly, and whether or not the effect will be rewarded.

Regulation on Transactions Approval and Execution Authorization

The Board of Directors of subsidiaries has the power to approve the subsidiary companies' matters in accordance with the scope of their duties as prescribed by law, the Articles of Association of the subsidiaries, and resolutions of the subsidiaries' shareholder meetings. SCGP stipulates that transactions or actions of the subsidiaries in the following matters must be approved by SCGP's Board of Directors or at SCGP's shareholders' meeting (as the case may be). These include approvals of the annual budget, dividend payments, auditor appointments (if not affiliated with an auditing firm in the same network as SCGP's auditors), capital increases or reductions resulting in a change in shareholding proportion, amendments to the Articles of Association, execution of connected transactions, sales or transfer of subsidiary's businesses, leasing/lending/guaranteeing/ financial assistance, business dissolution, and any other transactions which are not normal business transactions. In these instances, subsidiaries shall adopt the criteria for calculating these transactions as prescribed in the notification of the Capital Market Supervisory Board and the Stock Exchange of Thailand Commission regarding the acquisition or disposal of assets and/or connected transactions (as the case may be), and the application of mutatis mutandis.

Guidelines for Overseeing Conflicts of Interest of Directors, Executives, and Major Shareholders

The Board of Directors has established the Connected Transaction Policy and the Prevention of Conflicts of Interest Policy to ensure that SCGP can manage any cases involving directors, executives, and major shareholders of SCGP and its subsidiaries. These policies are in accordance with the Securities and Exchange Act, B.E. 2535 (as amended), the notification of the Capital Market Supervisory Board No. Tor Jor. 21/2551 on rules on connected transactions, and the notification of the Stock Exchange of Thailand (Bor Jor/ Por 22-01) on disclosures of information and operations of listed companies for connected transactions, B.E. 2546. They also strictly follow laws, regulations, announcements, and related orders. Directors, executives, or related persons of subsidiaries can only enter into transactions with subsidiaries with the permission of either the subsidiary's and/or SCGP's Board of Directors, and/or through the subsidiary's and/or SCGP's shareholders' meetings, as the case may be. Permission requirements are determined on a case-by-case basis according to the transaction size, determined using the transaction calculation criteria as prescribed in the notifications of the Capital Market Supervisory Board and the Stock Exchange of Thailand Commission regarding connected transactions and/or other applicable amended notifications, and the application of mutatis mutandis.

However, the aforementioned practices will not be applied if such a transaction is the transaction under a trade agreement and follows the same processes as transactions between persons of ordinary prudence and general counterparties in the same situation. Also, there shall be no trade bargaining power from being a director, executive or related person to directors or executives (as the case may be). Trade agreements must be approved by the Board or in accordance with principles that have already been approved by the Board.

In addition, SCGP has established other important guidelines, such as:

1. Directors and management of subsidiaries must avoid making transactions that may cause a significant conflict of interest against the subsidiaries. To conduct such transactions, the subsidiaries' Board of Directors must be informed and must report such matters to SCGP's Board for consideration and approval.
2. The subsidiaries' directors shall not take part in the approval of transactions, whether directly or indirectly, involving their stakes or causing the conflict between their and the subsidiaries' interests.
3. The following actions could result in directors or related persons of subsidiary companies receiving extra financial benefits, or they may cause damage to SCGP or its subsidiaries. It is therefore assumed that the following actions materially conflict with the interests of the subsidiaries:
 - (A) Transactions between subsidiaries and directors or related persons which do not comply with the regulations on connected transactions
 - (B) Trading of SCGP's or its subsidiaries' insider, except those have been publicized.
 - (C) Use of property or business opportunities of SCGP or its subsidiaries which is considered as violation of the rules or general practices enforced by the Capital Market Supervisory Board.

Qualifications of Directors, Executives, and Controlling Persons

In the Policy to Govern and Manage Subsidiaries and Affiliates Operating Core Business, the Board of Directors established the qualifications of individuals who can be appointed or nominated as directors or executives in subsidiaries and associated companies. The Chief Executive Officer will appoint and transfer individuals to represent SCGP as directors or executives of subsidiaries and associated companies based on these qualifications. They must:

- (A) have all necessary qualifications and do not exhibit any prohibited characteristics as prescribed by the law or the relevant requirements;
- (B) have knowledge, capabilities, and experience beneficial to business operations and suitable for the performance of duties and responsibilities;
- (C) have leadership skills and be able to give broad recommendations that will drive the subsidiary or associated company to achieve their objectives;
- (D) have the ability to make reasonable decisions in accordance with SCG Packaging's Corporate Governance and Code of Conduct.

Agreements between the Company and Other Shareholders Regarding the Management of Subsidiaries and Associated Companies that are Significant to the Group Operations and Management:

Thai Containers Group Company Limited (TCG)

Agreement between Shareholders of TCG	
Parties	SCGP and Rengo Co., Ltd. (RENGO)
Shareholding Proportion as of December 31, 2024	SCGP holds 70.00% of total shares. RENGO holds 30.00% of total shares.
Powers and Duties of the Board of Directors	<ol style="list-style-type: none"> (1) The Board of Directors consisted of 10 directors, 7 of which are nominated by SCGP and another three nominated by Rengo (2) The Chairman of the Board and the Managing Director of TCG must be appointed from the directors nominated by SCGP (3) The quorum of the Board's meeting consisted of at least 6 directors, provided that 1 director appointed by Rengo must attend the meeting to form a quorum (4) Unless otherwise specified in the important administrative requirements, any matter or action must be approved by a majority vote of the Board
Important Administrative Requirements	<p>The following matters require approval by a majority vote of the directors attending the Board meeting, provided that such majority includes at least one director nominated by Rengo:</p> <ol style="list-style-type: none"> (1) Significant changes in the nature of TCG's business, including but not limited to (a) the creation, relocation, dissolution, or divestment of a subsidiary, and (b) a merger and acquisition, or any other form of amalgamation with other companies (2) Investing in any other company or juristic person, or acting on behalf of TCG as a shareholder or partner in another company or juristic person, such as in a joint venture (3) Lending money or providing insurance for the benefit of other companies or juristic persons, except SCGP or a subsidiary of TCG (4) Issuance of new shares or capital reduction of TCG (5) Any dividend payment from TCG (6) Entering into any contract or agreement that is material to TCG
Shareholders' Meeting	<ol style="list-style-type: none"> (1) The quorum of the ordinary general shareholders' meeting consisted of shareholders who attend in person or by proxy and account for more than 50% of the total number of TCG paid-up shares. (2) The following matters require special resolutions at the ordinary general meeting or the extraordinary general meeting of shareholders: <ol style="list-style-type: none"> (2.1) Amendment, cancellation or certification of TCG's Memorandum of Association and Articles of Association (2.2) Capital increase or issuance of new shares (2.3) Capital reduction (2.4) Issuance of debentures (2.5) Mergers and acquisitions (2.6) Liquidation of TCG (3) The following matters must be approved at the ordinary general meeting of shareholders by a majority of more than 70% of total votes: <ol style="list-style-type: none"> (3.1) Appointment or discharge of directors and auditors (3.2) Directors' and auditors' remuneration (3.3) Cash or stock dividend payment (3.4) Acquisition of all or a substantial portion of the business of any other person or juristic person (3.5) Transfer of TCG's core business and of all or a substantial portion of TCG's assets
Dividend Payments	The parties must comply with the requirements under the Civil and Commercial Code of Thailand. TCG must also declare all profits after taxes each year unless the parties agree otherwise. However, if TCG affiliates suffer losses, dividends must be agreed upon by both parties.

Phoenix Pulp & Paper Public Company Limited (PPPC)

PPPC Joint Venture Agreement	
Parties	SCGP and Nippon Paper Industries Co., Ltd. (NPI)
Shareholding Proportion as of December 31, 2024	SCGP holds 69.58% of total shares. NPI holds 30.00% of total shares.
Powers and Duties of the Board of Directors	<ol style="list-style-type: none"> (1) The Board of Directors consisted of 7 directors, 5 of which are nominated by SCGP and another 2 nominated by NPI. (2) The quorum of the Board's meeting consisted of more than half of total directors. (3) The Chairman of the Board must be appointed from the directors nominated by SCGP and serves as the chairman at the shareholders' and the Board's meetings. The Vice-Chairman may be appointed from the directors nominated by NPI. (4) The Managing Director of PPPC must be appointed from the directors nominated by SCGP. (5) Matters must be approved by a majority vote of the Board.
Important Administrative Requirements	<p>The following matters require approval by a majority vote of the directors at the Board meeting, provided that such majority includes at least 1 director nominated by NPI:</p> <ol style="list-style-type: none"> (1) Approval of a business plan that is longer than 12 months (2) Proposals to the shareholders' meeting to approve dividend payments and the announcement of the interim dividend (3) Listing of PPPC on the Stock Exchange of Thailand (4) Transactions worth more than Baht 30 million between PPPC and its shareholders or directors (5) Acquisition of shares in other companies or disposal of a shareholding in a subsidiary (6) Entering into guarantees for claims worth more than Baht 50 million.
Shareholders' Meeting	<ol style="list-style-type: none"> (1) The shareholders' meeting must consist of at least 25 shareholder attendees, or not less than half of the total number of shareholders, with a total number of shares in proportion to not less than 50% of the total shares issued by PPPC. (2) Any matter must be approved by the affirmative votes of more than 50% of the total number of shares of the shareholders attending the meeting and eligible to vote. (3) The following matters must be approved at the shareholders' meeting by affirmative votes of not less than 75% of the total number of shares of the shareholders attending the meeting and eligible to vote: <ul style="list-style-type: none"> - Amendment of the Memorandum of Association and Articles of Association - Increase or reduction of capital - Mergers - Payment of stock dividend - Acquisition of the business of another person or juristic person - Transfer of the PPPC's business or substantial assets (4) The following matters must be approved at the shareholders' meeting by affirmative votes of not less than 71% of the total number of shares of the shareholders attending the meeting and eligible to vote: <ul style="list-style-type: none"> - Directors' remuneration - Appointment and remuneration of the auditors - Investment in other company or business entity
Dividend Payments	Dividend payments must be made in accordance with the resolution of the shareholders' or the Board of Directors' meeting, as the case may be. However, PPPC will pay dividends at an agreed-upon percentage of the net profit, depending on the performance of PPPC and its subsidiaries and the provision of reserves as required by law.

TC Flexible Packaging Company Limited (TCFP)

Agreement between Shareholders of TCFP	
Parties	TCG and Rengo Co., Ltd. (RENGO)
Shareholding Proportion as of December 31, 2024	TCG holds 75.00% of total shares. RENGO holds 20.00% of total shares. HOWA holds 5.00% of total shares.
Powers and Duties of the Board of Directors	<ol style="list-style-type: none"> (1) The Board of Directors consisted of 8 directors, 5 of which are nominated by TCG and another 3 are nominated by RENGO. (2) The Chairman of the Board and the Managing Director must be appointed from the directors nominated by TCG. (3) The quorum of the Board's meeting consisted of at least 5 directors, of which 1 director nominated by RENGO must attend the meeting to form a quorum. (4) Unless otherwise specified in the important administrative requirements, any matter or action must be approved by a majority vote of the Board.
Important Administrative Requirements	<p>The following matters require approval by a majority vote of the directors attending the Board's meeting in person, provided that such majority includes at least 1 director nominated by RENGO:</p> <ol style="list-style-type: none"> (1) Significant changes in the nature of TCFP's business operations, including but not limited to: <ol style="list-style-type: none"> (a) the creation, relocation, dissolution, or divestment of subsidiary companies; (b) mergers and acquisitions or any other form of amalgamation with other companies; and (c) any business start-up other than TCFP's current business. (2) TCFP's investment in any company or juristic person as a shareholder or partner in another company or juristic person, such as a joint venture (3) Lending or providing a guarantee for the benefit of another company or any juristic or natural person (4) Issuance of new shares or capital reduction of TCFP. (5) Any dividend payment from TCFP (6) Entering into any contract or agreement that is material to TCFP (7) Acquisition of all business or all significant parts of the business of other persons.
Shareholders' Meeting	<ol style="list-style-type: none"> (1) An ordinary general shareholders' meeting must have shareholders attending in person or by proxy accounted for more than 50% of the total paid-up shares of TCFP, and RENGO must attend the meeting to form a quorum. (2) A resolution will be considered a special resolution when it is passed by a majority of more than three-fourths of the total number of shares of the shareholders who attend the meeting and are eligible to vote. (3) The following matters must be decided at an ordinary or extraordinary general meeting of shareholders by a special resolution: <ol style="list-style-type: none"> (3.1) Amendment, cancellation or certification of TCFP's Memorandum of Association and Articles of Association (3.2) Capital increase or issuance of new shares (3.3) Capital reduction (3.4) Issuance of debentures (3.5) Mergers and acquisitions (3.6) Liquidation of TCFP (3.7) Election or discharge of directors and auditors (3.8) Directors' and auditors' remuneration (3.9) Cash or stock dividend payment (3.10) Transfer of TCFP's core business and any transfers of or commitments for contingent liabilities on a substantial portion of assets or all assets of TCFP.
Dividend Payments	The counterparty must comply with the requirements under the Civil and Commercial Code of Thailand. A portion of the income must be reserved for TCFP expansion and/ or investment in accordance with TCFP policy, and TCFP must pay dividends equal to 50% of its net profit after tax.

Monitoring of the Corporate Governance Policies and Practices Compliance

SCGP has performed monitoring activities to ensure the strict compliance with SCG Packaging's Corporate Governance Handbook, especially with regards to amendment and new agenda approved by the Board of Directors in 2024. The Management was assigned to announce such information to all employees and arrange training sections to encourage and promote accurate and appropriate adherence.

The following six aspects of SCGP's corporate governance were monitored to ensure the compliance:

(1) Prevention of Conflicts of Interest

SCGP outlines the clear shareholding structure and prohibits cross holding between the Company and its major shareholders in order to prevent any conflict of interest against either of the parties. The shareholding structures of SCGP and its subsidiaries are disclosed in the annual report. Moreover, SCGP follows up the compliance with the Prevention of Conflicts of Interest Policy to ensure that it is practiced to maximize SCGP's interests. Details are as follows:

- 1) Communicate and raise awareness of the prevention of conflicts of interest among employees from all levels through infographic media and SCGP's intranet network. Also, the employees are required to annually take the Ethics e-testing on the determined topics.
- 2) Prepare the summary of SCGP's corporate governance practices, centering on the topic of conflict of interest prevention, for the directors to refer to.
- 3) Require that the directors and executives notify the Company Secretary when noticing any potential conflict of interest in their relationship or transaction with SCGP or its subsidiaries. The Company Secretary shall submit the conflict of interest report to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 business days from the date of receiving the notification.
- 4) The Internal Audit Office shall be able to access the related data and information in order to review connected transactions and trade agreements with general trading conditions between SCGP or its subsidiaries and the directors, executives, or related

persons, and regularly report the matters to the Audit Committee on a quarterly basis.

In 2024, there was 1 case related to conflict of interest transaction. The penalty had been enforced as per the Company's regulations.

(2) Prevention of Insider Trading

Use of the Company's Insider Information

SCGP monitors the use of insider information, or material information that has not yet been disclosed to the public, which can lead to changes in the price or value of SCGP securities. The Board of Directors has established the Insider Information Management and IT Governance Policy so that all directors, executives, and employees can perform their duties and communicate correctly. The use of insider information must be within the limits of assigned duties and responsibilities. Public disclosure of insider information, including any communications related to insider information, must only be approved by the Chief Executive Officer, the Chief Financial Officer, or those who have been assigned. SCGP has also prepared a summary of SCGP's corporate governance practices, centering on the use of insider information, for the directors to refer to.

In 2024, there was no incident that contradicted these policies.

Measures on Prohibition of Securities Trading

The Board of Directors has established measures to prohibit securities trading (Blackout Period). In addition, directors, executives (including those holding executive positions in accounting or finance as department managers or equivalent level), and employees in departments related to insider information, including spouses, cohabiting couples, or underage children of persons who have received insider information, must not trade in or enter into future or forward contracts for the securities of SCGP, the listed companies which are subsidiaries or associated companies of SCGP, or other listed companies related to insider information for one month before the disclosure of quarterly and annual financial statements, and within 24 hours after the public disclosure of the financial statements.

In addition, directors, executives (including those holding executive positions in accounting or finance as department managers or equivalent level), and employees in departments related to insider information,

including spouses, cohabiting couples, or underage children of persons who have received insider information of SCGP, the listed companies that are subsidiaries or associated companies of SCGP, or other listed companies related to insider information, must not trade in the securities of said companies for 24 hours after the insider information has been publicly disclosed in full.

The Company Secretary will give prior notification to SCGP's directors, executives, and management of the departments related to insider information of the Blackout Period so as to ensure that the information is not used for personal benefits. In 2024, no directors or executives traded in SCGP securities during the Blackout Period.

Reporting on Holdings and Changes in Securities and Derivatives Holdings

Under the Insider Information Management and IT Governance Policy, SCGP must inform the Board of Directors and executives, including those holding managerial positions in accounting or finance (and are department managers or equivalent), of their duties regarding the preparation, disclosure, and submission of reports of their holdings and changes in their securities holdings and derivatives holdings –including holdings of their spouse, cohabitant, underage children, and the juristic persons in which they, with their spouse, cohabitant, and underage children, collectively hold the shares exceeding 30% of the total number of shares with voting rights (and such proportion is considered as majority shareholding). These reports are submitted to the Securities and Exchange Commission (SEC) in accordance with the provisions of the Securities and Exchange Act, the notifications of the Securities and Exchange Commission, relevant notifications of the Capital Market Supervisory Board, and relevant penalties under the law.

In addition, SCGP's Inside Information Management and Information Technology Policy requires that the securities trading intention shall be notified to the Company Secretary at less one business day prior to the actual proceeding via phone, email or other means. The notification can also be done by the submission of SCGP's Securities Trading Intention Form. Moreover, the reports on holdings and changes in securities and derivatives holdings must be submitted to the Company Secretary before submission to the SEC Office. The Company Secretary must compile and report holdings



at the Board of Directors' meeting for the Board's awareness and acknowledgment. Securities holdings and changes are one of the agenda topics at the Board of Directors meetings.

The public disclosure of essential information shall be one in accordance with the Disclosure Policy, which clearly determines the persons entitled to disclose information and their duties. Such persons are allowed to disclose information only in line with the authority set forth by SCGP.

(3) Human Rights

SCGP has established the Human Rights Policy, Diversity and Inclusion Policy, and other international regulations. The policies have been put into practice by the ESG Committee. Risks to human rights, both in SCGP's own operations and the supply chain, are assessed for the establishment of the Human Rights Risk Management Plan. The plan is focused on the effective, preventive actions against human rights violations. For example, the fair, transparent, and competency-based recruitment and selection policy is set to ensure equality in the recruitment processes, regardless of religious belief, age, race, sex and education. Enforced through a committee system, the policy serves as guidelines for practices, both domestic and overseas. The Internal Audit Office monitors the compliance of Human Rights Policy during the annual audit and provides whistleblowing channels for employees and internal personnel. In 2024, according to the audit and whistleblowing reports, there was one case on sexual harassment. The penalty had been enforced as per the Company's regulations. No infringement of human rights was found in 2024.

(4) Use of Information Technology

SCGP places importance on the efficient and safe use of information technology. The Company has established the e-Policy, stating the use of information technology as approved by the Chief Executive Officer, IT director, or other authorized persons, and the preventive measures for computer and information security. Also, the Cyber Security Governance Committee is appointed to oversee the IT security of SCGP and ensure its compliance with SCGP's business approach, cyber threat prevention, and efficient operations.

The Internal Audit Office audits the sufficiency of internal control systems over information security annually and reports results to the Audit Committee. In 2024, no significant violation was found in the audit.

(5) Anti-Corruption

The Board of Directors approves the Anti-Corruption Policy, as agreed by the Corporate Governance and Nomination Committee, and regularly reviews its appropriateness. The Anti-Corruption Policy is disclosed on SCGP's official website (www.SCGPackaging.com) in the section of Corporate Governance.

SCGP is continuously committed to complying with the Anti-Corruption Policy. Such commitment can be proved by the certification as the Certified Company by the Thai Private Sector Collective Action Against Corruption (CAC) on March 31, 2022.

To set the tone at the top, the Chief Executive Officer communicates, via the "Message from CEO", to all employees to strictly adhere to SCG Packaging's Code of Conduct and Anti-Corruption Policy and consistently emphasizes the importance of policies compliance. The Management is tasked with raising awareness on the matter, promoting trustworthy operations, and becoming a role model for all employees. In addition, as the first line of defense, the Management must assess risks, establish appropriate measures, promote, communicate, and comply with the Anti-Corruption Policy, and raise awareness among employees regarding actions that are susceptible to corruption and the potential damage they might cause. The Management must regularly analyze indications and assess corruption risks, create a preventative system including risk mitigation and control, assign responsible persons, define follow-up measures, review and assess risk management, so that employees can use the guidelines

to prevent corruption. The Internal Audit Office shall assess and conduct a follow-up on good corporate governance and compliance with the Code of Conduct and the Anti-Corruption Policy when auditing.

In 2024, SCGP performed the following efforts to raise awareness among employees of all levels on the strict compliance with Anti-Corruption Policy. Details are as follows :

1. SCG Packaging's Code of Conduct was reviewed to ensure its consistency with the current practices and translated into Vietnamese and Indonesian, and communicated to the employees. Also, the whistleblowing channels were provided in English and the official languages of Indonesia and Vietnam.
2. SCG Packaging's Code of Conduct was communicated within the subsidiaries overseas as the guidelines for the Group's directors, management and employees of all levels. This was to ensure their proper understanding and performance in line with SCGP's principles and measures in each country.
3. The Board of Directors considered and approved SCG Packaging's Code of Conduct, Anti-Corruption Policy, measures on corruption prevention in line with business changes, and other related rules and regulations. The information in such codes, policies, measures and regulations was disclosed and communicated to all directors, executives, and employees (accounting for 100%) through various channels, such as SCGP's email and website, in order to raise awareness and encourage implementation and monitoring of strict compliance.
4. Executives and employees were equipped with knowledge about anti-corruption via various methods as follows:
 - 1) Held ethics and Anti-Corruption Policy training through various courses, for example, orientation, Business Concept Development course, etc. in order to set the organizational culture:
 - 2) Encouraged employees of all levels to develop understanding and awareness of responsibility and accountability, risk

mitigation, and good internal control for anti-corruption efforts. Also, essential corruption case studies were communicated in order to showcase the responsibilities in line with the Three Lines Model.

- 3) Distributed infographic contents on ethics and anti-corruption in many languages, including Thai, English, Indonesian and Vietnamese, in order to raise awareness among employees and encourage compliance.
- 4) Online contents on SCG Packaging's Code of Conduct, Anti-Corruption Policy, and the related policies were provided for employees. Employees should confirm their understanding and acknowledgement of such contents. Then, they shall test their knowledge and understanding in SCG Packaging's Code of Conduct and Anti-Corruption Policy by taking the Ethics e-Testing, which has been held for 10 consecutive years. The Ethics e-Testing consisted of 3 levels, each is in line with employees' responsibilities and duties, and is to be reviewed annually. In 2024, additional tests were introduced covering human rights, environment, health and safety, and personal data protection (PDPA) to align with the Inclusive Green Growth approach. In 2024, all employees who took the tests achieved 100% pass rate.
- 5) The Internal Audit Office held seminars and workshops for high-risk departments to raise awareness of the First Line in assessing risks and establishing preventive and control measures. The Internal Audit Office also regularly audited anti-corruption matters during audit activities, made videos, and held workshops to communicate and promote understanding among departments and employees in SCGP.
5. Disseminated anti-corruption concept to suppliers and encouraged them to apply for the certification as Certified Company of the Thai Private Sector Collective Action Against Corruption (CAC). Also, SCGP encouraged its suppliers to implement the good citizenship principles and practices in parallel with the good governance in the business for substantial benefits to communities, society, and

the environment beyond legal and regulatory requirements. Moreover, SCGP reviewed the Supplier Code of Conduct to ensure its consistency with current policies and operations on PDPA, human rights and reception of complaint and whistleblowing. In 2024, there were 81 suppliers certified as the Certified Companies and 41 suppliers applied for the certification.

6. Established the No Gift Procedure and communicated to employees of all levels in order to raise awareness, ensure transparency, and prevent conflicts of interest which may lead to corruption.
7. Provided a whistleblowing system, which is supervised by the Internal Audit Office, an independent unit under direct control of the Audit Committee, to receive reports regarding violations of laws, regulations, Articles of Association, and Code of Conduct. SCGP had clearly defined procedures for investigation, follow-up, control, and corrective processes.

In 2024, there were no violations of the Anti-Corruption Policy.

(6) Whistleblowing

SCGP established the mechanism to receive complaints and whistleblowing and to proceed the actions required on the reported non-compliance with laws, regulations and Code of Conduct or the suspected corruption committed by SCGP's personnel. The whistleblower protection measures in line with the Whistleblowing Policy are also provided as the clear guidelines for accurate actions. The Policy has regularly been reviewed to ensure its appropriateness. Various channels for whistleblowing are provided in many languages, such as Thai, English and official languages of Indonesia and Vietnam. Such channels can be accessed at any time. Also, the whistleblowing can be done through verbal report or written report, such as in the form of a letter or email. SCGP will also keep the information confidential and provide protection to the whistleblower as prescribed in the Whistleblowing Policy

In 2024, there were cases involving non-compliance with laws, SCGP's regulations, the Anti-Corruption Policy, the Corporate Governance Policy, SCGP's Four Core Values, the Code of the Conduct or Supplier Code of Conduct as stated below:

Report of Violations	Number of Complaints
Total Number of Complaints	12
Number of Complaints Completely Investigated (including 4 cases from 2023)	10
Category of the Complaints Completely Investigated	
1. Unethical or Corruption-Related Practice	
1.1 Conflict of Interest	1
1.2 Corruption	-
1.3 Violation of Human Rights	
1.3.1 Sexual Harassment	-
1.3.2 Other Harassment	-
1.3.3 Discrimination	-
1.4 Antitrust	-
1.5 Personal Data Protection	-
1.6 Insider Trading	-
1.7 Others	-
2. Non-Compliance with SCGP's Regulations	5
3. Not Comply with the Complaints	4

The aforementioned cases caused no material damage to SCGP's financial report. Findings from the investigations were considered to determine future procedures and preventive guidelines. In addition, the Audit Committee reviewed all related practices, measures, and guidelines for the prevention of possible corruption in various systems, risk assessment, and suitability for ongoing business conditions.

During the period, there were no complaints regarding Anti-Corruption Policy, trade competition policy, disputes with competitors, personal data protection policy, and use of inside information. Furthermore, the Company faced no complaints or lawsuits concerning human rights violations during the past year.

Report on the Audit Committee's Performance in the Past Year

Meetings Attendance of Individual Audit Committee Members

Audit Committee Meetings

Members of the Committee	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mrs. Kaisri Nuengsigkapan	6/6
2. Mrs. Pongpen Ruengvirayudh	6/6
3. Mrs. Suphajee Suthumpun*	5/5
4. Mr. Chalee Chantanayingyong**	1/1
Total number of meetings in 2024	6
% meeting attendance	100

Remark: *Appointed as a member of the Audit Committee, replacing Mr. Chalee Chantanayingyong, effective from March 26, 2024.

**Served as a member of the Audit Committee until March 26, 2024.

Performance of the Audit Committee in 2024 is shown in the Audit Committee's Report on pages 10-13.

Performance of Other Sub-committees

Corporate Governance and Nomination Committee

In 2024, the meetings and attendance rates of the Corporate Governance and Nomination Committee were as follows:

Members of the Committee	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Professor Kitipong Urapeepatanapong	4/4
2. Mr. Thiraphong Chansiri	3/4
3. Mr. Roongrote Rangsiyopash*	3/3
4. Mrs. Suphajee Suthumpun**	1/1
Total number of meetings in 2024	4
% meeting attendance	94

Remark: *Appointed as a member of the Corporate Governance and Nomination Committee, replacing Mrs. Suphajee Suthumpun, effective from March 26, 2024.

**Served as a member of the Corporate Governance and Nomination Committee until March 26, 2024.

Performance of the Corporate Governance and Nomination Committee in 2024 is shown in the Corporate Governance and Nomination Committee's Report on pages 14-15.

Remuneration Committee

In 2024, the meetings and attendance rates of the Remuneration Committee were as follows:

Members of the Committee	Number of meetings attended/Total number of meetings January 1 - December 31, 2024
1. Mr. Vanus Taepaisitphongse	6/6
2. Mr. Vibul Tuangsitthisombat	6/6
3. Mr. Thammasak Sethaudom	6/6
Total number of meetings in 2024	6
% meeting attendance	100

Performance of the Remuneration Committee in 2024 is provided in the Remuneration Committee's Report on page 16.

The Sustainable Development Committee

In 2024, the meetings and attendance rates of the Sustainable Development Committee were as follows:

Member (Position in SCGP)	Number of meetings attended/ Total number of meetings January 1 – December 31, 2024
1. Chief Executive Officer (Director)	4/4
2. Technology and Digital Platform Director	4/4
3. Regional People Caring Director	3/4
4. Innovation and Product Development Director	4/4
5. Chief Financial Officer and in Charge of Packaging Materials Recycling Business	4/4
6. Strategy and Growth Director	3/4
7. Recycling Materials Management Director	3/4
8. Sourcing Management Director	4/4
9. Engineering Director	4/4
10. Manager - Health and Safety Management	4/4
11. Manager - Compliance Management and BCM	4/4
12. Manager - Brand Management	3/4
13. Chief Operating Officer, Fibrous Business/ Global Foodservice Packaging Head	4/4
14. People Caring Director	3/4
15. Director - PPPC Mill	4/4
16. Director - TPC Mill	4/4
17. Managing Director, SFT	4/4
18. Chief Operating Officer, Packaging Paper Business	3/4
19. Director - Banpong Mill	3/4
20. Director - Wangsala Mill	4/4
21. Managing Director, Thai Cane Paper	4/4
22. Director - Energy Division	4/4
23. Chief Marketing Officer	4/4
24. Manager (President & CEO, UPPC)	4/4
25. General Director, VKPC	4/4
26. President Director, Fajar	2/4
27. Chief Operating Officer, Fiber Packaging Business	4/4
28. Manufacturing Director TCSP	4/4
29. Chief Operating Officer, Healthcare Supplies Business	4/4
30. Chief Operating Officer, Consumer and Performance Packaging Business	4/4
31. General Director CIP - Vietnam	2/4
32. President Director - Intan Group	4/4
33. Investor Relations Director	2/4
34. ESG and Sustainability Director	4/4
35. Manager - ESG Integration	4/4
Total number of meetings in 2024	4
% meeting attendance	89

Performance of the Sustainable Development Committee in 2024 is shown in the Sustainable Development Committee's Report on page 17.

Risk Management Committee

In 2024, the meetings and attendance rates of the Risk Management Committee were as follows:

Member (Position in SCGP)	Number of meetings attended/ Total number of meetings January 1 – December 31, 2024
1. Chief Executive Officer (Director)	4/4
2. Chief Financial Officer and in Charge of Packaging Materials Recycling Business	4/4
3. Chief Operating Officer, Consumer and Performance Packaging Business	4/4
4. Chief Operating Officer, Fiber Packaging Business	4/4
5. Chief Operating Officer, Packaging Paper Business	4/4
6. Chief Operating Officer, Fibrous Business	4/4
7. Chief Operating Officer, Healthcare Supplies Business	3/4
8. Chief Regional Officer	4/4
9. Chief Marketing Officer	4/4
10. Technology Digital and Productivity Director	4/4
11. Internal Audit Director	4/4
12. ESG and Sustainability Director*	1/1
13. Strategy and Growth Director	4/4
14. Manager - Planning & Risk Management	4/4
15. Safety and Productivity Management Manager*	3/3
Total number of meetings in 2024	4
% meeting attendance	98

Remark: *ESG and Sustainability Director was appointed as a committee member replacing the Safety and Productivity Management Manager, effective from October 1, 2024.

The Risk Management Committee's performance in 2024 can be found in the Risk Management Committee's Report on page 18 and in the Risk Management section of this report on page 69-81.



Internal Control and Related Transactions



Internal Control and Connected Transaction

Internal Control

Opinion of the Board of Directors regarding the Company's Internal Control System

At the meeting of the Board of Directors No. 256 (8/2024) on November 26, 2024, with 3 members of the Audit Committee in attendance, the Board of Directors conducted an evaluation of the Internal Control System of the Company and its subsidiaries according to the internal control adequacy evaluation form of The Securities and Exchange Commission (SEC), which adhered to the framework of COSO 2013 (Committee of Sponsoring Organization of Treadway Commission). After reviewing all five components: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities, the Board found no significant insufficiencies and concluded that the internal control system of the Company and its subsidiaries was adequate and appropriate; that the Company and subsidiaries had arranged for sufficient personnel to operate efficiently in accordance with laws, regulations, policies, and Code of Conduct all the way to various guidelines; and, finally, that there was an adequate operational control and monitoring system in place to protect the assets of the Company and its subsidiaries from improper or unauthorized use by Directors or Executives as well as to sufficiently prevent transactions with persons who may have conflicts of interest and related parties.

The Board of Directors instilled in the management team, and staff an awareness and work of the significance of good corporate governance, risk management, corporate compliance, and internal control, by referring to international standards and has ensured utilization of the appropriate information technology systems to aid in the effective and efficient implementation of the internal control system.

In 2024, the executives, as the supervisory successors of the Board of Directors, promoted the development of tools to respond to evolving risks, to creating a preventive operational system for the business, both domestically and internationally. The principles have been approved and support has been provided to present a better internal control system from the previous year. Details are as follows:

1. Proactive and Preventive System

SCGP has expanded investments both domestically and abroad. A key factor in its success and sustainability

growth is employee ethics and integrity. Aside from organizing training and seminars to foster ethics and integrity among employees, SCGP has also developed a Proactive and Preventative System, which involves the following:

1.1 SCG Packaging's Code of Conduct

- ▶ SCG Packaging's Code of Conduct has been reviewed and updated regularly for clarity, coverage, and compliance with relevant policies, national and international good corporate governance, and current business operations and international expansion. Examples of correct compliance with the Code of Conduct are communicated. The Code of Conduct manual has also been made available in Thai, English, Indonesian, and Vietnamese, and disseminated and communicated to ensure full understanding among all directors, executives, and employees (100%) through channels such as email and the Company's website. The manual is used as a guideline to promote practices and monitor to ensure strict compliance. Learning plans have been established and communicated to allow all levels of employees to understand the guidelines and apply them appropriately in the context of each country.
- ▶ Online content of SCG Packaging's Code of Conduct, the Anti-Corruption Policy, and other related policies was reviewed and provided for employees to understand and acknowledge. The Ethics e-Testing and e-Policy e-Testing were annually reviewed and conducted for a 10th and 8th consecutive year, respectively, to instill knowledge and awareness in employees at all levels. All employees who took the test obtained a passing score (100%). In addition, the answers given were also analyzed to ensure employees had an accurate understanding of the concepts. The Company also raised awareness through case studies and practical approaches via internal communication on 3 high-risk topics: anti-corruption, gifts and entertainment,

and conflicts of interest. The tests are reviewed every year to ensure they are up to date with potential risks. The scale of the test includes high-risk professional groups, such as procurement, government relations, sales and marketing, etc. In 2024, the topic of environment, health, and safety was added to be in line with the Inclusive Green Growth concept. Apart from the Code of Conduct and the Anti-Corruption policy, the test covered the Personal Data Protection Act (PDPA), integrated governance, risk management and compliance (Integrated GRC), and sustainable corporate development (Inclusive Green Growth).

- ▶ Monitoring the compliance with SCG Packaging’s Code of Conduct and SCG Packaging’s Supplier Code of Conduct through the operations of Internal Audit Office in assessing the efficiency and effectiveness of internal control for SCGP and its local and overseas subsidiaries.

- 1.2 The Three Lines Model, which is an internationally accepted approach, is employed as a framework for the operations of all related parties, consisting of the Governing Body, the Management, operations employees, and the Internal Audit Office. In executing the Three Lines Model, the Management, as the First Line, plays an essential role in propelling the model towards success, from performing risk assessment, and establishing measures for control, monitoring, and evaluation, all the way to coordinating information sharing with the Internal Audit Office. Aside from this, SCGP has cultivated awareness through various methods, such as assigning the First Line at the highest level of the Company or unit the responsibility of communicating with personnel and holding workshops on the execution of policies, with the Management Team closely overseeing the First Line and Second Line and conducting two-way communication with the Governing Body.
- 1.3 Communication, lectures, and seminars regarding “Case Studies on Corruption and Non-compliance with Laws, Regulations, Policies, and Code of Conduct,” as well as new cautions and emerging risks from employees’ behaviors and work operations, were organized. Such case studies

were derived from both internal and external sources, as a result of new working formats driven by digital technology to raise awareness among employees and prevent the Company from any repeat incidents.

- 1.4 An assessment of the internal control system, which includes operational and information technology systems, has been conducted to review adequacy and appropriateness for the M&P companies, both domestic and overseas. Good practices have also been recommended, while a proactive and preventive system has been established to reduce risks in business operations. Additionally, significant internal control points in accordance with the COSO 2013 framework have been compiled for the M&P companies, to be used as supporting information in the SCGP’s due diligence process.
- 1.5 The internal control system of subsidiaries in Vietnam and Indonesia has been enhanced through the implementation of an Internal Control Self-Assessment system in an online format. The results of the internal control assessments were analyzed, allowing the management of each company to use the findings to improve their operational processes.
- 1.6 The Approval Authority Manual of the Company and its subsidiaries has been reviewed and revised to reinforce work flexibility and be in line with the fast-growing domestic and overseas operations, while maintaining appropriate internal control.

2. Integrated Governance, Risk Management, and Compliance (Integrated GRC)

SCGP has continuously proceeded with Governance, Risk, and Compliance (GRC), and raised to international standards of Integrated GRC to enhance efficiency and effectiveness, as well as to reduce redundant work from governance, strategy formulation, risk management, and result monitoring. Additionally, handbooks or guidelines were distributed such as ESG Guideline on MD Guidebook, etc. to provide guidelines for SCGP’s executives. Employees were communicated the operation as per ESG guidelines and the Three Lines Model. In 2024, Data Integration was continuously put into practice by disclosing information necessary to operations between departments on the same database for continuity and facilitation of SCGP’s overall

operations and for the development of internal control systems for more effectiveness in operating and decision making. Through direct communication from Top Executives, all employees were encouraged to put GRC in practice for the sustainability of the business. GRC e-Learning was also organized for employees to access and acquire knowledge with more convenience. The GRC Helpline was made available via the Company Intranet Portal and on mobile phones as a channel for employees both in Thailand and overseas to inquire experts about appropriate procedures of governance, risk management, compliance, and internal controls. Additionally, a Risk Assurance Map has been developed to review and assess the appropriateness of the roles and responsibilities of those involved in risk management according to the Three Lines Model. This is to ensure that operations are carried out efficiently and without redundancy in risk management.

Furthermore, SCGP was reflected as a sustainable business through fair and transparent strategies in accordance with the SCGP's Inclusive Green Growth by receiving the "Excellent" rating in the 2024 Corporate Governance Report of Thai Listed Companies (CGR).

3. Corporate Governance and Compliance with Relevant Regulations

SCGP has continued to implement the Compliance Policy and Guideline rigorously and consistently by utilizing the Compliance Management System (CMS) to ensure that compliance is efficient and effective. Through regular and systematic training, employees in the First Line are consistently aware of the importance of compliance and can follow regulations correctly. Accordingly, the Compliance Monitoring unit and Corporate Compliance unit serve as the Second Line, supervising and supporting the integration of CMS, including implementation, supervision, laying a foundation, building a body of knowledge, and developing understanding and awareness among the First Line operators on a regular basis to continuously prevent compliance risks.

In 2024, apart from operating in accordance with its pivotal policies such as Antitrust Policy, Insider Information Management and IT Governance Policy, and Disclosure Policy, SCGP also continuously monitored relevant laws affecting its business operation as follows.

- ▶ Developed a new SCGP e-Compliance Management System to compile various laws

and permits pertaining to a similar system of business, have a notification system to ensure compliance from relevant personnel to perform as prescribed by law, and evaluate the compliance status of practices.

- ▶ Established the Legal Compliance Guideline for Electricity Generation Business from Renewable Energy to support more renewable energy and incentivize more investment.
- ▶ Promoted compliance by, for example, implementing digital technology for assessments, governance, and knowledge management on antitrust. The result showed no unethical market activity.
- ▶ Expanded law compliance management to overseas.

4. Anti-Corruption Efforts

The Board of Directors has passed a resolution approving the Anti-Corruption Policy that determines appropriate definitions, responsibilities, guidelines, and measures to prevent corruption in any activities of SCGP. The Anti-Corruption Policy is required to be considered annually. Further details of the Anti-corruption Policy are available on www.SCGPackaging.com, under the Corporate Governance heading. The implemented anti-corruption preventive actions are detailed below.

- ▶ The Company was granted on March 31, 2022 as a Certified Company by the Thai Private Sector Collective Action Against Corruption (CAC) and has been combating corruption constantly.
- ▶ The Chief Executive Officer communicated with all employees to strictly adhere to the Anti-Corruption Policy and underline the importance of anti-corruption. The management as the top First Line assessed the risks, determined appropriate measures, and drove, communicated and complied with the Anti-Corruption Policy.
- ▶ The Internal Audit Office held seminars and workshops for high-risk departments to raise awareness of the First Line in assessing risks and establishing preventive and control measures. The Office also made videos and held workshops to communicate and promote understanding among departments and employees in the Company.

- ▶ Use SCG Packaging’s Supplier Code of Conduct as a business guideline and act as good citizenship in parallel with the integration of social and environmental commitments into corporate governance beyond legal and regulatory requirements. The Supplier Code of Conduct has been revised to follow the current policies and operations related to the PDPA, human rights, and complaints and whistleblowing.

5. Governance of Information Technology, Information Security, and Communication Networks

5.1 SCGP has appointed representative to join the IT Governance Working Group of the parent company to establish policies and regulations on the use of information and communication technology (e-Policy) in accordance with ISO/IEC 27001:2022. All SCG employees adhere to in a consistent manner. In 2024, the following additional actions were taken:

- ▶ Data Masking Guideline was established.
- ▶ Three operational standards and procedures were adjusted, including: 1) Cloud Computing Security Standard; 2) Security Baseline Procedure; and 3) Security Vulnerability Scan Standard.
- ▶ Organizational guidelines were practiced in a variety of simulations on cyber threat, data subject right requests, and personal data leakage situation to improve the readiness and efficiency of operations.

5.2 SCGP has been certified with ISO/IEC 27001:2022 for information security management, covering its IT systems services under the scope of its Data Center operations.

5.3 The use of Artificial Intelligence (AI), Machine Learning (ML), Robotics Process Automation (RPA), Data Analytics (DA), and Data Lake was promoted to improve effectiveness in data analysis in terms of speed and accuracy to better identify and manage risks.

5.4 Seminars on IT security awareness and personal data protection were organized to foster awareness of cybersecurity and personal data protection.

5.5 SCGP required all employees to pass the e-Policy test with the score of 100% to ensure their acknowledgment, awareness, understanding, and proper application of the Company’s policies.

6. Development and Promotion of the Use of Data Analytics

With a variety of SCGP’s Information Technology Systems, the Internal Audit Office has produced reports by using Artificial Intelligence (AI), Machine Learning (ML), Robotics Process Automation (RPA), Data Analytics (DA), and Data Lake in auditing, and delivered them to other departments as a tool to analyze, detect, and monitor, to determine effective prevention and supervision methods. Examples included the transaction monitoring program for individuals/companies under sanctions, the Active Assurance Platform, and the Rule-Based System that alerts irregularities based on predefined conditions, as well as the analysis of Wi-Fi activation data in factories to review cybersecurity measures for faster and more efficient data analytics. An information technology and digital technology seminar were held for auditors on the topic of cybersecurity and information security management as per ISO/IEC27001:2022. The Office also developed, encouraged, and supported auditors in the pursuit of knowledge in digital technology and various data analytics techniques via IA Digital Training Workshop events to improve auditors’ skills and potential for the ever-changing technology landscape. In addition, IA Digital Day events were also held, aiming to promote creative thinking in auditing practices, encouraging further development and innovation in the field.

7. Whistleblowing System

SCGP has reviewed the Whistleblowing Policy to be consistent, appropriate, and sufficient for the current operations. The Company has also developed a Whistleblowing System to ensure employees and external stakeholders have access to the system at all times. Whistleblowing can be done via various channels. Any suspected non-compliance with corporate governance principles, Code of Conduct, rules, regulations, laws, and Anti-Corruption Policy as well as fraud committed by personnel can be reported, for employees, via Intranet Portal, and for external stakeholders via www.SCGPackaging.com at all times. The report can be either in Thai, English, Indonesian, and Vietnamese. Written reports can be submitted either via post or e-mail and verbal. SCGP has laid out clear procedures for the intake of reports, from confidential gathering of evidence and establishing of a fact-finding working group and investigation committee

to the sanctioning and the reporting of investigation results. Furthermore, the whistleblower can follow up on the results through the system. As such, this system will bring facts from the investigation to determine preventive guidelines, further promote ethical business conduct and sustainable development. The Internal Audit Office has a duty to safeguard the data security by using a separate server independent from other operations with restricted access only to relevant parties to maintain security and prevent the leakage of information to parties involved as well as ensure confidentiality and protect the whistleblower in accordance with the Whistleblowing Policy.

Internal Control Monitoring

In 2024, the Internal Audit Office conducted 69 audit projects according to the risk-based internal audit plan approved by the Audit Committee on November 7, 2023 and later amended on May 7, 2024. The Internal Audit Office conducted an evaluation on the sufficiency of the internal control system and followed up on measures taken to address the issues discovered, as well as monitored the internal control process to ascertain that the Company had an internal control system in place with which to oversee the operations of the Company and its subsidiaries in order to protect its assets from improper or unauthorized use by Directors or Executives as well as sufficient controls for transactions with persons who may have conflicts of interest and related parties. The findings were presented to the Audit Committee for consideration and approval and subsequently reported to the Board of Directors on a quarterly basis.

In 2024, no material deficiencies in the internal control system were found. The Internal Audit Office also followed up on the action taken to improve and address the minor issues discovered in the internal control system and found that the Management Team and relevant parties had resolved all internal control issues completely according to suggestions within the specified time frame. Additionally, the Company's Auditor reported that it found no material flaws which had an impact on the Company's financial statements.

Opinion of the Audit Committee

The Audit Committee provided its opinions on the Company's Good Corporate Governance, Risk Management and, Compliance in 2024 as detailed in the Audit Committee's Report. It can be summarized as follows:

Review of Financial Statements

The Audit Committee reviewed material data and information in the quarterly and annual financial statements of the Company for the year 2024 as well as the

consolidated financial statements of the SCG Packaging Public Company Limited and its subsidiaries, which were prepared in accordance with the Thai Financial Reporting Standards (TFRS), which are in compliance with the International Financial Reporting Standards (IFRS). The Audit Committee reviewed material issues and special items and obtained sufficient clarification from the external auditors, the Management, and the Director of the Internal Audit Office. Having verified that the financial statements and the disclosure of the notes to the financial statements were in compliance with the relevant laws and financial reporting standards, the Audit Committee approved the financial statements, reviewed and audited by the external auditors, without reservation.

Review of Connected Transactions or Potential Conflicts of Interest

SCGP has complied with the policies and rules on entering into connected transactions. It has also made disclosures to the Stock Exchange of Thailand (SET) in a timely and correct manner.

Review of Corporate Governance

Directors, the management, and employees strictly adhere to the SCG Packaging Corporate Governance Policy and guidelines. All employees passed the Ethics e-Testing, which has been conducted for the 10th consecutive year to cultivate compliance of the Anti-Corruption Policy. SCGP has been continuously committed to complying with the Anti-Corruption Policy since its certification as a Certified Company by the Thai Private Sector Collective Action Against Corruption (CAC) on March 31, 2022. Compliance with SCG Packaging's Code of Conduct and SCG Packaging's Supplier Code of Conduct are monitored through the Internal Audit Office operations.

Review of Risk Management Assessment

At SCGP, the Risk Management Committee is tasked with formulating the structure and appointing the person in charge of risk management, consideration and approval of strategies, risk management frameworks, and the risk management process. The scope of responsibility also includes the risk review and risk management follow-up throughout the organization. SCGP also places an importance on the emerging risk management, which are regarded as significant and potential future risks. Examples include the risks of continuous deceleration in global economic growth, the risks posed by a long-term high interest rate environment, the risks posed by tax policies and the import prohibition of certain products and recycling materials for sustainability purposes, the risk posed the increasing competition from Chinese imported goods and the establishment of production

bases by Chinese companies, risks of fatalities and injuries from high-risk work environments, and cybersecurity risks.

Review of Compliance

The Audit Committee has continuously reviewed the implementation of the Company's Compliance Policy and Guideline. The Compliance Management System (CMS), which complies with ISO 19600 standards, has been appropriately put in place at business groups, both local and overseas. This system has been integrated with various management systems. The compliance manual was established as guidelines for work. An Antitrust Self-Assessment has been conducted for the Company's business activities. The SCGP e-Compliance Management System was developed to retrieve all relevant laws and licenses, and is equipped with a notification system to notify related personnel to perform as prescribed by law. The performance appraisal was implemented to ensure complying, accurate, and timely performance of duties. Furthermore, the Law Compliance Management implementation has also been expanded to cover the overseas' operations.

Assessment and Review of Internal Control and Internal Audit

The Audit Committee assessed and reviewed the internal control system for both operational and information technology systems in SCGP and its domestic and overseas subsidiaries as reported by the Internal Audit Office. It is agreed that there are adequate and appropriate internal control systems for SCGP's operations.

The Audit Committee reconsiders the Audit Committee Charter and Internal Audit Office Charter annually. In 2024, the Internal Audit Office utilized digital tools such as Artificial Intelligence (AI), Machine Learning (ML), Robotic Process Automation (RPA), and Data Lake to improve data analysis, create Predictive Models, and analyze risks comprehensively and efficiently while reducing the time consumed in fieldwork. The development of auditors' compliance with the sustainable organizational development concepts (Inclusive Green Growth), SCG Packaging's Corporate Governance Policy, Human Rights guidelines, material labor laws, Financial Report Standards, and International Standards for the Professional Practice of Internal Auditing was achieved, enabling auditors to assess the efficiency and effectiveness of corporate governance, risk management, compliance with laws and regulations, and internal control for SCGP and its subsidiaries, both domestic and overseas. This included digital skill improvement for self-auditing data analysis.

Review of the Complaints and Whistleblowing Investigation

In 2024, there were a total of 12 cases in the whistleblowing system. 10 cases were fully investigated (including 4 pending cases from 2023) divided into 4 cases that did not comply with complaints or unclear evidence, 1 cases that were violations of ethics, and 5 cases that involved inappropriate management. The Audit Committee reviewed the complaints and found that there were no issues related to non-compliance with the Anti-Corruption Policy, Antitrust Policy, and the SCGP Privacy Policy and insider information use. Damages were non-material. In addition, the Audit Committee reviewed measures and established guidelines to prevent corruption and fraud that could occur in different business processes and systems. They have also reviewed fraud investigations for compliance purposes and risk assessments to keep pace with the continual business environment.

Head of Internal Audit

The Audit Committee's meeting No. 4/2020 on November 10, 2020 had the resolution to approve the appointment of Ms. Panunda Sunyakorn as the Head of Internal Audit – Internal Audit Director. She was primarily responsible for performing SCGP's internal auditor duties, and preparing reports and recommendations for the management team to make improvements in accordance with SCGP's internal control plans and policies.

The Audit Committee has considered the qualifications of Ms. Panunda Sunyakorn, which were found to be appropriate and adequate for her duties – this includes her educational background, experiences, and the training she has attended to be in charge of operations. The Company has summarized the qualifications, educational backgrounds, and experiences of the Head of the Internal Audit in SCG Packaging's Corporate Governance Structure, and important information on the Board of Directors, sub-committees, executives, and other employees.

The appointment, performance appraisal, removal, or transfer of the person holding the Head of Internal Audit position at SCGP must be approved by the Audit Committee.

Head of Compliance

According to the Order No. 104/2021 that was announced on September 24, 2021, the Chief Executive Officer approved Miss Suchada Assawaharutai, Safety and Productivity Management Manager, to be in charge of compliance governance, and to ensure the Company's operational compliance with laws and government policies. The order came into effect on October 1, 2021. The Company

had summarized the qualifications, educational backgrounds and experiences of the Head of Compliance in SCG Packaging’s corporate governance structure and important information on the Board of Directors, sub-committees, executives, and other employees.

Related Transactions

Details of significant related transactions between SCG Packaging Public Company Limited (SCGP) and its Subsidiaries (“the Group”) with a company or a person that could entail conflict of interest¹ are summarized as follows.

Type of transaction/ Companies/ Relationship	Total of Shareholding Direct/ Indirect (%)	Amount of Related Transactions (Baht Million)			Pricing policy
		2024	2023	2022	
1. Transactions with ultimate parent company (The Siam Cement Public Company Limited (“SCC”))					
Purchases from the Group		6	5	5	Market price applied with third party transactions
Service income charged to the Group		874	857	833	Cost plus margin method comparable
2. Transactions with associates (Entities in which the Group has significant influence)					
Sales to the Group		362	280	342	Market price applied with third party transactions
Siam Nippon Industrial Paper Co., Ltd.	31	215	210	227	
Siam Toppan Packaging Co., Ltd.	49	147	70	115	
Purchases from the Group		566	510	554	Market price applied with third party transactions
Siam Toppan Packaging Co., Ltd.	49	268	222	222	
Siam Nippon Industrial Paper Co., Ltd.	31	258	254	305	
Sahagreen Forest Co., Ltd.	17	35	31	26	
Service income charged to the Group		17	13	13	Market price applied with third party transactions
Interest paid to the Group		4	5	6	Agreed interest rate
Guarantees by the Group		-	-	66	Agreed contractual rate
Siam Nippon Industrial Paper Co., Ltd.	31	-	-	66	
3. Transactions with subsidiaries of SCC					
Sales to the Group		6,651	6,472	9,875	Market price applied with third party transactions
SCG International Corporation Co., Ltd.		4,142	4,190	6,396	
SCG International (Philippines) Corporation		502	549	723	
Thai Polyethylene Co., Ltd.		443	380	537	
SCI Eco Services Co., Ltd.		425	231	221	
SCG International USA Inc.		357	278	714	
Long Son Petrochemicals Co., Ltd.		157	43	79	
Rayong Olefins Co., Ltd.		147	108	147	
SCG International Australia Pty. Ltd.		120	202	232	
PT SCG International Indonesia		102	72	255	
SCG International Corporation Vietnam Co., Ltd.		77	-	-	
Map Ta Phut Olefins Co., Ltd.		57	31	32	

Remark ¹ List the details by companies with transaction value greater than or equal to 0.03% of Net Tangible Asset (NTA)

Type of transaction/ Companies/ Relationship	Total of Shareholding Direct/ Indirect (%)	Amount of Related Transactions (Baht Million)			Pricing policy
		2024	2023	2022	
SCG International (Cambodia) Co., Ltd.		51	-	-	
A.I.Technology Co., Ltd.		33	31	2	
The Siam Refractory Industry Co., Ltd.		16	18	18	
Eco Plant Services Co., Ltd.		1	46	-	
SCG International Vietnam Co., Ltd. ²		-	176	355	
SCG Cement Co., Ltd.		-	96	130	
SCG International Middle East DMCC		-	-	21	
Purchases from the Group		3,484	3,473	4,040	Market price applied with third party transactions
SCG International Corporation Co., Ltd.		934	1,049	1,495	
PT SCG International Indonesia		672	511	686	
SCG International Corporation Vietnam Co., Ltd.		602	-	-	
The Siam Cement (Kaeng Khoi) Co., Ltd.		277	296	215	
The Siam Fibre-Cement Co., Ltd.		249	259	334	
PT Siam-Indo Gypsum Industry		168	129	239	
The Siam Cement (Ta Luang) Co., Ltd.		128	162	102	
SCG International Middle East Trading L.L.C		92	173	53	
SCG Ceramics Public Company Limited		89	93	80	
Nawaplastic Industries Co., Ltd.		70	73	66	
The Siam Cement (Thung Song) Co., Ltd.		45	59	40	
Siam Sanitary Ware Industry Co., Ltd.		32	36	27	
Sosuco Ceramic Co., Ltd.		21	27	34	
SCG International Vietnam Co., Ltd. ²		19	448	562	
Siam Sanitary Ware Industry (Nongkae) Co., Ltd.		18	20	8	
Panel World Co., Ltd.		16	14	9	
Prime Trading, Import and Export One Member Limited Liability Company		9	11	22	
The Siam Cement (Lampang) Co., Ltd.		8	20	9	
Long Son Petrochemicals Co., Ltd.		6	49	-	
Service income charged to the Group		489	640	2,696	Market price applied with third party transactions
SCG International Vietnam Co., Ltd. ²		245	266	414	
SCI Eco Services Co., Ltd.		54	56	83	
Rayong Engineering & Plant Service Co., Ltd.		37	96	107	
SCG Legal Counsel Co., Ltd.		34	25	21	

Remark ² Changed the status from a subsidiary to an associate of The Siam Cement Public Company Limited in May 2024

Type of transaction/ Companies/ Relationship	Total of Shareholding Direct/ Indirect (%)	Amount of Related Transactions (Baht Million)			Pricing policy
		2024	2023	2022	
SCG Learning Excellence Co., Ltd.		31	24	21	
SCG Accounting Services Co., Ltd.		30	14	6	
The Siam Refractory Industry Co., Ltd.		14	8	17	
The Siam Fibre-Cement Co., Ltd.		12	21	31	
Eco Plant Services Co., Ltd.		12	8	9	
SCG Logistics Management Co., Ltd. ³		-	97	1,851	
SUSUNN Smart Solution Co., Ltd.		-	-	44	
PT SCG Barito Logistics		-	-	20	

4. Transactions with associates of SCC

Sales to the Group		287	186	235	Market price applied with third party transactions
Siam Synthetic Latex Co., Ltd.		190	132	167	
Green Siam Resources Corporation		53	18	42	
Siam Tohcello Co., Ltd.		27	21	23	
A.J. Plast (Vietnam) Company Limited		15	-	-	
Purchases from the Group		952	840	952	Market price applied with third party transactions
The Siam Gypsum Industry (Saraburi) Co., Ltd.		607	602	632	
The Siam Gypsum Industry (Songkhla) Co., Ltd.		152	132	130	
Thai MFC Co., Ltd.		78	74	85	
Siam Kubota Corporation Co., Ltd.		21	16	20	
Siam Polyethylene Co., Ltd.		2	2	36	
Siam Synthetic Latex Co., Ltd.		-	-	26	
Service income charged to the Group		1,694	1,674	189	Market price applied with third party transactions
SCGJWD Logistics (Public) Co., Ltd. ³		1,551	1,494	-	
IT One Co., Ltd.		119	159	168	
Green Siam Resources Corporation		12	14	13	

5. Transactions with other companies of which SCC's executives hold director titles

Purchases from the Group		57	8	35	Market price applied with third party transactions
Asia Cement Public Company Limited		56	7	32	

6. Transactions with other companies which have directors or major shareholders or controlling persons in common⁴

Sales/Service income charged to the Group		167	117	134	Market price applied with third party transactions
The Deves Insurance Public Company Limited		166	115	131	
Purchases/Service expenses and others charged by the Group		1,249	1,332	1,583	Market price applied with third party transactions
I-Tail Corporation Public Company Limited		582	506	696	

Remark ³ In the year 2023, SCG Logistics Management Co., Ltd. changed its status from a subsidiary to an associate company of Siam Cement Public Company Limited and transferred all operations to SCGJWD Logistics Public Company Limited.

⁴ Conforming to the instruction manual of form 56-1 One Report preparation and disclosure these transactions since the first year of relationship

Type of transaction/ Companies/ Relationship	Total of Shareholding Direct/ Indirect (%)	Amount of Related Transactions (Baht Million)			Pricing policy
		2024	2023	2022	
Thai Union Manufacturing Co., Ltd.		175	141	177	
Thai Union Graphic Co., Ltd.		132	93	139	
Thai Union Group Public Company Limited		89	87	114	
ThaiNamthip Corporation Limited		79	88	-	
Lucky Union Foods Co., Ltd.		42	24	15	
Chotiwat Manufacturing Public Company Limited		36	23	24	
Thai Union Seafood Co., Ltd.		27	25	23	
Buono (Thailand) Public Company Limited		25	14	9	
Pakfood Public Co., Ltd.		21	6	16	
Nan Yang Garment Co., Ltd.		16	9	21	
Okeanos Food Co., Ltd.		14	10	15	
B. Foods Product International Co., Ltd. ⁵		-	128	138	
Betagro Agro Industry Co., Ltd. ⁵		-	67	59	
Better Foods Co., Ltd. ⁵		-	62	63	
Pet Focus Co., Ltd. ⁵		-	29	21	
Ajinomoto Betagro Frozen Foods (Thailand) Co., Ltd.		-	-	22	
Interest paid to the Group		6	19	8	Agreed interest rate
Kasikornbank Public Company Limited		2	12	4	
Interest received from the Group		42	11	10	Agreed interest rate
Kasikornbank Public Company Limited		32	6	6	
Service fee and others charged to the Group		19	17	19	Agreed contractual rate
Deposits of the Group		674	1,121	3,446	Agreed interest rate
The Siam Commercial Bank Public Company Limited		576	943	642	
Kasikornbank Public Company Limited		98	178	2,804	
Loans to the Group		3,699	677	175	Agreed interest rate
Kasikornbank Public Company Limited		3,380	286	-	
The Siam Commercial Bank Public Company Limited		319	391	175	
Forward exchange contracts		1,821	2,800	2,445	Agreed contractual rate
The Siam Commercial Bank Public Company Limited		1,128	1,603	1,525	
Kasikornbank Public Company Limited		693	1,197	920	

Remark ⁵ In the year 2024, the company's directors had no affiliation with any outside companies that may present a conflict of interest.

Necessity and Reasonableness of Related Transactions

The Audit Committee reviewed the related transactions that occurred during the fiscal year that ended on December 31, 2024, as detailed above. Necessary items were conditions and prices that were fair, appropriate and/or equal to arm's length transactions, and were approved in accordance with the Company's policies before the transactions were carried out.

Related Transactions that Present a Conflict of Interest

SCGP will continue to proceed with related transactions with Related persons in the future. These mainly include normal business and support transactions. If SCGP undertakes connected transactions in the future, SCGP and Group companies will take the actions listed below:

- (1) SCGP must consider the related transaction. SCGP will use the same pricing criteria and trade agreements that it uses with general counterparties, ensuring that the transaction terms and conditions are fair, reasonable, and reinforce SCGP's interests.
- (2) In case products or services have standard prices, with several buyers and sellers on the market, SCGP must find information on market pricing and standards, and compare them with its Related transactions.
- (3) If products or services are unique or customized, SCGP will not be able to compare their prices with others on the market. SCGP must therefore demonstrate that the gross profit margin from the connected transaction is not different from other transactions, including trading, with other partners.
- (4) SCGP may use the independent appraisal report listed in the SEC's list, which is compiled by SCGP or Group companies to compare prices in important connected transactions to ensure that the prices are fair, reasonable, and SCGP's maximum benefits.
- (5) Directors, executives, or related persons may enter into transactions with SCGP or its subsidiaries if they are approved at the shareholders' meeting. Unless it is a trade agreement, transactions will follow the same processes as transactions between prudent persons and general counterparties that are in the same situation. There shall be no trade bargaining power by exerting the position of director, executive, or related person as the case may be. Trade agreements must be approved by the Board of Directors or in accordance with principles that have already been approved by the Board of Directors. Depending on the size of the transaction, it may or may not need to be approved at the shareholders' meeting.
- (6) If SCGP has related transactions or other transactions that fall under the criteria of entering into connected transactions, SCGP must adhere to the above rules.
- (7) SCGP must disclose information on transactions that may present a conflict of interest, connected transactions or related transactions, in accordance with the rules set by the SEC and the SET. This information must be disclosed in the annual registration statement, annual reports, or other reports as the case may be. SCGP must also prepare details on connected transactions and related transactions according to accounting standards and report to the SET, following the required regulations. The connected transactions shall be reviewed in accordance with the audit plan. The Internal Audit Office must report the results of such review to the Audit Committee and propose control measures, and perform random reviews of actual transactions to ensure accuracy and compliance with specific contracts, policies or conditions.





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FINANCIAL REPORT 2024

(Form 56-1 One Report)

SCG Packaging Public Company Limited



EVOLVING SUSTAINABLE PACKAGING SOLUTIONS



SCG Packaging Public Company Limited

Company Profile

Registration No.	0107537000921
Head Office Address	1 Siam Cement Road, Bangsue, Bangkok 10800
Business Type	The Company generates revenue from holding shares in other companies (Holding Company), operating core business as an integrated packaging solutions provider (The key subsidiary engaging in the core business is Siam Kraft Industry Co., Ltd.), which is organized into three main businesses: Integrated Packaging Business, Fibrous Business, and Recycling Business.
Present Registered Capital	Registered capital: 4,500,000,000 Baht Paid-up capital: 4,292,920,200 Baht Issued and paid-up ordinary shares: 4,292,920,200 shares Issued and paid-up preference shares: - None - Par value of Baht 1 per share
Website	www.SCGPackaging.com
Contact	Tel: +66 2586 5555 Fax: +66 2586 3007 E-mail: SCGPackaging@scg.com
Share Registrar	Thailand Securities Depository Company Limited 1 st Floor, The Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Din Daeng, Bangkok 10400 Tel: +66 2009 9999 Fax: +66 2009 9991 Website: http://www.set.or.th



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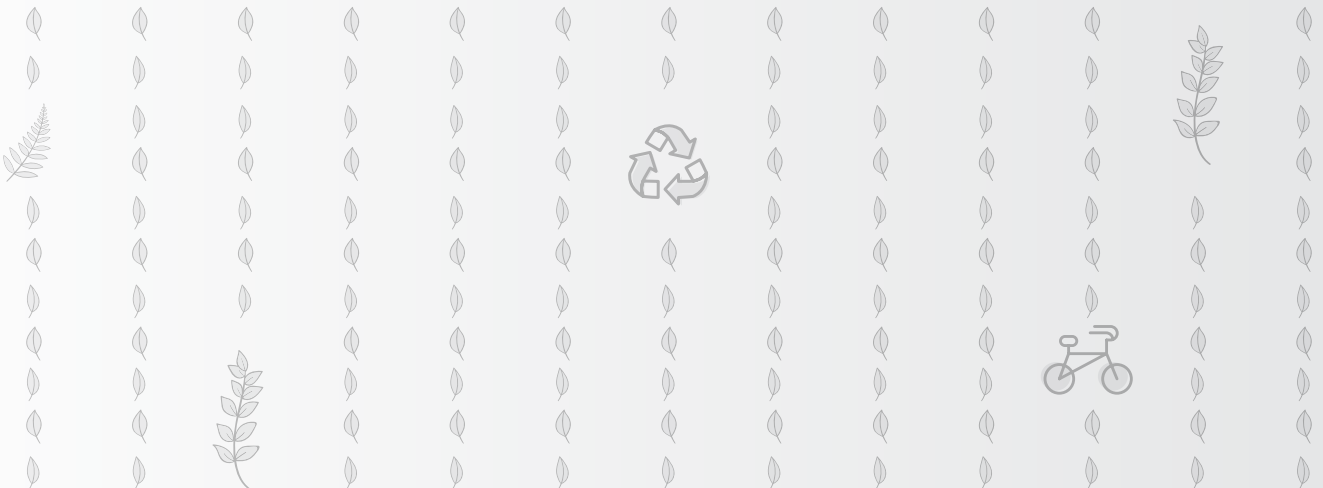
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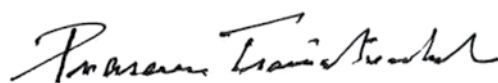
Report on the Board of Directors' responsibilities for financial statements

The Board of Directors of SCG Packaging Public Company Limited is responsible for the financial statements of the Company and its subsidiaries, which have been prepared in accordance with financial reporting standards under the Accounting Act B.E. 2543, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act B.E. 2535. The Board considers the accounting policies pursued to be appropriate, and that they have been applied consistently with adequate disclosure of important information in the notes to the financial statements. The Company's external auditor has reviewed and audited the financial statements and expressed an unqualified opinion in the auditor's report.

The Board oversees and reviews corporate governance as well as establishes and maintains a proactive risk management system and internal control system to ensure

that accounting records are accurate, complete and timely, and that the Company's assets are properly safeguarded against fraud, operational irregularities and other risks. The Board has appointed an Audit Committee consisting of independent directors to provide effective and efficient oversight of the financial statements, internal control system and internal audit. The Audit Committee's views are reported in its report in the Company's annual report.

The Board is confident that the internal control system and the internal audit of the company provide credibility and reliability that the separate financial statements and consolidated financial statements of SCG Packaging Public Company Limited and its subsidiaries for the year ended December 31, 2024 represent the financial position, results of operations, and cash flows that give a true and fair view in accordance with Thai Financial Reporting Standards.



(Mr. Prasarn Trairatvorakul)

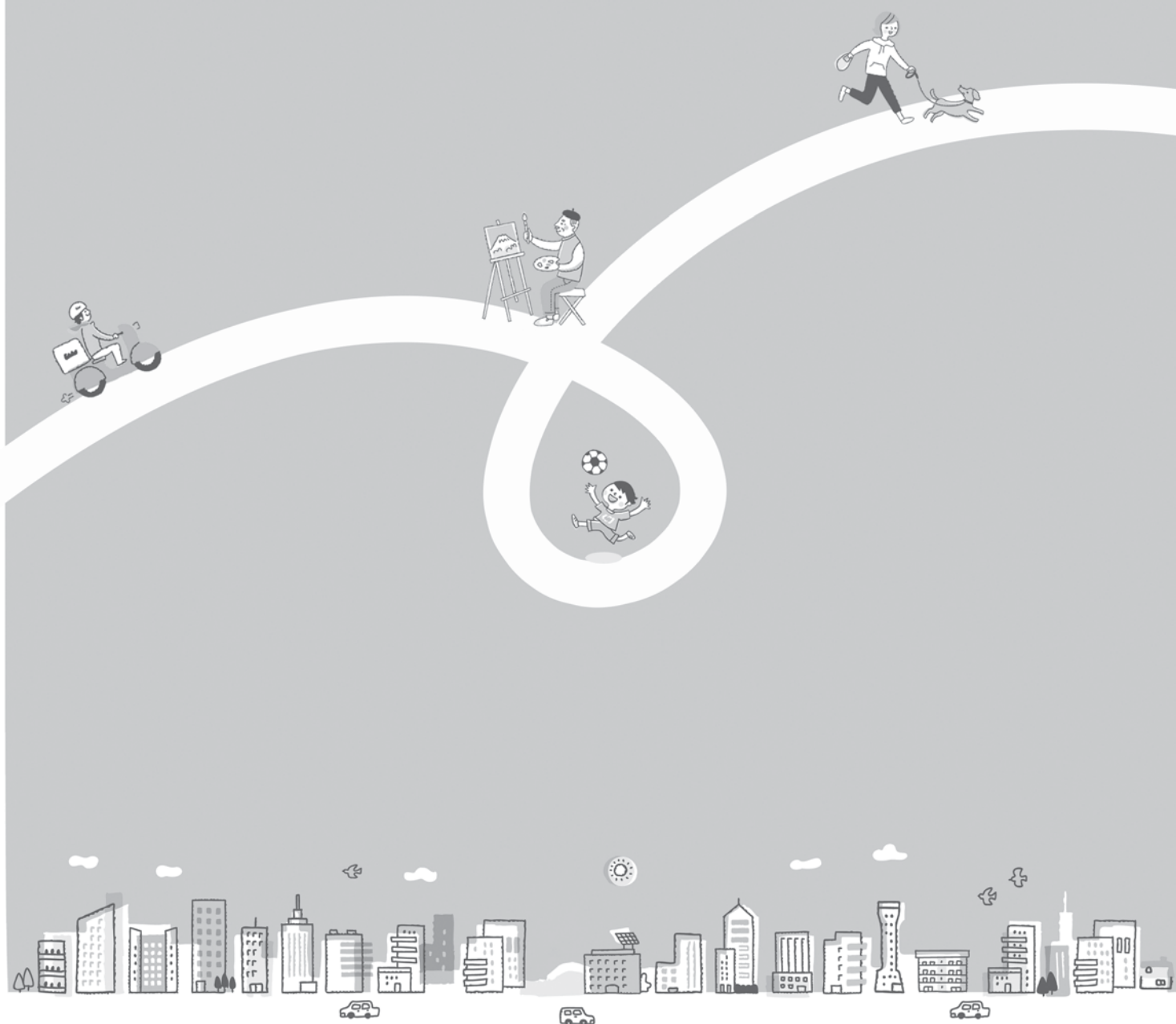
Chairman



(Mr. Wichan Jitpukdee)

Chief Executive Officer

Consolidated Financial Statements of SCG Packaging Public Company Limited And its subsidiaries





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Independent auditor's report

To the Shareholders of SCG Packaging Public Company Limited

Opinion

I have audited the consolidated financial statements of SCG Packaging Public Company Limited and its subsidiaries (the “Group”), which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated income statement and statement of comprehensive income, changes in shareholders’ equity and cash flows for year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2024, its financial performance and cash flows for year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated financial statements of the current period. These matters were addressed in the context of my audit of the consolidated financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

The impairment testing of goodwill	
Refer to Notes 3 (b) and 12 to the financial statements.	
The key audit matter	How the matter was addressed in the audit
<p>Business risk arising from internal and external factors causes the management to pay more attention to impairment testing of goodwill arising from business acquisition, especially from the acquisition of overseas business. Besides this, according to the financial reporting standard, the Group performs an impairment testing on goodwill derived from business combination on an annual basis or whenever an indication of impairment exists. This requires management's judgments and estimates in determining the recoverable amount of cash generating unit, in particular the forecasting of future cash flows from business plan and its forecast growth rate and discount rate used for each cash generating unit. Therefore, this is an area of focus in my audit.</p>	<p>My audit procedures included, among others:</p> <ul style="list-style-type: none"> • obtaining understanding of the relevant business plan, the management's identification of cash generating unit, impairment testing procedures and the calculation of the recoverable amount; • evaluating the appropriateness of cash generating unit to which goodwill belongs identified by management, assessing the reasonableness of the key assumptions which supported discounted cash flows projection such as cash flow forecasts, long-term growth rates and discount rates by comparing with market situations and operating environment, industry knowledge and other information obtained during the audit, including evaluating the reasonableness of the forecasting of financial performances by comparing historical estimation to the actual operating results; • evaluating the appropriateness of the valuation methodology used by management and testing the mathematical accuracy of the recoverable amount and impairment calculations; and • considering the adequacy of the disclosures in accordance with the financial reporting standard.



Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and my auditor's report thereon.

My opinion on the consolidated financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated financial statements, my responsibility is to read and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.



Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.



I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Pornthip Rimdusit)
Certified Public Accountant
Registration No. 5565

KPMG Phoomchai Audit Ltd.
Bangkok
14 February 2025


SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of financial position

As at 31 December 2024

Assets	Note	2024	2023
		<i>(in thousand Baht)</i>	
<i>Current assets</i>			
Cash and cash equivalents	6	9,849,022	9,888,587
Short-term investments	25	2,433,411	7,292,251
Trade and other current receivables	5, 7	23,551,126	23,331,192
Inventories	8	19,026,909	19,252,593
Other current assets		443,100	507,310
Total current assets		55,303,568	60,271,933
<i>Non-current assets</i>			
Investments in associates	9	1,193,344	1,062,730
Other non-current receivables		1,228,691	1,419,273
Property, plant and equipment	10, 11	91,013,574	94,279,195
Goodwill	12	28,242,428	29,374,395
Other intangible assets	12	9,097,807	10,050,962
Deferred tax assets	13	1,351,368	1,036,057
Other non-current assets		1,148,797	1,066,129
Total non-current assets		133,276,009	138,288,741
Total assets		188,579,577	198,560,674

For and on behalf of the Board of Directors



(Mr. Prasarn Trairatvorakul)

Chairman



(Mr. Wichan Jitpukdee)

Chief Executive Officer

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of financial position

As at 31 December 2024

Liabilities and shareholders' equity	Note	2024	2023
<i>(in thousand Baht)</i>			
<i>Current liabilities</i>			
Bank overdrafts and short-term borrowings			
from financial institutions	15	24,492,827	15,336,715
Trade and other current payables	5	15,677,860	14,808,198
Current portion of long-term borrowings			
from financial institutions	15	6,371,420	6,493,668
Current portion of lease liabilities	5, 15	768,969	668,094
Current portion of debentures	15	4,998,974	5,497,816
Corporate income tax payable		925,294	1,061,615
Liabilities related to put options	4, 25	3,140,668	22,313,049
Other current liabilities		227,219	211,238
Total current liabilities		56,603,231	66,390,393
<i>Non-current liabilities</i>			
Long-term borrowings from financial institutions	15	9,836,188	8,034,201
Lease liabilities	5, 15	2,924,519	3,089,492
Debentures	15	15,483,952	9,992,878
Deferred tax liabilities	13	4,014,376	4,886,139
Non-current provisions for employee benefits	16	3,949,808	3,629,130
Other non-current liabilities	25	480,914	89,096
Total non-current liabilities		36,689,757	29,720,936
Total liabilities		93,292,988	96,111,329

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of financial position

As at 31 December 2024

Liabilities and shareholders' equity	Note	2024	2023
<i>(in thousand Baht)</i>			
Shareholders' equity			
Share capital			
<i>Authorized share capital</i>			
<i>(4,500 million ordinary shares, par value</i>			
<i>at Baht 1 per share)</i>			
		4,500,000	4,500,000
<i>Issued and paid share capital</i>			
<i>(4,293 million ordinary shares, par value</i>			
<i>at Baht 1 per share)</i>			
		4,292,920	4,292,920
Share premium		40,860,245	40,860,245
Other deficits	4	(19,328,180)	(1,445,045)
Retained earnings			
<i>Appropriated</i>			
Legal reserve	17	450,000	450,000
General reserve		3,000	3,000
<i>Unappropriated</i>			
		59,147,316	57,992,632
Other equity interests	4, 25	(3,487,475)	(23,203,660)
Other components of shareholders' equity		(5,259,366)	(1,627,846)
Total equity attributable to owners of the Company		76,678,460	77,322,246
Non-controlling interests	4	18,608,129	25,127,099
Total shareholders' equity		95,286,589	102,449,345
Total liabilities and shareholders' equity		188,579,577	198,560,674

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated income statement

For the year ended 31 December 2024

	<i>Note</i>	2024	2023
<i>(in thousand Baht)</i>			
Revenue from sales	5	132,783,687	129,398,089
Cost of sales	5	(110,381,011)	(106,273,933)
Gross profit		22,402,676	23,124,156
Gain on exchange rate		-	79,506
Other income	5	994,731	1,043,021
Profit before expenses		23,397,407	24,246,683
Distribution costs	5, 19	(9,106,353)	(8,700,857)
Administrative expenses	5, 20	(7,211,811)	(6,982,832)
Loss on exchange rate		(211,152)	-
Total expenses		(16,529,316)	(15,683,689)
Profit from operations		6,868,091	8,562,994
Finance costs		(2,428,884)	(2,019,658)
Share of profit of associates accounted for using equity method	9	113,282	38,750
Profit before income tax		4,552,489	6,582,086
Tax expense	22	(825,325)	(1,153,461)
Profit for the year		3,727,164	5,428,625
Profit attributable to			
Owners of the Company		3,699,083	5,248,133
Non-controlling interests		28,081	180,492
		3,727,164	5,428,625
Basic earnings per share (in Baht)			
Attributable to owners of the Company		0.86	1.22

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of comprehensive income

For the year ended 31 December 2024

	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
Profit for the year		3,727,164	5,428,625
Other comprehensive income			
<i>Items that will be reclassified subsequently to profit or loss</i>			
Exchange differences on translating financial statements		(4,114,325)	358,119
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Gain (loss) on investments in equity instruments			
measured at fair value		956	(300)
Gain (loss) on remeasurements of defined benefit plans	16	(256,687)	90,751
Share of other comprehensive income of associates			
accounted for using equity method	9	(591)	(1,231)
Income tax relating to items that will not be reclassified			
subsequently to profit or loss	22	50,380	(19,716)
Total items that will not be reclassified		(205,942)	69,504
subsequently to profit or loss		(205,942)	69,504
Other comprehensive income for the year, net of tax		(4,320,267)	427,623
Total comprehensive income for the year		(593,103)	5,856,248
Total comprehensive income attributable to			
Owners of the Company		(116,017)	5,901,121
Non-controlling interests		(477,086)	(44,873)
		(593,103)	5,856,248

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries
Consolidated statement of changes in shareholders' equity

For the year ended 31 December 2024

	Retained earnings				Other components of shareholders' equity					
	Appropriated		Unappropriated		Exchange differences on translating financial statement (in thousand Baht)	Loss on investments instruments measured at fair value	Total other components of shareholders' equity	Total equity attributable to owners of the Company	Non-controlling interests	Total shareholders' equity
	Legal reserve	General reserve	Other deficits	Share premium						
Issued and paid share capital										
Balance at 1 January 2023	450,000	3,000	(1,445,045)	40,860,245	(2,226,934)	(2,926)	(2,229,860)	97,200,243	25,766,497	122,966,740
Transactions with owners, recorded directly in shareholders' equity										
<i>Contributions by and distributions to owners</i>										
Dividends	-	-	-	-	-	-	-	(2,575,458)	(710,894)	(3,286,352)
<i>Total contributions by and distributions to owners</i>	-	-	-	-	-	-	-	(2,575,458)	(710,894)	(3,286,352)
<i>Changes in ownership interests in subsidiaries</i>										
Changes that do not result in an acquisition or a loss of control	-	-	-	-	-	-	-	-	11,477	11,477
Changes that result in an acquisition or a loss of control	-	-	-	-	-	-	-	-	104,892	104,892
<i>Total changes in ownership interests in subsidiaries</i>	-	-	-	-	-	-	-	-	116,369	116,369
Total transactions with owners, recorded directly in shareholders' equity	-	-	-	-	-	-	-	(2,575,458)	(594,525)	(3,169,983)
Put options	-	-	-	-	-	-	-	(23,203,660)	-	(23,203,660)
Comprehensive income for the year										
Profit or loss	-	-	-	-	-	-	-	5,248,133	180,492	5,428,625
Other comprehensive income	-	-	-	-	602,238	(224)	602,014	652,988	(225,365)	427,623
<i>Total comprehensive income for the year</i>	-	-	-	-	602,238	(224)	602,014	5,901,121	(44,873)	5,856,248
Balance at 31 December 2023	450,000	3,000	(1,445,045)	40,860,245	(1,624,696)	(3,150)	(1,627,846)	77,322,246	25,127,099	102,449,345

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of changes in shareholders' equity

For the year ended 31 December 2024

	Issued and paid share capital	Share premium	Other deficits	Legal reserve	Retained earnings		Other components of shareholders' equity						
					Appropriated	Unappropriated	Exchange differences on translating financial statement	Gain (loss) on investments		Total other components of shareholders' equity	Total equity attributable to owners of the Company	Non-controlling interests	Total shareholders' equity
								Other equity interests	in equity instruments measured at fair value				
Balance at 1 January 2024	4,292,920	40,860,245	(1,445,045)	450,000	3,000	57,992,632	(1,624,696)	(3,150)	(1,627,846)	77,322,246	25,127,099	102,449,345	
Transactions with owners, recorded directly in shareholders' equity													
<i>Contributions by and distributions to owners</i>													
Dividends	24	-	-	-	-	(2,360,819)	-	-	-	(2,360,819)	(967,955)	(3,328,774)	
Total contributions by and distributions to owners						(2,360,819)				(2,360,819)	(967,955)	(3,328,774)	
<i>Changes in ownership interests in subsidiaries</i>													
Changes that do not result in an acquisition or a loss of control	4	-	(17,883,135)	-	-	-	-	-	-	(17,883,135)	(5,136,694)	(23,019,829)	
Changes that result in an acquisition or a loss of control											62,765	62,765	
Total changes in ownership interests in subsidiaries										(17,883,135)	(5,073,929)	(22,957,064)	
Total transactions with owners, recorded directly in shareholders' equity						(2,360,819)				(20,243,954)	(6,041,884)	(26,285,838)	
Put options	4, 25	-	-	-	-	-	-	-	-	19,716,185	-	19,716,185	
Comprehensive income for the year													
Profit or loss						3,699,083	-	-	-	3,699,083	28,081	3,727,164	
Other comprehensive income						(183,580)	-	715	(3,631,520)	(3,815,100)	(505,167)	(4,320,267)	
Total comprehensive income for the year						3,515,503		715	(3,631,520)	(116,017)	(477,086)	(593,103)	
Balance at 31 December 2024	4,292,920	40,860,245	(19,328,180)	450,000	3,000	59,147,316	(3,487,475)	(2,435)	(5,259,366)	76,678,460	18,608,129	95,286,589	

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of cash flows

For the year ended 31 December 2024

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Cash flows from operating activities</i>		
Profit for the year	3,727,164	5,428,625
<i>Adjustments for</i>		
Tax expense	825,325	1,153,461
Depreciation and amortization	9,258,662	9,205,704
Expected credit loss	12,861	6,376
Reversal of loss on inventories devaluation	(4,942)	(93,738)
Non-current provisions for employee benefit expense	394,536	375,993
Loss (gain) on foreign currency exchange	261,952	(52,361)
Share of profit of associates accounted for using equity method	(113,282)	(38,750)
Interest income	(519,468)	(376,789)
Finance costs	2,428,884	2,019,658
Gain on fair value adjustments and others	(46,400)	(111,003)
Cash flows generated from operations	16,225,292	17,517,176
before changes in operating assets and liabilities	16,225,292	17,517,176
<i>Decrease (increase) in operating assets</i>		
Trade and other receivables	(1,242,717)	881,222
Inventories	(184,010)	4,308,946
Other assets	(25,204)	(183,900)
Net decrease (increase) in operating assets	(1,451,931)	5,006,268

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of cash flows

For the year ended 31 December 2024

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Increase (decrease) in operating liabilities</i>		
Trade and other payables	1,200,824	602,831
Non-current provisions for employee benefits	(270,544)	(263,213)
Other liabilities	4,764	1,030
Net increase in operating liabilities	935,044	340,648
Net cash flows generated from operations	15,708,405	22,864,092
Income tax paid	(1,954,461)	(1,382,187)
Net cash flows provided by operating activities	13,753,944	21,481,905
<i>Cash flows from investing activities</i>		
Acquisition of subsidiaries, net of cash acquired	(454,582)	(1,303,173)
Acquisition of interests in associates	(30,008)	-
Proceeds from sale of short-term investments	6,344,341	764,190
Acquisition of short-term investments	(1,313,152)	(5,584,964)
Proceeds from sale of property, plant and equipment	41,117	65,728
Acquisition of property, plant and equipment	(5,428,540)	(7,123,982)
Acquisition of other intangible assets	(211,507)	(258,906)
Dividends received	10,901	9,366
Interest received	530,950	372,063
Net cash flows used in investing activities	(510,480)	(13,059,678)

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries

Consolidated statement of cash flows

For the year ended 31 December 2024

	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
<i>Cash flows from financing activities</i>			
Proceeds from changes in ownership interests in subsidiaries			
that do not result in a loss of control		-	11,477
Payments of changes in ownership interests in subsidiaries			
that do not result in a loss of control	4	(23,195,350)	-
<i>Proceeds from (payments of) borrowings</i>			
Proceeds from (payments of) bank overdrafts			
and short-term borrowings - net		9,804,306	(798,977)
Proceeds from long-term borrowings		8,441,889	135,000
Payments of long-term borrowings		(6,635,167)	(1,614,474)
Payments of lease liabilities		(814,873)	(745,165)
Proceeds from issuance of debentures		10,500,000	-
Redemption of debentures		(5,500,000)	-
Net increase (decrease) in borrowings		15,796,155	(3,023,616)
<i>Dividends paid</i>			
Dividends paid to owners of the Company		(2,360,819)	(2,575,458)
Dividends paid to non-controlling interests		(967,709)	(710,894)
Total dividends paid		(3,328,528)	(3,286,352)
Interest and other finance costs paid		(2,453,519)	(2,067,660)
Net cash flows used in financing activities		(13,181,242)	(8,366,151)
Net increase in cash and cash equivalents		62,222	56,076
Effect of exchange rate changes on cash and cash equivalents		(101,787)	(133,422)
Cash and cash equivalents at beginning of the year		9,888,587	9,965,933
Cash and cash equivalents at end of the year		9,849,022	9,888,587
<i>Supplementary information for cash flows</i>			
Non-cash from investing and financing transactions			
at end of the year			
Account payables from purchase of assets		427,500	459,366
Accrued investments		234,678	508,589
Liabilities related to put options		3,487,475	22,313,049

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

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SCG Packaging Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

These notes form an integral part of the consolidated financial statements.

The consolidated financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai and English languages and were approved and authorized for issue by the audit committee, as appointed by the Board of Directors of the Company, on 14 February 2025.

1 General information

SCG Packaging Public Company Limited, the “Company”, is incorporated in Thailand. The Company’s registered office is at 1 Siam Cement Road, Bangsue, Bangkok 10800, Thailand.

The ultimate parent company is The Siam Cement Public Company Limited, which is incorporated in Thailand.

The Company and its subsidiaries, the “Group”, is a comprehensive packaging solutions providers comprising of three main operating businesses (1) Integrated Packaging Business (2) Fibrous Business and (3) Recycling Business.

Details of the subsidiaries, which were included in the consolidated financial statements, are as follows:

	2024	2023
	Direct / Indirect Holding (%)	
<i>Registered in Thailand</i>		
Siam Kraft Industry Co., Ltd.	100	100
SCG Paper Energy Co., Ltd.	100	100
SCGP Solutions Co., Ltd.	100	100
SCGP Rigid Plastics Co., Ltd.	100	100
International Healthcare Packaging Co., Ltd.	100	100
Invenique Co., Ltd.	100	100
SCGP Excellence Training Center Co., Ltd.	100	100
Vexcel Pack Co., Ltd.	100	100
Precision Print Co., Ltd.	100	100
SKIC International Co., Ltd.	100	100
Thai Cane Paper Public Company Limited	98.2	98.2
VEM (Thailand) Co., Ltd.	90	-
Thai Containers Group Co., Ltd.	70	70
Thai Containers Khonkaen Co., Ltd.	70	70
Thai Containers Rayong Co., Ltd.	70	70
Orient Containers Co., Ltd.	70	70
Dyna Packs Co., Ltd. *	70	70
D-In Pack Co., Ltd. *	70	70
Phoenix Pulp & Paper Public Company Limited	69.6	69.6

* Currently in the liquidation process

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	2024	2023
	Direct / Indirect Holding (%)	
<i>Registered in Thailand</i>		
Thai Paper Co., Ltd.	69.6	69.6
The Siam Forestry Co., Ltd.	69.6	69.6
Siam Panawes Co., Ltd.	69.6	69.6
Suanpa Rungsaris Co., Ltd.	69.6	69.6
Panas Nimit Co., Ltd.	69.6	69.6
Thai Panaboon Co., Ltd.	69.6	69.6
Thai Panaram Co., Ltd.	69.6	69.6
Thai Panadorn Co., Ltd.	69.6	69.6
Thai Panason Co., Ltd.	69.6	69.6
Thai Wanabhum Co., Ltd.	69.6	69.6
TC Flexible Packaging Co., Ltd.	52.5	52.5
Prepack Thailand Co., Ltd.	52.4	52.4
SCGP-T Plastics Co., Ltd.	51	51
Tawana Container Co., Ltd.	50.4	50.4
Conimex Co., Ltd.	38.3	38.3
Phoenix Utilities Co., Ltd. *	-	69.6
<i>Registered in Vietnam</i>		
Go-Pak Vietnam Limited	100	100
Go-Pak Paper Products Vietnam Co., Ltd.	100	100
Vina Kraft Paper Co., Ltd.	70	70
Duy Tan Plastics Manufacturing Corporation Joint Stock Company	70	70
Duy Tan Long An Co., Ltd.	70	70
Duy Tan Precision Mold Co., Ltd.	70	70
Duy Tan Binh Duong Plastics Co., Ltd.	70	70
Mata Plastic Co., Ltd.	70	70
Starprint Vietnam Joint Stock Company	70	70
Vina Corrugated Packaging Co., Ltd. (Formerly “Alcamax Packaging (Vietnam) Co., Ltd.”)	70	70
Bien Hoa Packaging Joint Stock Company	65.9	65.9
Tin Thanh Packing Joint Stock Company	52.5	52.5
New Asia Industries Co., Ltd. **	-	70
AP Packaging (Hanoi) Co., Ltd. **	-	70
Packamex (Vietnam) Co., Ltd. **	-	70

* The liquidation process was completed on 29 August 2024

** Transferred of entire business to Vina Corrugated Packaging Co., Ltd. on 1 May 2024

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Notes to the financial statements
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	2024	2023
	Direct / Indirect Holding (%)	
<i>Registered in Indonesia</i>		
PT Fajar Surya Wisesa Tbk.	99.7	55.2
PT Dayasa Aria Prima	99.7	55.2
PT Indocorr Packaging Cikarang	70	70
PT Indoris Printingdo	70	70
PT Primacorr Mandiri	67.9	67.9
PT Indonesia Dirtajaya Aneka Industri Box	60.6	52.5
PT Bahana Buana Box	60.6	52.5
PT Rapipack Asritama	60.6	52.5
<i>Registered in Philippines</i>		
United Pulp and Paper Co., Inc.	74.8	74.8
United Industrial Energy Corporation	74.8	74.8
<i>Registered in Malaysia</i>		
Interpress Printers Sendirian Berhad	68.3	68.3
<i>Registered in Singapore</i>		
SCGP Solutions (Singapore) Pte. Ltd.	100	100
SCGP Rigid Packaging Solutions Pte. Ltd.	100	100
TCG Solutions Pte. Ltd.	70	70
<i>Registered in United Kingdom</i>		
Go-Pak UK Limited	100	100
Peute UK Limited	100	100
Law Print & Packaging Management Limited	100	100
<i>Registered in Spain</i>		
Peute Recycling Spain S.L.	100	100
Detalab Global, S.L.	89.1	85
Detalab, S.L.	89.1	85
Keylab, S.L.U.	89.1	85
Nirco, S.L.	89.1	85
Envases Farmaceuticos, S.A.	89.1	85
Equilabo Scientific, S.L.U.	89.1	85
Sanilabo, S.L.U. *	-	85
<i>Registered in Netherlands</i>		
Peute Recycling B.V.	100	100
Peute Papierrecycling B.V.	100	100
Peute Plasticrecycling B.V.	100	100
Peute Recycling International B.V.	100	100

* The liquidation process was completed on 21 August 2024

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	2024	2023
	Direct / Indirect Holding (%)	
<i>Registered in Netherlands</i>		
Peute Investments B.V.	100	100
Infiniplast B.V.	100	100
<i>Registered in Portugal</i>		
Peute Portugal, Unipessoal Lda	100	100
<i>Registered in the United States</i>		
Jordan Trading Inc.	90.1	90.1
<i>Registered in Ireland</i>		
Law Print & Packaging Management Limited	100	100
<i>Registered in Italy</i>		
Bicappa Lab S.r.L.	75.7	72.3

Most of the above subsidiaries were established in Thailand unless otherwise stated. There was no material change in the percentage of holding from 2023, except during 2024, the Group acquired the ordinary shares of VEM (Thailand) Co., Ltd. This company's assets, liabilities and operating results are included in the Group's consolidated financial statements. In addition, the Group increased its interests in subsidiaries, including PT Fajar Surya Wisesa Tbk. and PT Indonesia DIRTAJAYA Aneka Industri Box, PT Bahana Buana Box and PT Rapipack Asritama (collectively, "Intan Group") in Indonesia and Deltalab Global, S.L. in Spain as discussed in note 4.

SCG Packaging Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

2 Basis of preparation of the financial statements

The consolidated financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRSs”), which are based on International Financial Reporting Standards (IFRSs) (TFRSs are effective within 1 year after the effective date of IFRSs), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The consolidated financial statements are presented in Thai Baht, which is the Company’s functional currency. All financial information presented in Thai Baht has been rounded in the notes to the financial statements to the nearest thousand unless otherwise stated.

The preparation of consolidated financial statements in conformity with TFRSs requires management to make judgments, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognized prospectively.

TAS 1 Presentation of Financial Statements - Disclosure of Accounting Policies

The Group has adopted *Disclosure of Accounting Policies - Amendments to TAS 1* since 1 January 2024. The amendments require the disclosure of ‘material’ rather than ‘significant’, accounting policies. The Group has revisited the accounting policy information it has been disclosing and made updates to the information disclosed in note 3 Material accounting policies.

TAS 12 Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The Group has adopted *Deferred Tax related to Assets and Liabilities arising from a Single Transaction - Amendments to TAS 12* since 1 January 2024. The amendments narrow the scope of the initial recognition exemption by excluding transactions that give rise to equal and offsetting temporary differences - e. g. leases and decommissioning liabilities. Following the amendments, the Group has recognized separately the deferred tax asset in relation to its lease liabilities and the deferred tax liability in relation to its right-of-use assets. However, there was no impact on the statement of financial position because the balances qualify for offsetting in accordance with TAS 12. There was also no impact on the opening retained earnings as at 1 January 2023 as a result of the change. The key impact for the Group relates to disclosure of the deferred tax assets and liabilities recognized which presented in note 13 Deferred tax assets (deferred tax liabilities).

SCG Packaging Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The Group applies the acquisition method. The acquisition date is the date on which control is transferred to the Group, other than business combinations with entities under common control. Expenses in connection with a business combination are recognized as incurred.

(b) Investment in subsidiaries

The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Intra-group balances and transactions, and any unrealized income or expenses arising from intra-group transactions, are eliminated on consolidation.

At the acquisition date, the Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree when there is a change in the Group's interest in a subsidiary that does not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid from the acquisition or consideration received from disposal is accounted for as other surplus or deficit in shareholders' equity.

Goodwill is measured as the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the fair value amount of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date.

(c) Investments in associates

The Group recognized investments in associates using the equity method in the consolidated financial statements. They are initially recognized at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include dividend income, the Group's share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence ceases.

Unrealized gains or losses arising from transactions with associates are eliminated against the investment to the extent of the Group's interest in the investee.

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Notes to the financial statements
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(d) Inventories

Inventories are measured at the lower of cost and net realizable value. Cost is calculated using the weighted average cost. In the case of manufactured inventories and work in process, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and the estimated costs necessary to make the sale.

(e) Property, plant and equipment

Owned assets

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of property, plant and equipment, or other amount substituted for cost, less its residual value.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each asset and recognized in profit or loss. No depreciation is provided on freehold land and construction in progress.

The estimated useful lives are as follows:

Land improvements	5 - 30 years
Buildings and structures	5 - 40 years
Machinery and equipment	3 - 30 years
Furniture, fixtures and office equipment	3 - 20 years
Vehicles and equipment	5 - 10 years
Bearer plant	Actual production in each month

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

SCG Packaging Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(f) Other intangible assets

Other intangible assets that are acquired by the Group, which have finite useful lives, are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognized in profit or loss, from the date that they are available for use. No amortization is provided on development cost.

The estimated useful lives are as follows:

Customer contracts and relationship	5 - 20 years
Trademark	10, 20 years
Technology licenses and patent	4, 15 years
Software licenses	3 - 10 years

Amortization methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

(g) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. The Group has elected not to separate non-lease components and accounted for the lease and non-lease components as a single lease component.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognized as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and accumulated impairment loss, and adjusted for any remeasurements of lease liability.

Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful lives of the underlying asset which is determined on the same basis as those of assets.

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The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The Group presents right-of-use assets that do not meet the definition of investment property in property, plant and equipment in the statement of financial position.

(h) *Impairment of non-financial assets*

The carrying amounts of the Group's assets are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the Group will estimate the assets' recoverable amounts. For goodwill and other intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

(i) *Employee benefits*

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in return for their services in the current and prior periods. The defined benefit obligation is discounted to the present value which performed annually by a qualified actuary.

For remeasurements of the net defined benefit liability, actuarial gains or losses are recognized in other comprehensive income. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, by taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Gain or loss on remeasurements are recognized in profit or loss in the period in which they arise.

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For the year ended 31 December 2024

(j) Revenue from contracts with customers

(1) Revenue recognition

Revenue is recognized when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Sale of goods and rendering of services

Revenue from sales of goods is recognized at a point in time when the Group transfers control of the goods to customers, generally on delivery of the goods to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognize revenue and cost of sale for the estimated products to be returned.

Revenue for rendering of services is recognized over time based on progress towards complete satisfaction of performance obligation or as the serviced are provided. The progress towards complete satisfaction is assessed based on either output or input method.

For bundled packages, the Group recognizes revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices which are determined based on the price list at which the Group sells the products and services in separate transactions.

The Group has a timing of revenue recognition mainly from sales of goods which is recognized at a point in time.

(2) Contract assets and liabilities

Contract assets are recognized when the Group has recognized revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Group is entitled to, less allowance for expected credit loss. The contract assets are classified as trade receivables when the Group has an unconditional right to receive consideration that usually occurs when the Group issues an invoice to the customer.

Contract liabilities are the obligation to transfer goods or services to the customer. The contract liabilities are recognized when the Group receives or has an unconditional right to receive non-refundable consideration from the customer before the Group recognizes the related revenue.

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(k) *Income tax*

Income tax expense for the year comprises current and deferred tax, which is recognized in profit or loss except to the extent that it relates to items recognized directly in equity or in other comprehensive income.

The Group has determined that the global minimum top-up tax which it is required to pay under Pillar Two legislation is an income tax in the scope of TAS 12. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts for the top-up tax and accounts for it as a current tax when it is incurred.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities and the amounts used for taxation purposes. Deferred tax is not recognized for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and associates to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

(l) *Foreign currencies*

Foreign currency transactions

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currency transactions and measured in terms of historical cost are translated to the respective functional currencies of each entity in the Group at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated to the functional currencies at the exchange rates at the end of the reporting period.

Foreign currency differences are generally recognized in profit or loss. However, foreign currency differences arising from the translation of an investment in equity securities designated as at FVOCI is recognized in other comprehensive income.

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Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Thai Baht at the exchange rates at the end of the reporting period. The revenues and expenses of foreign operations are translated to Thai Baht at the average rates approximating the exchange rates at the dates of the transactions. Foreign exchange differences arising on translation are recognized in other comprehensive income, except to extent that the translation difference is allocated to non-controlling interest, accumulated and presented in other components of equity until disposal of the foreign operation.

(m) *Financial instruments*

Classification and measurement

Other financial assets and financial liabilities, except trade receivables and trade payables, are initially recognized when the Group becomes a party to the contractual provisions of the instrument, and measured by taking into account for transaction costs that are directly attributable to its acquisition or issue of the securities, except for financial assets and financial liabilities measured at FVTPL, which are initially and subsequently measured at fair value, and any transaction costs that are directly attributable to its acquisition or issue of the securities are recognized in profit or loss.

On initial recognition, a financial asset is classified as measured at: amortized cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortized cost using the effective interest method, except that the financial liabilities are held for trading or derivative are classified as measured at FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognized in profit or loss.

Financial assets measured at amortized costs are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and gain or loss on derecognition are recognized in profit or loss.

SCG Packaging Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Derivatives

Derivatives are recognized at fair value and remeasured at fair value at the end of each reporting period. The gain or loss on remeasurement to fair value is recognized immediately in profit or loss, except where the derivatives qualify for cash flow hedge accounting.

Impairment of financial assets

The Group recognizes allowances for expected credit losses (ECLs) on financial assets measured at amortized cost and lease receivables.

The Group recognizes ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets or trade receivables under simplified approach, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when its credit rating is the investment grade. The Group recognizes ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes action such as realizing security (if any is held); or
- the financial asset is more than 90 days past due.

ECLs are remeasured at the end of the reporting period to reflect changes in the financial instrument's credit risk since initial recognition. Increase in loss allowance is recognized as an impairment loss in profit or loss.

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4 Acquisitions of business and changes in ownership interests of subsidiaries

Year 2024

(a) Acquisitions of business

On 29 June 2024, SCGP Solutions (Singapore) Pte. Ltd., which is a wholly owned subsidiary of the Group, acquired 90% stake in VEM (Thailand) Co., Ltd. (“VEM-TH”), a manufacturer of high-performance polymer injection molding parts, registered in Thailand. This investment has a total consideration of US Dollars 5.2 million or equivalent to Baht 193 million. The payment was divided by the first payment of US Dollars 2.8 million or equivalent to Baht 103 million and the remaining payment will be considered when the conditions are met within 4 years from the acquisition date; and contingent consideration which is based on the incremental financial performance of 2025 to 2027. At the acquisition date, the net assets acquired were recognized at a fair value of Baht 126 million and goodwill from the business acquisition of Baht 67 million.

The acquisition in VEM-TH is part of the Group’s strategy to expand its healthcare packaging and supplies business. VEM-TH has plastic injection mold production lines that comply with the global standard for medical device quality management system including certified cleanrooms. VEM-TH currently serves clients in the medical, aircraft, electrical parts and automotive industries, with a market coverage including Thailand and overseas. Additionally, this will enhance and add production capabilities of Deltalab, S.L. and Bicappa Lab S.r.L., while fulfilling surging demands in Southeast Asia in the future.

According to the above acquisition, the Group has engaged independent appraisers to determine the fair values of net assets and liabilities acquired. As at 31 December 2024, the determination of the fair values has been completed and the Group recorded the fair value of the assets acquired and liabilities assumed in the consolidated statement of financial position.

Besides, in the second quarter of 2024, the determination of the fair values of assets acquired and liabilities assumed from acquisition of Law Print & Packaging Management Limited, the United Kingdom, Bicappa Lab S.r.L., Italy and Starprint Vietnam Joint Stock Company, Vietnam, in the fourth quarter of 2023 has been completed. The Group recorded the fair value of the assets acquired and liabilities assumed accordingly, mainly from an increase in property, plant and equipment of Baht 199 million, an increase in intangible assets of Baht 54 million, and recognized a decrease in goodwill of Baht 139 million. This adjustment is in accordance with the accounting adjustment condition for business acquisition.

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(b) Changes in ownership interests of subsidiaries

In the third quarter of 2024, the Group increased its interests in subsidiaries, PT Fajar Surya Wisesa Tbk. by 44.48% (from 55.23% to 99.71%) and Deltalab Global, S.L. by 4.06% (from 85% to 89.06%). Subsequently, in the fourth quarter of 2024, the Group acquired additional shares in subsidiaries, PT Indonesia Dirtajaya Aneka Industri Box, PT Bahana Buana Box and PT Rapipack Asritama (collectively, “Intan Group”) by 11.5% (from 75% to 86.5%). These increases in subsidiaries’ ordinary shares were acquired from existing shareholders who had exercised the put options, totaling Baht 23,195 million. The effects of the change in the Group’s ownership interests in subsidiaries were summarized as follows:

	<i>(in million Baht)</i>
Carrying amount of non-controlling interests acquired	5,312
Less Consideration paid to non-controlling interests	(23,195)
Increase in other deficits	<u>(17,883)</u>

The Group reversed liabilities related to put options and other equity interests totaling Baht 23,204 million due to the purchase of the ordinary shares of the subsidiaries mentioned above.

SCG Packaging Public Company Limited and its Subsidiaries

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For the year ended 31 December 2024

Year 2023

In the fourth quarter of 2023, the Group acquired the significant businesses as follows:

(1) Law Print & Packaging Management Limited, the United Kingdom

On 25 October 2023, SCGP Solutions (Singapore) Pte. Ltd., which is a wholly owned subsidiary of the Group, acquired 100% stake in Law Print & Packaging Management Limited (“Law Print”), a prominent packaging solution provider in the United Kingdom. This investment has a total consideration of Pound Sterling 11.1 million or equivalent to Baht 490 million.

Acquisition in Law Print is to enlarge the Group’s sales channels and customer networks with concentration on fast-growing pet food manufacturers in the United Kingdom and across Europe. Moreover, further synergies would include the cross-selling of the Group’s consumer packaging products to Law Print’s clients, especially in multinational companies.

(2) Bicappa Lab S.r.L., Italy

On 26 October 2023, Deltalab, S.L. (“Deltalab”), which is a 85% owned subsidiary of the Group, acquired 85% stake in Bicappa Lab S.r.L. (“Bicappa”), a renowned medical supply and labware manufacturer specialized in pipette tips product in Italy. This investment has a total consideration of Euro 3.2 million or equivalent to Baht 123 million and has the agreement with existing shareholder which grant the right to buy or sell the remaining 15% stake. The pricing and exercise period are in accordance with the conditions specified in the agreement.

Acquisition in Bicappa is a backward integration with their supplier of pipette tips which is the pivotal products in Deltalab’s comprehensive labware portfolio. Moreover, this will enable Deltalab to promptly expand into pipette tips business while also effectively access the know-how of conductive polymer injection technology for auto-pipetting and this would also include sales expansion of other Deltalab’s medical supply and labware products into Bicappa’s clientele base.

(3) Starprint Vietnam Joint Stock Company, Vietnam

On 18 December 2023, SCGP Solutions (Singapore) Pte. Ltd., which is a wholly owned subsidiary of the Group, acquired 70% stake in Starprint Vietnam Joint Stock Company (“SPV”), an offset folding carton packaging manufacturer in Vietnam. This investment has a total consideration of Vietnamese Dong 676.1 billion or equivalent to Baht 979 million and has the agreement with existing shareholders which grant the right to buy or sell the remaining 5% stake. The pricing and exercise period are in accordance with the conditions specified in the agreement.

Acquisition in SPV will enhance the Group’s packaging solutions capabilities to serve enlarging customer base in Vietnam and ASEAN while reinforce chain integration. SPV will be the Group’s first rigid boxes facility in ASEAN and the Group’s first offset folding carton production in Vietnam.

SCG Packaging Public Company Limited and its Subsidiaries
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Assets acquired and liabilities assumed at the acquisition date were as follows:

	<i>Note</i>	Fair Value			Total
		Law Print	Bicappa	SPV	
		<i>(in million Baht)</i>			
Cash and cash equivalents		217	18	27	262
Trade and other current receivables		27	38	179	244
Inventories		14	1	240	255
Property, plant and equipment		19	22	92	133
Other non-current assets		2	-	37	39
Trade and other current payables		(27)	(15)	(126)	(168)
Interest-bearing liabilities		(16)	(4)	(105)	(125)
Other current liabilities		(11)	-	(13)	(24)
Other non-current liabilities		-	-	(12)	(12)
Net identifiable assets and liabilities		225	60	319	604
<i>Less</i> non-controlling interests		-	(9)	(96)	(105)
Recognized value of net assets acquired		225	51	223	499
Goodwill from business acquisition	12	265	72	756	1,093
Total consideration transferred		490	123	979	1,592
Cash acquired					(262)
Total consideration transferred - net					1,330

The Group incurred acquisition costs totaling Baht 29 million which have been included in administrative expenses in the consolidated income statement.

SCG Packaging Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

5 Related parties

Relationships with related parties were as follows:

Name of entities	Country of incorporation / nationality	Nature of relationships
The Siam Cement Public Company Limited	Thailand	Ultimate parent company
Siam Toppan Packaging Co., Ltd.	Thailand	An associate of SCG Packaging Public Company Limited
Siam Nippon Industrial Paper Co., Ltd.	Thailand	An associate of SCG Packaging Public Company Limited
Sahagreen Forest Co., Ltd.	Thailand	An associate of SCG Packaging Public Company Limited
Packworks Co., Ltd.	Thailand	An associate of SCG Packaging Public Company Limited
P&S Holdings Corporation	Philippines	An associate of SCG Packaging Public Company Limited
ReUse SAS	France	An associate of SCG Packaging Public Company Limited
SCG Cement Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
The Siam Cement (Ta Luang) Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
The Siam Cement (Kaeng Khoi) Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
The Siam Cement (Thung Song) Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
The Siam Cement (Lampang) Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
The Siam Refractory Industry Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
ECO Plant Services Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
SCI Eco Services Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Siam Fibre Cement Group Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
The Siam Fibre-Cement Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
SCG Ceramics Public Company Limited	Thailand	A subsidiary of the Siam Cement Public Company Limited
Sosuco Ceramic Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
SUSUNN Smart Solution Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Siam Sanitary Ware Industry Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Siam Sanitary Ware Industry (Nongkae) Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
SCG International Corporation Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Panel World Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Thai Polyethylene Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Rayong Engineering & Plant Service Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Nawaplastic Industries Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Rayong Olefins Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
Map Ta Phut Olefins Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
SCG Accounting Services Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
SCG Legal Counsel Limited	Thailand	A subsidiary of the Siam Cement Public Company Limited
SCG Learning Excellence Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited
A.I. Technology Co., Ltd.	Thailand	A subsidiary of the Siam Cement Public Company Limited

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Name of entities	Country of incorporation / nationality	Nature of relationships
PT Siam-Indo Gypsum Industry	Indonesia	A subsidiary of the Siam Cement Public Company Limited
PT SCG International Indonesia	Indonesia	A subsidiary of the Siam Cement Public Company Limited
Prime Trading, Import and Export One Member Limited Liability Company	Vietnam	A subsidiary of the Siam Cement Public Company Limited
SCG International Corporation Vietnam Co., Ltd.	Vietnam	A subsidiary of the Siam Cement Public Company Limited
Long Son Petrochemicals Co., Ltd.	Vietnam	A subsidiary of the Siam Cement Public Company Limited
SCG International (Philippines) Corporation	Philippines	A subsidiary of the Siam Cement Public Company Limited
SCG International USA Inc.	The United States	A subsidiary of the Siam Cement Public Company Limited
SCG International Australia Pty. Ltd.	Australia	A subsidiary of the Siam Cement Public Company Limited
SCG International (Cambodia) Co., Ltd.	Cambodia	A subsidiary of the Siam Cement Public Company Limited
SCG International Middle East Trading L.L.C	The United Arab Emirates	A subsidiary of the Siam Cement Public Company Limited
The Siam Gypsum Industry (Saraburi) Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
The Siam Gypsum Industry (Songkhla) Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
SCGJWD Logistics Public Company Limited	Thailand	An associate of the Siam Cement Public Company Limited
Siam Tohcello Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
Thai MFC Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
Siam Polyethylene Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
Siam Synthetic Latex Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
Siam Kubota Corporation Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
IT One Co., Ltd.	Thailand	An associate of the Siam Cement Public Company Limited
PT SCG Barito Logistics	Indonesia	An associate of the Siam Cement Public Company Limited
SCG International Vietnam Co., Ltd.	Vietnam	An associate of the Siam Cement Public Company Limited
A.J. Plast (Vietnam) Company Limited	Vietnam	An associate of the Siam Cement Public Company Limited
Green Siam Resources Corporation	Philippines	An associate of the Siam Cement Public Company Limited
Nippon Paper Industries Co., Ltd.	Japan	Common directors with Phoenix Pulp & Paper Public Company Limited
Rengo Co., Ltd.	Japan	Common directors with Thai Containers Group Co., Ltd.
Asia Cement Public Company Limited	Thailand	Common directors with The Siam Cement Public Company Limited

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Significant transactions with related parties for the year ended 31 December and the pricing policies are summarized as follows:

	2024	2023	Pricing policies
	<i>(in thousand Baht)</i>		
<i>Ultimate parent</i>			
Revenue from sales	5,515	4,685	Market price
Service fee	874,172	857,482	Cost plus margin method comparable
<i>Associates</i>			
Revenue from sales	566,531	510,402	Market price
Dividend income	11,380	9,366	Upon declaration
Purchases	361,620	280,153	Market price
<i>Others</i>			
Revenue from sales	6,652,228	6,738,018	Market price
Purchases	7,165,967	6,865,509	Market price
Service fee	2,310,320	2,476,009	Market price and contract rate

Balances as at 31 December with related parties were as follows:

	Note	2024	2023
		<i>(in thousand Baht)</i>	
<i>Trade receivables</i>			
Ultimate parent		835	206
Associates		61,652	69,599
Others		491,880	924,744
Total	7	554,367	994,549
<i>Other current receivables</i>			
Ultimate parent		48,953	55,293
Associates		52,686	59,341
Others		18,531	17,089
Total		120,170	131,723
<i>Other non-current receivables</i>			
Ultimate parent		25,780	68,100
Associates		91,985	105,312
Total		117,765	173,412

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	2024	2023
	<i>(in thousand Baht)</i>	
<i>Trade payables</i>		
Associates	38,889	35,096
Others	914,061	1,099,259
Total	952,950	1,134,355
 <i>Other current payables</i>		
Ultimate parent	71,894	93,042
Associates	7	1,426
Others	74,922	126,276
Total	146,823	220,744
 <i>Lease liabilities</i>		
<i>Current and non-current portion</i>		
Ultimate parent	99,489	56,787
Associates	92,032	99,506
Others	108,108	197,690
Total	299,629	353,983

The Board of Directors and key management compensation

	2024	2023
	<i>(in thousand Baht)</i>	
<i>For the years ended 31 December</i>		
Short-term employee benefits	138,016	121,410
Post-employment benefits	12,193	9,834
Total	150,209	131,244

The Board of Directors and key management compensation comprises the remuneration paid to the directors of SCG Packaging Public Company Limited under the articles of the Company and the remuneration paid to the management as staff expenses in terms of salary, bonus, special remuneration benefit, others and contribution to defined contribution plans.

SCG Packaging Public Company Limited and its Subsidiaries
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6 Cash and cash equivalents

	2024	2023
	<i>(in thousand Baht)</i>	
Cash on hand and at banks	5,477,220	6,678,138
Highly liquid short-term investments	4,371,802	3,210,449
Total	<u>9,849,022</u>	<u>9,888,587</u>

7 Trade receivables

<i>At 31 December</i>	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
Related parties			
Within credit terms		507,739	957,319
Overdue:			
Less than 1 month		46,508	36,182
1 - 3 months		120	1,048
Total	5	<u>554,367</u>	<u>994,549</u>
Other companies			
Within credit terms		18,202,877	16,863,995
Overdue:			
Less than 1 month		1,423,564	1,545,808
1 - 3 months		266,666	416,875
Over 3 - 12 months		117,380	164,902
Over 12 months		174,074	180,433
		<u>20,184,561</u>	<u>19,172,013</u>
<i>Less allowance for expected credit loss</i>		<i>(169,715)</i>	<i>(184,531)</i>
Net		<u>20,014,846</u>	<u>18,987,482</u>
Total		<u>20,569,213</u>	<u>19,982,031</u>

The normal credit term granted by the Group is 30 - 90 days.

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Allowance for expected credit loss</i>		
At 1 January	184,531	180,262
Addition	9,842	20,170
Reversal	(6,823)	(13,291)
Write-off	(14,158)	(2,368)
Currency translation differences	(3,677)	(242)
At 31 December	<u>169,715</u>	<u>184,531</u>

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For the year ended 31 December 2024

8 Inventories

	2024	2023
	<i>(in thousand Baht)</i>	
Finished goods	6,379,149	6,292,922
Work in progress	1,008,781	1,101,377
Raw materials	5,731,974	6,252,695
Spare parts, stores, supplies and others	3,833,667	3,991,548
Goods in transit	2,310,504	1,939,452
Total	19,264,075	19,577,994
<i>Less</i> allowance for decline in value	<i>(237,166)</i>	<i>(325,401)</i>
Net	19,026,909	19,252,593
Cost of inventories recognized as an expense in cost of sales	110,260,915	106,319,385
Write-down to net realizable value	552,163	592,997
Reversal of write-down	(559,719)	(745,004)
Changes in finished goods and work in progress	6,369	1,261,597
Raw materials and supplies used	60,143,945	54,691,164

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9 Investments in associates

Movements for the years ended 31 December in investments in associates accounted for using the equity method were as follows:

	2024	2023
	<i>(in thousand Baht)</i>	
At 1 January	1,062,730	1,034,332
Increase in investment	30,008	-
Share of net profit of investments - equity method	113,282	38,750
Share of other comprehensive income of investment - equity method	(1,296)	(986)
Dividend income	(11,380)	(9,366)
At 31 December	<u>1,193,344</u>	<u>1,062,730</u>

Investments in associates as at 31 December and dividends from these investments for the years ended at the same date were as follows:

	Total direct/ indirect		Paid-up capital		Cost method		Equity method		Dividend income	
	holding	indirect	2024	2023	2024	2023	2024	2023	2024	2023
	2024	2023	<i>(in thousand Baht)</i>							
	(%)									
Associates										
Siam Toppan										
Packaging Co., Ltd.	49	49	500,000	500,000	245,000	245,000	575,655	517,924	9,947	6,027
Siam Nippon										
Industrial Paper Co., Ltd.	31	31	1,100,000	1,100,000	495,000	495,000	407,762	357,434	-	-
Packworks Co., Ltd.	31	28	1,381	1,087	136,741	106,733	118,136	97,985	-	-
Sahagreen Forest Co., Ltd.	17	17	190,000	190,000	47,500	47,500	82,414	79,057	950	2,518
ReUse SAS	45	45	3,673	3,673	2,909	2,909	9,377	10,330	483	821
P&S Holdings Corporation	40	40	262,588	262,588	105,121	105,121	-	-	-	-
Total			<u>2,057,642</u>	<u>2,057,348</u>	<u>1,032,271</u>	<u>1,002,263</u>	<u>1,193,344</u>	<u>1,062,730</u>	<u>11,380</u>	<u>9,366</u>

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10 Property, plant and equipment

	Land and land improvements	Buildings and structures	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles and equipment	Construction in progress	Bearer plant	Total
	<i>(in thousand Baht)</i>							
<i>Cost</i>								
At 1 January 2023	11,650,815	28,331,351	162,883,940	2,384,530	1,739,242	4,892,813	44,849	211,927,540
Acquisitions through business combinations <i>(see note 4)</i>	-	74,432	41,615	7,560	8,456	627	-	132,690
Additions	307,523	1,387,543	1,951,609	213,503	394,476	4,057,689	-	8,312,343
Disposals/Write-off	(19,892)	(219,625)	(1,404,727)	(126,003)	(279,819)	(5,614)	-	(2,055,680)
Transfer from other non-current assets	25,757	-	-	-	-	-	-	25,757
Transfers in (out)	51,489	492,935	4,035,260	56,695	36,487	(4,687,348)	4,281	(10,201)
Currency translation differences	(39,936)	(146,202)	(616,974)	(3,503)	(12,637)	(17,522)	-	(836,774)
At 31 December 2023	11,975,756	29,920,434	166,890,723	2,532,782	1,886,205	4,240,645	49,130	217,495,675
Acquisitions through business combinations	43,000	194,800	77,199	1,690	1,844	-	-	318,533
Increase from the fair value adjustment <i>(see note 4)</i>	116,057	31,285	51,043	379	-	-	-	198,764
Additions	185,627	601,504	1,746,483	116,531	465,571	3,721,991	265	6,837,972
Disposals/Write-off	(35,529)	(166,805)	(734,173)	(88,786)	(242,684)	(714)	-	(1,268,691)
Transfer from other non-current assets	1,484	-	-	-	-	-	-	1,484
Transfers in (out)	70,521	626,083	2,995,687	10,862	35,683	(3,703,869)	527	35,494
Currency translation differences	(346,682)	(596,485)	(2,848,365)	(34,437)	(50,761)	(88,394)	-	(3,965,124)
At 31 December 2024	12,010,234	30,610,816	168,178,597	2,539,021	2,095,858	4,169,659	49,922	219,654,107

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	Land and land improvements	Buildings and structures	Machinery and equipment	Furniture, fixtures and office equipment	Vehicles and equipment	Construction in progress	Bearer plant	Total
	<i>(in thousand Baht)</i>							
<i>Accumulated depreciation and accumulated impairment losses</i>								
At 1 January 2023	1,823,325	13,642,186	99,015,112	1,913,995	941,128	-	6,589	117,342,335
Depreciation charge for the year	246,721	1,177,906	6,403,438	184,847	334,179	-	3,074	8,350,165
Impairment losses	178	605	19,214	701	-	-	-	20,698
Disposals/Write-off	(14,000)	(214,665)	(1,350,993)	(125,567)	(232,932)	-	-	(1,938,157)
Transfers in (out)	(5,934)	9,511	19,029	(18,784)	(2,828)	-	-	994
Currency translation differences	(8,925)	(57,119)	(476,739)	(576)	(16,196)	-	-	(559,555)
At 31 December 2023	2,041,365	14,558,424	103,629,061	1,954,616	1,023,351	-	9,663	123,216,480
Depreciation charge for the year	260,897	1,242,182	6,339,070	192,109	354,024	-	7,012	8,395,294
Impairment losses	-	-	4,100	-	-	-	-	4,100
Disposals/Write-off	(33,282)	(138,796)	(705,330)	(63,777)	(217,269)	-	-	(1,158,454)
Transfers in (out)	7,307	4,972	(3,897)	(16,618)	5,020	-	-	(3,216)
Currency translation differences	(18,693)	(220,401)	(1,511,203)	(23,047)	(40,327)	-	-	(1,813,671)
At 31 December 2024	2,257,594	15,446,381	107,751,801	2,043,283	1,124,799	-	16,675	128,640,533
<i>Carrying amount</i>								
At 31 December 2023								
Owned assets	7,875,812	13,122,483	63,142,851	429,451	300,651	4,240,645	39,467	89,151,360
Right-of-use assets	2,058,579	2,239,527	118,811	148,715	562,203	-	-	5,127,835
	9,934,391	15,362,010	63,261,662	578,166	862,854	4,240,645	39,467	94,279,195
At 31 December 2024								
Owned assets	7,633,358	13,083,563	60,335,852	380,895	361,695	4,169,659	33,247	85,998,269
Right-of-use assets	2,119,282	2,080,872	90,944	114,843	609,364	-	-	5,015,305
	9,752,640	15,164,435	60,426,796	495,738	971,059	4,169,659	33,247	91,013,574

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In 2024, the right-of-use assets of the Group has increased amounting to Baht 957 million (2023: Baht 1,848 million) and the Group capitalized borrowing costs relating to the acquisition of the property, plant and equipment as part of the cost of construction in progress, amounting to Baht 47 million (2023: Baht 43 million), rates of interest capitalized at 1.40 % to 2.95 % per annum (2023: 1.00% to 3.75% per annum).

In 2023, subsidiaries in overseas, 5 companies, revisited the residual lives of certain items of buildings and structures and machinery and equipment, which resulted in changes in the estimated useful lives of these assets. The Group estimated these assets would have useful lives of 15 to 40 years from the date of completion of construction and be available for use (previously, 5 to 25 years). As a result of the aforesaid extension of the useful lives of assets, the effect of these changes for the year ended 31 December 2023 was a decreased in depreciation expense of approximately Baht 514 million.

11 Leases

The Group leases land, buildings, vehicles and equipment both in Thailand and overseas. The rental due and rate are as specified in the contract.

<i>For the years ended 31 December</i>	2024	2023
	<i>(in thousand Baht)</i>	
<i>Amounts recognized in profit or loss</i>		
Depreciation of right-of-use assets:		
– Land and land improvements	162,437	143,917
– Buildings and structures	439,941	375,314
– Vehicles and equipment	255,317	240,242
– Others	85,761	71,835
Interest on lease liabilities	176,690	110,632
Expenses relating to short-term leases	172,079	196,193
Expenses relating to leases of low-value assets	82,152	70,286

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12 Goodwill and other intangible assets

	Goodwill	Other intangible assets			
		Customer contracts and relationship	Trademark and patent	Software licenses and others	Total other intangible assets
<i>(in thousand Baht)</i>					
Cost					
At 1 January 2023	28,233,239	7,162,091	3,668,418	1,988,765	12,819,274
Acquisitions through business combinations <i>(see note 4)</i>	1,093,569	-	-	1,608	1,608
Additions	-	-	-	247,364	247,364
Disposals/Write-off	-	-	-	(25,840)	(25,840)
Transfers in	-	-	-	10,563	10,563
Currency translation differences	47,587	83,263	(27,992)	(2,456)	52,815
At 31 December 2023	29,374,395	7,245,354	3,640,426	2,220,004	13,105,784
Acquisitions through business combinations <i>(see note 4)</i>	66,873	2,100	-	308	2,408
Increase (decrease) from the fair value adjustment <i>(see note 4)</i>	(138,942)	43,937	10,527	-	54,464
Additions	-	-	215	198,456	198,671
Disposals/Write-off	-	-	-	(32,424)	(32,424)
Transfers in	-	-	-	20,730	20,730
Currency translation differences	(1,059,898)	(328,445)	(150,789)	(33,280)	(512,514)
At 31 December 2024	28,242,428	6,962,946	3,500,379	2,373,794	12,837,119
Accumulated amortization					
At 1 January 2023	-	734,121	354,579	1,156,635	2,245,335
Amortization charge for the year	-	455,699	216,585	167,391	839,675
Disposals/Write-off	-	-	-	(25,645)	(25,645)
Currency translation differences	-	8,986	(8,884)	(4,645)	(4,543)
At 31 December 2023	-	1,198,806	562,280	1,293,736	3,054,822
Amortization charge for the year	-	456,509	214,075	179,158	849,742
Disposals/Write-off	-	-	-	(32,233)	(32,233)
Currency translation differences	-	(79,662)	(30,975)	(22,382)	(133,019)
At 31 December 2024	-	1,575,653	745,380	1,418,279	3,739,312
Carrying amount					
At 31 December 2023	29,374,395	6,046,548	3,078,146	926,268	10,050,962
At 31 December 2024	28,242,428	5,387,293	2,754,999	955,515	9,097,807

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Amortization expenses of other intangible assets are included in cost of sales, distribution costs and administrative expenses in the consolidated income statement.

For the purpose of impairment testing of goodwill of the Group, the recoverable amount was based on value in use, determined by discounting the future cash flows. The Group determined 5-year cash flows forecasts, terminal values thereafter and discount rates derived from weighted average cost of capital of the Group, which were based on estimate and judgments of the management and considering historical data from both external and internal sources. The key assumptions used in the estimation of recoverable amount were discount rates ranging from 5.11% to 7.70%, projected revenue growth rates ranging from 0.78% to 11.07% and terminal values growth rates ranging from 0.83% to 5.50%. As the result of the impairment testing of goodwill, the recoverable amounts of the cash-generating units for the Group's assets were determined to be higher than the carrying amounts.

Nevertheless, the key assumptions used in the estimation of recoverable amount are subject to change due to ongoing market uncertainties that could impact the recoverable amount as at 31 December 2024 of two subsidiaries in Indonesia and Netherlands, which have the goodwill of Baht 12,120 million and Baht 1,201 million, respectively, and the recoverable amount exceeding the carrying amount by approximately Baht 15,955 million and Baht 1,520 million, respectively. If the key assumptions, such as the projected revenue growth rates decrease by 5.52% and 5.50% or terminal values growth rates decrease by 1.18% and 1.05%, the recoverable amount will be equal to the carrying amount.

13 Deferred tax assets (deferred tax liabilities)

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, and are included in the consolidated statements of financial position as follows:

	2024	2023
	<i>(in thousand Baht)</i>	
Deferred tax assets	1,351,368	1,036,057
Deferred tax liabilities	(4,014,376)	(4,886,139)
Net	<u>(2,663,008)</u>	<u>(3,850,082)</u>

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Movements in total deferred tax assets and liabilities during the year were as follows:

	At 1 January 2023	Credited (charged) to			Currency translation differences	At 31 December 2023
		profit or loss <i>(Note 22)</i>	other comprehensive income	Increase through business combinations		
<i>(in thousand Baht)</i>						
<i>Deferred tax assets</i>						
Loss carry forward	385,655	532,409	-	-	(12,716)	905,348
Investment	31,052	15	-	-	-	31,067
Trade receivables	30,027	(810)	-	-	(6)	29,211
Inventories	102,662	(20,984)	-	-	724	82,402
Property, plant and equipment	38,055	(32,034)	-	-	2,967	8,988
Lease liabilities	448,032	309,340	-	-	1,750	759,122
Provisions for employee benefits	725,506	46,477	(20,712)	2,639	(236)	753,674
Others	60,690	2,846	-	-	1,594	65,130
Total	1,821,679	837,259	(20,712)	2,639	(5,923)	2,634,942
<i>Deferred tax liabilities</i>						
Property, plant and equipment	(3,497,906)	(13,270)	-	-	(9,307)	(3,520,483)
Right of use assets	(438,508)	(303,312)	-	-	(1,920)	(743,740)
Intangible assets	(2,305,159)	151,620	-	-	(26,294)	(2,179,833)
Others	(50,682)	9,698	-	-	16	(40,968)
Total	(6,292,255)	(155,264)	-	-	(37,505)	(6,485,024)
Net	(4,470,576)	681,995	(20,712)	2,639	(43,428)	(3,850,082)

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	At 1 January 2024	Credited (charged) to			Currency translation differences	At 31 December 2024
		profit or loss (Note 22)	other comprehensive income	Increase through business combinations		
<i>(in thousand Baht)</i>						
Deferred tax assets						
Loss carry forward	905,348	921,319	-	-	(90,423)	1,736,244
Investment	31,067	44	-	-	-	31,111
Trade receivables	29,211	211	-	-	(82)	29,340
Inventories	82,402	(16,175)	-	721	(1,825)	65,123
Property, plant and equipment	8,988	1,363	-	-	(800)	9,551
Lease liabilities	759,122	192,931	-	708	(51,429)	901,332
Provisions for employee benefits	753,674	28,609	36,379	234	(3,335)	815,561
Others	65,130	10,421	-	-	(4,367)	71,184
Total	2,634,942	1,138,723	36,379	1,663	(152,261)	3,659,446
Deferred tax liabilities						
Property, plant and equipment	(3,520,483)	(34,122)	-	(32,445)	75,424	(3,511,626)
Right of use assets	(743,740)	(175,338)	-	(26,257)	50,594	(894,741)
Intangible assets	(2,179,833)	134,804	-	(13,553)	180,686	(1,877,896)
Others	(40,968)	2,518	-	-	259	(38,191)
Total	(6,485,024)	(72,138)	-	(72,255)	306,963	(6,322,454)
Net	(3,850,082)	1,066,585	36,379	(70,592)	154,702	(2,663,008)

The deductible temporary differences and unused tax losses that the Group have not been recognized as deferred tax assets (liabilities) are as the following items:

	2024	2023
<i>(in thousand Baht)</i>		
Temporary differences		
– Provisions for employee benefits	129,930	114,546
– Others	259,727	199,387
Unused tax losses	329,330	228,604
Total	718,987	542,537

The unused tax losses which the Group has not recognized deferred tax asset, are the tax losses which have not yet expired under tax legislation, and will expire within 2029.

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14 Changes in liabilities arising from financing activities

	Bank overdrafts and short-term borrowings	Long-term borrowings	Lease liabilities	Debentures	Total
	<i>(in thousand Baht)</i>				
At 1 January 2023	16,155,140	16,021,419	2,507,805	15,484,603	50,168,967
Changes from financing cash flows	(798,977)	(1,479,474)	(745,165)	-	(3,023,616)
Leases	-	-	1,989,571	-	1,989,571
Changes arising from business acquisition <i>(see note 4)</i>	101,209	3,547	19,590	-	124,346
The effect of changes in foreign exchange rates	(120,657)	(22,998)	(14,215)	-	(157,870)
Other non-cash movement	-	5,375	-	6,091	11,466
At 31 December 2023	15,336,715	14,527,869	3,757,586	15,490,694	49,112,864
Changes from financing cash flows	9,804,306	1,789,466	(814,873)	4,984,846	15,763,745
Leases	-	-	868,895	-	868,895
Changes arising from business acquisition	84,403	103,703	7,181	-	195,287
The effect of changes in foreign exchange rates	(732,597)	(218,598)	(125,301)	-	(1,076,496)
Other non-cash movement	-	5,168	-	7,386	12,554
At 31 December 2024	24,492,827	16,207,608	3,693,488	20,482,926	64,876,849

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15 Interest-bearing liabilities

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Current</i>		
Bank overdrafts and short-term borrowings from financial institutions		
– Secured	-	98,749
– Unsecured	24,492,827	15,237,966
	<u>24,492,827</u>	<u>15,336,715</u>
Current portion of long-term borrowings from financial institution		
– Unsecured	6,371,420	6,493,668
Current portion of lease liabilities	768,969	668,094
Current portion of debentures	4,998,974	5,497,816
Total	<u>36,632,190</u>	<u>27,996,293</u>
<i>Non-current</i>		
Long-term borrowings from financial institutions		
– Unsecured	9,836,188	8,034,201
Lease liabilities	2,924,519	3,089,492
Debentures	15,483,952	9,992,878
Total	<u>28,244,659</u>	<u>21,116,571</u>
Total interest-bearing liabilities	<u>64,876,849</u>	<u>49,112,864</u>

As at 31 December 2024, bank overdrafts and short-term borrowings from financial institutions of the Group had an interest rate from 2.28% to 8.90% per annum (2023: 1.85% to 8.90% per annum) and long-term borrowings from financial institutions of the Group had an interest rate from 0.80% to 7.85% per annum (2023: 0.75% to 7.71% per annum).

During 2024, the Company and its overseas subsidiaries signed long-term loan agreements with financial institutions with total contracts amounting to Baht 10,752 million. Term of the loans are from 4 to 7 years with a floating interest rate. As at 31 December 2024, the loans amounting to Baht 8,179 million was drawn down. The objectives are to refinance long-terms loan to be due and working capital for business operations.

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Debenture

As at 31 December 2024, the Company has unsubordinated and unsecured debentures totaling Baht 20,500 million (2023: Baht 15,500 million) as follows:

Debentures no.	2024	2023	Interest rate	Term	Maturity date
	<i>(in thousand Baht)</i>		<i>(% p.a.)</i>		
1/2021	-	5,500,000	2.65	3 years 8 months	1 December 2024
1/2022	5,000,000	5,000,000	2.80	2 years 10 months	1 June 2025
2/2022	5,000,000	5,000,000	3.50	4 years	1 December 2026
1/2024	5,000,000	-	3.40	3 years 8 months	1 December 2027
2/2024	5,500,000	-	3.30	3 years 11 months 29 days	1 December 2028
Total	20,500,000	15,500,000			
<i>Less debentures</i>					
issuing expenses	(17,074)	(9,306)			
Net	20,482,926	15,490,694			

16 Non-current provisions for employee benefits

The Group operates defined benefit plans based on the requirement of the Thai Labor Protection Act B.E. 2541 to provide retirement benefits and other long-term benefits to employees based on pensionable remuneration and length of service.

The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

Non-current provisions for employee benefits in the consolidated statement of financial position as at 31 December

	2024	2023
	<i>(in thousand Baht)</i>	
Post-employment benefits		
Legal severance payments plan	3,783,979	3,489,780
Pension	23,623	36,782
Other long-term employee benefits	169,898	117,368
Total non-current provisions for defined benefit plans	3,977,500	3,643,930
Other employee benefits	-	15,031
Total	3,977,500	3,658,961
<i>Less plan assets of foreign subsidiaries</i>	(27,692)	(29,831)
Total non-current provisions for employee benefits - net	3,949,808	3,629,130

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Movement in the present value of non-current provisions for defined benefit plans

	2024	2023
	<i>(in thousand Baht)</i>	
Non-current provisions for defined benefit plans at 1 January	3,643,930	3,619,599
<i>Included in profit or loss</i>		
Current service costs	210,607	211,290
Interest on obligation	158,760	152,931
Actuarial losses	48,063	5,669
Non-current provisions for defined benefit plans transfer to the related parties	(22,894)	-
	394,536	369,890
<i>Included in other comprehensive income</i>		
Actuarial losses (gains)	256,687	(90,751)
Currency translation differences	(62,554)	(2,642)
	194,133	(93,393)
<i>Others</i>		
Benefits paid	(270,544)	(252,166)
Acquisitions through business combinations	2,636	-
Others	12,809	-
	(255,099)	(252,166)
Non-current provisions for defined benefit plans at 31 December	3,977,500	3,643,930

Actuarial losses (gains) recognized in other comprehensive income as of the end of the reporting period arising from:

	2024	2023
	<i>(in thousand Baht)</i>	
<i>For the years ended 31 December</i>		
Demographic assumptions	1,154	224
Financial assumptions	196,184	(79,013)
Experience adjustment	59,349	(11,962)
Total	256,687	(90,751)

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Actuarial assumptions

Principal actuarial assumptions as of the end of the reporting period

	2024	2023
	(%)	
Discount rate *		
– Thailand	2.19 - 2.81	2.79 - 3.62
– Vietnam	2.81	3.17
– Indonesia	7.00 - 7.15	6.55 - 6.90
– Philippines	6.14	6.06
Salary increase rate	1.00 - 9.00	1.39 - 8.00
Employee turnover rate **	2.00 - 22.00	2.00 - 20.00
Mortality rate ***	50.00, 100.00 of TMO2017	50.00, 100.00 of TMO2017

* Market yields on government's bonds for legal severance payments plan and pension

** Upon the length of service

*** Reference from TMO2017: Thai Mortality Ordinary Table 2017

As at 31 December 2024, the Group has the weighted-average duration for payment of long-term employee benefits approximately 10 to 19 years. (2023: 11 to 20 years).

Sensitivity analysis

Reasonably possible changes at the end of the reporting period to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the non-current provisions for defined benefit plans by the amounts shown below.

Effect on the non-current provisions for defined benefit plans at 31 December

	Increase (decrease)	
	2024	2023
	(in thousand Baht)	
Discount rate		
0.50% increase	(133,756)	(117,168)
0.50% decrease	144,906	126,803
Salary increase rate		
1.00% increase	291,196	257,234
1.00% decrease	(253,634)	(224,185)
Employee turnover rate		
10.00% increase	(60,321)	(53,280)
10.00% decrease	62,395	55,096

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it provides an approximation of the sensitivity of the assumptions shown.

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17 Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorized capital. The legal reserve is not available for dividend distribution.

18 Business segment information

Segment information is presented in respect of the Group’s business segments, is based on the Group’s management and internal reporting structure.

Segment assets, revenues and results of operations include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Business segments

The Group comprises the following main business segments:

<i>Integrated Packaging Business</i>	Comprises fiber packaging, packaging paper, and consumer and performance packaging. Fiber packaging comprises corrugated containers and retail display packaging. Packaging paper comprises containerboard, coated duplex board, sack kraft, and plasterboard liner. Consumer and performance packaging comprises flexible packaging products, rigid packaging products, and medical supplies and labware
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<i>Fibrous Business</i>	Comprises foodservice products and pulp and paper products
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<i>Recycling Business and Corporate</i>	Comprises packaging materials recycling and investment
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The business segment information is used by management to evaluate the performance of segments and to allocate resources. The Group evaluates operating performance based on EBITDA.

SCG Packaging Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

Information relating to business segments for years ended 31 December was as follows:

	Integrated Packaging Business		Fibrous Business		Recycling Business and Corporate		Intersegment Elimination		Consolidated	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
<i>Information from statement of financial position</i>										
Current assets	43,227,918	42,549,002	11,105,593	10,274,087	57,881,797	43,798,508	(56,911,740)	(36,349,664)	55,303,568	60,271,933
Investments in associates	118,136	97,985	490,176	436,491	585,032	528,254	-	-	1,193,344	1,062,730
Investments in equity instrument	11,705	11,375	-	-	49,415,280	49,415,280	(49,415,280)	(49,415,280)	11,705	11,375
Property, plant and equipment	73,123,037	75,665,077	16,337,601	16,861,486	2,021,808	2,071,325	(468,872)	(318,693)	91,013,574	94,279,195
Others non-current assets	31,510,433	33,398,085	5,943,265	5,992,539	3,879,838	3,816,478	(276,150)	(271,661)	41,057,386	42,935,441
Total assets	147,991,229	151,721,524	33,876,635	33,564,603	113,783,755	99,629,845	(107,072,042)	(86,355,298)	188,579,577	198,560,674
Short-term borrowings	72,229,502	51,477,877	807,965	803,026	19,522,483	11,132,217	(55,927,760)	(35,416,827)	36,632,190	27,996,293
Other current liabilities	16,414,702	34,765,204	2,726,069	2,618,526	1,813,490	1,935,700	(983,220)	(925,330)	19,971,041	38,394,100
Long-term borrowings	5,116,891	4,223,685	1,475,778	1,233,281	22,458,438	16,304,971	(806,448)	(645,366)	28,244,659	21,116,571
Other non-current liabilities	6,392,260	6,605,702	1,129,199	1,096,799	923,639	901,864	-	-	8,445,098	8,604,365
Total liabilities	100,153,355	97,072,468	6,139,011	5,751,632	44,718,050	30,274,752	(57,717,428)	(36,987,523)	93,292,988	96,111,329
Shareholders' equity	47,837,874	54,649,056	27,737,624	27,812,971	69,065,705	69,355,093	(49,354,614)	(49,367,775)	95,286,589	102,449,345
Total liabilities and shareholders' equity	147,991,229	151,721,524	33,876,635	33,564,603	113,783,755	99,629,845	(107,072,042)	(86,355,298)	188,579,577	198,560,674
<i>Supplementary information</i>										
Increase in non-current assets	5,735,973	6,522,940	1,395,687	1,374,846	416,571	1,755,111	-	-	7,548,231	9,652,897

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	Integrated Packaging Business		Fibrous Business		Recycling Business and Corporate		Intersegment Elimination		Consolidated	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
<i>Information from income statement</i>										
Revenue from sales										
External customers	99,693,448	97,044,389	25,321,010	24,894,273	7,769,229	7,459,427	-	-	132,783,687	129,398,089
Intersegment	381,381	318,484	1,825,762	1,941,197	935,331	1,208,984	(3,142,474)	(3,468,665)	-	-
Total revenue from sales	100,074,829	97,362,873	27,146,772	26,835,470	8,704,560	8,668,411	(3,142,474)	(3,468,665)	132,783,687	129,398,089
Cost of sales	(83,561,414)	(80,601,596)	(22,871,318)	(22,704,337)	(7,410,730)	(6,717,857)	3,462,451	3,749,857	(110,381,011)	(106,273,933)
Gross profit	16,513,415	16,761,277	4,275,454	4,131,133	1,293,830	1,950,554	319,977	281,192	22,402,676	23,124,156
Other income	905,726	966,977	253,318	263,897	6,404,865	5,913,540	(6,569,178)	(6,021,887)	994,731	1,122,527
Profit before expenses	17,419,141	17,728,254	4,528,772	4,395,030	7,698,695	7,864,094	(6,249,201)	(5,740,695)	23,397,407	24,246,683
Operating expenses	(10,909,562)	(10,150,590)	(2,987,242)	(2,638,343)	(4,854,717)	(4,890,472)	2,222,205	1,995,716	(16,529,316)	(15,683,689)
Profit from operations	6,509,579	7,577,664	1,541,530	1,756,687	2,843,978	2,973,622	(4,026,996)	(3,744,979)	6,868,091	8,562,994
Finance cost	(2,299,828)	(1,986,250)	(257,534)	(239,333)	(1,117,523)	(833,306)	1,246,001	1,039,431	(2,428,884)	(2,019,658)
Share of profit (loss) of associates accounted for using equity method	(9,857)	(7,503)	55,226	18,071	67,913	28,182	-	-	113,282	38,750
Profit before income tax	4,199,894	5,583,911	1,339,222	1,535,225	1,794,368	2,168,498	(2,780,995)	(2,705,548)	4,552,489	6,582,086
Tax income (expense)	(847,466)	(1,016,668)	(249,986)	(294,970)	276,872	164,529	(4,745)	(6,352)	(825,325)	(1,153,461)
Profit for the year	3,352,428	4,567,243	1,089,236	1,240,255	2,071,240	2,333,027	(2,785,740)	(2,711,900)	3,727,164	5,428,625

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	Integrated Packaging Business		Fibrous Business		Recycling Business and Corporate		Intersegment Elimination		Consolidated	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Profit (loss) attributable to:										
Owners of the Company	3,885,528	5,095,023	1,080,670	1,234,861	2,073,860	2,333,787	(3,340,975)	(3,415,538)	3,699,083	5,248,133
Non-controlling interests	(533,100)	(527,780)	8,566	5,394	(2,620)	(760)	555,235	703,638	28,081	180,492
	3,352,428	4,567,243	1,089,236	1,240,255	2,071,240	2,333,027	(2,785,740)	(2,711,900)	3,727,164	5,428,625
Interest income	262,329	337,479	33,908	17,312	1,433,694	1,031,131	(1,210,463)	(1,009,133)	519,468	376,789
Depreciation and amortization	6,777,921	6,841,595	2,133,850	2,077,578	371,241	316,082	(24,350)	(29,551)	9,258,662	9,205,704
Other non-monetary items:										
- Loss on inventories devaluation (reversal)	4,758	(106,380)	(9,700)	12,642	-	-	-	-	(4,942)	(93,738)
- Loss on impairment of assets	4,100	14,144	-	6,848	-	-	-	-	4,100	20,992

Revenue from sales of Integrated Packaging Business's proportion is 75% of the total revenue from sales including Packaging Paper 38%, Fiber Packaging 24%, and Consumer and Performance Packaging 13%.

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Geographical segment

The Group has expanded its investment and operating in foreign countries. All significant revenue from sales and non-current assets on the basis of geography is presented in this information. Segment revenue is based on the geographical location of customers and segment non-current assets are based on the geographical location of the assets.

Geographical segment information

	Revenue from sales		Non-current assets	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Thailand	56,072,521	53,366,944	51,448,701	52,013,339
Vietnam	20,972,407	19,516,667	18,561,573	19,824,913
Indonesia	18,445,180	18,270,884	39,363,138	41,786,923
China	7,629,038	8,784,636	-	-
Others	29,664,541	29,458,958	19,089,254	20,193,919
Total	132,783,687	129,398,089	128,462,666	133,819,094

Major customer

The Group has no revenue from one customer for the amount over 10% of the Group's total revenue from sales.

19 Distribution costs

	2024	2023
	<i>(in thousand Baht)</i>	
Freight and commission expenses	6,566,986	6,228,516
Salary, welfare, personnel and employee development expenses	1,726,037	1,613,747
Sales promotion and advertising expenses	284,967	286,488
Depreciation and amortization expenses	118,909	119,902
Custom, insurance expense and intellectual property fees	27,618	54,583
Others	381,836	397,621
Total	9,106,353	8,700,857

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20 Administrative expenses

	2024	2023
	<i>(in thousand Baht)</i>	
Salary, welfare, personnel and employee development expenses	3,466,976	3,496,285
Depreciation and amortization expenses	1,075,516	1,028,639
Professional and consultant fees	765,629	638,271
Service expenses	444,387	426,789
IT fees	422,417	418,107
Tax license fees and others	201,580	191,902
Outside wages	123,772	115,497
Others	711,534	667,342
Total	<u>7,211,811</u>	<u>6,982,832</u>

21 Employee benefit expenses

	2024	2023
	<i>(in thousand Baht)</i>	
Salaries and wages	11,758,972	11,364,563
Welfares and others	1,941,233	1,854,358
Contribution to defined contribution plans	497,433	487,432
Contribution to defined benefit plans	417,430	369,890
Early retirement expenses	11,468	102,550
Total	<u>14,626,536</u>	<u>14,178,793</u>

The defined contribution plans comprise provident funds established by the Group for its employees. The provident funds were registered with the Ministry of Finance under the Provident Fund Act B.E. 2530. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at 2% to 15% of their basic salaries and by the Company at 5% to 13% of the members' basic salaries, depending on the length of employment.

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22 Income tax

	<i>Note</i>	2024 <i>(in thousand Baht)</i>	2023
<i>Income tax recognized in profit or loss</i>			
Current tax			
Current tax		1,791,269	1,850,542
Under (over) provided in prior years		100,641	(15,086)
		1,891,910	1,835,456
Deferred tax			
Movements in temporary differences	13	(1,066,585)	(681,995)
Total		825,325	1,153,461
<i>Income tax recognized in other comprehensive income</i>			
Gains (loss) on remeasurement of defined benefit plan		(50,380)	19,716
Total		(50,380)	19,716
<i>Reconciliation of effective tax rate</i>			
		2024	2023
	Rate	<i>(in thousand</i>	Rate
	(%)	<i>Baht)</i>	<i>(in thousand</i>
		(%)	<i>Baht)</i>
Profit before income tax expense		4,552,489	6,582,086
Share of profit of associates			
accounted for using equity method		(113,282)	(38,750)
		4,439,207	6,543,336
Income tax using the Thai corporation tax rate	20	887,841	1,308,667
Effect of different tax rates in foreign jurisdictions		(103,673)	(59,520)
Income not subject to tax		(7,033)	(8,211)
Tax privileges		(273,197)	(203,615)
Expenses deductible at a greater amount		(54,180)	(53,245)
Expenses not deductible for tax purposes and others		327,128	209,211
Tax losses		1,014,383	657,255
Current tax		1,791,269	1,850,542
Under (over) provided in prior years		100,641	(15,086)
Movement in temporary differences		(1,066,585)	(681,995)
Income tax expense	19	825,325	1,153,461

SCG Packaging Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

The Group operates in several jurisdictions which have enacted top-up tax legislations as part of the international tax reform under the Pillar Two Model Rules to impose a global minimum tax at an effective tax rate of no less than 15% in each jurisdiction. This will impact the consolidated financial statements of the Group for the year starting from 1 January 2024, onwards. The Group also operates in other several jurisdictions which the legislations will affect the consolidated financial statement of the Group for the reporting period starting from 1 January 2025, onwards.

The ultimate parent company is responsible for the impact assessment of these legislations and has engaged an advisory firm specializing in Pillar Two Model Rules to provide advice and guidance. Based on the impact assessment from financial information for the year ended 31 December 2024, the Group has no material impact to the consolidated financial statement. For the jurisdictions where the legislations will be effective from 1 January 2025 onwards, the ultimate parent company is currently assessing the potential impact on the consolidated financial statements.

23 Promotional privileges

The Group has been granted investment promotion privileges from the Board of Investment, and has received various benefits as an investment promotion recipient under the Investment Promotion Act B.E. 2520 as follows:

Vexcel Pack Co., Ltd. has been granted investment promotion for the manufacture of plastic sheets and plastic containers. The company is exempt from corporate income tax on net profits for a period of 8 years from the commencement date of revenue generation until 2026, and received a 50% deduction of normal corporate income tax for a period of 5 years until 2031.

SCG Paper Energy Co., Ltd. has been granted investment promotion for the electricity generation from non-hazardous industrial waste, electricity generation from solar power, and energy management services, and is exempt from corporate income tax on net profits for a period of 8 years from the commencement date of revenue generation until 2032.

Thai Paper Co., Ltd. has been granted investment promotion for the manufacture of hygienic food packaging, and is exempt from corporate income tax on net profits for a period of 5 years from the commencement date of revenue generation until 2027.

Prepack Thailand Co., Ltd. has been granted investment promotion for the manufacture of printing, and is exempt from corporate income tax on net profits for a period of 5 years from the commencement date of revenue generation until 2028.

Orient Container Co., Ltd. has been granted investment promotion for the manufacture of performance paper products, and is exempt from corporate income tax on net profits for a period of 5 years from the commencement date of revenue generation until 2029.

Thai Containers Group Co., Ltd. has been granted investment promotion for the manufacture products of pulp or paper that have environmentally friendly, manufacture products of pulp or recycled paper and manufacture of performance paper product. The company is exempt from corporate income tax on net profits for a period of 4 years from the commencement date of revenue generation until 2026, and received a 50% deduction of normal corporate income tax for a period of 3 years until 2027.

SCG Packaging Public Company Limited and its Subsidiaries
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For the year ended 31 December 2024

Tawana Container Co., Ltd. has been granted investment promotion for the manufacture of paper products, and received a 50% deduction of normal corporate income tax until 2027.

Siam Kraft Industry Co., Ltd. has been granted investment promotion for the manufacture of kraft paper, and received a 50% deduction of normal corporate income tax for a period of 3 years until 2027.

Vina Corrugated Packaging Co., Ltd. obtained privileges from a government agency in Vietnam to pay corporate income tax at a reduced rate of 15% until 2050 for investment projects operating in the economic zones designated by the government.

Tin Thanh Packing Joint Stock Company obtained privileges from a government agency in Vietnam by exemption from corporate income tax for investment of new plant expansion of taxable profits in 2020 to 2021 and pay income tax at a reduced rate of 10% of taxable profits from 2022 to 2025.

Duy Tan Long An Co., Ltd. obtained privileges from a government agency in Vietnam to pay corporate income tax at a reduced rate of 17% of taxable profits until 2029, and exemption from corporate income tax for 2 years from the year that profit is first reported in 2020 and 50% deduction of the said corporate income tax for 4 years thereafter.

Duy Tan Binh Duong Plastics Co., Ltd. obtained privileges from a government agency in Vietnam to pay corporate income tax at a reduced rate of 10% of taxable profits until 2024.

Duy Tan Precision Mold Co., Ltd. obtained privileges from a government agency in Vietnam to pay corporate income tax at a reduced rate of 10% of taxable profits for the first 15 years starting from the first year of operation until 2034, and exemption from corporate income tax for 4 years from the year that profit is first reported in 2020 and 50% deduction of the said corporate income tax for 9 years thereafter.

United Pulp and Paper Co., Inc. obtained privileges from a government agency in Philippines by exempting from corporate income tax for expanding capacity project No.3 from 2019 to 2028.

As promoted companies, the Group must comply with certain conditions and restrictions provided for in the promotional certificates.

SCG Packaging Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

24 Dividends

The dividends paid by the Company to shareholders were as follows:

	Approval date	Payment schedule	Dividend rate per share <i>(in Baht)</i>	Amount <i>(in million Baht)</i>
2024				
Annual dividend 2023	26 March 2024	22 April 2024	0.30	1,288
Interim dividend 2024	23 July 2024	21 August 2024	0.25	1,073
Total			0.55	2,361
2023				
Annual dividend 2022	28 March 2023	24 April 2023	0.35	1,502
Interim dividend 2023	25 July 2023	22 August 2023	0.25	1,073
Total			0.60	2,575

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For the year ended 31 December 2024

25 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortized cost if the carrying amount is a reasonable approximation of fair value.

	Carrying amount			Total	Fair value			Total
	Fair value through profit or loss	Fair value through other comprehensive income	Amortized cost		Level 1	Level 2	Level 3	
<i>Balance at 31 December 2024</i>								
Financial assets								
Cash and cash equivalents	-	-	9,849,022	9,849,022				
Short-term investments								
- Bank deposit	-	-	2,432,497	2,432,497				
- Investments in equity instruments	914	-	-	914	914	-	-	914
Cash in escrow account	-	-	131,637	131,637				
Trade receivables	-	-	20,569,213	20,569,213				
Long-term investments								
- Bank deposit	-	-	971	971				
- Investments in equity instruments	-	11,705	-	11,705	-	-	11,705	11,705
Derivatives assets	177,496	-	-	177,496	-	177,496	-	177,496
Total financial assets	178,410	11,705	32,983,340	33,173,455				
Financial liabilities								
Bank overdrafts and short-term borrowings	-	-	24,492,827	24,492,827				
Trade payables	-	-	11,915,867	11,915,867				
Accrued investments	45,189	-	189,489	234,678	-	-	45,189	45,189
Liabilities related to put options	-	-	3,487,475	3,487,475				
Long-term borrowings	-	-	16,207,608	16,207,608				
Lease liabilities	-	-	3,693,488	3,693,488				
Debentures	-	-	20,482,926	20,482,926	-	20,713,583	-	20,713,583
Derivatives liabilities	40,350	-	-	40,350	-	40,350	-	40,350
Total financial liabilities	85,539	-	80,469,680	80,555,219				

SCG Packaging Public Company Limited and its Subsidiaries
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	Carrying amount			Fair value				Total
	Fair value through profit or loss	Fair value through other comprehensive income	Amortized cost	Total	Level 1	Level 2	Level 3	
<i>Balance at 31 December 2023</i>								
Financial assets								
Cash and cash equivalents	-	-	9,888,587	9,888,587				
Short-term investments								
- Bank deposit	-	-	2,238,221	2,238,221				
- Funds	5,051,900	-	-	5,051,900	-	5,051,900	-	5,051,900
- Investments in equity instruments	2,130	-	-	2,130	2,130	-	-	2,130
Cash in escrow account	-	-	445,727	445,727				
Trade receivables	-	-	19,982,031	19,982,031				
Long-term investments								
- Bank deposit	-	-	1,022	1,022				
- Investments in equity instruments	-	11,375	-	11,375	-	-	11,375	11,375
Derivatives assets	224,752	-	-	224,752	-	224,752	-	224,752
Total financial assets	5,278,782	11,375	32,555,588	37,845,745				
Financial liabilities								
Bank overdrafts and short-term borrowings	-	-	15,336,715	15,336,715				
Trade payables	-	-	11,324,954	11,324,954				
Accrued investments	-	-	508,589	508,589				
Liabilities related to put options	-	-	22,313,049	22,313,049				
Long-term borrowings	-	-	14,527,869	14,527,869				
Lease liabilities	-	-	3,757,586	3,757,586				
Debentures	-	-	15,490,694	15,490,694	-	15,557,927	-	15,557,927
Derivatives liabilities	24,136	-	-	24,136	-	24,136	-	24,136
Total financial liabilities	24,136	-	83,259,456	83,283,592				

In the first quarter of 2024, the Company received the proceeds amounting to Baht 5,084 million from selling back its investment in a mutual fund with an asset management company.

In the third quarter of 2024, the Group recognized liabilities related to put options as the possibility of the options being exercised is probably determined by existing shareholders of the subsidiaries from business acquisitions. This financial liability was recognized in the consolidated statement of financial position of the Group as at 31 December 2024, with the present value of the exercise price amounting to approximately Baht 3,487 million. The right can be exercised from July 2024 onwards.

SCG Packaging Public Company Limited and its Subsidiaries
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Financial instruments measured at fair value

The Group determined Level 1 fair values for investment in equity instruments which quoted prices in active markets, based on the bid price at the end of the reporting period.

The Group determined Level 2 fair values for financial assets and financial liabilities using valuation techniques as follows:

- Investment in mutual funds which are simple over-the-counter securities were based on broker quotes. Those quotes are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar financial instrument at the measurement date. Fair values reflect the credit risk of the financial instrument and include adjustments to take account of the credit risk of the Group and counterparty when appropriate.
- Derivatives assets and liabilities such as forward exchange contracts were calculated using the rates initially quoted by the Group's bankers which were based on market conditions existing at the end of the reporting period to reflect current fair values of the contracts. The fair value of interest rate swap is calculated from the difference between the present value of future cash flows based on the yield curve of the contractual interest rate and the expected interest rate based on observable market for similar financial instruments.

The Group determined Level 3 fair values for financial assets and financial liabilities using valuation techniques as follows:

- Investments in equity instruments which are not actively traded in market were calculated using valuation techniques based on the latest reporting net assets adjusted by relevant factors. This was because the equity instruments were not listed on any stock exchange and there were no recent observable arm's length transactions in the instruments.
- Contingent consideration using the discounted cash flow technique: significant unobservable inputs such as expected cash flows and risk-adjusted discount rate.

Financial instruments measured at amortized cost

The Group determined Level 2 fair values for debentures based on quoted selling price from the Thai Bond Market Association at the closing price on the end of the reporting period.

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(b) Financial risk management policies

Risk management framework

The Group's management has responsibility for the establishment of financial risk management policies and guidelines including foreign currency risk related to capital expenditure, investment, borrowing, deposit and international trade transaction. This also includes establishing policies and overseeing the process of financial derivatives and cash management for efficiency of the Group's financial operation under risk appetite and consistent practice. The policies are appropriately reviewed to the changing situation. The Group's management monitors financial status and reports regularly to Management Committee.

(1) Credit risk

Credit risk is the risk of Group's financial loss if a customer or a financial counterparty fails to meet its contractual obligations.

(1.1) Cash and cash equivalents and derivatives

The Group's credit risk arising from cash and cash equivalents and derivatives is limited because the counterparties are banks and financial institutions which the Group considers having low credit risk.

(1.2) Investment in debt instruments

The Group's credit risk is limited by investing only in high liquidity and credibility debt instruments.

(1.3) Trade receivables

The Group's credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The Group has established a credit policy under which each new customer is analyzed individually for creditworthiness before credit limit, credit term and trade terms are offered. In case of sales exceeding the limits, it must be approval by authorized person.

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The Group limits its exposure to credit risk from trade receivables by establishing a maximum payment period. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade receivables are disclosed in note 7.

(2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management for the Group's operations including payment of liabilities that are due and to mitigate the risk from the lack of future liquidity.

The following table shows the remaining contractual maturities of interest-bearing financial liabilities at the end of the reporting period. The amounts are gross and undiscounted.

<i>At 31 December</i>	Carrying amount	Contractual cash flows			Total
		1 year or less	More than 1 year but less than 5 years	More than 5 years	
<i>(in million Baht)</i>					
2024					
Bank overdrafts and short-term borrowings	24,493	24,493	-	-	24,493
Long-term borrowings	16,207	6,375	8,042	1,814	16,231
Lease liabilities	3,694	936	2,104	1,758	4,798
Debentures	20,483	5,000	15,500	-	20,500
	64,877	36,804	25,646	3,572	66,022
2023					
Bank overdrafts and short-term borrowings	15,337	15,337	-	-	15,337
Long-term borrowings	14,528	6,496	8,044	-	14,540
Lease liabilities	3,757	821	2,099	2,016	4,936
Debentures	15,491	5,500	10,000	-	15,500
	49,113	28,154	20,143	2,016	50,313

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(3) *Market risk*

The Group has the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(3.1) Foreign currency risk

Foreign exchange risk arises from the fluctuation of foreign exchange rate.

The Group has foreign exchange risk arisen from the fluctuation of foreign exchange rate from purchases, sales, payment of machines and equipment and other receipt and payment which are denominated in foreign currencies. The Group manages that risk by entering forward exchange contracts to hedge such financial assets and liabilities denominated in foreign currencies.

At 31 December, the Group had significant foreign currency risk from foreign currency assets and liabilities (before elimination) were as follows:

	2024	2023
	US Dollars	
	<i>(in thousand Baht)</i>	
Trade and other receivables	4,125,688	4,498,947
Trade and other payables	(3,648,080)	(2,830,784)
Interest-bearing liabilities	(2,650,118)	(3,593,136)
Net statement of financial position exposure	(2,172,510)	(1,924,973)
Forward exchange selling contracts	(2,248,519)	(2,830,586)
Forward exchange purchase contracts	2,116,583	1,546,918
Cross currency swap	922,189	1,338,745
Net exposure	(1,382,257)	(1,869,896)

A subsidiary has entered into cross currency swap contracts with a foreign bank to hedge against the risk arisen from payment on long-term borrowings of US Dollars 27 million or equivalent to Baht 922 million, whereby exchanging currency from US Dollars to functional currency. These contracts will be due within January 2027.

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Sensitivity analysis

A reasonably possible strengthening and weakening of functional currency against foreign currencies at 31 December would have affected the measurement of financial instruments denominated in a foreign currency and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

<i>Impact to profit or loss</i>	<i>Movement (%)</i>	<i>Strengthening (in thousand Baht)</i>	<i>Weakening</i>
2024			
US Dollars	1	13,823	(13,823)
2023			
US Dollars	1	18,699	(18,699)

(3.2) Interest rate risk

Interest rate risk is the risk caused from future movements in market interest rates that will affect the results of the Group's operations and its cash flows certainty. The Group is exposed to interest rate risk which mainly came from its borrowings from financial institution. The Group mitigates this risk by entering into interest rate swap contracts in order to manage exposure to fluctuations in interest rates on specific borrowings.

<i>Exposure to interest rate risk at 31 December</i>	<i>2024</i>	<i>2023</i>
	<i>(in thousand Baht)</i>	
Financial instruments with variable interest rates		
Financial liabilities	(34,923,118)	(18,702,532)
Net statement of financial position exposure	(34,923,118)	(18,702,532)
Interest rate swap contracts	922,189	1,338,745
Net exposure	(34,000,929)	(17,363,787)

A subsidiary has entered into interest rate swap contracts with a foreign bank to hedge against the risk of interest on long-term borrowings of US Dollars 27 million or equivalent to Baht 922 million, whereby exchanging floating interest rates based on SOFR with fixed interest rates at 0.27% per annum. These contracts will be due within January 2027.

SCG Packaging Public Company Limited and its Subsidiaries
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Cash flow sensitivity analysis for variable-rate financial instruments

A reasonable possible change of 1% in interest rates at 31 December would have affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

	Profit or loss	
	1% increase in interest rate	1% decrease in interest rate
	<i>(in thousand Baht)</i>	
2024		
Financial instruments		
with variable interest rate	(349,231)	349,231
Interest rate swaps contracts	9,222	(9,222)
Cash flow sensitivity (net)	(340,009)	340,009
2023		
Financial instruments		
with variable interest rate	(187,025)	187,025
Interest rate swaps contracts	13,387	(13,387)
Cash flow sensitivity (net)	(173,638)	173,638

26 Commitments and contingent liabilities

As at 31 December, the Group had:

- (a) Commitments for lease and purchase of property, plant and equipment of Baht 1,606 million (2023: Baht 1,956 million).
- (b) Commitments for purchase of inventories, raw materials and others of Baht 4,014 million (2023: Baht 4,333 million).
- (c) A subsidiary has entered into agreements with a foreign company for the delivery and loading of Woodchips to Vessel. The subsidiary is committed to sell and deliver the Woodchips in volume equivalent to 48,000 BDMT per year. The agreement period is for 12 years with the expiration date in December 2034.
- (d) A subsidiary has entered into agreements with a local company for provide Biofuel to delivery point in volume equivalent to 73,000 tons per year. The agreement period is for 25 years with the expiration date in August 2037.

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27 Capital management

The management of the Group has a capital management policy with the objective to maintain a strong capital base by emphasizing on planning and determining operating strategies that will ensure a sustainable business performance and cash flow management. In addition, the Group also considers to have a strong financial foundation. Therefore, the Group have considered in investing in projects that have good rate of return, maintaining appropriate working capital, as well as having a sufficient cash reserves and an appropriate investment structure to have a firm operating business in the future and maintain the confidence of shareholders, investors, creditors, and other stakeholders.

28 Events after the reporting period

On 28 January 2025, at the Board of Directors' Meeting of the Company, the directors proposed for approval at the Annual General Meeting of Shareholders, the payment of a dividend for 2024 at the rate of Baht 0.55 per share, totaling approximately Baht 2,361 million. An interim dividend of Baht 0.25 per share was paid on 21 August 2024, as disclosed in note 24. The final dividend will be at the rate of Baht 0.30 per share, payable to shareholders entitled to receive dividends totaling approximately Baht 1,288 million and is scheduled for payment on 21 April 2025. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on 25 March 2025.

29 Thai Financial Reporting Standards (TFRSs) that have been issued but are not yet effective

The Federation of Accounting Professions has revised TFRSs which are effective for accounting periods beginning on or after 1 January 2025 and have not been adopted in the preparation of these consolidated financial statements because they are not yet effective. The Group has assessed the potential initial impact on the consolidated financial statements of these revised TFRSs and expected that there will be no material impact on the consolidated financial statements in the year of initial application.

Financial Statements of SCG Packaging Public Company Limited





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Independent auditor's report

To the Shareholders of SCG Packaging Public Company Limited

Opinion

I have audited the financial statements of SCG Packaging Public Company Limited (the “Company”), which comprise the statement of financial position as at 31 December 2024, the income statement and statements of comprehensive income, changes in shareholders’ equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2024, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



Impairment testing of investments in associates and subsidiaries	
Refer to Notes 3(f), 6 and 7 to the financial statements.	
The key audit matter	How the matter was addressed in the audit
The management assessed the impairment indicators of investments in associates and subsidiaries given rise to impairment testing by focusing on the business that its performance was below expectations. The impairment testing of investments in associates and subsidiaries involves management judgments in identifying whether there are impairment indicators on the investment, including estimating the recoverable amount, in particular the forecasting of future cash flows derived from financial budget of the associates and subsidiaries, expected growth rates and discount rates. Therefore, this is an area of focus in my audit.	<p>My audit procedures included, among others:</p> <ul style="list-style-type: none"> • obtaining understanding of the identification of impairment indicators and impairment testing procedures of the management; • assessing reasonableness of the identification of impairment indicators and the key assumptions which underpinned the recoverable amount of investment in associates and subsidiaries and testing the appropriateness of significant assumptions which supported discounted cash flows projection such as cash flow forecasts, long-term growth rates and discount rates used by management with reference to recent performance and trend analysis, and comparing with market situations and operating environment, industry knowledge and other information obtained during the audit; including evaluating the reasonableness of the forecasting of financial performances by comparing historical estimation to the actual operating results; • evaluating the appropriateness of the valuation methodology used by management and testing the mathematical accuracy of the recoverable amount and impairment calculations; and • considering the adequacy of the disclosures in accordance with the financial reporting standard.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor’s report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in black ink, appearing to read 'Pornthip R.' with a stylized flourish at the end.

(Pornthip Rimdusit)
Certified Public Accountant
Registration No. 5565

KPMG Phoomchai Audit Ltd.
Bangkok
14 February 2025

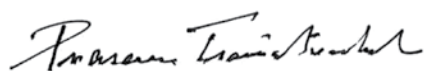
SCG Packaging Public Company Limited

Statement of financial position

As at 31 December 2024

Assets	Note	2024	2023
<i>(in thousand Baht)</i>			
Current assets			
Cash and cash equivalents		432,664	1,202,322
Short-term investments	21	-	5,051,900
Other current receivables	4, 5	371,012	334,412
Short-term loans to related parties	4	55,441,051	35,201,275
Other current assets		35,383	63,706
Total current assets		56,280,110	41,853,615
Non-current assets			
Investments in associates	6	350,121	350,121
Investments in subsidiaries	7	49,415,280	49,415,280
Investment property	8	301,792	303,865
Property, plant and equipment	9	370,270	307,766
Intangible assets	11	515,627	466,374
Deferred tax assets	12	191,477	175,900
Other non-current assets		56,056	80,693
Total non-current assets		51,200,623	51,099,999
Total assets		107,480,733	92,953,614

For and on behalf of the Board of Directors



(Mr. Prasarn Trairatvorakul)

Chairman



(Mr. Wichan Jitpukdee)

Chief Executive Officer

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited

Statement of financial position

As at 31 December 2024

Liabilities and shareholders' equity	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
<i>Current liabilities</i>			
Short-term borrowings from financial institutions	<i>14</i>	8,500,000	-
Other current payables	<i>4, 13</i>	348,550	393,778
Current portion of long-term borrowings			
from financial institution	<i>14</i>	4,998,559	4,999,030
Current portion of lease liabilities	<i>4, 14</i>	56,730	57,439
Current portion of debenture	<i>14</i>	4,998,974	5,497,816
Short-term borrowings from related parties	<i>4, 14</i>	473,446	203,399
Other current liabilities		27,188	30,351
Total current liabilities		<u>19,403,447</u>	<u>11,181,813</u>
<i>Non-current liabilities</i>			
Long-term borrowings from financial institution	<i>14</i>	5,389,105	5,126,475
Lease liabilities	<i>4, 14</i>	106,958	65,141
Debentures	<i>14</i>	15,483,952	9,992,878
Non-current provisions for employee benefits	<i>15</i>	561,754	511,960
Other non-current liabilities		14,428	13,547
Total non-current liabilities		<u>21,556,197</u>	<u>15,710,001</u>
Total liabilities		<u>40,959,644</u>	<u>26,891,814</u>

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited

Statement of financial position

As at 31 December 2024

Liabilities and shareholders' equity	Note	2024	2023
<i>(in thousand Baht)</i>			
Shareholders' equity			
Share capital			
<i>Authorized share capital</i>			
<i>(4,500 million ordinary shares, par value at Baht 1 per share)</i>			
		<u>4,500,000</u>	<u>4,500,000</u>
<i>Issued and paid share capital</i>			
<i>(4,293 million ordinary shares, par value at Baht 1 per share)</i>			
		4,292,920	4,292,920
Share premium		40,860,245	40,860,245
Retained earnings			
<i>Appropriated</i>			
Legal reserve	16	450,000	450,000
General reserve		3,000	3,000
<i>Unappropriated</i>			
		<u>20,914,924</u>	<u>20,455,635</u>
Total shareholders' equity		<u>66,521,089</u>	<u>66,061,800</u>
Total liabilities and shareholders' equity		<u>107,480,733</u>	<u>92,953,614</u>

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited

Income statement

For the year ended 31 December 2024

	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
Dividend income	4, 6, 7	2,815,168	2,743,562
Service income	4	1,755,624	1,686,063
Interest income	4	1,432,493	1,031,127
Other income	4	488,139	374,129
Total income		6,491,424	5,834,881
Administrative expenses	4, 17	<u>(2,725,867)</u>	<u>(2,677,714)</u>
Profit from operations		3,765,557	3,157,167
Finance costs	4	<u>(905,418)</u>	<u>(686,293)</u>
Profit before income tax		2,860,139	2,470,874
Tax income	19	<u>5,017</u>	<u>81,190</u>
Profit for the year		<u>2,865,156</u>	<u>2,552,064</u>
Basic earning per share (<i>in Baht</i>)		<u>0.67</u>	<u>0.59</u>

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited
Statement of comprehensive income
For the year ended 31 December 2024

	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
Profit for the year		2,865,156	2,552,064
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Gain (loss) on remeasurements of defined benefit plans	15	(55,608)	32,063
Income tax relating to items that will not be reclassified subsequently to profit or loss	19	<u>10,560</u>	<u>(6,741)</u>
Other comprehensive income for the year, net of tax		<u>(45,048)</u>	<u>25,322</u>
Total comprehensive income for the year		<u><u>2,820,108</u></u>	<u><u>2,577,386</u></u>

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited
Statement of changes in shareholders' equity
For the year ended 31 December 2024

	Note	Issued and paid share capital	Share premium	Retained earnings			Total shareholders' equity
				Appropriated Legal reserve (in thousand Baht)	General reserve	Unappropriated	
Balance at 1 January 2023		4,292,920	40,860,245	450,000	3,000	20,453,707	66,059,872
Transactions with owners, recorded directly in shareholders' equity <i>Contributions by and distributions to owners of the Company</i>		-	-	-	-	20,453,707	66,059,872
Dividends	20	-	-	-	-	(2,575,458)	(2,575,458)
<i>Total contributions by and distributions to owners of the Company</i>		-	-	-	-	(2,575,458)	(2,575,458)
Total transactions with owners, recorded directly in shareholders' equity		-	-	-	-	(2,575,458)	(2,575,458)
Comprehensive income for the year							
Profit or loss		-	-	-	-	2,552,064	2,552,064
Other comprehensive income		-	-	-	-	25,322	25,322
Total comprehensive income for the year		-	-	-	-	2,577,386	2,577,386
Balance at 31 December 2023		4,292,920	40,860,245	450,000	3,000	20,455,635	66,061,800

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited
Statement of changes in shareholders' equity
For the year ended 31 December 2024

	Note	Issued and paid share capital	Share premium	Retained earnings			Total shareholders' equity
				Appropriated Legal reserve (in thousand Baht)	General reserve	Unappropriated	
Balance at 1 January 2024		4,292,920	40,860,245	450,000	3,000	20,455,635	66,061,800
Transactions with owners, recorded directly in shareholders' equity <i>Contributions by and distributions to owners of the Company</i>		-	-	-	-	(2,360,819)	(2,360,819)
Dividends	20	-	-	-	-	(2,360,819)	(2,360,819)
Total contributions by and distributions to owners of the Company		-	-	-	-	(2,360,819)	(2,360,819)
Total transactions with owners, recorded directly in shareholders' equity		-	-	-	-	(2,360,819)	(2,360,819)
Comprehensive income for the year		-	-	-	-	2,865,156	2,865,156
Profit or loss		-	-	-	-	(45,048)	(45,048)
Other comprehensive income		-	-	-	-	2,820,108	2,820,108
Total comprehensive income for the year		-	-	-	-	2,820,108	2,820,108
Balance at 31 December 2024		4,292,920	40,860,245	450,000	3,000	20,914,924	66,521,089

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited

Statement of cash flows

For the year ended 31 December 2024

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Cash flows from operating activities</i>		
Profit for the year	2,865,156	2,552,064
<i>Adjustments for</i>		
Tax income	(5,017)	(81,190)
Depreciation and amortization	129,749	120,492
Non-current provisions for employee benefit expense	29,926	43,589
Loss (gain) on foreign currency exchange	(1,535)	42
Gain on fair value adjustment	(32,401)	(51,900)
Dividend income	(2,815,168)	(2,743,562)
Interest income	(1,432,493)	(1,031,127)
Finance costs and others	904,909	686,087
Cash flows generated from operations		
before changes in operating assets and liabilities	(356,874)	(505,505)
<i>Decrease (increase) in operating assets</i>		
Other current receivables	(26,383)	165,270
Other assets	12,057	13,477
Net decrease (increase) in operating assets	(14,326)	178,747
<i>Increase (decrease) in operating liabilities</i>		
Other current payables	(71,615)	104,452
Non-current provisions for employee benefits	(35,740)	(35,200)
Other liabilities	(2,283)	1,816
Net increase (decrease) in operating liabilities	(109,638)	71,068
Net cash flows used in operations	(480,838)	(255,690)
Income tax received	40,904	12,006
Net cash flows used in operating activities	(439,934)	(243,684)

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited

Statement of cash flows

For the year ended 31 December 2024

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Cash flows from investing activities</i>		
Payments of investments in subsidiaries	-	(1,198,117)
Proceeds from sale of short-term investments	5,084,301	-
Acquisition of short-term investments	-	(5,000,000)
Proceeds from sale of property, plant and equipment	673	6
Acquisition of property, plant and equipment	(41,485)	(19,228)
Acquisition of intangible assets	(95,619)	(144,552)
Proceeds from repayment of (payments for)		
short-term loans to related parties, net	(20,240,223)	5,185,996
Dividends received	2,815,168	2,743,562
Interest received	1,422,956	1,029,173
Net cash flows provided by (used in) investing activities	(11,054,229)	2,596,840
<i>Cash flows from financing activities</i>		
<i>Proceeds from (payments of) borrowings</i>		
Proceeds from (payments of) short-term borrowings		
from financial institutions, net	8,500,000	(2,940,000)
Proceeds from short-term borrowings from related parties, net	270,047	82,663
Proceeds from long-term borrowings from financial institution	5,263,000	135,000
Payments of long-term borrowings from financial institution	(5,000,000)	-
Payments of lease liabilities	(58,488)	(62,289)
Proceeds from issuance of debentures	10,500,000	-
Redemption of debenture	(5,500,000)	-
Net increase (decrease) in borrowings	13,974,559	(2,784,626)
Dividends paid to owners of the Company	(2,360,819)	(2,575,458)
Interest and other finance costs paid	(889,235)	(680,798)
Net cash flows provided by (used in) financing activities	10,724,505	(6,040,882)
Net decrease in cash and cash equivalents	(769,658)	(3,687,726)
Cash and cash equivalents at beginning of the year	1,202,322	4,890,048
Cash and cash equivalents at end of the year	432,664	1,202,322
<i>Supplementary information for cash flows</i>		
Non-cash from investing transaction at end of the year		
Account payables from purchase of assets	8,684	5,220

The accompanying notes are an integral part of these financial statements.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

Note	Contents
1	General information
2	Basis of preparation of the financial statements
3	Material accounting policies
4	Related parties
5	Other current receivables
6	Investments in associates
7	Investments in subsidiaries
8	Investment property
9	Property, plant and equipment
10	Leases
11	Intangible assets
12	Deferred tax assets (deferred tax liabilities)
13	Other current payables
14	Interest-bearing liabilities
15	Non-current provisions for employee benefits
16	Legal reserve
17	Administrative expenses
18	Employee benefit expenses
19	Income tax
20	Dividends
21	Financial instruments
22	Capital management
23	Event after the reporting period
24	Thai Financial Reporting Standards (TFRSs) that have been issued but are not yet effective

SCG Packaging Public Company Limited

Notes to the financial statements

For the year ended 31 December 2024

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai and English languages and were approved and authorized for issue by the audit committee, as appointed by the Board of Directors of the Company, on 14 February 2025.

1 General information

SCG Packaging Public Company Limited, the “Company”, is incorporated in Thailand. The Company’s registered office is at 1 Siam Cement Road, Bangsue, Bangkok 10800, Thailand.

The ultimate parent company is The Siam Cement Public Company Limited. It is incorporated in Thailand.

The Company is engaged in investment.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRSs”), which are based on International Financial Reporting Standards (IFRSs) (TFRSs are effective within 1 year after the effective date of IFRSs), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. All financial information presented in Thai Baht has been rounded in the notes to the financial statements to the nearest thousand unless otherwise stated.

The preparation of financial statements in conformity with TFRSs requires management to make judgements, estimates and assumptions that affect the application of the Company’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognized prospectively.

TAS 1 Presentation of Financial Statements - Disclosure of Accounting Policies

The Company has adopted Disclosure of Accounting Policies - Amendments to TAS 1 since 1 January 2024. The amendments require the disclosure of ‘material’ rather than ‘significant’, accounting policies. The Company has revisited the accounting policy information it has been disclosing and made updates to the information disclosed in note 3 Material accounting policies.

TAS 12 Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The Company has adopted Deferred Tax related to Assets and Liabilities arising from a Single Transaction - Amendments to TAS 12 since 1 January 2024. The amendments narrow the scope of the initial recognition exemption by excluding transactions that give rise to equal and offsetting temporary differences - e.g. leases and decommissioning liabilities.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

Following the amendments, the Company has recognized separately the deferred tax asset in relation to its lease liabilities and the deferred tax liability in relation to its right-of-use assets. However, there was no impact on the statement of financial position because the balances qualify for offsetting in accordance with TAS 12. There was also no impact on the opening retained earnings as at 1 January 2023 as a result of the change. The key impact for the Company relates to disclosure of the deferred tax assets and liabilities recognized which presented in note 12 Deferred tax assets (deferred tax liabilities).

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Investments in subsidiaries and associates

Investments in subsidiaries and associates are measured at cost less accumulated impairment losses.

(b) Investment property

Investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each asset and recognized in profit or loss. No depreciation is charged on freehold land and construction in progress.

The estimated useful lives are as follows:

Land improvements	20 years
Building	20 years

(c) Property, plant and equipment

Owned assets

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of property, plant and equipment, or other amount substituted for cost, less its residual value.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each asset and recognized in profit or loss. No depreciation is provided on freehold land and construction in progress.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

The estimated useful lives are as follows:

Land improvements	5, 20	years
Building and structures	5 - 20	years
Machinery and equipment	5 - 20	years
Vehicles and equipment	5, 10	years
Furniture, fixtures and office equipment	3 - 20	years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

(d) Intangible assets

Intangible assets that are acquired by the Company, which have finite useful lives, are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognized in profit or loss, from the date that they are available for use. No amortization is provided on development cost.

The estimated useful lives are as follows:

Software licenses and others	3 - 20	years
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Amortization methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

(e) Lessor

At inception or on modification of a contract, the Company allocates the consideration in the contract to each component on the basis of their relative stand-alone selling prices.

At lease inception, the Company considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Company recognizes lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of other income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as other income in the accounting period in which they are earned.

(f) Impairment of non-financial assets

The carrying amounts of the Company's assets are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the Company will estimate the assets' recoverable amounts. For intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

(g) Employee benefits

Defined benefit plans

The Company's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in return for their services in the current and prior periods. The defined benefit obligation is discounted to the present value, which performed annually by a qualified actuary.

For remeasurements of the net defined benefit liability, actuarial gains or losses are recognized in other comprehensive income. The Company determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, by taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

Other long-term employee benefits

The Company's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Gain or loss on remeasurement is recognized in profit or loss in the period in which they arise.

(h) Revenue from contracts with customers

(1) Revenue recognition

Revenue is recognized when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties and value added tax.

Service fee income

Service income is recognized over time as the services are provided.

(2) Contract assets and liabilities

Contract assets are recognized when the Company has recognized revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Company is entitled to, less allowance for expected credit loss. The contract assets are classified as receivables when the Company has an unconditional right to receive consideration that usually occurs when the Company issues an invoice to the customer.

Contract liabilities are the obligation to transfer goods or services to the customer. The contract liabilities are recognized when the Company receives or has an unconditional right to receive non-refundable consideration from the customer before the Company recognizes the related revenue.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

(i) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognized in profit or loss except to the extent that it relates to items recognized directly in equity or in other comprehensive income.

The Company has determined that the global minimum top-up tax which it is required to pay under Pillar Two legislation is an income tax in the scope of TAS 12. The Company has applied a temporary mandatory relief from deferred tax accounting for the impacts for the top-up tax and accounts for it as a current tax when it is incurred.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities and the amounts used for taxation purposes. Deferred tax is not recognized for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences and differences relating to investments in subsidiaries and associates to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

(j) Foreign currency transactions

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currency transactions and measured in terms of historical cost are translated to the functional currency of the Company at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated to the functional currency at the foreign exchange rates at the end of the reporting period.

Foreign exchange differences are recognized in profit or loss.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

(k) Financial instruments

Classification and measurement

Debt securities issued by the Company are initially recognized when they are originated. Other financial assets and financial liabilities, except trade receivables and trade payables, are initially recognized when the Company becomes a party to the contractual provisions of the instrument, and measured by taking into account for transaction costs that are directly attributable to its acquisition or issue of the securities, except for financial assets and financial liabilities measured at fair value through profit or loss (FVTPL), which are initially and subsequently measured at fair value, and any transaction costs that are directly attributable to its acquisition or issue of the securities are recognized in profit or loss.

On initial recognition, a financial asset is classified as measured at: amortized cost; FVOCI; or FVTPL

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortized cost using the effective interest method, except that the financial liabilities are held for trading or derivatives, which are classified as measured at FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are also recognized in profit or loss.

Financial assets measured at amortized costs are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and gain or loss on derecognition are recognized in profit or loss.

Derivatives

Derivatives are recognized at fair value and remeasured at fair value at the end of each reporting period. The gain or loss on remeasurement to fair value is recognized immediately in profit or loss.

Impairment of financial assets

The Company recognizes allowances for expected credit losses (ECLs) on financial assets measured at amortized cost.

The Company recognizes ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets or trade receivables under simplified approach, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Company considers a financial asset to have low credit risk when its credit rating is the investment grade. The Company recognizes ECLs for low credit risk financial asset as 12-month ECLs.

SCG Packaging Public Company Limited

Notes to the financial statements

For the year ended 31 December 2024

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Company.

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company takes action such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

ECLs are remeasured at the end of the reporting period to reflect changes in the financial instrument's credit risk since initial recognition. Increase in loss allowance is recognized as an impairment loss in profit or loss.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

4 Related parties

Relationships with related parties that the Company had significant transactions with during the year were as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationships
The Siam Cement Public Company Limited	Thailand	Ultimate parent company
Siam Kraft Industry Co., Ltd.	Thailand	Subsidiary, direct ownership interest
Phoenix Pulp & Paper Public Company Limited	Thailand	Subsidiary, direct ownership interest
Thai Cane Paper Public Company Limited	Thailand	Subsidiary, direct ownership interest
Thai Containers Group Co., Ltd.	Thailand	Subsidiary, direct ownership interest
Invenique Co., Ltd.	Thailand	Subsidiary, direct ownership interest
SCGP Excellence Training Center Co., Ltd.	Thailand	Subsidiary, direct ownership interest
SCG Paper Energy Co., Ltd.	Thailand	Subsidiary, direct ownership interest
SCGP Solutions Co., Ltd.	Thailand	Subsidiary, direct ownership interest
SCGP-T Plastics Co., Ltd.	Thailand	Subsidiary, direct ownership interest
SCGP Rigid Plastics Co., Ltd.	Thailand	Subsidiary, direct ownership interest
International Healthcare Packaging Co., Ltd.	Thailand	Subsidiary, direct ownership interest
SKIC International Co., Ltd.	Thailand	Subsidiary, direct ownership interest
Thai Containers Khonkaen Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Containers Rayong Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
The Siam Forestry Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Paper Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Wanabhum Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Siam Panawes Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Panaboon Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Panaram Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Panas Nimit Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Suanpa Rungsrir Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Panadorn Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Thai Panasonic Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Tawana Container Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Orient Containers Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Dyna Packs Co., Ltd. *	Thailand	Subsidiary, indirect ownership interest
D-In Packs Co., Ltd. *	Thailand	Subsidiary, indirect ownership interest
TC Flexible Packaging Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Prepack Thailand Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Precision Print Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Conimex Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Vexcel Pack Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
VEM (Thailand) Co., Ltd.	Thailand	Subsidiary, indirect ownership interest
Vina Kraft Paper Co., Ltd.	Vietnam	Subsidiary, indirect ownership interest
Vina Corrugated Packaging Company Limited** (Formerly: “Alcamax Packaging (Vietnam) Co., Ltd.”)	Vietnam	Subsidiary, indirect ownership interest

* Currently in the liquidation process.

** Vina Corrugated Packaging Company Limited amalgamate with New Asia Industries Co., Ltd., AP Packaging (Hanoi) Co., Ltd. and Packamex (Vietnam) Co., Ltd. on 1 May 2024. The new company is named “Vina Corrugated Packaging Company Limited”.

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Name of entities	Country of incorporation/ nationality	Nature of relationships
Tin Thanh Packing Joint Stock Company	Vietnam	Subsidiary, indirect ownership interest
Bien Hao Packaging Joint Stock Company	Vietnam	Subsidiary, indirect ownership interest
Duy Tan Plastics Manufacturing Corporation Joint Stock Company	Vietnam	Subsidiary, indirect ownership interest
Duy Tan Long An Co., Ltd.	Vietnam	Subsidiary, indirect ownership interest
Duy Tan Precision Mold Co., Ltd.	Vietnam	Subsidiary, indirect ownership interest
Mata Plastic Co., Ltd.	Vietnam	Subsidiary, indirect ownership interest
Duy Tan Binh Duong Plastics Co., Ltd.	Vietnam	Subsidiary, indirect ownership interest
Go-Pak Vietnam Limited	Vietnam	Subsidiary, indirect ownership interest
Go-Pak Paper Products Vietnam Co., Ltd.	Vietnam	Subsidiary, indirect ownership interest
Starprint Vietnam Joint Stock Company	Vietnam	Subsidiary, indirect ownership interest
United Pulp and Paper Co., Inc.	The Philippines	Subsidiary, direct ownership interest
United Industrial Energy Corporation	The Philippines	Subsidiary, indirect ownership interest
SCGP Solutions (Singapore) Pte. Ltd.	Singapore	Subsidiary, direct ownership interest
SCGP Rigid Packaging Solutions Pte. Ltd.	Singapore	Subsidiary, direct ownership interest
TCG Solutions Pte. Ltd.	Singapore	Subsidiary, indirect ownership interest
PT Primacorr Mandiri	Indonesia	Subsidiary, indirect ownership interest
PT Indoris Printingdo	Indonesia	Subsidiary, indirect ownership interest
PT Indocorr Packaging Cikarang	Indonesia	Subsidiary, indirect ownership interest
PT Fajar Surya Wisesa Tbk.	Indonesia	Subsidiary, indirect ownership interest
PT Dasaya Aria Prima	Indonesia	Subsidiary, indirect ownership interest
PT Indonesia Dirtajaya Aneka Industri Box	Indonesia	Subsidiary, indirect ownership interest
PT Bahana Buana Box	Indonesia	Subsidiary, indirect ownership interest
PT Rapi-pack Asritama	Indonesia	Subsidiary, indirect ownership interest
Interpress Printers Sendirian Berhad	Malaysia	Subsidiary, indirect ownership interest
Jordan Trading Inc.	The United States	Subsidiary, indirect ownership interest
Peute Recycling B.V.	Netherlands	Subsidiary, indirect ownership interest
Peute Papierrecycling B.V.	Netherlands	Subsidiary, indirect ownership interest
Peute Plasticrecycling B.V.	Netherlands	Subsidiary, indirect ownership interest
Peute Recycling International B.V.	Netherlands	Subsidiary, indirect ownership interest
Peute Investments B.V.	Netherlands	Subsidiary, indirect ownership interest
Infiniplast B.V.	Netherlands	Subsidiary, indirect ownership interest
Peute UK Limited	The United Kingdom	Subsidiary, indirect ownership interest
Go-Pak UK Limited	The United Kingdom	Subsidiary, indirect ownership interest
Law Print & Packaging Management Limited	The United Kingdom	Subsidiary, indirect ownership interest
Law Print & Packaging Management Limited	Ireland	Subsidiary, indirect ownership interest
Bicappa Lab S.r.L.	Italy	Subsidiary, indirect ownership interest
Peute Portugal, Unipessoal Lda	Portugal	Subsidiary, indirect ownership interest
Peute Recycling Spain S.L.	Spain	Subsidiary, indirect ownership interest
Detalab Global, S.L.	Spain	Subsidiary, indirect ownership interest
Detalab, S.L.	Spain	Subsidiary, indirect ownership interest
Keylab, S.L.U.	Spain	Subsidiary, indirect ownership interest
Envases Farmaceuticos, S.A.	Spain	Subsidiary, indirect ownership interest
Nirco, S.L.	Spain	Subsidiary, indirect ownership interest

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Name of entities	Country of incorporation/ nationality	Nature of relationships
Sanilabo, S.L.U.*	Spain	Subsidiary, indirect ownership interest
Equilabo Scientific, S.L.U.	Spain	Subsidiary, indirect ownership interest
Siam Toppan Packaging Co., Ltd.	Thailand	Associate, direct ownership interest
Siam Nippon Industrial Paper Co., Ltd.	Thailand	Associate, indirect ownership interest
P&S Holdings Corporation	The Philippines	Associate, direct ownership interest
SCG Legal Counsel Limited	Thailand	Subsidiary of The Siam Cement Public Company Limited
SCG Learning Excellence Co., Ltd.	Thailand	Subsidiary of The Siam Cement Public Company Limited
SCG Chemicals Public Company Limited	Thailand	Subsidiary of The Siam Cement Public Company Limited
PT SCG Indonesia	Indonesia	Subsidiary of The Siam Cement Public Company Limited
SCG Vietnam Co., Ltd.	Vietnam	Subsidiary of The Siam Cement Public Company Limited
IT One Co., Ltd.	Thailand	Associate of The Siam Cement Public Company Limited

* Liquidation was completed on 21 August 2024.

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Significant transactions with related parties for the years ended 31 December and the pricing policies were summarized as follows:

	2024	2023	Pricing Policies
	<i>(in thousand Baht)</i>		
<i>Ultimate parent</i>			
Service fee	201,950	205,649	Cost plus method
<i>Subsidiaries</i>			
Rental income	45,890	30,158	Contract rate
Intellectual property income	272,098	265,984	Percentage of net sales
Service charges income	1,748,603	1,677,282	Cost plus method and contract rate
Dividend income	2,805,221	2,737,535	Upon declaration
Interest income	1,207,390	1,008,144	Contract rate
Interest expense	3,073	989	Contract rate
Service fee	15,797	18,439	Cost plus method
<i>Associates</i>			
Dividend income	9,947	6,027	Upon declaration
<i>Others</i>			
Service fee	60,466	56,807	Cost plus method and contract rate

Balances as at 31 December with related parties were as follows:

	Note	2024	2023
		<i>(in thousand Baht)</i>	
<i>Other current receivables</i>			
Ultimate parent		3,508	3,994
Subsidiaries		327,914	293,813
Associates		758	556
Others		4	32
Total	5	<u>332,184</u>	<u>298,395</u>
<i>Short-term loans</i>			
Subsidiaries		<u>55,441,051</u>	<u>35,201,275</u>
<i>Short-term loans to related parties</i>			
At 1 January		35,201,275	40,387,271
Increase		25,269,761	1,767,756
Decrease		(5,029,985)	(6,953,752)
At 31 December		<u>55,441,051</u>	<u>35,201,275</u>

As of 31 December 2024, the Company has short-term loans to related parties in the form of promissory notes, bearing interest rates ranging from 2.70% to 2.95% per annum (2023: 2.70% per annum), which are repayable on demand.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Other non-current assets</i>		
Ultimate parent	<u>2,120</u>	<u>4,276</u>
<i>Other current payables</i>		
Ultimate parent	24,396	36,553
Subsidiaries	10,398	6,004
Others	9,180	9,904
Total	<u>43,974</u>	<u>52,461</u>
<i>Short-term borrowings</i>		
Subsidiaries	<u>473,446</u>	<u>203,399</u>
<i>Short-term borrowings from related parties</i>		
At 1 January	203,399	120,736
Increase	512,662	197,902
Decrease	<u>(242,615)</u>	<u>(115,239)</u>
At 31 December	<u>473,446</u>	<u>203,399</u>

As of 31 December 2024, the Company had short-term borrowings from related parties in the form of promissory notes bearing interest rates ranging from 0.75% to 1.00% per annum (2023: 0.30% to 1.00% per annum), which are repayable on demand.

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Lease liabilities</i>		
<i>Current and non-current portion</i>		
Ultimate parent	67,465	32,631
Subsidiaries	15,788	16,310
Total	<u>83,253</u>	<u>48,941</u>

The Board of Directors and key management compensation

	2024	2023
	<i>(in thousand Baht)</i>	
<i>For the years ended 31 December</i>		
Short-term employee benefits	97,794	102,145
Post-employment benefits	8,773	8,909
Total	<u>106,567</u>	<u>111,054</u>

The Board of Directors and key management compensation comprises the remuneration paid to the directors of SCG Packaging Public Company Limited under the articles of the Company and the remuneration paid to the management as staff expenses in terms of salary, bonus, special remuneration benefit, others and contribution to defined contribution plans.

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Notes to the financial statements
For the year ended 31 December 2024

5 Other current receivables

	<i>Note</i>	2024	2023
		<i>(in thousand Baht)</i>	
Related parties	4	332,184	298,395
Other parties		38,828	36,017
Total		<u>371,012</u>	<u>334,412</u>

Other current receivables as at 31 December were as follows:

	2024	2023
	<i>(in thousand Baht)</i>	
Accrued service income	298,438	276,848
Accrued interest income	40,190	30,653
Others	32,384	26,911
Total	<u>371,012</u>	<u>334,412</u>

SCG Packaging Public Company Limited
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6 Investments in associates

Investments in associates as at 31 December and dividends from these investments for the years ended at the same date were as follows:

	Total holding		Paid-up capital		Cost method		Dividend income	
	2024	2023	2024	2023	2024	2023	2024	2023
	(%)		(in thousand Baht)					
Siam Toppan Packaging Co., Ltd.	49	49	500,000	500,000	245,000	245,000	9,947	6,027
P&S Holdings Corporation	40	40	262,588	262,588	105,121	105,121	-	-
Total			762,588	762,588	350,121	350,121	9,947	6,027

7 Investments in subsidiaries

Movements for the years ended 31 December in investments in subsidiaries accounted for using the cost method were as follows:

	2024	2023
	(in thousand Baht)	
At 1 January	49,415,280	48,217,163
Acquisitions and additional investments	-	1,198,117
At 31 December	49,415,280	49,415,280

In July 2023, SKIC International Co., Ltd. had increase share capital for 1,119,000 shares or approximately Baht 112 million. The Company entirely subscribed of share capital. The Company has already been registered with The Ministry of Commerce on 17 July 2023.

In November 2023, SCGP Solutions (Singapore) Pte. Ltd. has increase share capital for 42,744,290 shares, amounting to US Dollars 31 million or equivalent to Baht 1,086 million. The Company had paid-up of the increased share capital. The Company has already been registered with the relevant authorities on 23 November 2023. The Company's holdings in this company then increase from 7.71% to 10.68% and this company will remain an investment in subsidiary of the Company because the Company has control through indirect shareholding by the subsidiary of the Company.

In August 2024, SCGP Solutions (Singapore) Pte. Ltd. has increase share capital for 291,500,865 shares, amounting to IDR 292 million or equivalent to Baht 6,706 million. The Company had not paid-up of the increased share capital. The Company's holdings in this company then decrease from 10.68% to 8.76% and this company will remain an investment in subsidiary of the Company because the Company has control through indirect shareholding by the subsidiary of the Company.

SCG Packaging Public Company Limited

Notes to the financial statements

For the year ended 31 December 2024

Investments in subsidiaries as at 31 December and dividend income from these investments for the years ended at the same date were as follows:

	Total holding		Paid-up capital		Cost method		Accumulated impairment losses		Net		Dividend income	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
	(in thousand Baht)											
Phoenix Pulp & Paper Public Company Limited	69.58	69.58	2,462,812	2,462,812	13,439,561	13,439,561	-	-	13,439,561	13,439,561	795,128	1,035,036
SCGP Rigid Packaging Solutions Pte. Ltd.	100	100	8,900,291	8,900,291	8,900,291	8,900,291	-	-	8,900,291	8,900,291	-	-
Thai Cane Paper Public Company Limited	98.20	98.20	3,582,537	3,582,537	5,007,375	5,007,375	-	-	5,007,375	5,007,375	351,791	439,739
SCGP Rigid Plastics Company Limited	100	100	4,403,200	4,403,200	4,403,200	4,403,200	-	-	4,403,200	4,403,200	-	-
Siam Kraft Industry Co., Ltd.	100	100	3,450,000	3,450,000	3,982,680	3,982,680	-	-	3,982,680	3,982,680	1,035,000	793,500
International Healthcare Packaging Co., Ltd.	100	100	3,361,000	3,361,000	3,360,834	3,360,834	-	-	3,360,834	3,360,834	-	-
United Pulp and Paper Co., Inc.	57.99	57.99	5,567,661	5,567,661	2,963,899	2,963,899	-	-	2,963,899	2,963,899	-	-
Thai Containers Group Co., Ltd.	70	70	3,344,000	3,344,000	2,385,805	2,385,805	-	-	2,385,805	2,385,805	198,968	175,560
SCGP Solutions (Singapore) Pte. Ltd.	8.76	10.68	37,933,062	31,227,311	3,411,158	3,411,158	-	-	3,411,158	3,411,158	-	-
SCG Paper Energy Co., Ltd.	100	100	890,000	890,000	890,000	890,000	-	-	890,000	890,000	378,250	293,700
SCGP-T Plastics Co., Ltd.	51	51	385,900	385,900	196,812	196,812	-	-	196,812	196,812	5,904	-
SCGP Solutions Co., Ltd.	100	100	170,000	170,000	170,000	170,000	-	-	170,000	170,000	-	-
Invenique Co., Ltd.	100	100	206,700	206,700	206,700	206,700	64,035	64,035	142,665	142,665	-	-
SCGP Excellence Training Center Co., Ltd.	100	100	49,000	49,000	49,000	49,000	-	-	49,000	49,000	40,180	-
SKIC International Company Limited	100	100	112,000	112,000	112,000	112,000	-	-	112,000	112,000	-	-
Total			49,479,315	49,479,315	49,479,315	49,479,315	64,035	64,035	49,415,280	49,415,280	2,805,221	2,737,535

SCG Packaging Public Company Limited
Notes to the financial statements
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8 Investment property

	Land and land improvements	Buildings <i>(in thousand Baht)</i>	Total
<i>Cost</i>			
At 1 January 2023	326,350	36,993	363,343
Additions	9,446	-	9,446
At 31 December 2023	335,796	36,993	372,789
Additions	9,487	-	9,487
At 31 December 2024	345,283	36,993	382,276
<i>Accumulated depreciation</i>			
At 1 January 2023	34,605	22,715	57,320
Depreciation charge for the year	9,765	1,839	11,604
At 31 December 2023	44,370	24,554	68,924
Depreciation charge for the year	9,721	1,839	11,560
At 31 December 2024	54,091	26,393	80,484
<i>Carrying amount</i>			
At 31 December 2023	291,426	12,439	303,865
At 31 December 2024	291,192	10,600	301,792

The Company determined fair value of investment properties at open market values on an existing use basis. As at 31 December 2024, the fair value was Baht 902 million (2023: Baht 903 million).

The fair value measurement for investment property has been categorized as a Level 3 fair value based on the inputs to the valuation technique used, which is discounted cash flows and market approach.

SCG Packaging Public Company Limited
Notes to the financial statements
For the year ended 31 December 2024

9 Property, plant and equipment

	Land and land improvements	Buildings and structures	Machinery and equipment	Vehicles and equipment <i>(in thousand Baht)</i>	Furniture, fixtures and office equipment	Construction in progress	Total
<i>Cost</i>							
At 1 January 2023	62,228	231,380	366,246	66,133	114,398	25,179	865,564
Additions	-	351	5,258	20,183	10,599	7,486	43,877
Disposals / written off	-	(4,228)	(48)	(27,536)	-	-	(31,812)
Transfers in (out)	-	4,336	6,918	-	858	(6,681)	5,431
At 31 December 2023	62,228	231,839	378,374	58,780	125,855	25,984	883,060
Additions	-	56,953	4,602	21,766	18,802	36,441	138,564
Disposals / written off	-	-	(238)	(23,891)	(7,518)	(661)	(32,308)
Transfers in (out)	-	(605)	12,477	-	1,845	(9,530)	4,187
At 31 December 2024	62,228	288,187	395,215	56,655	138,984	52,234	993,503
<i>Accumulated depreciation</i>							
At 1 January 2023	14,783	141,393	265,988	33,966	64,906	-	521,036
Depreciation charge for the year	970	26,816	18,548	16,139	14,888	-	77,361
Disposals / written off	-	(2,802)	(47)	(20,254)	-	-	(23,103)
At 31 December 2023	15,753	165,407	284,489	29,851	79,794	-	575,294
Depreciation charge for the year	973	25,740	19,712	11,483	18,102	-	76,010
Disposals / written off	-	-	(178)	(20,375)	(7,518)	-	(28,071)
At 31 December 2024	16,726	191,147	304,023	20,959	90,378	-	623,233
<i>Carrying amount</i>							
At 31 December 2023							
Owned assets	31,245	44,899	93,885	35	2,777	25,984	198,825
Right-of-use assets	15,230	21,533	-	28,894	43,284	-	108,941
	46,475	66,432	93,885	28,929	46,061	25,984	307,766
At 31 December 2024							
Owned assets	31,226	39,056	91,192	27	5,521	52,234	219,256
Right-of-use assets	14,276	57,984	-	35,669	43,085	-	151,014
	45,502	97,040	91,192	35,696	48,606	52,234	370,270

In 2024, the right-of-use assets of the Company has increased amounting to Baht 38 million (2023: Baht 30 million).

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10 Leases

The Company leases land, buildings, vehicles and office equipment. The rental due and rate are as specified in the contract.

For the year ended 31 December

2024 2023
(in thousand Baht)

Amounts recognized in profit or loss

Depreciation of right-of-use assets:		
- Land and land improvements	954	951
- Buildings and structures	20,412	21,998
- Vehicles and equipment	11,475	16,051
- Furniture, fixtures and office equipment	16,723	13,791
Interest on lease liabilities	4,274	3,622
Expenses relating to short-term leases	23	88
Expenses relating to leases of low-value assets	8,865	5,986

11 Intangible assets

Software licenses and others Development costs Total
(in thousand Baht)

Cost

At 1 January 2023	155,727	298,017	453,744
Additions	23,892	120,553	144,445
Disposals / written off	(4,973)	-	(4,973)
Transfer in (out)	168,746	(167,314)	1,432
At 31 December 2023	343,392	251,256	594,648
Additions	15,088	80,531	95,619
Transfer in (out)	125,970	(130,157)	(4,187)
At 31 December 2024	484,450	201,630	686,080

Accumulated amortization

At 1 January 2023	101,695	-	101,695
Amortization charge for the year	31,552	-	31,552
Disposals / written off	(4,973)	-	(4,973)
At 31 December 2023	128,274	-	128,274
Amortization charge for the year	42,179	-	42,179
At 31 December 2024	170,453	-	170,453

Carrying amount

At 31 December 2023	215,118	251,256	466,374
At 31 December 2024	313,997	201,630	515,627

SCG Packaging Public Company Limited
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12 Deferred tax assets (deferred tax liabilities)

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax assets and liabilities, and they relate to income taxes levied by the same tax authority on the same taxable entity, and are included in the statement of financial position as follows:

	2024	2023
	<i>(in thousand Baht)</i>	
Deferred tax assets	228,958	203,244
Deferred tax liabilities	(37,481)	(27,344)
Net	191,477	175,900

Movements in total deferred tax assets and liabilities during the years were as follows:

	At 1 January 2023	Credited (charged) to other profit or loss comprehensive income		At 31 December 2023
		<i>(Note 19)</i>		
		<i>(in thousand Baht)</i>		
<i>Deferred tax assets</i>				
Provisions for employee benefits	113,045	2,158	(6,741)	108,462
Loss carry forward	-	70,226	-	70,226
Lease liabilities	31,080	(6,524)	-	24,556
Total	144,125	65,860	(6,741)	203,244
<i>Deferred tax liabilities</i>				
Right-of-use assets	(29,968)	6,387	-	(23,581)
Financial liabilities	(4,569)	809	-	(3,760)
Others	-	(3)	-	(3)
Total	(34,537)	7,193	-	(27,344)
Net	109,588	73,053	(6,741)	175,900

SCG Packaging Public Company Limited
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	At 1 January 2024	Credited (charged) to other profit or loss comprehensive income <i>(Note 19)</i> <i>(in thousand Baht)</i>		At 31 December 2024
<i>Deferred tax assets</i>				
Provisions for employee benefits	108,462	(1,290)	10,560	117,732
Loss carry forward	70,226	8,178	-	78,404
Lease liabilities	24,556	8,266	-	32,822
Total	203,244	15,154	10,560	228,958
<i>Deferred tax liabilities</i>				
Right-of-use assets	(23,581)	(8,409)	-	(31,990)
Financial liabilities	(3,760)	(1,722)	-	(5,482)
Others	(3)	(6)	-	(9)
Total	(27,344)	(10,137)	-	(37,481)
Net	175,900	5,017	10,560	191,477

The deductible temporary differences that the Company has not recognized as deferred tax assets were as the follow:

	2024	2023
	<i>(in thousand Baht)</i>	
Deductible temporary differences		
- Other current receivables	16,963	16,963
- Investment in subsidiaries	64,035	64,035
Total	80,998	80,998

13 Other current payables

	2024	2023
	<i>(in thousand Baht)</i>	
Accrued interest expense	136,085	113,304
Accrued expenses	73,019	117,665
Withholding tax payable	61,162	76,355
Account payables from purchase of assets	8,684	5,220
Value added tax payable	7,754	6,009
Others	61,846	75,225
Total	348,550	393,778

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14 Interest-bearing liabilities

	2024	2023
	<i>(in thousand Baht)</i>	
<i>Current</i>		
- Unsecured		
Short-term borrowings from financial institutions	8,500,000	-
Current portion of long-term borrowings	4,998,559	4,999,030
Current portion of lease liabilities	56,730	57,439
Current portion of debenture	4,998,974	5,497,816
Short-term borrowings from related parties	473,446	203,399
	<u>19,027,709</u>	<u>10,757,684</u>
<i>Non-current</i>		
- Unsecured		
Long-term borrowings from financial institution	5,389,105	5,126,475
Lease liabilities	106,958	65,141
Debentures	15,483,952	9,992,878
	<u>20,980,015</u>	<u>15,184,494</u>
Total interest-bearing liabilities	<u>40,007,724</u>	<u>25,942,178</u>

As at 31 December 2024, short-term borrowings from financial institutions of the Company has an average interest rate at 2.28% to 2.30% per annum.

As at 31 December 2024, long-term borrowings from financial institution of the Company has an average interest rate from 1.72% to 3.14% per annum (2023: 1.72% to 3.20% per annum). These agreements will be due within October 2028.

On 6 September 2024, the Company signed a long-term loan agreement with a local financial institution amounting to Baht 5,000 million. Term of the loan is for 4 years with a floating interest rate. The objective is to refinance long-term loan to be due. As at 31 December 2024, the Company had already fully drawn down the loan.

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Debentures

As at 31 December 2024, the Company has unsubordinated and unsecured debentures totaling Baht 20,500 million (2023: Baht 15,500 million) as follows:

Debentures no.	2024 <i>(in thousand Baht)</i>	2023	Interest rate <i>(%p.a.)</i>	Term	Maturity date
1/2021	-	5,500,000	2.65	3 years 8 months	1 December 2024
1/2022	5,000,000	5,000,000	2.80	2 years 10 months	1 June 2025
2/2022	5,000,000	5,000,000	3.50	4 years	1 December 2026
1/2024	5,000,000	-	3.40	3 years 8 months	1 December 2027
2/2024	5,500,000	-	3.30	3 years 11 months 29 days	1 December 2028
Total	20,500,000	15,500,000			
Less debentures issuing expenses	(17,074)	(9,306)			
Net	20,482,926	15,490,694			

15 Non-current provisions for employee benefits

The Company operates defined benefits plans based on the requirement of the Thai Labour Protection Act B.E. 2541 to provide retirement benefits and other long-term benefits to employees based on pensionable remuneration and length of service.

The defined benefit plans expose the Company to actuarial risks, such as longevity risk and interest rate risk.

Non-current provisions for employee benefits in statement of financial position as at 31 December

	2024	2023
	<i>(in thousand Baht)</i>	
Post-employment benefits - legal severance payments plan	535,542	492,829
Other long-term employee benefits	26,212	19,131
Total	561,754	511,960

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Movements in the present value of non-current provisions for defined benefit plans

	2024	2023
	<i>(in thousand Baht)</i>	
Non-current provisions for defined benefit plans at 1 January	511,960	535,634
Included in profit or loss		
Current service costs	28,054	26,418
Interest on obligation	18,629	15,480
Actuarial losses	6,137	1,691
Transfer of non-current provisions for employee benefits to related party	(22,894)	-
	<u>29,926</u>	<u>43,589</u>
Included in other comprehensive income		
Actuarial losses (gains)	55,608	(32,063)
Others		
Benefits paid	(35,740)	(35,200)
Non-current provisions for defined benefit plans at 31 December	<u><u>561,754</u></u>	<u><u>511,960</u></u>

Actuarial losses (gains) recognized in other comprehensive income as of the end of the reporting period arising from:

	2024	2023
	<i>(in thousand Baht)</i>	
<i>For the years ended 31 December</i>		
Demographic assumptions	(53)	-
Financial assumptions	45,562	(10,905)
Experience adjustment	10,099	(21,158)
Total	<u><u>55,608</u></u>	<u><u>(32,063)</u></u>

Actuarial assumptions

Principal actuarial assumptions as of the end of the reporting period

	2024	2023
	(%)	
Discount rate *	2.54 - 2.63	3.39 - 3.49
Salary increase rate	1.00 - 9.00	1.39 - 8.00
Employee turnover rate **	2.00 - 8.00	2.00 - 8.00
Mortality rate ***	100.00 of TMO 2017	100.00 of TMO 2017

* Market yields on government's bonds for legal severance payments plan

** Upon the length of service

*** Reference from TMO2017: Thai Mortality Ordinary Table 2017

As at 31 December 2024, the Company has the weighted-average duration for payment of long-term employee benefits approximately 15 years (2023: 15 years).

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Sensitivity analysis

Reasonably possible changes at the end of the reporting period to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the non-current provisions for defined benefit plans by the amounts shown below.

Effect on the non-current provisions for defined benefit plans at 31 December

	Increase (decrease)	
	2024	2023
	<i>(in thousand Baht)</i>	
Discount rate		
0.5% increase	(28,514)	(26,730)
0.5% decrease	30,990	29,047
Salary increase rate		
1.0% increase	62,520	59,208
1.0% decrease	(54,111)	(51,189)
Employee turnover rate		
10.0% increase	(12,479)	(11,802)
10.0% decrease	12,888	12,192

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

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16 Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorized capital. The legal reserve is not available for dividend distribution.

17 Administrative expenses

	2024	2023
	<i>(in thousand Baht)</i>	
Salary, welfare and personnel expenses	1,743,300	1,868,912
Rent, depreciation and amortization expenses	155,107	149,050
Service expenses	139,164	147,860
IT fees	118,301	114,255
Professional and consultant fees	107,053	87,948
Research and development expenses	81,785	102,357
Others	381,157	207,332
Total	<u>2,725,867</u>	<u>2,677,714</u>

18 Employee benefit expenses

	2024	2023
	<i>(in thousand Baht)</i>	
Salaries and wages	1,332,273	1,439,432
Welfares and others	216,838	237,262
Contribution to defined contribution plans	111,717	117,800
Contribution to defined benefit plans	29,926	43,589
Total	<u>1,690,754</u>	<u>1,838,083</u>

The defined contribution plans comprise provident funds established by the Company for its employees. The provident funds were registered with the Ministry of Finance under the Provident Fund Act B.E. 2530. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at 2% to 15% of their basic salaries and by the Company at 5% to 13% of the members’ basic salaries, depending on the length of employment.

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19 Income tax

	<i>Note</i>	2024 <i>(in thousand Baht)</i>	2023
<i>Income tax recognized in profit or loss</i>			
Current tax			
Over provided in prior years		-	(8,137)
Deferred tax			
Movements in temporary differences	12	(5,017)	(73,053)
Total		<u>(5,017)</u>	<u>(81,190)</u>
<i>Income tax recognized in other comprehensive income</i>			
Gains (losses) on remeasurement of defined benefit plans		<u>(10,560)</u>	<u>6,741</u>

Reconciliation of effective tax rate

	2024		2023	
	Rate (%)	<i>(in thousand Baht)</i>	Rate (%)	<i>(in thousand Baht)</i>
Profit before income tax expense		2,860,139		2,470,874
Income tax using the Thai corporation tax rate	20	572,028	20	494,175
Income not subject to tax		(569,514)		(559,092)
Expenses deductible at a greater amount		(7,022)		(6,060)
Expenses not deductible for tax purposes and others		(1,852)		7,526
Tax losses		6,360		63,451
Current tax		-		-
Over provided in prior years		-		(8,137)
Movement in temporary differences		(5,017)		(73,053)
Income tax benefit	-	<u>(5,017)</u>	-	<u>(81,190)</u>

The Company operates in Thailand and has investments in several jurisdictions which their ultimate parent company is in-scope for top-up tax legislations as part of the international tax reform under the Pillar Two Model Rules to impose a global minimum tax at an effective tax rate of no less than 15% of Thailand. This will impact the financial statements of the Company for the year starting from 1 January 2025, onwards.

The ultimate parent company is responsible for the impact assessment of these legislations and has engaged an advisory firm specializing in Pillar Two Model Rules to provide advice and guidance. The ultimate parent company is currently assessing the potential impact on the Company's financial statements.

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20 Dividends

The dividends paid by the Company to shareholders were as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2024				
Annual dividend 2023	26 March 2024	22 April 2024	0.30	1,288
Interim dividend 2024	23 July 2024	21 August 2024	0.25	1,073
Total			0.55	2,361
2023				
Annual dividend 2022	28 March 2023	24 April 2023	0.35	1,502
Interim dividend 2023	25 July 2023	22 August 2023	0.25	1,073
Total			0.60	2,575

21 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortized cost if the carrying amount is a reasonable approximation of fair value.

	Fair value through profit or loss	Carrying amount		Fair Value
		Amortized cost (in thousand Baht)	Total	Level 2
Balance at 31 December 2024				
Financial assets				
Cash and cash equivalents	-	432,664	432,664	
Loans to related parties	-	55,441,051	55,441,051	
Total financial assets	-	55,873,715	55,873,715	
Financial liabilities				
Borrowings from financial institutions	-	18,887,664	18,887,664	
Borrowings from related parties	-	473,446	473,446	
Lease liabilities	-	163,688	163,688	
Debentures	-	20,482,926	20,482,926	20,713,583
Total financial liabilities	-	40,007,724	40,007,724	

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	Fair value through profit or loss	Carrying amount		Fair Value Level 2
		Amortized cost <i>(in thousand Baht)</i>	Total	
Balance at 31 December 2023				
Financial assets				
Cash and cash equivalents	-	1,202,322	1,202,322	
Short-term investments	5,051,900	-	5,051,900	5,051,900
Loans to related parties	-	35,201,275	35,201,275	
Total financial assets	5,051,900	36,403,597	41,455,497	
Financial liabilities				
Borrowings from related parties	-	203,399	203,399	
Borrowings from financial institutions	-	10,125,505	10,125,505	
Lease liabilities	-	122,580	122,580	
Debentures	-	15,490,694	15,490,694	15,557,927
Total financial liabilities	-	25,942,178	25,942,178	

In the first quarter of 2024, the Company received the proceeds amounting to Baht 5,084 million from selling back its investment in a mutual fund with an asset management company.

Financial instruments measured at fair value

The Company determined Level 2 fair values for investments in debt instruments which are simple over-the-counter securities were based on broker quotes. Those quotes are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar financial instrument at the measurement date. Fair values reflect the credit risk of the financial instrument and include adjustments to take account of the credit risk of the Company and counterparty when appropriate.

Financial instruments measured at amortized cost

The Company determined Level 2 fair values for debentures based on quoted selling price from the Thai Bond Market Association at the closing price on the end of the reporting period.

(b) Financial risk management policies

Risk management framework

The Company's management has responsibility for the establishment of financial risk management policies and guidelines including foreign currency risk related to capital expenditures, investment, borrowing, deposit and international trade transaction. This also includes establishing policies and overseeing the process of financial derivatives and cash management for efficiency of the Company's financial operation under risk appetite and consistent practice. The policies are appropriately reviewed to the changing situation. The Company's management monitors financial status and reports regularly to the Company's Management Committee.

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(1) Credit risk

Credit risk is the risk of Company's financial loss if a customer or a financial counterparty fails to meet its contractual obligations.

(1.1) Cash and cash equivalent

The Company's credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Company considers having low credit risk.

(1.2) Investment in debt instruments

The Company's credit risk is limited by investing only in high liquidity and credibility debt instruments.

(2) Liquidity risk

The Company oversees its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management for the Company's operations including payment of liabilities that are due and to mitigate the risk from the lack of future liquidity.

The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted.

<i>At 31 December</i>	Carrying amount	Contractual cash flows			Total
		1 year or less	More than 1 years but less than 5 years <i>(in thousand Baht)</i>	More than 5 years	
2024					
Short-term borrowings from financial institutions	8,500,000	8,500,000	-	-	8,500,000
Short-term borrowings from related parties	473,446	473,446	-	-	473,446
Long-term borrowings from financial institution	10,387,664	5,000,000	5,398,000	-	10,398,000
Lease liabilities	163,688	61,610	101,550	13,608	176,768
Debentures	20,482,926	5,000,000	15,500,000	-	20,500,000
	40,007,724	19,035,056	20,999,550	13,608	40,048,214
2023					
Short-term borrowings from related parties	203,399	203,399	-	-	203,399
Long-term borrowings from financial institution	10,125,505	5,000,000	5,135,000	-	10,135,000
Lease liabilities	122,580	60,142	56,920	14,969	132,031
Debentures	15,490,694	5,500,000	10,000,000	-	15,500,000
	25,942,178	10,763,541	15,191,920	14,969	25,970,430

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(3) Market risk

The Company has to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(3.1) Foreign currency risk

Foreign exchange risk arises from the fluctuation of foreign exchange rate.

The Company has foreign exchange risk arises from the fluctuation of foreign exchange rate from purchases, sales, payment of machines and equipment and other receipt and payment which are denominated in foreign currencies. The Company manage that risk by entering forward exchange contracts to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the end of the reporting period also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

As at 31 December, the Company has significant foreign currency risk from foreign currency assets and liabilities are as follows:

	2024		2023	
	US Dollars	Others (in thousand Baht)	US Dollars	Others
Other receivables	19,131	-	5,994	-
Other payables	<u>(37,287)</u>	<u>(1,073)</u>	<u>(72,950)</u>	<u>(752)</u>
Net statement of financial position exposure	<u>(18,156)</u>	<u>(1,073)</u>	<u>(66,956)</u>	<u>(752)</u>

Sensitivity analysis

A reasonably possible strengthening and weakening of functional currency against foreign currencies at 31 December would have affected the measurement of financial instruments denominated in a foreign currency and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

<i>Impact to profit or loss</i>	Movement (%)	Strengthening (in thousand Baht)	Weakening
2024			
US Dollars	1	182	(182)
Other	1	11	(11)
2023			
US Dollars	1	669	(669)
Other	1	7	(7)

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(3.2) Interest rate risk

Interest rate risk is the risk caused from future movements in market interest rates that will affect the results of the Company's operations and its cash flows certainly. The Company is exposed to interest rate risk which mainly come from its borrowings from financial institution. The Company mitigates this risk by ensuring that the majority of borrowings are at fixed interest rates to manage exposure to fluctuations in interest rates on specific borrowings.

<i>Exposure to interest rate risk at 31 December</i>	2024	2023
	<i>(in thousand Baht)</i>	
<i>Financial instruments with variable interest rates</i>		
Financial assets	55,441,051	35,201,275
Financial liabilities	(14,362,551)	(333,217)
Net statement of financial position exposure	<u>41,078,500</u>	<u>34,868,058</u>

Cash flow sensitivity analysis for variable-rate instruments

A reasonable possible change of 1% in interest rates at 31 December would have affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

<i>Impact to profit or loss</i>	1% increase in interest rate	1% decrease in interest rate
	<i>(in thousand Baht)</i>	
2024		
Financial instruments with variable interest rate	410,785	(410,785)
Cash flow sensitivity	<u>410,785</u>	<u>(410,785)</u>
2023		
Financial instruments with variable interest rate	348,681	(348,681)
Cash flow sensitivity	<u>348,681</u>	<u>(348,681)</u>

22 Capital management

The management of the Company has a capital management policy with the objective to maintain a strong capital base by emphasizing on planning and determining operating strategies that will ensure a sustainable business performance and cash flow management. In addition, the Company also considers to have a strong financial foundation. Therefore, the Company have considered in investing in projects that have good rate of return, maintaining appropriate working capital, as well as having a sufficient cash reserves and an appropriate investment structure to have a firm operating business in the future and maintain the confidence of shareholders, investors, creditors, and other stakeholders.

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23 Events after the reporting period

On 28 January 2025, at the Board of Directors' Meeting of the Company, the directors proposed for approval at the Annual General Meeting of Shareholders, the payment of a dividend for 2024 at the rate of Baht 0.55 per share, totaling approximately Baht 2,361 million. An interim dividend of Baht 0.25 per share was paid on 21 August 2024, as disclosed in note 20. The final dividend will be at the rate of Baht 0.30 per share, payable to shareholders entitled to receive dividends totaling approximately Baht 1,288 million and is scheduled for payment on 21 April 2025. This dividend is subject to the approval of the Shareholders at the Annual General Meeting to be held on 25 March 2025.

24 Thai Financial Reporting Standards (TFRSs) that have been issued but are not yet effective

The Federation of Accounting Professions has revised TFRSs which are effective for annual accounting periods beginning on or after 1 January 2025 and have not been adopted in the preparation of these financial statements because they are not yet effective. The Company has assessed the potential initial impact on the financial statements of these revised TFRSs and expected that there will be no material impact on the financial statements in the year of initial application.



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