



# INVESTOR MEETING

MONTH OF JANUARY 2026

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# 9M/2025 Summary



01



02

## Strategic growth & expansion

- Expanding consumer packaging and value chain integration through ongoing strategic investments in fiber packaging in ASEAN
- Enhancing packaging solutions via Vietnam rigid packaging restructuring and Thailand pet food flexible packaging JV
- ASEAN domestic focus offsetting price pressure with resilient margins

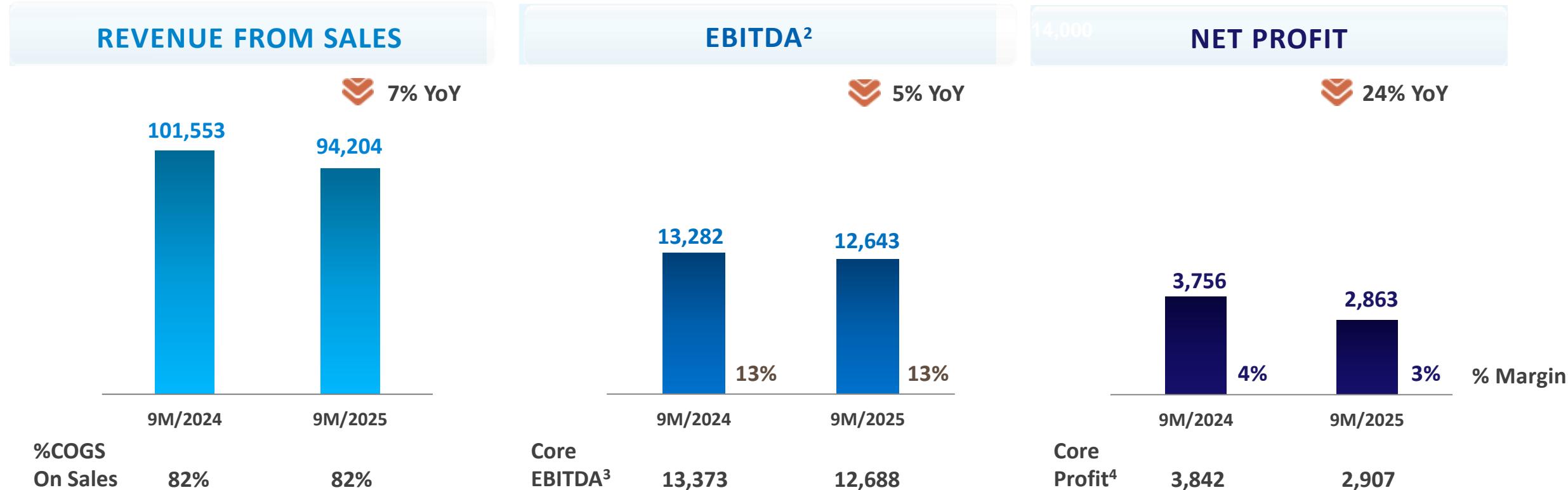
## Financial & operational excellence

- Fajar delivering positive EBITDA for two consecutive quarters (Q2-Q3 2025)
- Fibrous business with signs of improvement in early Q4
- Focusing on operational efficiency and AI-driven initiatives, generating cost savings

## Consolidated key financials: 9M/2025<sup>1</sup>

Resilient margins achieved via volume growth and operational efficiency amidst region-wide price pressure

## Unit: MB



## Key performances

- Revenue fell YoY as selling prices for IPB and FB declined in line with regional market trends. However, sales volume increased 3% YoY, particularly in IPB, driven by strong ASEAN domestic demand.
- Cost of goods sold as a percentage of sales remained stable through disciplined cost management.
- EBITDA & net profit decreased YoY, reflecting lower revenue including effect from THB appreciation.

Note: 1. Figures are “After inter-segment elimination”

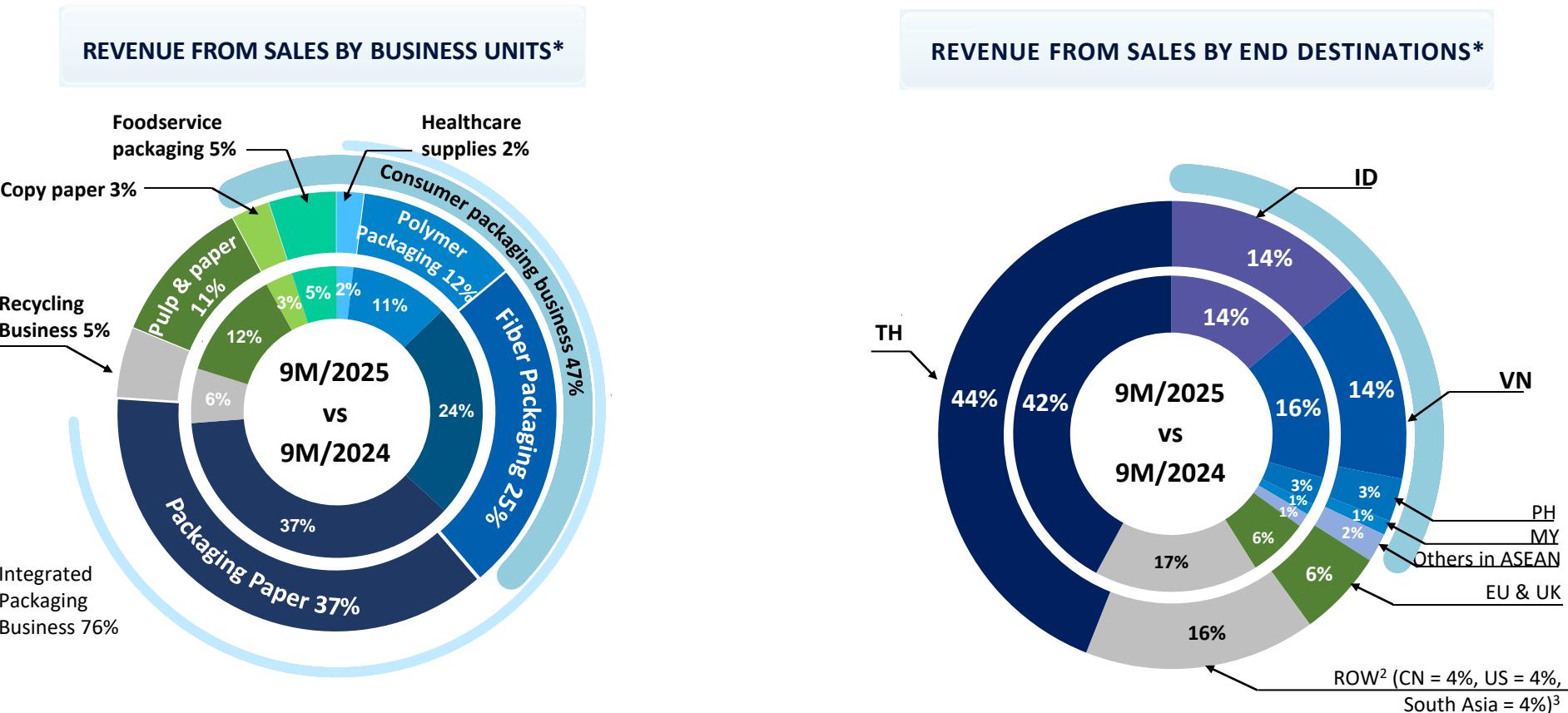
2. EBITDA excludes dividend from associates & includes EX gain/loss from loans

### 3. Core EBITDA = EBITDA – key items adjustments

4. Core Profit = Net Profit – Key items adjustments after tax & after NCI basis

# SCGP Business Portfolio: 9M/2025<sup>1</sup>

Strengthening consumer packaging through strategic domestic market focus



Consumer packaging grew to 47%, driven by volume growth in fiber, polymer, healthcare and foodservice packaging, while pulp and paper declined

TH's revenue contribution increased, supported by strong polymer, foodservice packaging and packaging paper, while export decreased primarily due to lower China sales.

\*Note

Outer pie chart: 9M/2025 (Revenue 94,204 MB)  
 Inner pie chart: 9M/2024 (Revenue 101,553 MB)

Note: 1. Figures are "After inter-segment elimination"

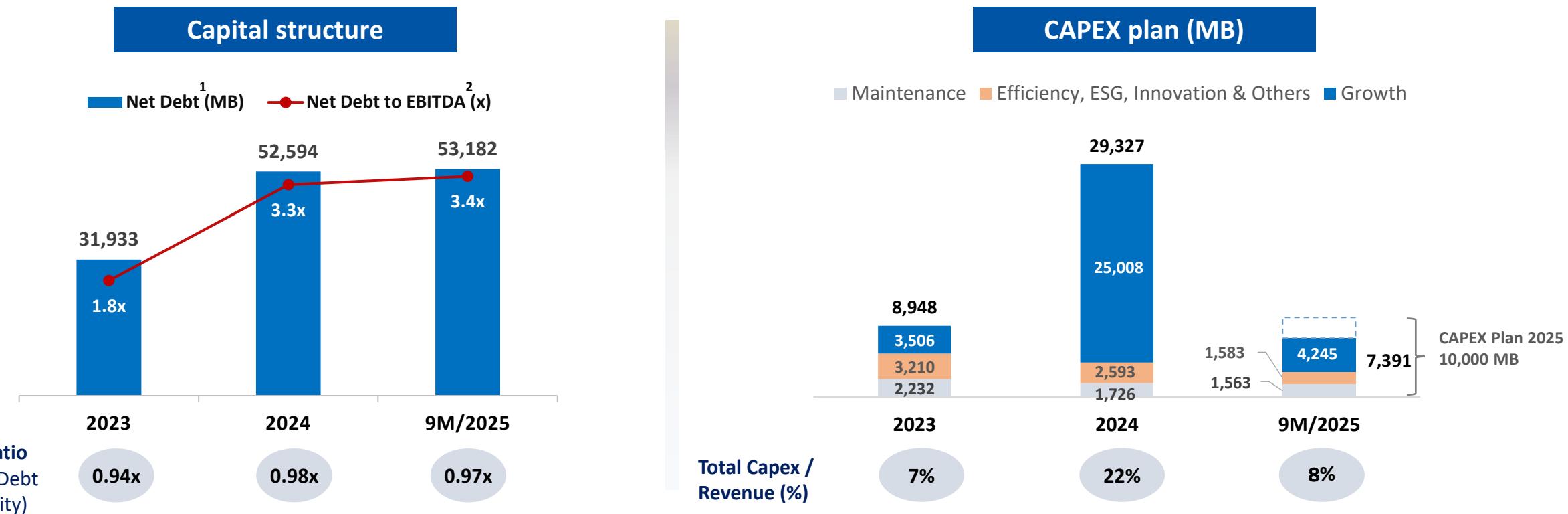
2. ROW is Rest of the world

3. 9M/2024: CN = 6%, US = 3%, South Asia = 3%

SCGP

# Financial discipline meets strategic growth

Prudent capex allocation and leverage management while preserving growth capability



- Cash & cash under management of 10,664 MB, interest-bearing debt of 63,846 MB, average cost of debt at 3.8% (YTD Jan-Sep 2025), and net debt to EBITDA at 3.4x
- CAPEX spending was 7,391 MB in 9M/2025 with 2025 budget plan of 10,000 MB (growth CAPEX of 6,000 MB and regular maintenance, efficiency, ESG, innovation & others at 4,000 MB)

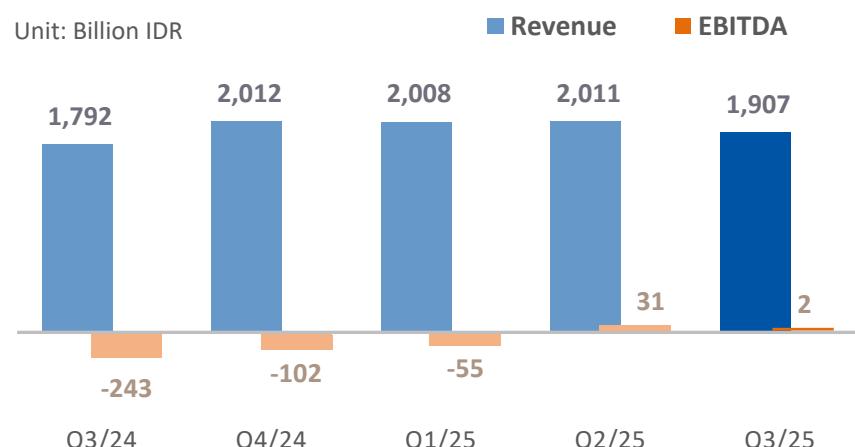
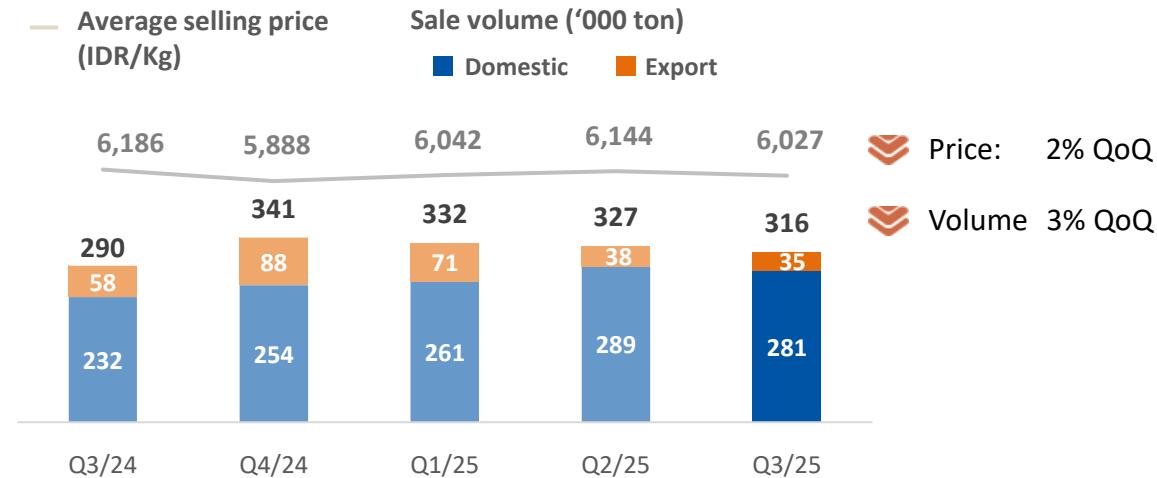
Note: 1. Net Debt refers to Interest-Bearing Debt minus Cash & cash under management

2. EBITDA excludes dividend from associates & includes FX gain/loss from loans

# Indonesia packaging paper operation: Q3/2025 results

Positive EBITDA for 2 consecutive quarters, while building resiliency through domestic focus & improvement amidst price pressure

## Performance



## Key movement

### 1. Market expansion and penetration



Value chain integration

↑ captive use  
90%+



Market diversification

↑ Domestic portion  
89%

### 2. Operational improvement



Technology & efficiency

AI & automation: **5 projects** e.g.,  

- Fully automated MRP<sup>1</sup>
- Stock control centralization
- Quality controlling



Supply chain resilience

↑ Local RCP sourcing portion  
65%

# Investment in fiber packaging in ID

Enhance customer network, product portfolio and synergies across ASEAN

## Key update

- The signing of a conditional share purchase agreement (CSPA) for 100% stake acquisition with a total enterprise value of IDR 455 billion or approx. 956 MB
- Transaction is expected to be completed within Q4/2025

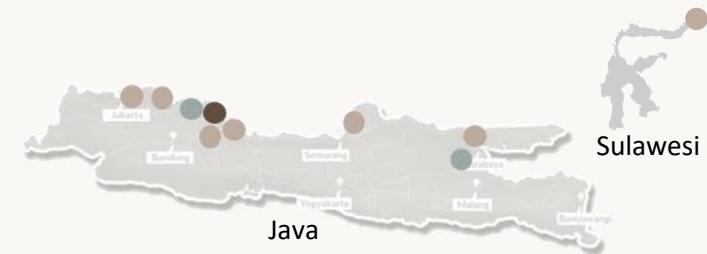
## Company profile and customer portfolio

Name: PT Prokemas Adhikari Kreasi  
(MYPAK)  
Establishment: 2017  
Location: 1 plant in Bekasi West Java, Indonesia  
Capacity: 144,000 tons/year

## Strategic rationale

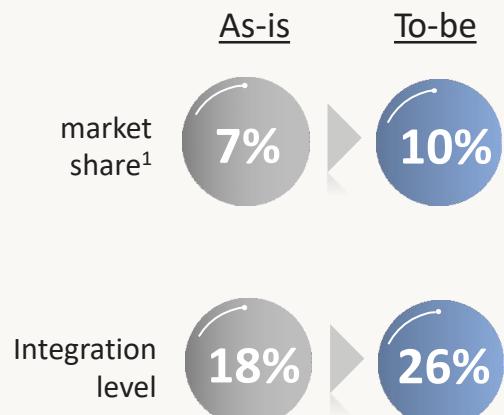
- 1 Expand portfolio in consumer-related segments e.g., F&B and consumer goods and augment packaging solutions capabilities
- 2 Enhance value chain integration with packaging paper business to improve performance stability along the chain
- 3 Elevate production efficiency with new facilities and synergies with existing fiber packaging operations

## SCGP's operations in ID



● Packaging paper  
● Fiber packaging (existing) ● Fiber packaging (new)

 2 plants (1.80 MT/year)  8 plants (0.47 MT/year)

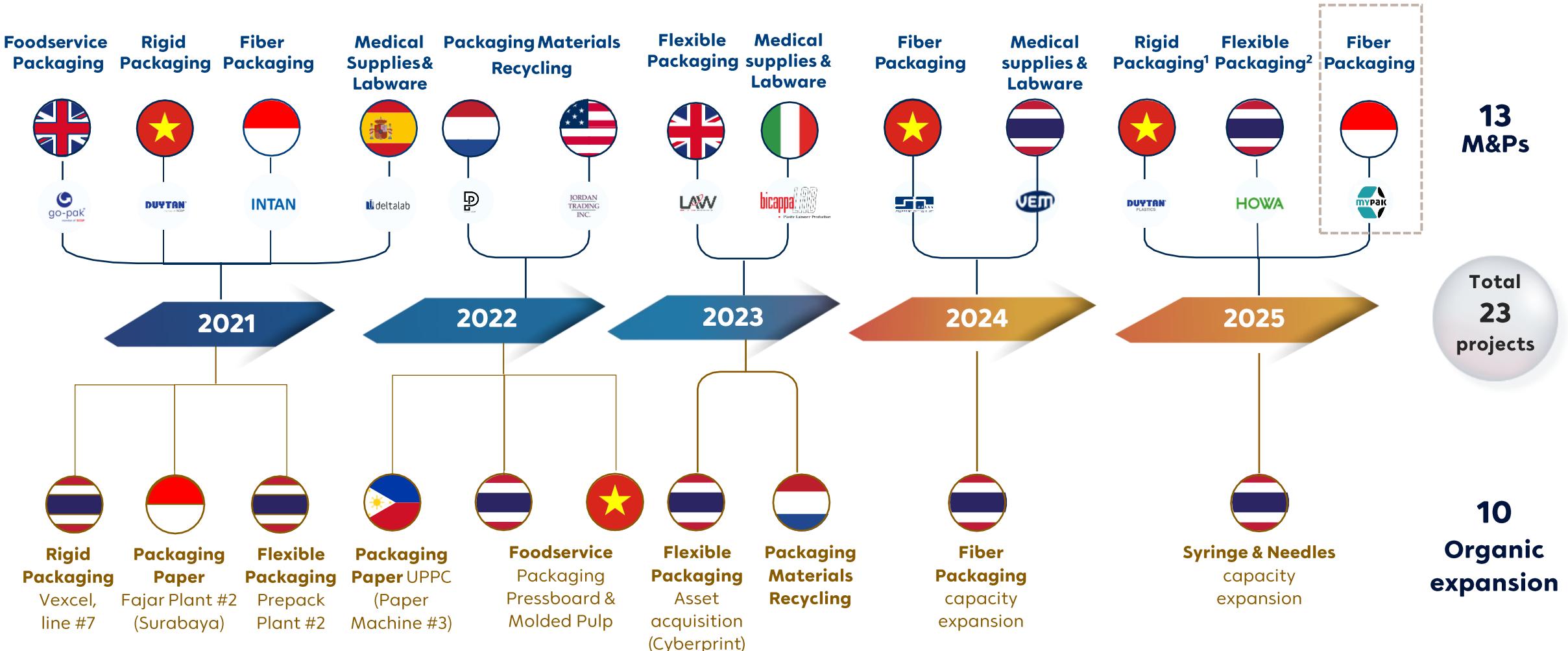


# APPENDIX



# Adaptive growth strategy

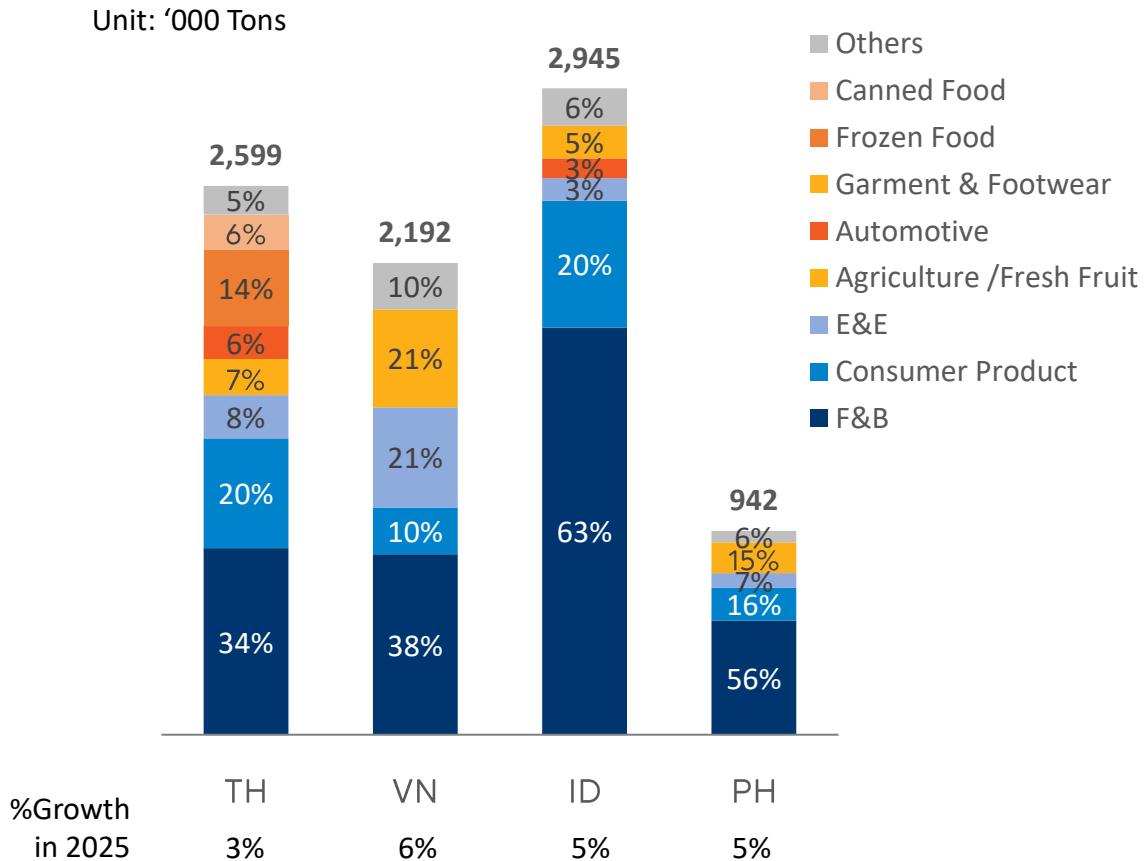
Fuel up future growth with high quality mergers and partnerships (M&Ps) and organic expansions



# Indonesia: Solid consumer-linked growth driven by domestic consumption

Largest containerboard demand in ASEAN: F&B is a major segment with high growth, while footwear, garment, and automotive segments have premium price point

## Containerboard market demand



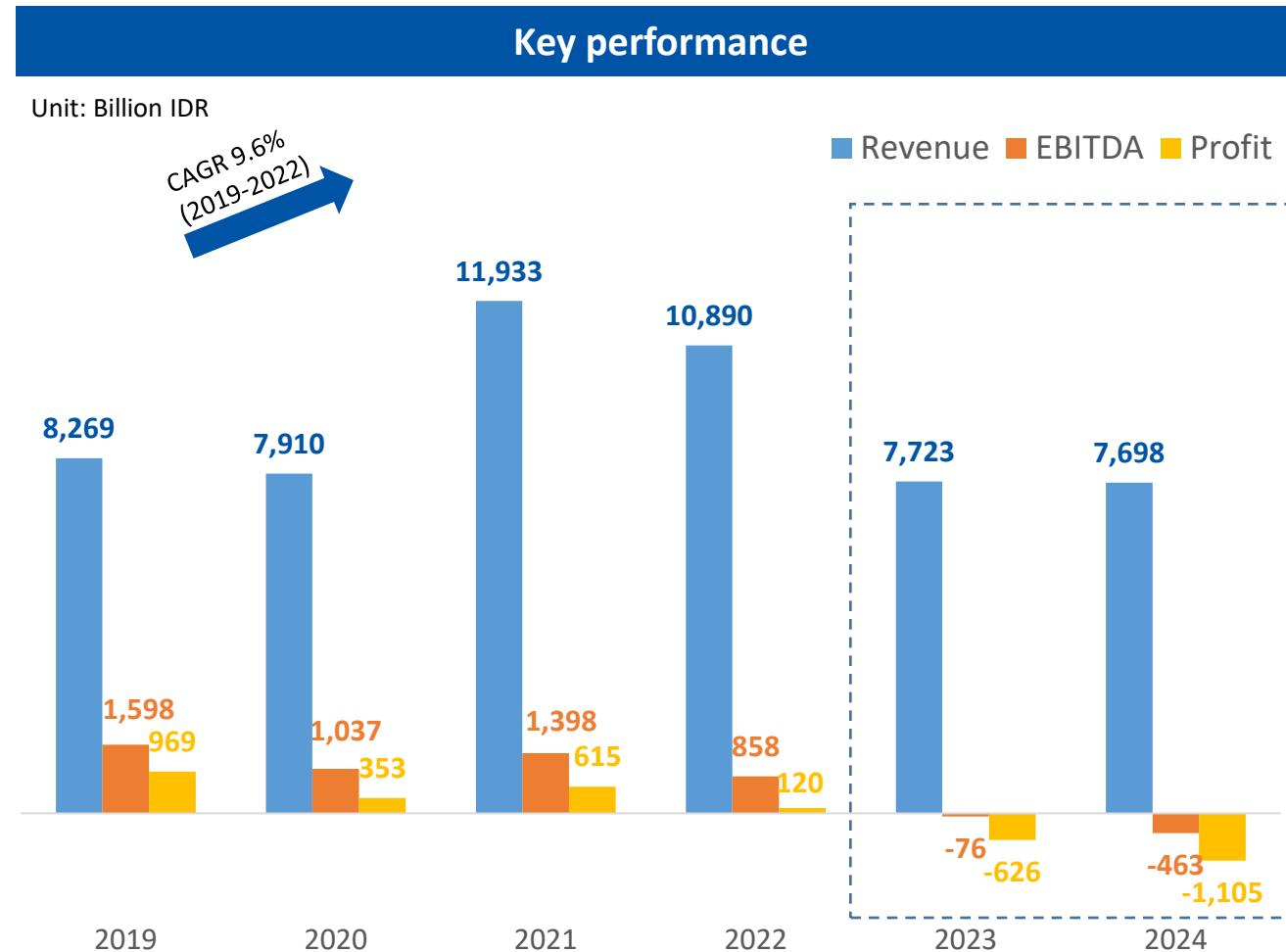
## Key analysis

- **F&B (+6.7%)\* and consumer (+4.4%)** segments are large and growing fast, high competition market landscape
- **Footwear & garment (+4.4%), and automotive (+5%)** segments have higher price point as each of them have sophisticated requirements.
- **Footwear and garment** requires strong global supply chain network and one stop solutions
- **Automotive (+5%)** segment requires customization and small lot orders

Note: \*CAGR 2020-2024

# Fajar's financial performance

Margin contraction affected 2023-Q3/2024, while a recovery began in Q4/2024, indicating positive shift



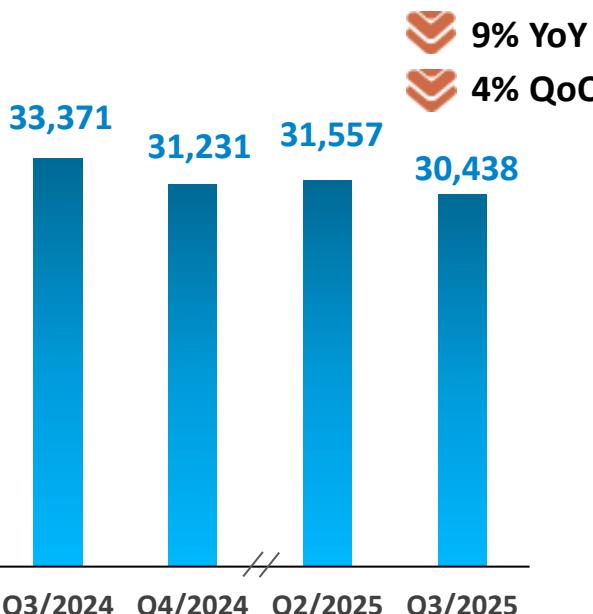
- **Effort to maintain sales volume had been hindered** – Chinese demand slowdown resulted in domestic supply imbalance
- **Market prices came under pressures** from Q3/2022 as more supply were competed in domestic market
- **Cost saving measures are not sufficient to offset RCP prices increase** – Reduced margin

# Consolidated key financials: Q3/2025<sup>1</sup>

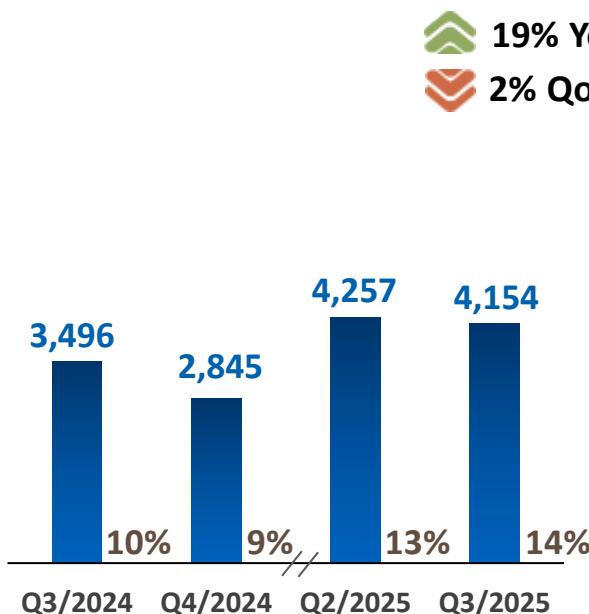
ASEAN demand and cost efficiency drive margin improvement despite price softness

Unit: MB

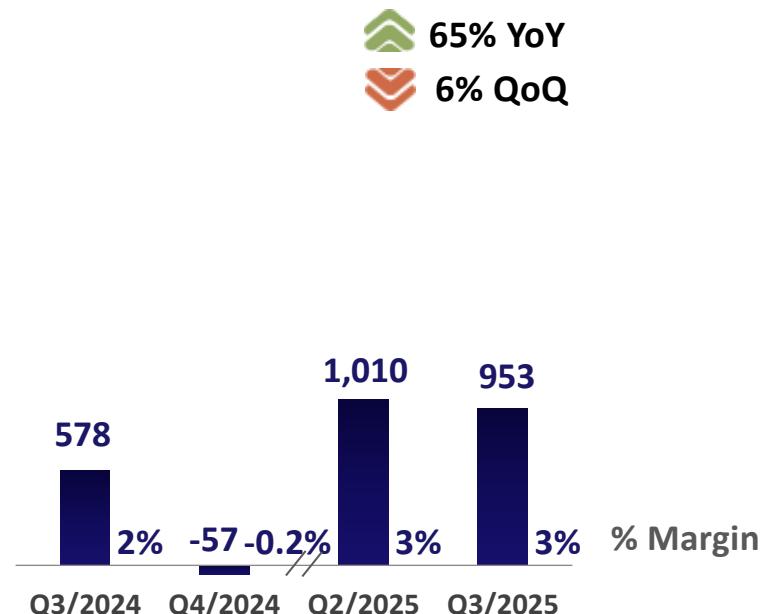
## REVENUE FROM SALES



## EBITDA<sup>2</sup>



## NET PROFIT



### %COGS

On Sales 84% 86% 82% 82%

### Core

EBITDA<sup>3</sup> 3,557 2,964 4,221 4,210

### Core

Profit<sup>4</sup> 677 34 993 998

## Key performances

- Revenue: YoY & QoQ declined due to softer selling prices whereas volume picked up.
- EBITDA & profit: YoY increased from packaging paper operation in Indonesia. QoQ declined in line with revenue, but EBITDA margin improved, supported by effective energy and utilities costs management.

Note: 1. Figures are "After inter-segment elimination"

2. EBITDA excludes dividend from associates & includes FX gain/loss from loans

3. Core EBITDA = EBITDA – key items adjustments

4. Core Profit = Net Profit – Key items adjustments after tax & after NCI basis

# Core profit & Net profit: Q3/2025

Unit: MB	Q1/24	Q2/24	Q3/24	Q4/24	Q1/25	Q2/25	Q3/25	YoY	QoQ
<b>Core profit (after NCI)</b>	<b>1,686</b>	<b>1,479</b>	<b>677</b>	<b>34</b>	<b>916</b>	<b>993</b>	<b>998</b>	<b>+47%</b>	<b>+1%</b>
<b>Key Items (after Tax &amp; after NCI)</b>									
1) FX gain/(loss) from loan, derivatives & investment	48	(21)	(22)	(105)	13	45	(29)		
2) Company restructurings	-	(5)	-	-	-	-	-		
3) Changes to local regulations	-	-	-	-	-	-	-		
4) Expenses related to M&Ps transactions	(2)	(5)	(76)	(4)	(1)	(28)	(1)		
5) Others	(7)	5	(1)	18	(28)	-	(15)		
<b>Total</b>	<b>39</b>	<b>(26)</b>	<b>(99)</b>	<b>(91)</b>	<b>(16)</b>	<b>17</b>	<b>(45)</b>		
<b>Net profit (loss) (after NCI)</b>	<b>1,725</b>	<b>1,453</b>	<b>578</b>	<b>(57)</b>	<b>900</b>	<b>1,010</b>	<b>953</b>	<b>+65%</b>	<b>-6%</b>

# Consolidated financial performance (after inter-segment elimination<sup>1</sup>)

The figures are shown in the presentation

Unit : MB	2024				2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Revenue from sales	33,948	34,234	33,371	31,231	32,209	31,557	30,438
Integrated packaging business	25,450	25,494	24,612	24,138	24,131	23,856	23,322
Fibrous business	6,569	6,606	6,697	5,449	6,441	5,926	5,635
Recycling business	1,929	2,134	2,062	1,644	1,637	1,775	1,481
EBITDA <sup>2</sup>	5,151	4,635	3,496	2,845	4,232	4,257	4,154
Integrated packaging business	3,967	3,593	2,888	2,812	3,504	3,813	3,814
Fibrous business	1,259	1,109	799	499	727	446	384
Recycling business and corporate	(75)	(67)	(191)	(466)	1	(2)	(44)
EBITDA margin (%)	15%	14%	10%	9%	13%	13%	14%
Core EBITDA	5,129	4,687	3,557	2,964	4,257	4,221	4,210
Core EBITDA margin (%)	15%	14%	11%	9%	13%	13%	14%
Net profit (loss)	1,725	1,453	578	(57)	900	1,010	953
Net profit margin (%)	5%	4%	2%	-0.2%	3%	3%	3%
Core profit	1,686	1,479	677	34	916	993	998
Core profit margin (%)	5%	4%	2%	0.1%	3%	3%	3%
COGS	27,146	28,114	28,187	26,934	26,411	25,820	24,967
COGS to sales (%)	80%	82%	84%	86%	82%	82%	82%

Note:

- Figures are "After Inter-segment elimination" which are managerial report basis
- EBITDA excludes dividend from associates & includes FX gain/loss from loans

# SCGP's business segments (before inter-segment elimination basis)

The figures are shown in financial statement and MD&A

	2024				2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<b>Revenue from sales (MB)</b>	<b>33,948</b>	<b>34,234</b>	<b>33,371</b>	<b>31,231</b>	<b>32,209</b>	<b>31,557</b>	<b>30,438</b>
Integrated packaging business	25,549	25,586	24,699	24,241	24,223	23,934	23,424
Fibrous business	7,027	7,058	7,202	5,860	6,924	6,363	6,027
Recycling business	2,191	2,327	2,212	1,974	2,012	2,091	2,077
Intersegment elimination	(819)	(737)	(742)	(844)	(950)	(831)	(1,090)
<b>EBITDA<sup>1</sup> (MB)</b>	<b>5,151</b>	<b>4,635</b>	<b>3,496</b>	<b>2,845</b>	<b>4,232</b>	<b>4,257</b>	<b>4,154</b>
Integrated packaging business	3,973	3,599	2,896	2,820	3,510	3,821	3,811
Fibrous business	1,258	1,110	805	502	733	448	392
Recycling business and corporate	1,302	1,837	133	(57)	1,546	2,408	369
Intersegment elimination	(1,382)	(1,911)	(338)	(420)	(1,557)	(2,420)	(418)
<b>Net profit (loss) (MB)</b>	<b>1,725</b>	<b>1,453</b>	<b>578</b>	<b>(57)</b>	<b>900</b>	<b>1,010</b>	<b>953</b>
Integrated packaging business	1,523	1,321	690	352	876	1,142	1,135
Fibrous business	555	434	155	(63)	130	(102)	(149)
Recycling business and corporate	1,041	1,537	(165)	(340)	1,145	2,017	(19)
Intersegment elimination	(1,394)	(1,839)	(102)	(6)	(1,251)	(2,047)	(14)
<b>EBITDA margin (%)</b>	<b>15%</b>	<b>14%</b>	<b>10%</b>	<b>9%</b>	<b>13%</b>	<b>13%</b>	<b>14%</b>
Integrated packaging business	16%	14%	12%	12%	14%	16%	16%
Fibrous business	18%	16%	11%	9%	11%	7%	7%

Note: 1. EBITDA excludes dividend from associates & includes FX gain/loss from loans

# Key Financial Ratio

The figures are shown in financial statement and MD&A

	2020	2021	2022	2023	2024	3M/2025	6M/2025	9M/2025
Return on assets <sup>1</sup> (%)	5%	5%	3%	3%	2%	1.5%	1.4%	1.7%
Return on equity <sup>2</sup> (%)	10%	9%	6%	6%	5%	4%	3%	4%
Return on invested capital <sup>3</sup> (%)	7%	8%	5%	5%	4%	4%	4%	4%
Net debt to EBITDA (times)	0.7	1.7	1.9	1.8	3.3	3.4	3.7	3.4
Interest-bearing debt to equity ratio (times)	0.4	0.5	0.4	0.5	0.7	0.7	0.7	0.7

Note: 1. Return on Asset is "include NCI basis"

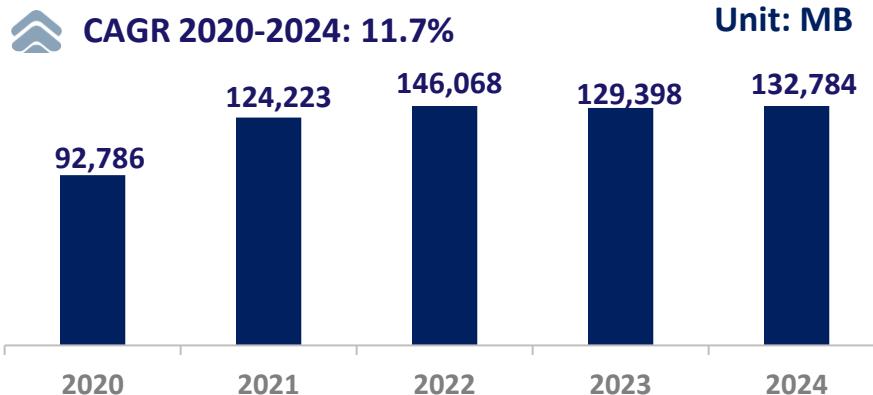
2. Return on Equity is "exclude NCI basis"

3. ROIC = EBIT(1-tax) / (total debt + total equity - cash on hand)

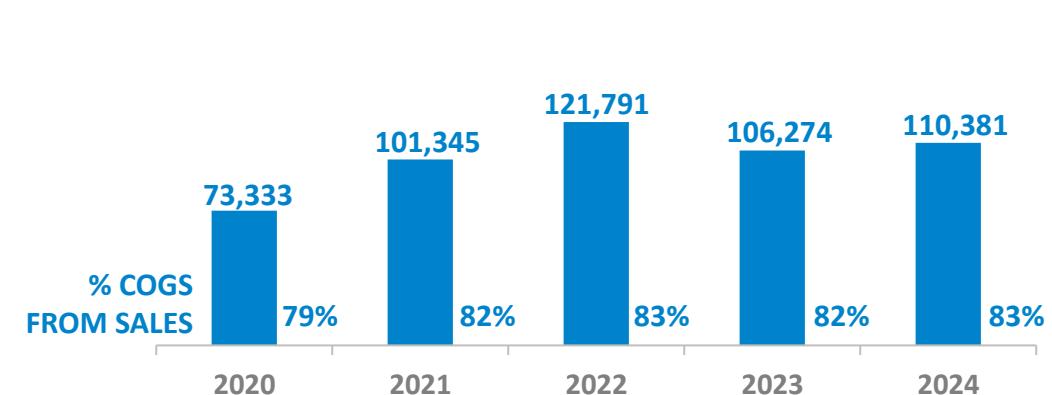
# Resilient growth & continuous value enhancement to customers

Accelerate business expansion and profitability enhancement

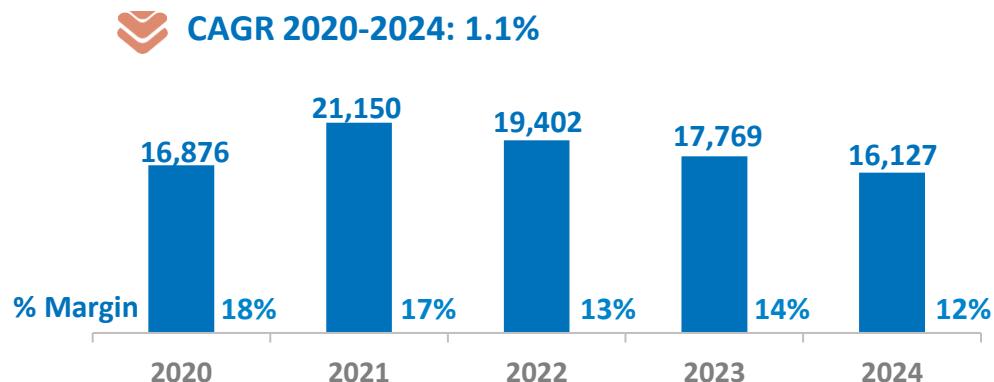
## REVENUE FROM SALES<sup>1</sup> (MB)



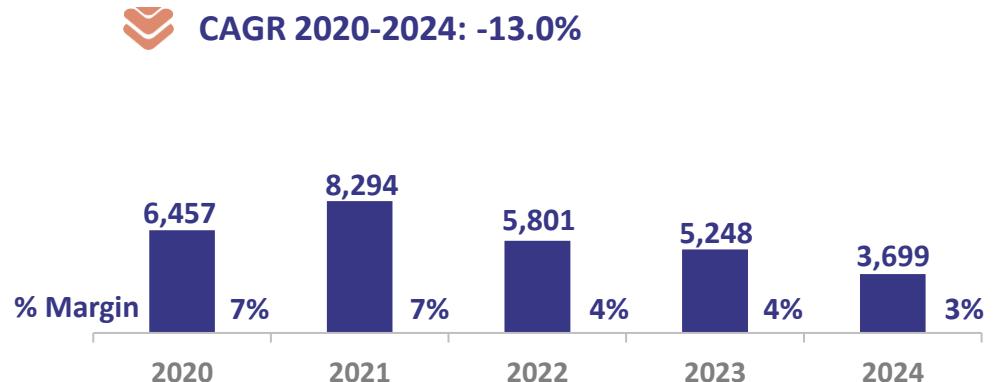
## COGS (MB)



## EBITDA<sup>1,2</sup> (MB)



## NET PROFIT<sup>1</sup> (MB)



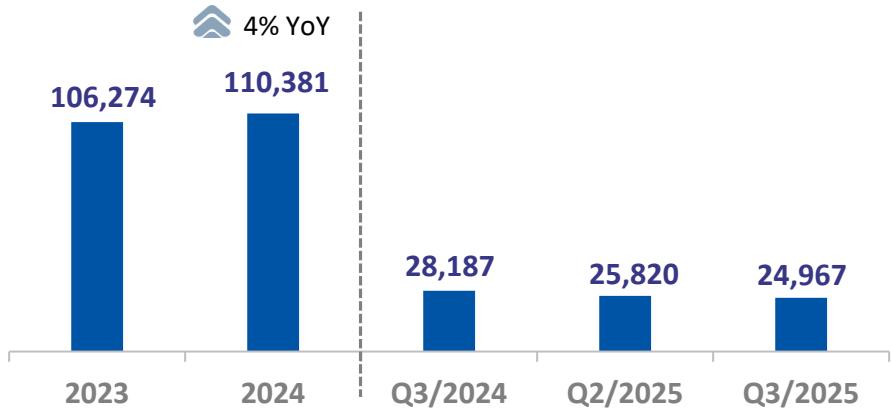
Note:

1. Figures are "After inter-segment elimination" include IPB, FB, and others as shown in financial statements and MD&A

2. EBITDA excludes dividend from associates & includes FX gain/loss from loans from Q1/2019 onwards

# Enhance operational excellence to improve cost competitiveness

## COGS (MB)



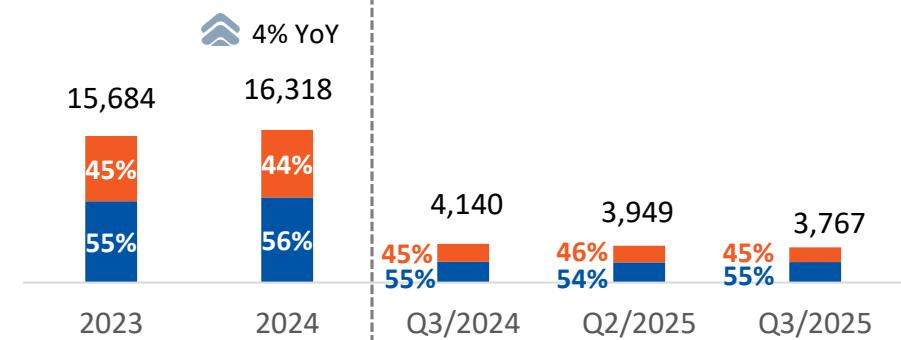
% COGS  
on sales

82% 83% 82% 82% 82%

## SG&A expenses (MB)

Administrative expense

Distribution cost



% Admin  
on sales

5% 5% 5% 6% 5%

% Dist.  
on sales

7% 7% 7% 7% 7%

# Capital Structure

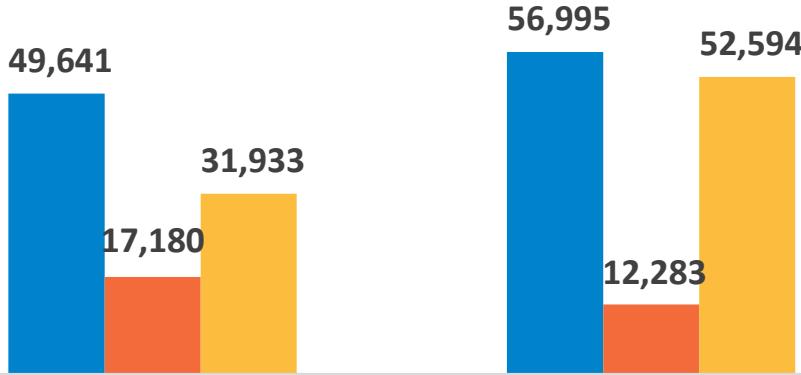
## Capital Structure

Unit: MB

■ Average interest-bearing debt

■ Cash & cash under management

■ Net debt



	Dec 2023	Dec 2024
Net Debt <sup>1</sup> / EBITDA <sup>2</sup> (x)	1.8	3.3
D/E Ratio (x)	0.94	0.98
Interest Coverage Ratio <sup>3</sup> (x)	8.8	6.6

Note:

1. Net debt refers to Interest-Bearing Debt minus Cash & cash under management
2. EBITDA exclude dividend from associates & excludes FX gain/loss from loans
3. Interest coverage ratio = EBITDA / Finance cost

## Dividend record

Dividend Payment	2022	2023	2024
Dividend Payout Ratio (%)	44.4	45.0	63.8

SCGP's policy is to pay dividends of not less than 20% of the net profit according to the consolidated financial statements, after deducting corporate income tax and legal reserves as required by law and the Company for each year.

## Debt Structure (%)

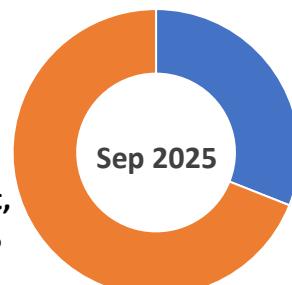
LT Loan, 59%  
ST Loan, 41%

(Debenture<sup>1</sup> 34%)



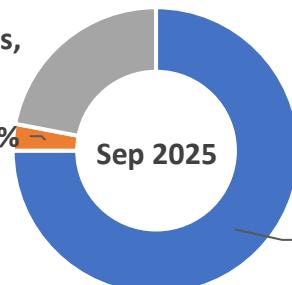
Fixed, 31%

Float, 69%



Others, 22%

USD, 3%



# SCGP Information

	2023					FY2023	2024					FY2024	2025		
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			Q1	Q2	Q3
<b>Revenue from sales by operation<sup>1</sup></b>															
Packaging paper revenue from sales (MB)	18,379	17,135	16,494	16,565	<b>68,573</b>		18,253	17,884	17,040	16,544	<b>69,721</b>		17,323	16,793	16,454
Fiber packaging revenue from sales (MB)	8,923	8,403	8,381	8,376	<b>34,083</b>		8,837	8,685	8,831	8,713	<b>35,066</b>		8,606	8,494	8,506
Polymer packaging revenue from sales (MB)	3,919	4,005	4,178	4,283	<b>16,385</b>		4,141	4,489	4,449	4,407	<b>17,486</b>		4,140	4,472	4,134
Fibrous business revenue from sales (MB)	6,805	6,847	6,591	6,592	<b>26,835</b>		7,027	7,058	7,202	5,860	<b>27,147</b>		6,924	6,363	6,027
<b>Sales volume by operation<sup>1</sup></b>															
Packaging paper sales volume - Million tons	0.97	0.92	0.93	0.98	<b>3.80</b>		1.05	0.99	0.94	0.97	<b>3.95</b>		1.02	1.01	1.00
Fiber packaging sales volume - Million tons	0.24	0.23	0.24	0.24	<b>0.95</b>		0.25	0.24	0.25	0.25	<b>0.99</b>		0.25	0.25	0.25
Polymer packaging sales volume - Thousand tons	28.95	28.84	31.36	31.58	<b>120.73</b>		30.56	32.73	33.88	34.53	<b>131.70</b>		32.24	35.45	34.40
Fibrous business sales volume - Million tons	0.16	0.16	0.15	0.16	<b>0.63</b>		0.16	0.17	0.16	0.15	<b>0.64</b>		0.17	0.15	0.16
<b>%SCGP solutions &amp; services of total sales<sup>2</sup></b>					20%		23%		24%						

Note: 1. SCGP's revenue and sales volume before inter-segment elimination while already eliminated intercompany sales within same business unit which are managerial report basis

2. The figure is excluded green carton.

# Annual capacity: Full year basis

Data as of 28 October 2025<sup>1,2,3</sup>

Integrated packaging business	Unit	TH	VN	PH	ID	MY	ES	IT	NL	US	Total
<b>Packaging paper</b>	MT/year	1.85	0.50	0.45	1.80						4.60
<b>Fiber packaging (containerboard)</b>	MT/year	0.92	0.26			0.33					1.51
<b>Fiber packaging (offset folding carton)</b>	Ton/year	24,700	16,500								41,200
<b>Fiber packaging (rigid box)</b>	Million boxes/year		8.00								8.00
<b>Integration level (fiber packaging/packaging paper)</b>		50%	52%		18%						32%
<b>Polymer packaging</b>											
Flexible packaging	Million m <sup>2</sup> /year	497	509								1,006
Rigid packaging	Thousand tons/Year	27	116								143
Medical supplies & labware	Million pieces/year	59				250	600				909
<b>Fibrous business</b>											
Printing & writing paper & others	MT/year	0.49									0.49
Foodservice packaging	Billion pieces/year	2.43	4.00		3.00						9.43
<b>Recycling business (sourcing capacity)</b>											
RCP: Peute (NL) & Jordan (US)	MT/year							2.00	0.10		2.10
Recycled plastic	MT/year							0.20			0.20

Note: (For data in the table)

1. Full-year basis without pro-rate from consolidation/start-up date

2. Data included M&P of SOVI, Go-Pak, Duy Tan, Intan Group, Deltalab, Peute, Jordan, Bicappa, Starprint and VEM-TH

3. Data included organic expansion of Batico#2, VEXCEL Line#7, FAJAR Plant#2, Prepack#2, UPPC#3, Pressboard, Molded pulp, Flexible packaging in TH (Cyberprint group), Peute, Fiber packaging in TH

# Updated market information

Market Information	2023					FY 2023	2024					FY 2024	2025			
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4
<b>Testliner paper price (USD/Ton CIF - ASEAN regional price)</b>	415	400	380	385		<b>395</b>	397	392	394	382		<b>391</b>	380	380	373	376 <sup>1</sup>
<b>AOCC price (USD/Ton CIF - from US to Asia)</b>	171	161	177	191		<b>175</b>	216	224	209	175		<b>206</b>	178	174	166	149 <sup>1</sup>
<b>Short fiber pulp price (USD/Ton CIF - from US to China)</b>	731	517	524	625		<b>598</b>	654	727	641	552		<b>643</b>	575	549	502	534 <sup>1</sup>
<b>Dissolving pulp price (USD/Ton CIF - imported to China)</b>	900	902	850	885		<b>884</b>	905	941	955	968		<b>942</b>	941	849	808	808 <sup>1</sup>
<b>Total China import volume of containerboard (Million ton)</b>	1.84	2.32	2.23	2.52		<b>8.91</b>	2.29	2.20	1.91	1.89		<b>8.29</b>	1.97	1.65	1.43 <sup>2</sup>	N/A

# SCGP INTRODUCTION



# SCGP's business expansion from ASEAN to global

1975 

Established year

#1 

Market Shares<sup>1</sup>

THB ~77 bn 

Market Capitalization  
(as of 7 Jan 2026)

THB 133 bn 

Revenue FY2024

THB 16.1 bn 

EBITDA FY2024

THB 3.7 bn 

Net Profit FY2024

13 

Operating countries

69<sup>2</sup> 

Production Facilities

0.98x 

Total Debt to Equity  
As of FY2024

## PURPOSE

To grow people and business for better planet

## VISION

A leading multinational consumer packaging solution provider through innovative and sustainable offerings

## STRATEGY



M&P and organic expansion



Sustainability



Innovation & packaging solutions



Operational excellence & people



Packaging paper



Fiber packaging



Polymer packaging



Medical supplies & labware



Fibrous business



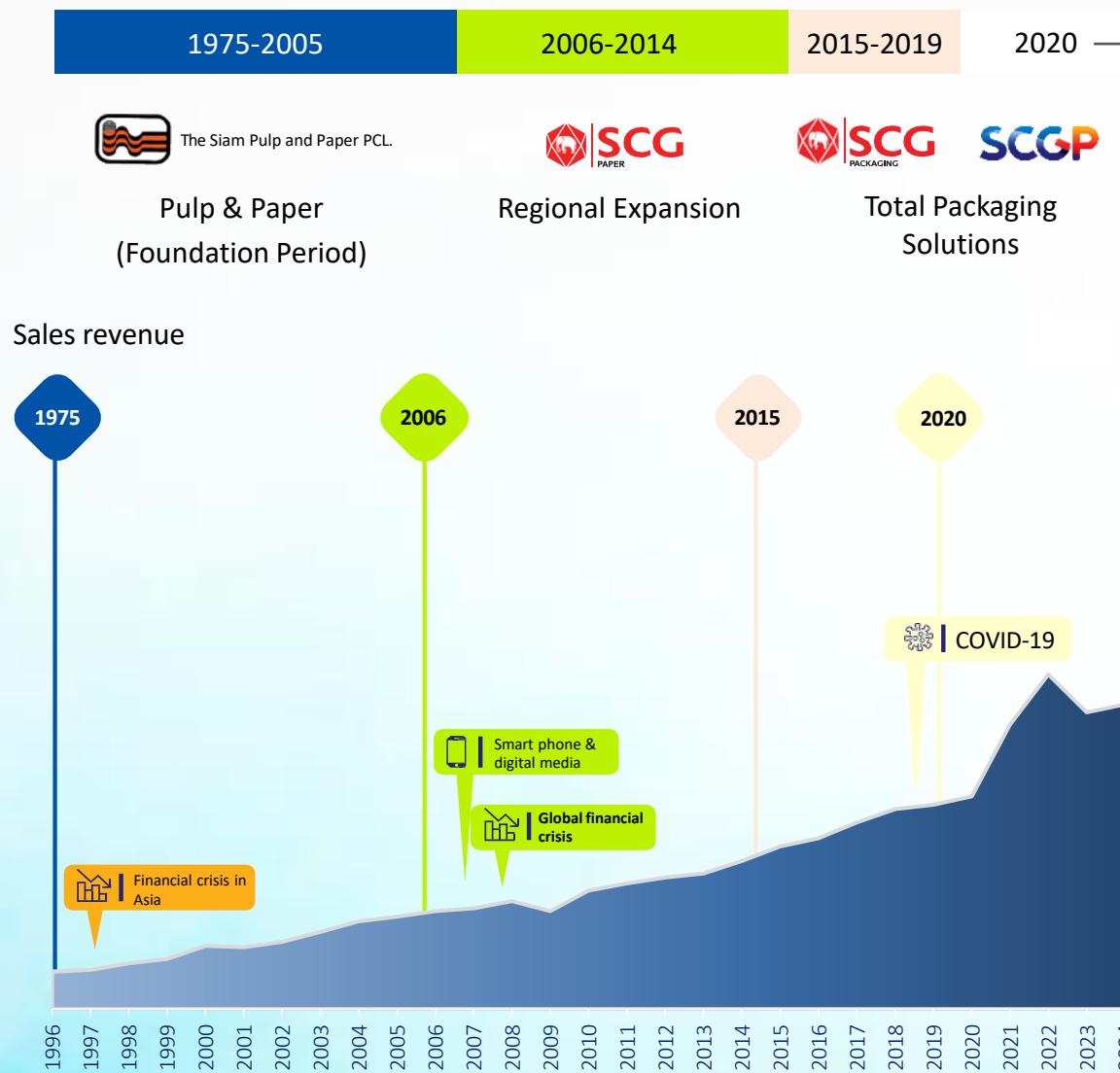
Foodservice packaging



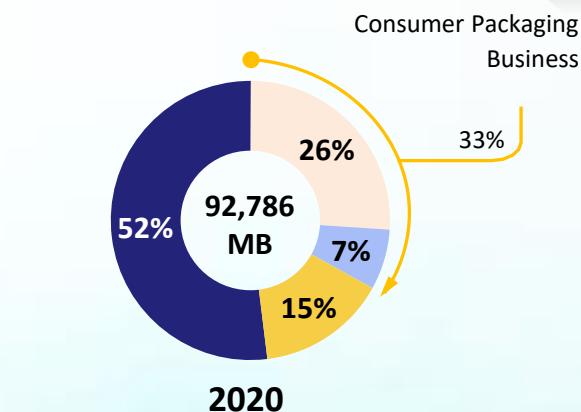
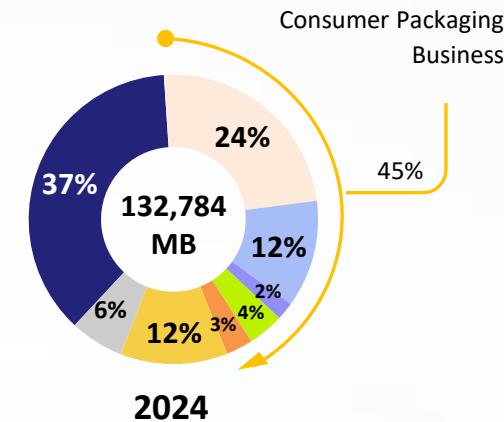
Packaging materials recycling

# SCGP JOURNEY

Continuous transformations to enhance customer centricity

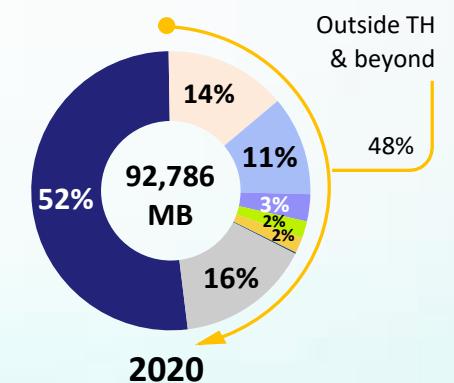
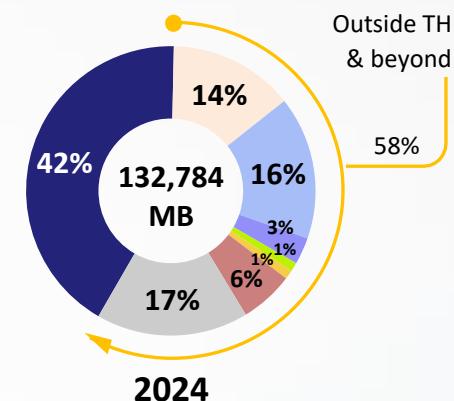


## Revenue by business



- Packaging Paper
- Consumer Packaging Business
- Foodservice Packaging
- Fiber Packaging
- Polymer Packaging
- Copy Paper
- Pulp and Paper
- Healthcare supplies
- Recycling Business

## Revenue by end destination



- TH
- Outside TH & beyond
- PH
- ID
- MY
- VN
- EU & UK
- ROW
- Others in ASEAN

# SCGP's Operations

## Polymer-based



Flexible packaging



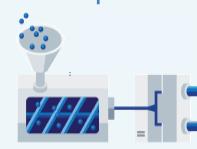
Rigid packaging



Healthcare packaging



Converting



Mold Injection



Film/Resin

## Fiber-based



Fiber packaging



Integration level



Packaging Paper



Recycling business

## Fibrous business



Printing & Writing Paper and Specialty paper



Foodservice Packaging



Pulp



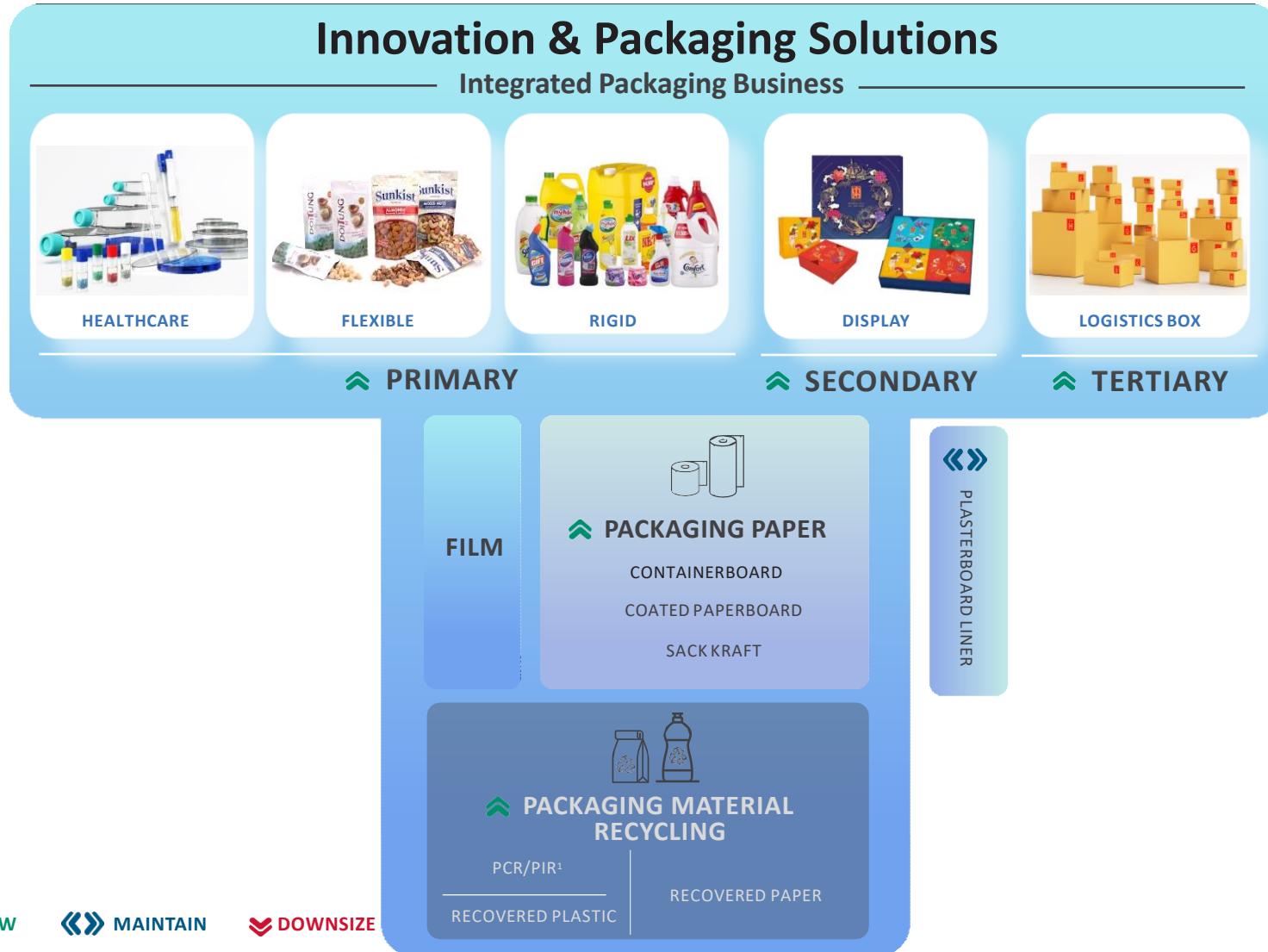
Woodchip



Plantation

# SCGP Business model

Continuing to grow the core, expand to adjacencies and break out to new business



# Strengthen oversea business and extend leading position

THAILAND | 72M

VIETNAM | 99M

INDONESIA | 278M

PHILIPPINES | 117M

EUROPE & US

market share<sup>1</sup>

45%

Packaging paper

28%

Fiber packaging

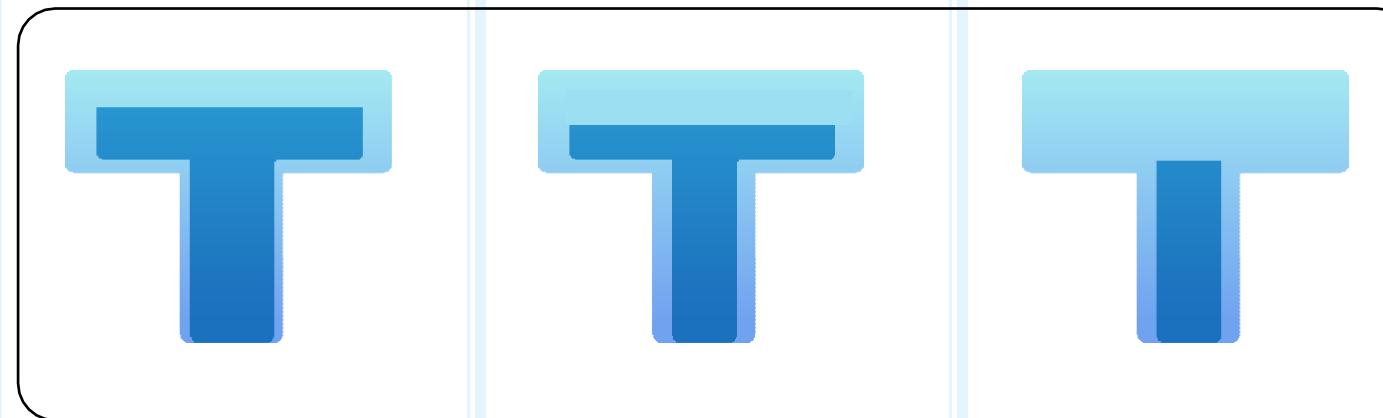
22%

8%

31%

7%

28%



“Enhance the Proven Business model”

“To enlarge product and service offering”

“To leverage on large scale of Packaging paper & accelerate consumer packaging expansion”

“Forward integration through the chain with M&P”

Pursuing opportunity from rapidly-growing segments and entering into packaging materials recycling business

MALAYSIA | 33M

Prime base of high-quality foodservices packaging for evolving consumers' needs

Population

As-is

To-be

# SCGP Aspirations, where to play

Grow the core, expand to adjacency, and enter into new business

## Integrated sustainable packaging solutions

### Core business

#### Primary packaging



Flexible packaging



Rigid packaging

#### Secondary packaging



Display packaging/promotional packaging



Marketing & event

#### Tertiary packaging



Corrugated carton

Paper pallet



Honeycomb



Corner guard



Paper partition

#### Household products



2024 Revenue: 124,561 MB (94%)

#### Containerboard



#### Duplexboard & coreboard



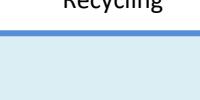
#### Sack kraft & industrial bag



#### Plasterboard liner



#### Recycling



#### Graphic & fine paper



#### Specialty paper



#### Pulp



#### Woodchip



#### Plantation



### Adjacency

#### Foodservice packaging



Food box

Tray

Cup



Plate & bowl

Wooden cutlery

2024 Revenue: 5,725 MB (4%)

### New business



Labware disposable

Reagent/test kits



Emerging market

2024 Revenue: 2,498 MB (2%)

# Regional customers

Offer products and solutions to > 7,000 customers to enhance customer experience and market differentiation

## Consumer segments

### Food & beverage

Processed food



Fresh produce

Frozen food



Beverage

Canned food



Pet food

### Food service

QSR



Retail



Cash & carry



HORECA

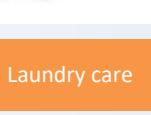
### Home care

Kitchen care



Household care

Laundry care



Bathroom care

### Beauty & personal care

Cosmetic



Personal care



### Industrial

Building & Construction



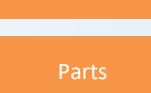
Retail

Agriculture



Parts

Chemicals & Minerals

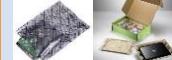


### Electric & electronics

Consumer electronic



Home appliance



Semiconductor & IC

Automotive

> 7,000



customers

> 150,000

National champion brands

SKU of products

~40%

Multinational company (MNCs)

~30%

SMEs & retail stores

~20%

37%

%SCGP solutions & services  
of total sales (FY2024)<sup>1</sup>

>40 years

Customer relationship

~20

million pieces/ day

Total packaging production/day<sup>2</sup>

~2,500

million pieces/ year

Foodservice packaging<sup>3</sup>

1. % SCGP solutions and services of total revenue consists of 1) Revenue of service added value to product including packaging solutions & design, e-Commerce, foodservice solutions 2) Revenue of integrated solutions including cross selling from fiber packaging & polymer packaging 3) Revenue of green cartons from TH, VN, and ID operations
2. Company information as of 2024
3. Foodservice packaging production at Go-Pak Vietnam.

# GROWTH & INVESTMENT FOCUS



# Future portfolio 2030



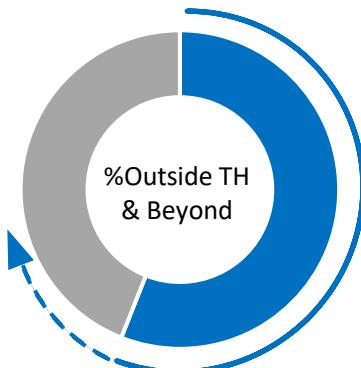
9M/2025

47% of total revenue



2030

> 1/2



56% of total revenue



> 2/3

1

## Enhance bespoke consumer packaging business:

- Capture evolving high growth segments
- Broad & deep fortification

2

## Enlarge growth in Outside TH & Beyond:

- Business expansion: Organic and M&Ps
- Value-based offerings

# Endowment for value accretive growth

Allocate capital to grow consumer packaging

## Key criteria



Extend customers coverage



Enhance product & service offerings



Enter into attractive new markets



Acquire new technologies & skills



Increase revenue & cost saving

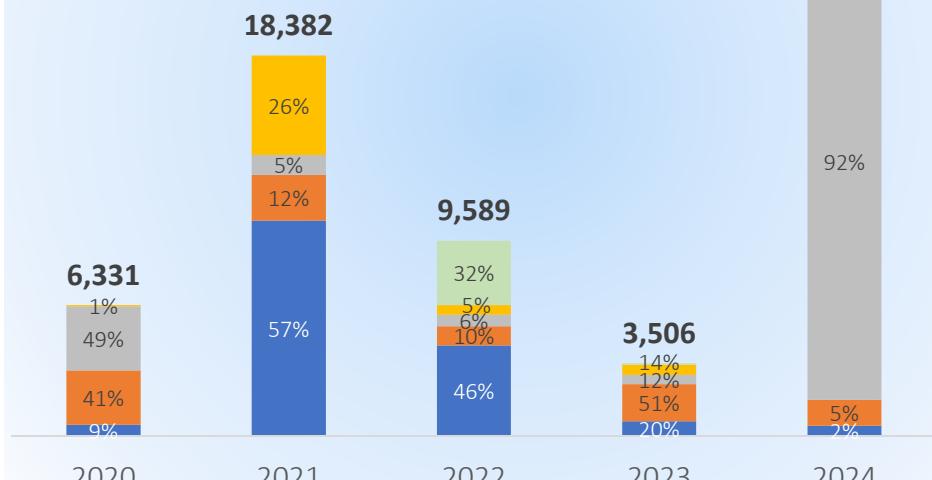


Elevate synergies & integration level

## Growth CAPEX & Investment

Unit: million THB

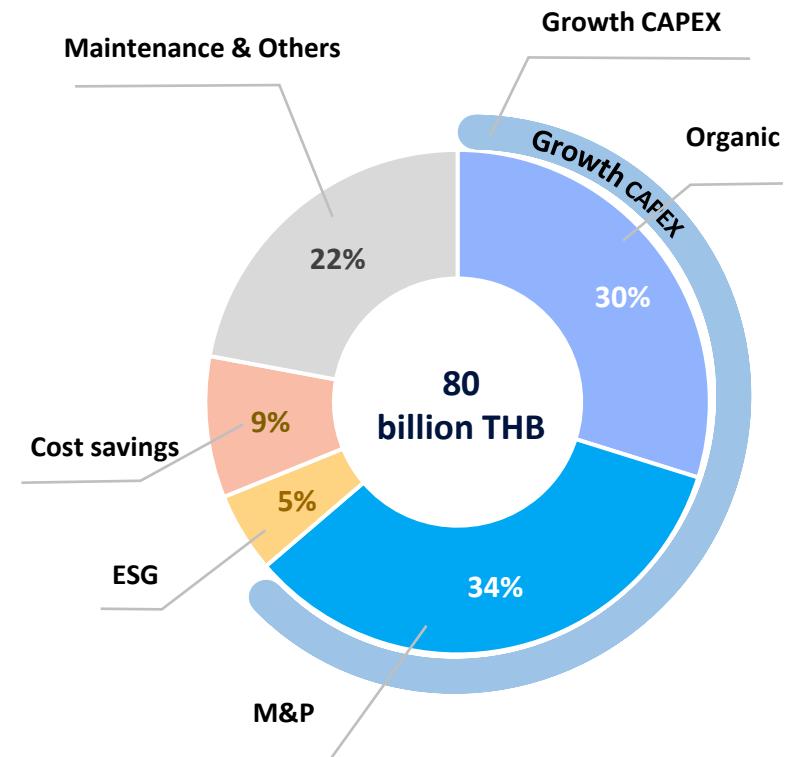
- Packaging materials recycling
- Food service packaging
- Packaging paper
- Fiber packaging
- Consumer & performance packaging



## CAPEX by category (2025-2030)

Unit: billion THB

Maintenance & Others



# Effective governance & management system for sustainable growth

Standardization for key governing functions & custom-fit for operating functions



# INNOVATION, AI & ESG

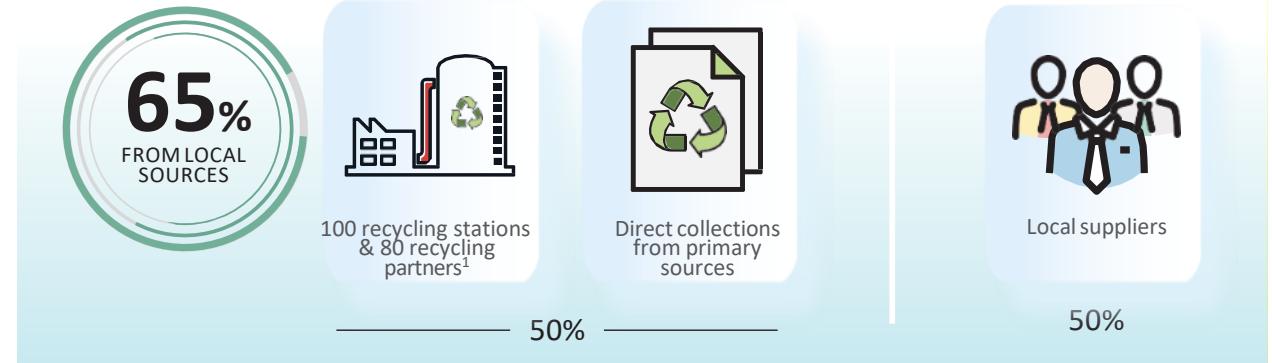


# SCGP's circular model and diversified raw material sources



**95%<sup>1</sup>** OF RAW MATERIAL OF PACKAGING PAPER IS RECYCLED PAPER

## Multi-channels of local stream



**Diversified import sources from US, EU, Japan, Oceania**  
Strategic investment in packaging materials recycling business



# Innovation roadmap to 2030

Employ SCGP's distinctive cellulose & microorganism technologies, and develop new labware products

2024-2030

## Sustainability

Increase recyclability and recycled contents with additives. Improve properties with barrier technologies



High performance industrial products from PCR



Masterbatch additive



Dried homecare



Processed food (PP cup – EVOH free)



Food packaging (High barrier monomaterial)



Non-food packaging (High barrier monomaterial)



Human food & pet food (High barrier paper Packaging)

## Cellulose technology & microorganism products

Improve fiber usage optimization and high-value products development with cellulose technology and microorganisms



Virgin pulp top liner



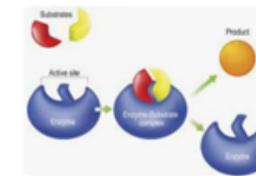
Recycled Liner & Medium



Organic carbon for fertilizer



GlassineEco



Precision Fermentation



Enzyme Production

## Healthcare packaging and equipment & supplies

Bolster existing disposable labware and advance into new sectors; reagent, and sterile packaging



Recyclability labware



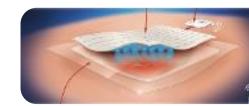
Pouch for Medical Device Manufacturers



Natural nanofiber



Ready-to-use (Rapid)



Phototherapy



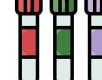
Dehydrated (formulated)



Thiosulfate container



Food swab



Blood extraction tube



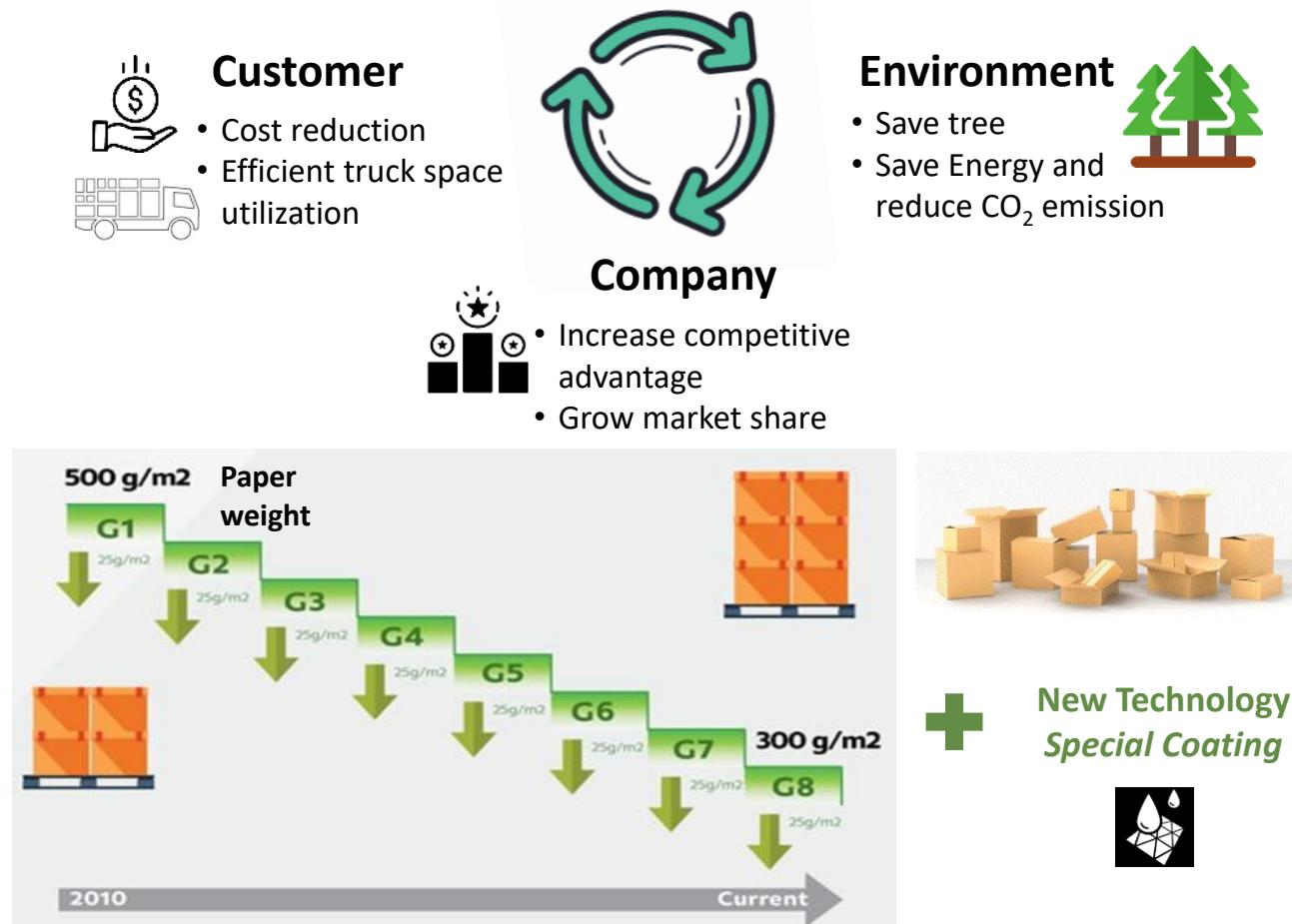
Rapid test kit for point-of-care testing



Thermoform Tray

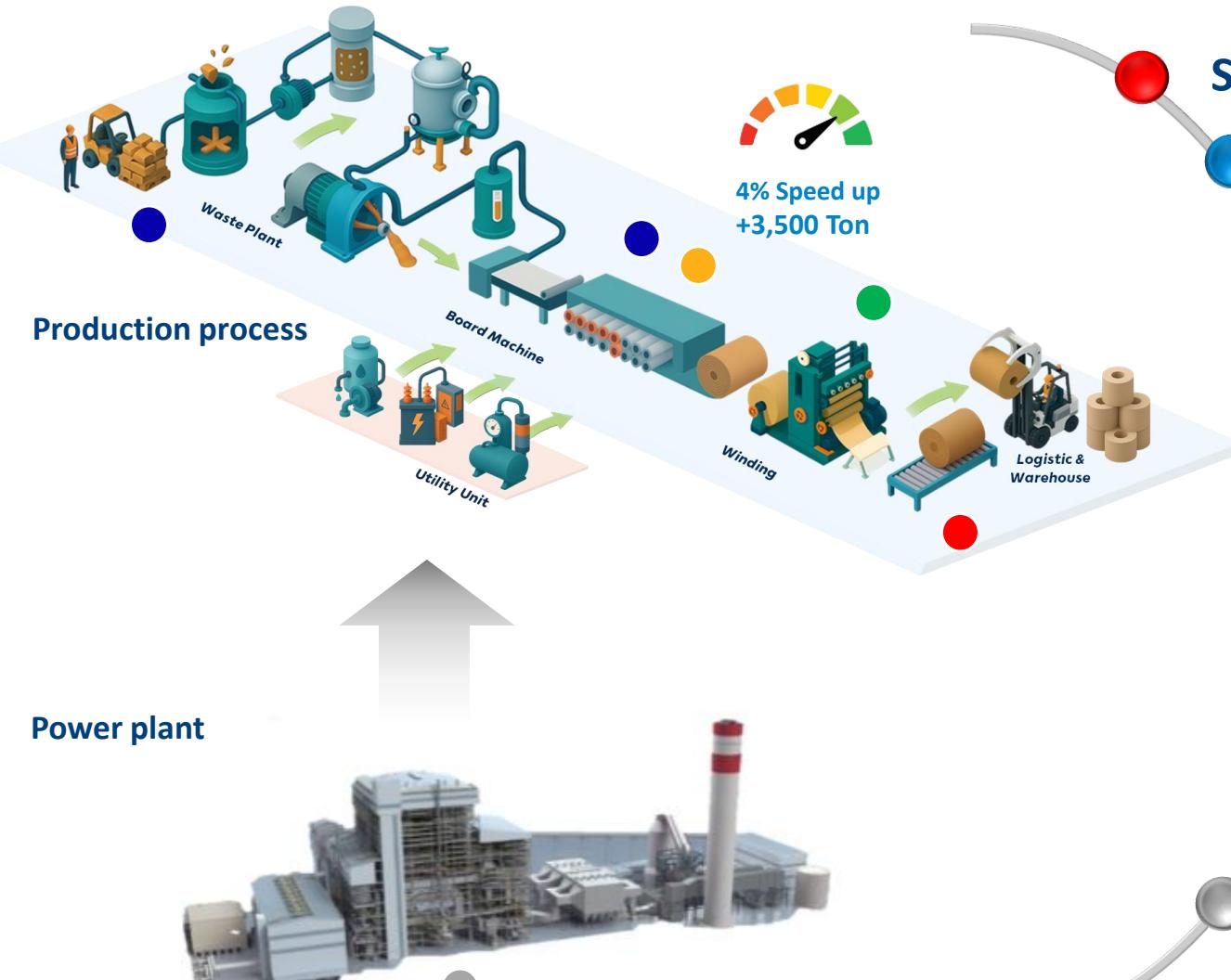
# Sustainable packaging: G-Technology

Looking at the entire supply chain, our in-house R&D team has developed innovative technologies since 2010 that utilize **“Less”** raw material for **“More”** benefits to customers and to the earth



# AI enhancement and machine learning applications across value chain

Develop AI initiative solutions to enhance organizational competitiveness, and rapid rollout & scalability across SCGP



## Safety



## Cost reduction

- Fiber yield optimization
- Spare parts inventory optimization
- Sheet board allowance optimization
- Material requirement planning
- Finished good replenishment

## Quality improvement & Data management

- Quality monitoring dashboard
- SCGP AI chatbot for employee
- Generative AI knowledge management
- Chatbot for customer

## Plant reliability with advance predictive

- Anomaly detection platform
- Motor current signal analysis (3.76 MB) plant
- Cross-plant allocation & scheduling

## Energy Efficiency

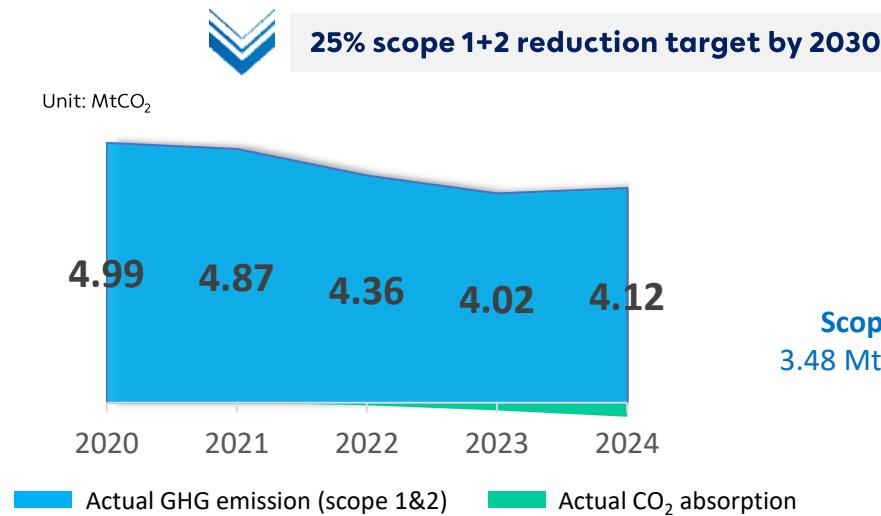
- Real-time monitoring control steam reduction
- Production energy optimization

Value release in  
9M/25  
~175 MB

# Greenhouse gas reduction roadmap

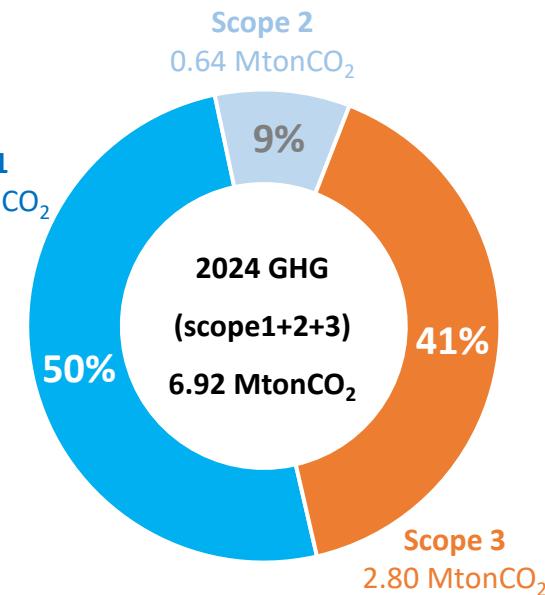
SCGP aim to reduce 25% of Greenhouse Gas (GHG) emission by 2030 and achieve Net Zero by 2050

## GHG emission Scope 1+2

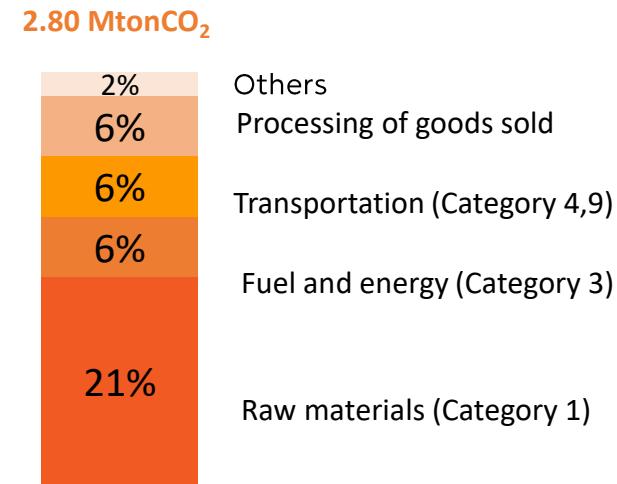


### Scope 1 + 2 reduction

- Increase alternative energy with green investment e.g. biomass, biogas, solar
- Increase energy efficiency through process optimization by AI and machine learning
- Carbon absorption through forest reservation and plantation



## GHG emission Scope 3



### Scope 3 reduction

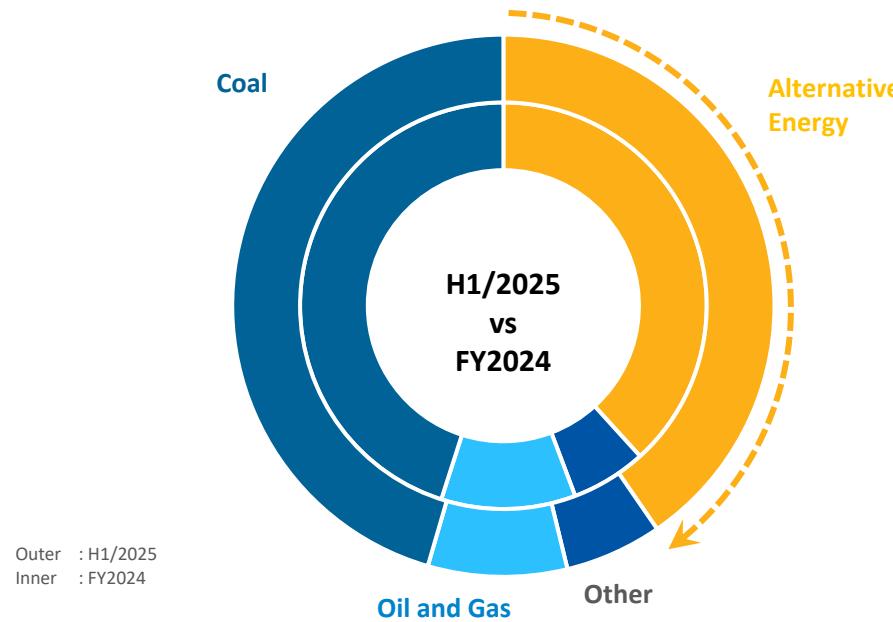
- Engage and collaborate with strategic suppliers to reduce GHG
- Target 25% scope3 (Category 1 & 3) GHG reduction 0.3 MtonCO<sub>2</sub> by 2030
- Collaborate with customers and suppliers to provide GHG reduction practice and support through Supply Chain Decarbonization seminar



Participants by **299\*** individuals

# ESG as a core of business practices throughout all operations

## SCGP energy ratio



9M/2025: Alternative fuel<sup>1</sup> 38.6%  
of total fuel sources

## Sustainability ratings & reward

No.	Agency	Scale (best to worst)	Latest update
1	<b>S&amp;P Global</b>	100 - 0	<b>87/100 Score<sup>2</sup></b> Top 1% S&P Global ESG score in Containers & Packaging sector 2024 (Sep 2024)
2	<b>CDP</b>	A - F	Climate A-/ Forest B/ Water B (Feb 2025)
3	<b>ecovadis</b> Business Sustainability Ratings	Platinum - Bronze	<b>Platinum 89/100</b> (May 2025)
4	<b>SET AAA</b> ESG Ratings 2024	AAA - BBB	Rating at 'AAA' (Dec 2024)
5	<b>FTSE RUSSELL</b> An LSEG Business	5 - 0	Rating score increased to <b>4.1 score</b> (Jun 2025)
6	<b>MSCI</b>	AAA - CCC	Rating at 'A' (Dec 2024)
7	<b>SUSTAINALYTICS</b>	Negligible - Severe	<b>Low Risk</b> (May 2025)
8	<b>Bloomberg</b>	10 - 0	<b>6.58/10</b> (Aug 2025)

1-5 are active ratings, 6-8 are passive ratings

# Carbon Footprint of Products (CFP) & Carbon Footprint Reduction (CFR)

Provide Carbon Footprint of Products (CFP) Certification both by TGO and private declaration by SCGP



## CFP platform utilization to extend coverage in Thailand & overseas products



- Carbon Footprint Calculation Software developed by SCGP
- 50% time savings for CFP certificate application

## Private declaration Certificates and Labels



CO<sub>2</sub>

This packaging is CFP  
certified by SCGP

# Fulfill sustainable packaging demand and support communities

## Innovative recyclable products



Fest Redi Pak



Mono material  
spout pouch



Recyclable mono  
material bag



rPET homecare  
packaging

- Develop multi-layer **mono material** for **easy-to-recycle** which retain high protection & high impact resistant properties
- **Increase usage of recycled resin and recycled PET (rPET)** as part of raw materials to polymer packaging production, reducing the use of virgin resin



### SCGP is committed to

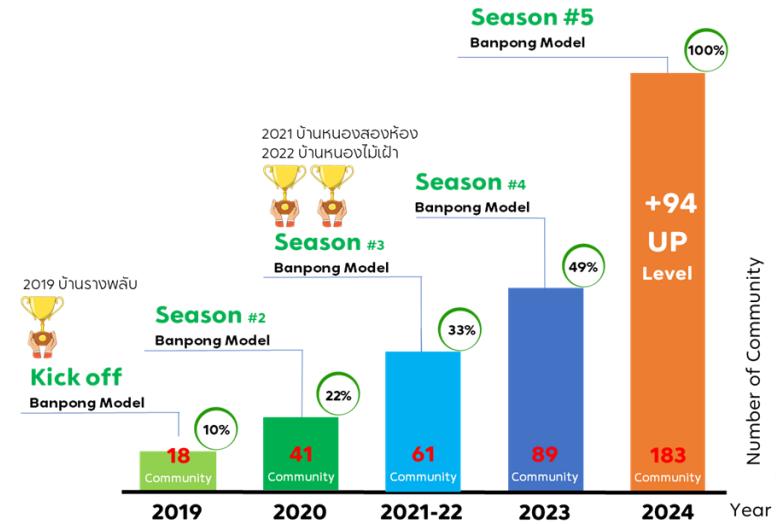
Engineer packaging products through co-creation with customers, aspiring to achieve

**100%**

recyclable, reusable, or compostable packaging by **2030**

## Zero waste community

### Banpong model expansion



### Benefits to Community



# Continuous Evaluation of ESG Key Metrics and Targets



## ENVIRONMENT

### Emissions



Reduce greenhouse gas emissions Scope 1 and 2 against 2020 base line both Thailand and abroad

**Targets** 25% by 2030 Net Zero by 2050  
**As of Dec'2024** 17.5%



### Water

Reduce water withdrawal

**Targets** 35% by 2025  
**As of Dec'2024** 27.3%



### Recyclability

Engineer packaging products through co-creation with customers, aspiring to achieve

**Targets** 100% by 2030  
**As of Dec'2024** 99.7%



## SOCIAL



### Employees

**Health & Safety** : Occupational Illness and Disease Frequency Rate

**Targets** 0 case / 1,000,000 Hours Worked  
**As of Dec'2024** 0.289 case / 1,000,000 Hours Worked

### Human Rights

Proportion of female employees in all management positions

**Targets** 24% by 2025  
**As of Dec'2024** 23.3%



### Communities

Community Satisfaction Index

**Targets** 90%  
**As of Dec'2024** 97%



## GOVERNANCE



### Board Composition

Independent Directors

**Targets** >50%

**As of Dec'2024** 58%

(3 out of 12 directors are female)



### Product Stewardship

Sales revenue which comes from products, services, and solutions that received the SCG Green Choice label

**Targets** 66.7% by 2030  
**As of Dec'2024** 59%

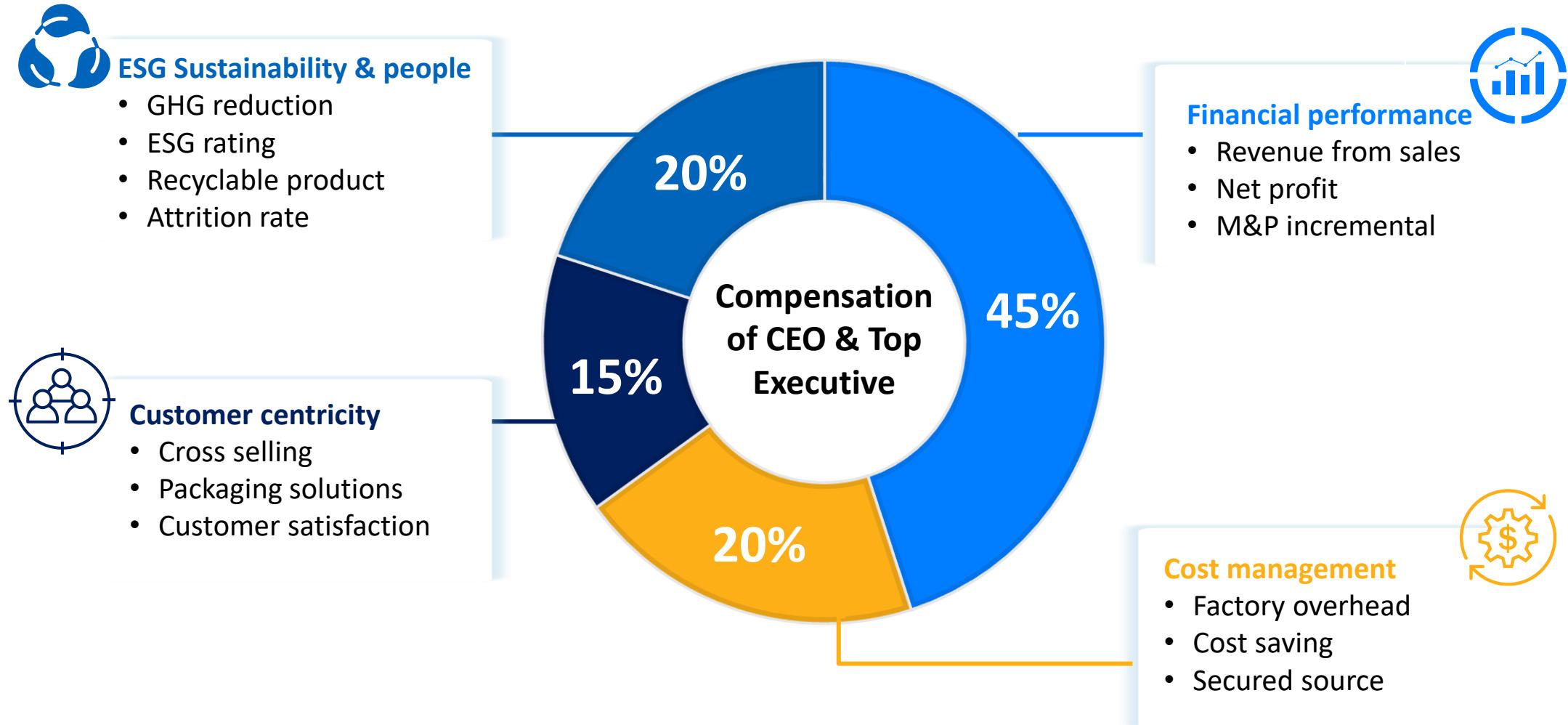


### Supply Chain Stewardship

Suppliers that pass the ESG Risk assessment

**Targets** 100%  
**As of Dec'2024** 100%

# Notable focused KPI matrix for the company and management





# THANK YOU

FOR MORE INFORMATION,  
PLEASE CONTACT INVESTOR RELATIONS,  
SCG PACKAGING PUBLIC COMPANY LIMITED



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