

Annual Report 2015
Siam City Cement Public Company Limited

Stay Ahead of the Curve



**Stay Ahead
of the Curve**

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VISION



We will continue to build on our long heritage of shared loyalty, creating trusting relationships with our business partners, our people and our community.

We want to achieve the best value and a sustainable future for all our stakeholders.

MISSION

SCCC provides world-class construction materials and services that are vital to economic growth in Thailand and the wider region.

Combining sustainability and innovation, we strive for operational excellence and to exceed the expectations of all our stakeholders.

Our reputation is built on outstanding performance in the quality of our products and customer service, the dedication and skill of our employees, our respect for the communities in which we operate and our ambition to set the standards for the industry of tomorrow.

COMMITMENTS

Working as a team

One group, one vision, one team united in heart with our business partners for the good of all.

Doing what is right

Staying true to ourselves and each other, maintaining the highest standards of discipline and integrity in everything we say and do.

Challenging conventions

We are imaginative and always open to new ideas. We approach every business challenge with enthusiasm and strive to deliver innovative solutions beyond expectations.

Caring about our future

We are committed to creating a positive future for generations to come. Caring for our people, our environment, our community, our nation.



Message from the Board of Directors

*Please remain supportive.
We shall prevail but only
with the supports from all
our stakeholders.*

Dear shareholders,

Most Thais began 2015 with guarded optimism. While the political landscape appeared peaceful and stable largely because of the Government managed to effectively control political environment and additionally announcing the launch of stimulus measures to support the economy, but still there was uncertainty about local economic conditions and these uncertainties were a major drawback on confidence. The majority knew that public spending and infrastructure programs could not be readily implemented because of the bureaucracy and the ever present nightmare of irregularities. Overall sentiment was weak.

As the months went by, uncontrollable negative factors emerged both internally and externally. These factors included the debilitating drought, low commodity prices, weak export demand and the fragility of the global economies. To compound the adverse situation, political controversy resulted in the rejection of the draft constitution. All this caused the leadership in private sector to delay new initiatives that would have helped the Thai economy to progress satisfactorily.

Against the backdrop of these developments, your company and its management remained resilient. The Board of Directors continued to monitor the situation with an aim of finding a strategy to prudently move forward. The Board of Directors and Management remained fully aware of the need to adopt policies, such as: to conserve cash and impose

a strict operating cost regime; to invest in a new plant in a partnership rather than going alone; to upgrading operating facilities rather than excessively promoting our already well known products. Overall SCCC might be viewed as being a conservative company. We concluded that it was not the time to be overly aggressive; we were satisfied to select the approach of protecting the Company's financial value for the shareholders rather than taking on risky new operations.

In this context, holding true to our strong desire to materially deliver the fruits of our efforts to our shareholders, the Board of Directors is pleased to propose for the financial year 2015 a full year dividend payment of 15 Baht per share which represents a payout ratio of 75%. As an interim dividend of 8 Baht per share has already been paid in August 2015, a final dividend of 7 Baht per share, subject to the approval of the 23rd Annual General Shareholders' Meeting, will be paid to shareholders in May 2016.

Looking ahead to 2016 Thailand's cement Industry will be overwhelmed by a massive over supply. Your company is well positioned to face this challenge as well as being open to consider any growth opportunities as we are in a strong financial position. Also, together with our competent professional management team and committed employees we plan to efficiently produce products to achieve low costs to meet competition and to sell excess volume into the export markets.

Please remain supportive. We shall prevail but only with the supports from all our stakeholders.

Finally, the Board of Directors wish to express our gratitude to our customers, shareholders, nearby community, and all who have maintained confident and trust in our company. We would also wish to extend our heartfelt appreciation to all our executives and employees who have diligently performed their duties, helping the Company to overcome all obstacles and to achieve our growth per our plan.



A handwritten signature in black ink, appearing to read 'Veraphan Teepsuwan'.

Mr. Veraphan Teepsuwan
Chairman of the Board of Directors



A handwritten signature in black ink, appearing to read 'P. Hugentobler'.

Mr. Paul Heinz Hugentobler
Vice Chairman of the Board of Directors

Board of Directors

Mr. Veraphan Teepsuwan
Chairman of the Board of Directors



Mr. Paul Heinz Hugentobler
Vice Chairman of the Board of
Directors



Mr. Chachchon Ratanarak
Director



Mr. David Alexander Newbigging
Director



Mr. Harald Link
Independent Director



Dr. Sunee Sornchaitanasuk
Independent Director and
Chairperson of the Audit
Committee



Mr. Vanchai Tosomboon
Director



Ms. Nopporn Tirawattanagool
Director



Mr. Pongpinit Tejagupta
Director



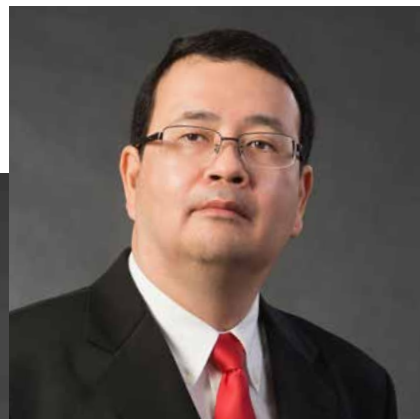
Mr. Pradap Pibulsonggram
Independent Director and
Audit Committee



Mr. Somboon Phuvoravan
Independent Director and
Audit Committee



Mr. Vorathep Rangchaikul
Director
(Until 7 April 2016)



Mr. Siva Mahasandana
(Has been proposed to be a director
subject to approval at the Annual
General Shareholders' Meeting
on 7 April 2016)

Message from Executive Committee

“We strongly believe that SCCC will be able to stay ahead of the curve and deliver success in both the short- and long-term.”

We have clearly experienced an economic slowdown in 2015 with a mere GDP growth of 3 percent and a 6 percent decline in export value. As the cement industry’s growth is highly correlated to the performance of the overall economy, it is not surprising that the cement market volume has contracted by 2 percent. In addition, given the oversupply situation in the market, the average selling price in the whole industry has dropped sharply as a result of severe competition.

At Siam City Cement Public Company Limited (SCCC), we have been able to stay ahead of the curve, maintaining market share while continuing to sell our products at a premium price to the market, which reflects our overall focus to build value and solutions for our customers rather than simply competing on price. Our productivity and cost-saving program, which generated over Baht 1 billion, also significantly contributed to the bottom line on the back of lower energy prices.

2015 has also been a year to mark our independence with strength. After 15 years, Holcim, which had collaborated with us on systems, processes and policies, departed. This has created an opportunity for SCCC to invest and acquire global-standard, best-in-class systems and capabilities. Many excellent organizational programs were launched and achieved in order to sustain our competitive advantage.

An example of this was our investment in SAP HANA, a next generation, advanced, in-memory ERP system. As a result, we will be able to perform many tasks that not long ago were unthinkable such as:

- Fully utilize mobile applications for the Company as well as for our customers
- Become an insight-driven organization with real-time performance indicators, reports and simulation covering all aspects from quarry to lorry as well as financial cycles
- Create a Personal Marketing Program that allows customization all the way to the individual level

We also have developed new “Vision”, “Mission” and “Commitments” statements to reinvigorate INSEE employees and created a more forward-looking SCCC that can succeed in the future.

In order to consolidate our strong market position and capture the opportunities presented by the ASEAN Economic Community (AEC), we invested, with a 40 percent stake, in a joint venture in The Kingdom of Cambodia, to build the most modern cement plant in the country. The project commenced in 2015 and the plant will be up and running by the beginning of 2018. Many more opportunities are under study.

At SCCC, acting as a positive force in society and help contributing to achieve its long-term sustainability is in our DNA. Locally, we have achieved the highest green award ever given – Green Industry Level 5 – from the Ministry of Industry. We have also built the 29th INSEE Green School under the patronage of HRH Princess Sirindhorn’s Border Police patrol project in Petchaburi Province near the Republic of the Union of Myanmar border. This reflects our long-term commitment to provide education in the areas that need it most.

Internationally, we have become a member of Cement Sustainability Initiative (CSI), an organization under the World Business Council for Sustainable Development (WBCSD), which consists of 26

Executive Committee

world-class cement companies operating in over 100 countries around the world. To be accepted as a member, a company must show consistent commitment and achievement in sustainability at a world-class standard.

Through all of the above, we strongly believe that SCCC will be able to stay ahead of the curve and deliver success in both the short- and long-term.



Vorathep Rangchaikul
Director & CEO



Mr. Vorathep Rangchaikul
Director & CEO



Mr. Siva Mahasandana
Deputy CEO



Mr. Chandana Liyanage
Senior Vice President -
Finance and Controlling



Mr. Somsak Pichetpinyo
Senior Vice President -
Saraburi Operations



Mr. Tasporn Chantree
Senior Vice President -
People & Organizational
Performance



Mr. Montri Nithikul
Senior Vice President -
Marketing & Sales
(Effective 11 February 2016)

Summary of Key Financial Information

During the past year, we have been growing steadily amidst all business challenges.

Revenue Structure

The Company and its subsidiaries are organized into business units based on their products and services and have three reportable segments as follows:



CEMENT SEGMENT

Produce and sell cement. This segment also includes units handling electricity generation from waste heat, industrial waste disposal, alternative fuel and raw material trading which support cement production including information technology management and development service business.



CONCRETE AND AGGREGATES SEGMENT

Produce and sell ready-mixed concrete, light-weight concrete products, mortar and aggregates.



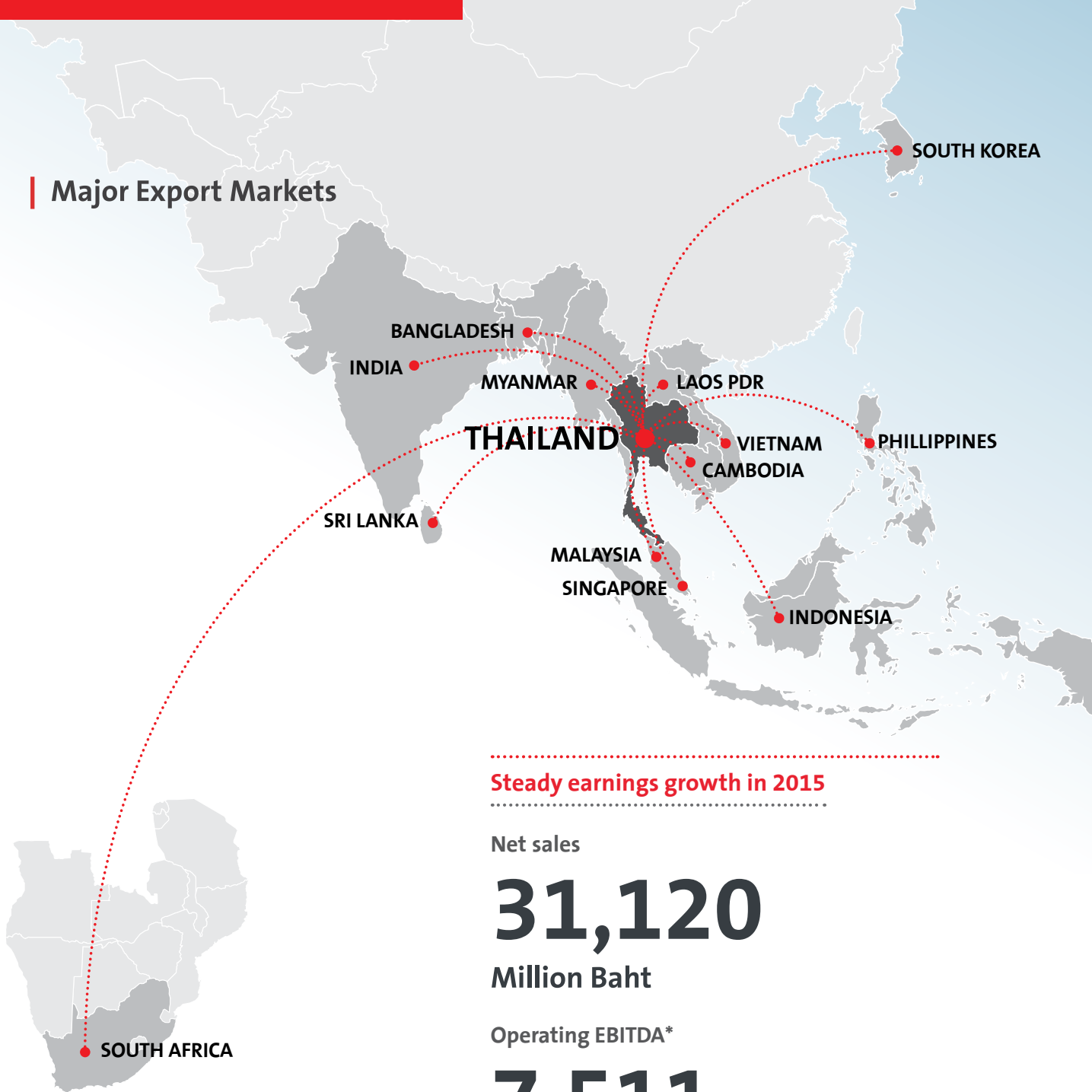
OTHERS

Produce and sell wood replacement products as the architectural and decorative materials.

Segment	2015		2014		2013	
	Million Baht	%	Million Baht	%	Million Baht	%
Net Sales						
- Cement	24,260	71	24,637	71	23,360	71
- Concrete and Aggregates	8,658	25	8,898	25	8,129	25
- Others	1,514	4	1,519	4	1,536	4
Total net sales	34,432	100	35,054	100	33,025	100
Elimination	(3,312)	(10)	(3,192)	(9)	(3,075)	(9)
Total net sales according to financial statements*	31,120		31,862		29,950	

* Which were eliminated upon consolidation.

Major Export Markets



Steady earnings growth in 2015

Net sales

31,120

Million Baht

Operating EBITDA*

7,511

Million Baht

Net profit

4,579

Million Baht

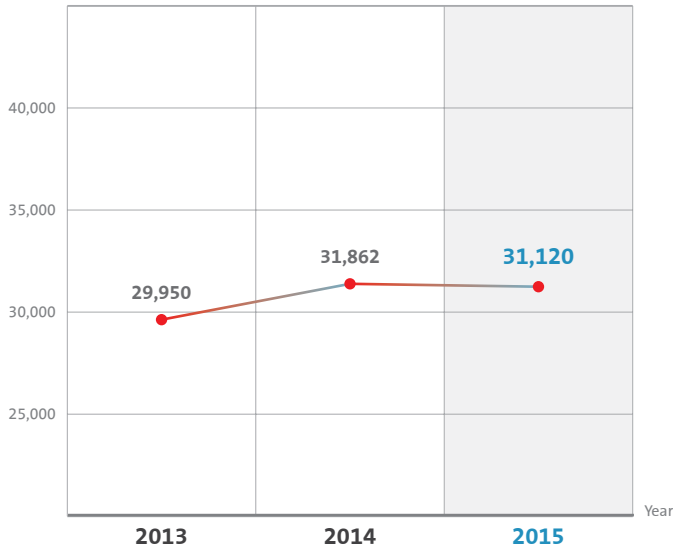
Earnings per share

19.91 Baht

* Net sales + Other operating income (part of other income) - Production cost of goods sold - Selling and distribution expenses - Administrative expenses + Depreciation and amortisation + Write - off of assets (part of expenses)

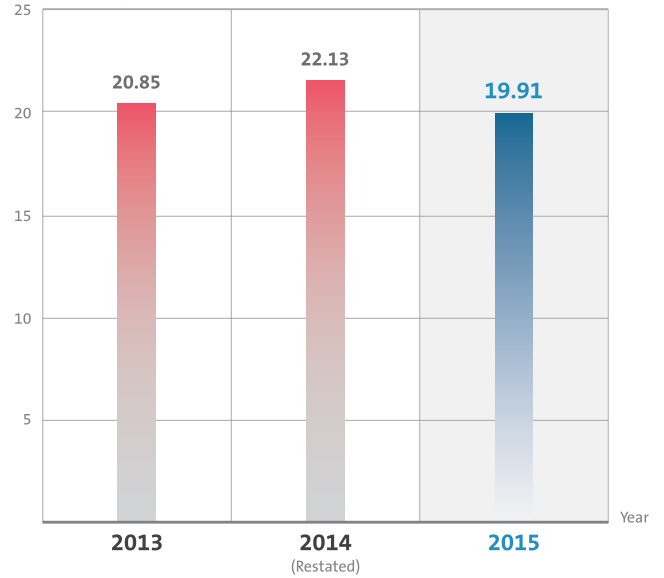
Net sales

(Million Baht)



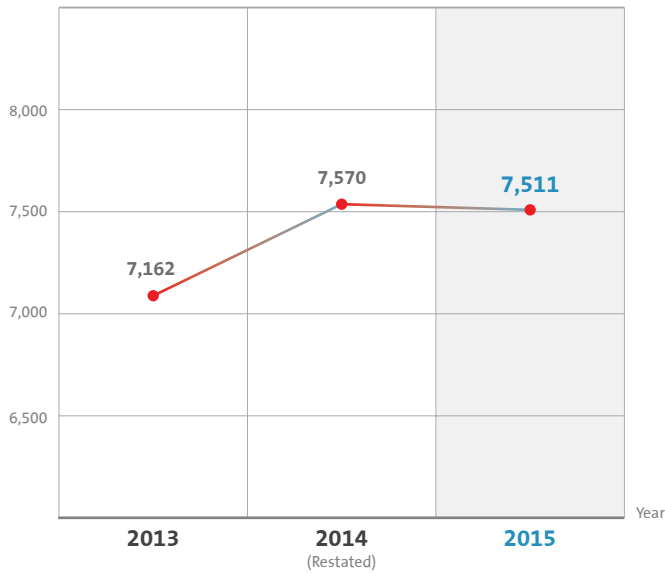
Earnings per share

(Baht/share)



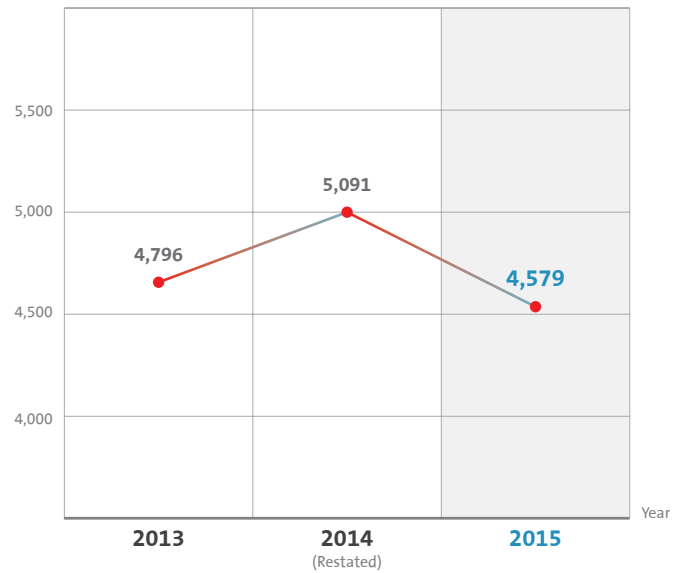
Operating EBITDA

(Million Baht)



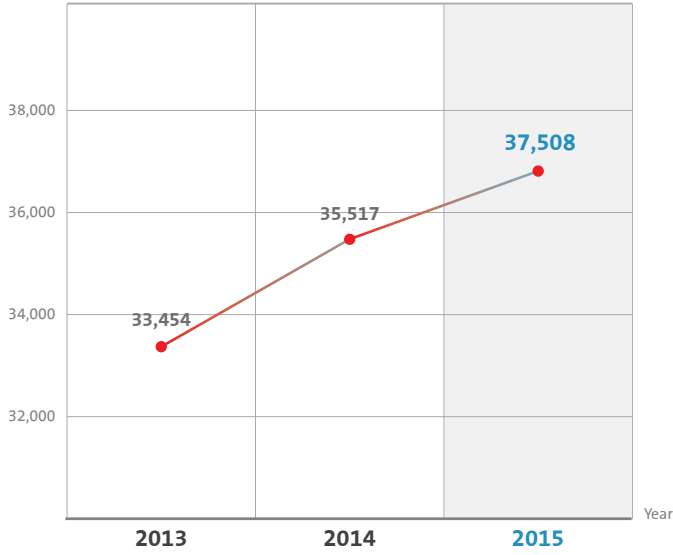
Net profit

(Million Baht)



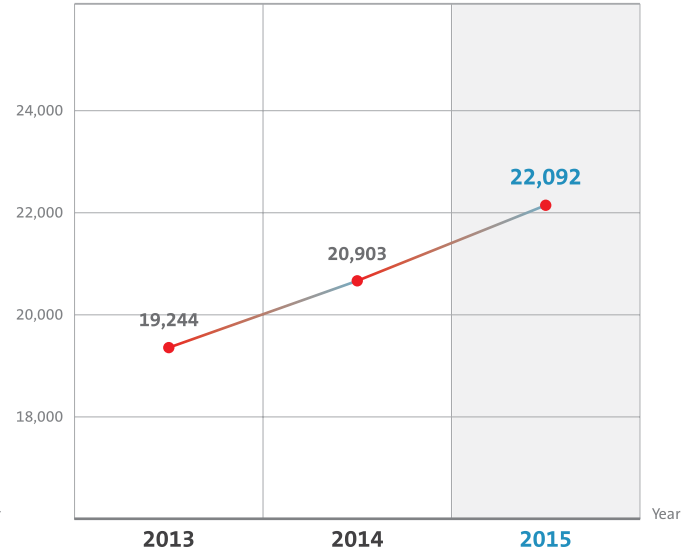
Total assets

(Million Baht)



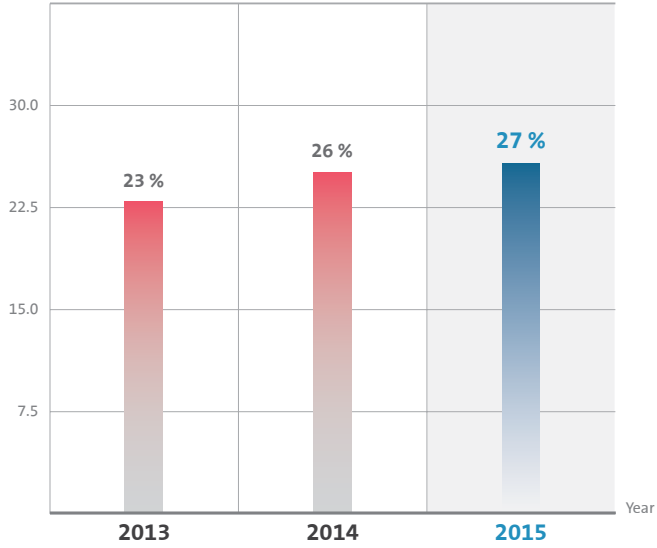
Total shareholders' equity

(Million Baht)



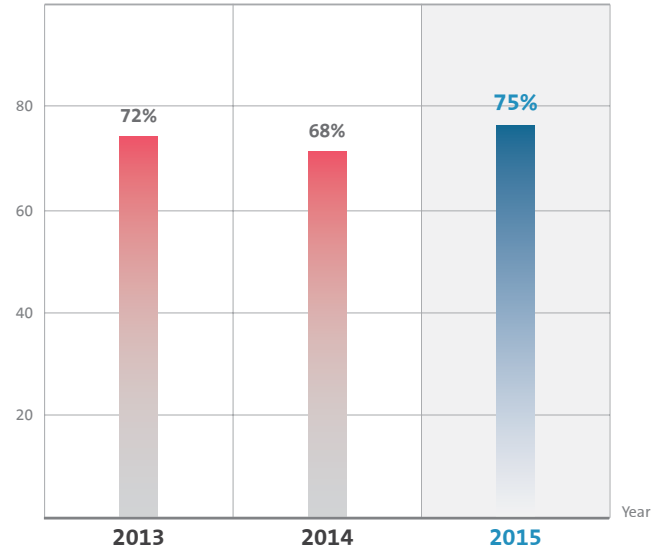
Gearing

(%)



Dividend payout ratio on net profit

(%)



Key Figures

	2015	2014	2013
Production Capacity (Million)			
Clinker (tons)	12.3	12.3	12.3
Cement (tons)	14.5	14.5	14.5
Mortar (tons)	0.8	0.6	0.5
Lamination (tons)	0.2	0.2	0.1
Million Baht			
Net sales	31,120	31,862	29,950
Operating EBITDA	7,511	7,570 ²	7,162
EBITDA	7,726	7,947 ²	7,420
Operating profit	5,919	6,317 ²	5,996
Net profit	4,579	5,091 ²	4,796
Cash flow from operating activities	6,362	6,009	6,472
Investments in property, plant and equipment - net	2,105	3,281	4,924
Total assets	37,508	35,517	33,454
Net financial debt	5,991	5,344	4,458
Total shareholders' equity	22,092	20,903	19,244
Margin (%)			
Operating EBITDA	24%	24% ²	24%
EBITDA	25%	25% ²	25%
Operating profit	19%	20% ²	20%
Net profit attributable to equity holders	15%	16% ²	16%
Cash flow from operating activities	20%	19%	22%
Financial Ratios			
Earnings per share (Baht)	19.91	22.13 ²	20.85
Gross dividend per share (Baht)	15.00 ¹	15.00	15.00
Dividend payout ratio on net profit (%)	75%	68%	72%
Gearing (%)	27%	26%	23%
Total liabilities to total assets (%)	41%	41%	42%
Return on assets (%)	17%	19%	20%
Return on shareholders' equity (%)	21%	25%	26%
Owned Personnel (persons)			
Group	3,990	3,806	3,491
Cement	2,392	2,299	2,190

¹ Proposed by the Board of Directors

² Restated

Company History

1969

Siam City Cement Public Company Limited was founded on 16 May 1969, with initial registered capital of Baht 100 million

1977

Became a listed company on The Stock Exchange of Thailand

1989

SCCC became the first cement producer in Southeast Asia to introduce a Waste Heat Recovery System in the production of electricity for its own production process

1972

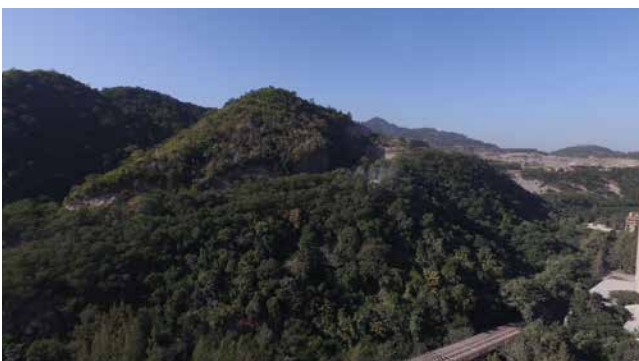
Cement production started

1981

SCCC was the first Thai cement producer to substitute imported bunker oil with lignite coal in the production process

1993

Became a fully listed company and renamed "Siam City Cement Public Company Limited"



1999

Company restructuring was completed. Registered capital of Baht 3 billion

2013 - 2014

The company acquired Superblock Public Company Limited light-weight block plant in Singburi Province and Prosperity Concrete Company in Rachaburi province

2015

The company's shareholding structure was adjusted to reflect Jardine Matheson Group's acquisition of 24.9 percent of shares in SCCC through Jardine Cycle & Carriage Ltd., its Singapore-listed subsidiary

1998

Holcim Limited through their subsidiaries; Thai Roc-Cem Company Limited and HOLDERFIN B.V., became SCCC shareholders

2012

Thai Roc-Cem Company Limited and HOLDERFIN B.V. sold their holdings in SCCC to Bangkok Broadcasting & Television Company Limited, a company in the Ratanarak Group, resulting in an increase of the Ratanarak Group's holding in SCCC to 104,360,727 shares or approximately 45.37 percent



The Cement Industry's 2016 Outlook



Thailand's economy is projected to grow at a rate of 3 to 4 percent in 2016 when fiscal spending and public investment, particularly through the government's infrastructure development project, should drive growth and spur an increase in private investment compared to last year. The gradual global economic recovery and the likely weakening of the baht should buttress both the export market and the tourism sector, while the continued decline in oil prices, which represents a boon for exporters, should remain a major factor to limit inflation.

In 2016, the government's infrastructure development project will play a vital role in the growth of the cement industry. In brief, the Thai government has planned to invest in the development of various transport infrastructure projects under a budget of Baht 2 trillion. While its implementation may be impacted by political risk factors, projects such as the extension of the electric train systems (the Blue Line and the Green Line), the construction of the new electric train lines (the Pink Line,

the Yellow Line and the Orange Line), the construction of motorways (Bang Pa-in-Saraburi-Nakhon Ratchasima and Pattaya-Map Ta Phut), the development of the Laem Chabang Port and the expansion of the Suvarnabhumi Airport should remain on course.

All of these infrastructure development projects should spur property developers to boost their investment in new condominium projects in Bangkok, especially in the areas along the electric rail lines, and also lead to residential development projects and other construction projects in various provinces outside of Bangkok that have a promising growth outlook. Likewise, such developments should drive the construction of new department stores and material stores to accommodate an expected rise in consumer demand.

Taking the above elements into consideration – that the government can boost investor confidence by accelerating the implementation of its multi-billion-dollar infrastructure investment plan and thereby increase economic growth and support for the construction sector overall – SCCC believes domestic demand for cement in 2016 will increase by 3 to 4 percent compared to 2015.

Business Growth and Development Plan

Because it is essential to keep moving forward as technology rapidly advances, SCCC has declared its goal to retain market share by further developing the Company's competitiveness and to pursue sustainable business practices and solutions both inside and outside the Company.

Since 2012, SCCC has placed special emphasis on implementing core strategies to promote growth in all areas, from product development to production as well as new business opportunities, as divided into the following three areas:

1. The Enhancement of Competitiveness, which focuses on the sustainable expansion of our core cement businesses and supply chain over the period of 2012 to 2020. Examples of key projects which have been successfully implemented or are being executed include the upgrade of the cement kiln (K1) and the separate grinding tower for INSEE Poon Keaw, expansion of grinding capacity, modernization of packing and dispatching systems and the Waste Heat Power Generation from the cement kiln (K3) Project as well as the separation of chloride to boost alternative fuel utilization capacity.



2. The Search for Cement-related Business Expansion and Product Development Opportunities, including further development of INSEE Superblock, an increase in INSEE Mortar production capacity, the expansion of the INSEE Concrete Franchise network and the innovation of INSEE Floor & Wall Solution to meet new market demand including the consolidation of the premium position in our fiber cement business.

3. Seeking Growth Opportunities in New Businesses, which will help support the Company's core businesses of construction and construction materials, such as the founding of INSEE Ecocycle Company Limited to handle waste management for our industrial clients, as well as the continuous expansion of the Company's environmentally friendly waste management services to clients and business partners.



Risk Factors & Risk Management



1. Business Risks

The economy grew at a slow pace in 2015 as both public and private investment plans were delayed, and some construction projects were delayed or cancelled. Accordingly, domestic cement consumption contracted more than expected, leading to fiercer competition in the cement and construction materials market.

One of our risk management plans has been to increase export of cement to neighboring countries such as The Kingdom of Cambodia, the Republic of the Union of Myanmar, and the Lao People's Democratic Republic where economic growth has been strong and demand for cement and construction products has been high.

At the same time, we have been focusing on offering more value to our customers in terms of both cost and quality. These efforts have increased our competitive advantages in the areas of price and quality, as reflected in our earnings growth over the past years.

2. Environmental and Community-related Risks

We are determined to safeguard the environment and assist local communities. Therefore, all of our activities are undertaken in the spirit of the public good, and in accordance with related laws and regulations, including environmental regulations. Among our many actions, we seek to designate and protect green areas, promote clean water supply systems and waste separation systems, and establish village waste banks that fulfill the unique contexts and needs of each village.

SCCC has also established a community and environment development fund, which is overseen by a joint committee comprising representatives from the public sector and Siam City Cement Group Company.

3. Operational Risks

- **Energy and Raw Material Risks:** In the cement business, fuel and electricity costs play an important role, representing more than 70 percent of total production costs. Although the price of coal has

declined in 2015, we cannot overlook the possibility that it will rise again in the future. At the same time, electricity costs have been rising, despite the government's adjustment of the Fuel Tariff Charge (FT). To mitigate these risks, the Company has promptly implemented various cost reduction strategies, including the Good to Great project.

We have increased our use of alternative fuel away from coal in order to lower production costs, while at the same time planned to invest more in our Waste Heat Recovery Project, which will reduce energy costs by generating additional power.

Regarding the management of risk in our procurement of raw materials, SCCC maintains a large reserve of critical materials such as limestone and aggregates. We have also signed long-term contracts with suppliers of raw materials and other main fuels, both in Thailand and abroad, and explored new resources while renewing all related concessions in advance in order to assure sufficient supply to sustain our operations.

- **Safety Risks:** As a heavy industry, cement production uses heavy machinery that involves chemicals and can lead to exposure to extreme heat and dust. Therefore, SCCC has established a corporate culture that focuses on safety. One example of our safety program is our “**Safety Garden Workshop**” where our employees and contractors learn key information and rules related to the hazards involved in 10 types of working tasks.



4. Financial Risks and Risk Management

- **Exchange Rate Risk:** SCCC engages in both export and import activities. A major part of our exchange rate risk is naturally hedged by the balance of the import of raw materials, parts and supplies with our export revenue. The remaining net exposure is mitigated through forward booking, leading and lagging of payments/receipts of foreign currency transactions. In addition, SCCC does not have any material foreign currency loans outstanding and all the material financial liabilities are denominated in Thai Baht.
- **Interest Rate Risk:** The Company and its subsidiaries' exposure to interest rate risk relates primarily to their interest-bearing cash at banks, short-term loans, long-term loans and debentures. We have maintained an optimal balance between the floating interest rate and the fixed interest rate to mitigate the impact of volatile interest rates. However, since most of the Company and its subsidiaries' financial assets and liabilities bear fixed interest rates or floating interest rates which are close to the market rate, the interest rate risk is expected to be minimal.
- **Credit Risk:** The Company and its subsidiaries are exposed to credit risk primarily with respect to the trade receivables. Such risk is managed by adopting appropriate credit control policies and procedures. We use a variety of instruments and methods such as bank guarantees, letters of credit and trade insurance contracts and periodic credit assessment to mitigate the credit risk.
- **Liquidity Risk:** The Group can be subject to unforeseen shortfall in cash. Our corporate finance unit actively monitors the liquidity position of the group and always maintains an adequate level of cash and/or credit lines to meet our financial obligations and to mitigate the effects of fluctuations in cash flows.

Business Structure

Products / Business Type



CEMENT

One of Thailand's leading cement manufacturers



CONCRETE, STONE AND SAND

One of Thailand's leading producers of ready-mixed concrete and aggregates



ARCHITECTURAL DECORATIVE MATERIALS

A producer and distributor of fibre cement based building materials



LIGHTWEIGHT CONCRETE

A producer and distributor of Autoclaved Aerated Concrete products



ENERGY

Power generation from the cement production process



WASTE MANAGEMENT SOLUTIONS

Environmentally-friendly waste management services



DIGITAL

Information technology services



Chip Mong INSEE Cement
Corporation



Holcim Cement (Bangladesh)
Company Limited



a SIAM CITY CEMENT GROUP company
Conwood Company Limited



a SIAM CITY CEMENT GROUP company
PT. Conwood Indonesia



Lanna Resources
Public Company Limited



Thai Agro Energy
Public Company Limited



Business Portfolio



Siam City Cement Public Company Limited

In 2015, SCCC continued to create an outstanding customer experience through the development of top-of-the-class products and services such as Portland Cement, Mixed Cement, INSEE Mortar Max and INSEE Concrete Franchise.

Portland Cement A quality product for standard concrete works, precast products, works that require high-performance concrete and other special concrete works in sophisticated construction projects.

Mixed Cement A high-quality, application-based product suitable for bricklaying, plastering and small concreting has been developed to satisfy the highest masonry standards.

INSEE Mortar Max Products that are easy to use and that offer convenience, speed and efficiency for all construction works which have been developed through continuous research. As a result, we offer a quality product range that is perfect for four application groups, including:

- **Plastering Mortar:** For general plastering, fine plastering, light-weight plastering, fine light-weight block plastering, concrete plastering and skim coating.
- **Brick-laying Mortar:** For both general and light-weight block brick-laying purposes.
- **Floor leveling:** For floor screeding and leveling.
- **Tile adhesive:** For general floor and wall application and high bonding application for large tiles as well as tile-to-tile application.

INSEE Concrete Franchise The ready-mixed concrete service by Siam City Concrete Company Limited and its strategic partners in the INSEE Concrete Franchise stands ready to deliver quality concrete products and services through an integrated nationwide network, which has helped us to truly understand the demands of our customers, from homeowners to international contractors. We are determined to constantly improve our service quality and expertise to accurately cater to each customer's specific needs.

Marketing and Competition

Marketing

In order to acquire new competitive advantages and retain the Company's market position in different areas, SCCC has focused its marketing strategy on maintaining existing strengths while adding new ones through an expansion of our customer base and the creation of new market channels. Increasing market pressures and our competitors' efforts to boost their own customer bases through new products and services not to mention the rise in the number of modern-trade entrepreneurs have all impacted our business partners who use traditional cement distribution channels. In order to cope with these changes, SCCC has worked hard to develop new products and services as well as new distribution channels to boost the Company's efficiency in supplying products to the market. At the same time, we have promoted good relationships with all our business partners, appreciating that these bonds will only make SCCC stronger. In addition, we have improved the appearance of our distributors' retail stores as well as the INSEE Concrete Franchises for the franchisees.

Although most of our business partners are traditional cement distributors, ready-mixed concrete sales representatives and other cement producers, other groups of customers and all affiliated companies remain major drivers for the Company's growth. As the construction market has shifted its focus to the issue of cost and time effectiveness, we have employed proactive moves into this market segment to boost our competitiveness further.

In addition to further developing the domestic market, SCCC has also been able to retain market bases in neighboring countries such as The Kingdom of Cambodia, the Republic of the Union of Myanmar and the Lao People's Democratic Republic by meeting their increasing demand and ensuring we have a sufficient supply of goods for exports in order to prevent competitors from taking market share there.

Competition

In 2015, the Thai economy grew at a lower-than-expected rate of 2 percent as a result of declining consumer spending, a delay in the implementation of the government's infrastructure construction plans and a global economic slowdown that has resulted in a contraction of the export market.

As the contraction in the construction industry in 2015 has led to fiercer competition, the industry has also been affected by the slow implementation of the supporting policies, while residential property developers have become more cautious about introducing new projects due to waning consumer confidence and high household debt.

The cement market has also been impacted by the aforementioned factors and seen heightened competition among cement producers and distributors as a result of falling demand. Many have employed short-term pricing strategies to maintain their customer bases.

The long-term competitive outlook for cement producers, however, will continue to be based on providing customers with quality products and services that offer customer satisfaction. In that spirit, we will continue to secure the positive perception of our products through various marketing activities as well as media coverage to reinforce brand awareness and create user acceptance on a broader scale.

Based on an efficient customer relation management system and our sales team's efforts to accurately meet customer demand, the close relationship between cement distributors and producers is one of the company's in-built strengths.

In order to further develop good relationships with our business partners and to improve our distribution, we will continue providing assistance and support programs to enhance the competitiveness of our business partners, while also promoting cooperation

to mitigate the impacts of the new sales and marketing strategies developed by our competitors.

Siam City Concrete Company Limited

Siam City Concrete is a professional producer of ready-mixed concrete and aggregates, offering reliable conventional products and value-added solutions for concrete works. At present, the Company is comprised of two business units: INSEE Concrete and INSEE Aggregates.

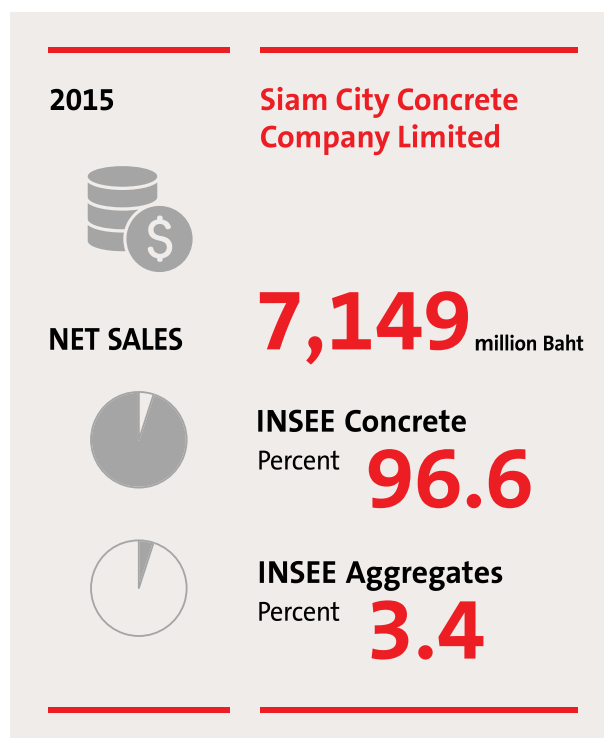
1. INSEE Concrete:

As one of leading producers of ready-mixed concrete in Thailand and boasting outstanding experience using world-class technology, INSEE Concrete has sustained its production and service excellence through a process of continuous product development.

Ready-mixed concrete is comprised of two key parts. The first part involves binding materials, which include cement and water – with the former representing 10 to 15 percent of the total mix. All cement used in INSEE Concrete’s production is supplied by Siam City Cement Public Company Limited.

Another important part of the ready-mixed concrete is made up of aggregates, including sand and crushed rocks, which account for the largest portion of the concrete mix – around 60 to 70 percent. In the past year, INSEE Aggregates’ supply represented about 20 percent of aggregates used in the ready-mixed production process.

In 2015, INSEE Concrete produced as many as 3.8 million cubic meters of concrete, which included value-added products – accounting for 20 percent. In addition, INSEE Concrete continues to strive to prevent all environmental impacts by introducing new initiatives such as the building of a cover for the mixing machine to prevent the leakage from the mixture, the adoption of the water-dripping technique on the mortar to minimize the dispersal of dust around the production unit, and the cleaning of cement mixer trucks prior to their departure from the production unit.



2. INSEE Aggregates: Established to support the expanding ready-mixed concrete business, INSEE Aggregates has been providing quality sand and crushed rock through efficient management and logistics to ensure our customers’ maximum success. So far, INSEE Aggregates has responded to our customers’ various needs for concrete product manufacturing, land filling and other construction purposes.

In 2015, INSEE Aggregates opened four production units, including:

1. INSEE Suphanburi - A crushed stone quarry with a production capacity of 2.0 million tons per year.
2. INSEE Ayudhya - A sand pit with a production capacity of 1.0 million tons per year.
3. INSEE Angthong - A sand pit with a production capacity of 1.0 million tons per year.
4. INSEE Chonburi - A sand pit with a production capacity of 100,000 tons per year. (Operation shutdown since August 2015)

In accordance with SCCC’s pledge to be accountable for all environmental impacts, INSEE Aggregates has ensured that canvasses will be used to cover all delivered products to prevent the dispersal of dust. We have also been emphasizing the significance of



the rehabilitation of any quarry that is no longer in use by filling it with soil and planting trees in order to restore it to its original, natural condition. INSEE Aggregates has also designated a zone to take care of all animals living on the Company premises.

Marketing and Competition

Government spending and investment were vital for the growth of the ready-mixed concrete market in 2015 and will continue to be the driver of growth in coming years, as private investment has not yet rebounded. Most property developers, for example, have postponed the launch of new projects due to weakening consumer purchasing power and a serious oversupply situation in the market. Moreover, commercial banks have become more rigid when it comes to loan approvals and that has accordingly slowed down the loan growth.

These factors have also impacted the overall picture and the growth momentum of the ready-mixed concrete market in 2015, when public investment has not been effective in driving the market growth. Consequently, price competition has become fiercer. Such conditions have forced INSEE Concrete to adjust its own strategy and put more emphasis on pushing products with high value into the market in order to make up for the weakening profit outlook of our regular products.

However, the ready-mixed concrete market has benefited from a number of large-scale construction projects from the Department of Rural Roads and the Department of Royal Irrigation, which have given a boost to the aggregates market, particularly in regards to the demand for crushed stone.

Also notable is that the western region of Thailand has emerged to take a bigger market share, as a result of improved logistics costs and a quality issue arising from stone sources in the eastern region.

1. INSEE Concrete business: INSEE Concrete's 2015 marketing policy emphasized quality and services to strengthen customer confidence in our brands. We have divided our customers according to different categories, including residence, commerce and industry. These account for approximately 80 percent of the total customers of the Company, with the remaining 20 percent comprised of precast concrete and infrastructure customers.

We have also developed our new product and service group – “INSEE Solution” – for a new segment of customers who have higher technical demands –

INSEE Floor Solution and INSEE Wall Solution, for instance.

INSEE Concrete's distribution has been through direct channels and through our distributors, our franchise network and Mini Mix in order to facilitate customers in every possible way.

Our market condition projection for 2016 suggests that INSEE Concrete will see price competition at least during the first half of the year, and we expect private investment to grow markedly, both in the residential property sector and in the commercial property sector, across the country.

2. INSEE Aggregates business: The 2015 marketing policy of INSEE Aggregates emphasized the preparation of a sufficient supply of quality and reliable products to meet customer demand. We have divided our customers into two groups: customers of main products and customers of by-products. The target customers for our main products are all precast concrete works, franchisees and small-scale concrete entrepreneurs. For our by-product customers, we have targeted all road construction and general construction works.

INSEE Aggregates' distribution has been through direct channels, the franchise network and SCCC. The major group of customers of INSEE Concrete, which is INSEE Aggregates' major product, account for around 70 percent of all customers.

Competition in 2015 has been fierce, but we have been able to retain our customers by focusing on the quality and the availability of our products and both pre - and post - sale services, which include programs such as the technical training and quality development training for all INSEE Aggregates customers.

For 2016, we have assessed that market demand for our products should remain at the same level as seen during the second half of 2015, while there may be a positive development in demand for materials for road construction. We will continue our strategy of emphasizing the development of products and service quality without engaging in any price competition, while striving to maintain all customers whose primary focus is quality.

“With our years of experience, we genuinely understand the true need of our customers, who are either home owners or contractors. We do not engage ourselves in price competition but put more effort into the development of quality and services to firmly secure customer confidence in our brand.”

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**Conwood Company Limited and
PT. Conwood Indonesia**
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Conwood is the manufacturer of the “Conwood brand” products of architectural decorative materials, which are made from high-quality Portland cement and cellulose fibers. Produced through advanced and environmentally-friendly technology from Switzerland, all products are of a unique quality — combining beauty, durability and other appealing attributes such as being weatherproof, termite-resistant, non-combustible, and perfect for use like real wood.

A wide range of products has been introduced by Conwood to meet all types of demands and is suitable for both exterior and interior decorative works as well as for landscape architectural use. The products are mainly divided into four groups based on their applications, i.e. eaves and ceiling, wall, floor, and general decoration.

In the past year, we have introduced the Nano Color technology to the paintwork of our products. This added-value has given our products a more durable finish and allowed our business partners to save time and cost during installation. Conwood's Nano-Color fence has accordingly been well received and enjoys growing sales. Moreover, the Company has also launched the Conwood Decorative Panel Liner, which features a “carved lines” pattern. This new product is perfect for the interior decoration of both residences and commercial buildings.

Production of Conwood currently takes place at a production facility that is equipped with three production lines and a combined annual production capacity of 135,000 tons. In addition to the Thailand

- based production lines, we are also operating a modern production facility in Indonesia — PT. Conwood Indonesia — where the products have also been divided into four groups like those produced in Thailand. Our Indonesian factory started operations in 2014 to serve the local market and to act as an important base for exports to other countries.

In 2015, Conwood reported net sales of Baht 1.4 billion, registering 95 percent from local sales and 5 percent from exports.

Marketing and Competition in Thailand

In the past year, market competition became fiercer because the construction industry has expanded at a slow pace as a result of unfavorable economic conditions, which have impacted consumers' purchasing power and investor confidence in the market. Accordingly, several construction projects were halted or delayed, driving the Company's sales lower than in the previous year. Besides, supply in the market also rose after new producers fought for market share, while both local producers and importers introduced more substitute products.

“Conwood brand has earned trust from all business partners and designers. Its products have proven to be clearly different from those of our competitors in terms of quality and attractiveness. These virtues have

continuously made Conwood products the trusted choice for numerous projects by several leading property developers.”

The marketing strategy of Conwood will continue to focus on the introduction of innovative designs and products to meet our business partners' needs. It will also emphasize on our ongoing research and development to help enhance the quality, attributes and functionality of all our products to respond to ever-changing market demands.

Concurrently, we closely collaborate with architects and contractors. We have participated in the Architect Expo, which has been organized by the Association of Siamese Architects under Royal Patronage. This has proven to be an effective channel to promote our brand image, present our new products and meet and exchange ideas with professional architects.

The production process of all Conwood wood products has been implemented under an environmental conservation policy. The Company has received the environmental management standard ISO14001: 2004 certification, the quality standard ISO 9001: 2008 certification, and the occupational health and safety management standard OHSAS 18001: 2007, while all products have also been endorsed as eco-friendly construction materials by the Singapore Green Label.



In order to continue SCCC's vision to operate all its businesses with awareness and care for the environment and for surrounding communities, we have supported many projects which recognize the importance of the environment, such as the – 3Rs: Reduce Reuse Recycle project – and other new initiatives, including the recycling of dust to be used in the production of bricks that are then donated to various schools.

Marketing and Competition in Indonesia

Despite the economic slowdown, the overall market conditions have been favorable for Conwood to penetrate the market and grow. That is because our decorative products are innovative and unique and face no direct competition. As a result, Conwood could compete in many sectors and enjoyed a leapfrog growth rate of 400 percent in the past year with total sales of Baht 165 million.

Conwood competed mainly in two major markets: the decoration materials market and the fiber cement market – both of which are Conwood's targets. At present, all of our products are widely recognized by leading property developers, architects and international restaurant chains.

In 2015, Conwood fiber panels entered the retail market, allowing us to do business with more than 4,000 retail stores. Currently, Conwood offers wood panel substitutes through the retail market to encourage consumers to switch to a variety of products we provide.

The Conwood brand has been well received since its introduction in 2012, as illustrated by a number of Reader's Choice awards and architectural awards. We are aiming to succeed through the Conwood brand awareness, the experience the brand provides and the loyalty to the brand. In order to promote the good experience of Conwood, we have organized activities to engage with decision-makers and retail shop operators, offered certified training sessions on the installation of the products, provided key information for property developers and architects, sponsored design competitions held by various associations of architects, designers and contractors, implemented social media-based marketing campaigns and presented national-level exhibitions. Most importantly, Conwood

was presented with the Best Booth Awards from the Megabuild Indonesia 2015 in Jakarta, for our futuristic views on architecture and interior design.

Conwood has been marketing products through a network of distributors that covers all 55 main islands and cities of Indonesia. While both modern-trade and do-it-yourself markets in Indonesia are still in the development stage, we have been collaborating with leading store operators, such as Depo Bangunan and Norton, in making sure that all Conwood products feature outstanding displays and are available at real market prices.

Procurement and Production

The Conwood plant was opened in June 2014 on an 8-rai plot of land, with the capacity to accommodate five production lines and an annual production capacity of 180,000 tons to meet growing domestic demand in Indonesia and the export market.

The production process of Conwood is guided by strict environmental protection policies such as the environmental management standard ISO14001: 2015 certification, the quality management standard ISO 9001: 2001 certification, the occupational health and safety management standard OHSAS 18001: 2007. In addition, it has been certified by the Singapore Green Label for its eco-friendly construction materials.

INSEE Superblock Company Limited

INSEE Superblock Company Limited is the producer of lightweight concrete block products under the "INSEE Superblock" brand, which are Autoclaved Aerated Concrete (AAC) products. Our flexible production design is capable of producing products of different width, length and thickness in order to meet a variety of customer requirements during the construction of both buildings and residences.

INSEE Superblock's lightweight concrete block product is the first in Thailand to have been certified by the Thai Industrial Standard (TIS) 1505-2541, while the Company is also the first lightweight concrete producer in Thailand to receive the standard ISO

9001: 2008 certification, and **the first and the only producer of AAC-typed lightweight concrete in Thailand to be presented with the Green Label Award from the Thailand Environment Institute Foundation.**

Moreover, INSEE Superblock Company Limited is the producer and the distributor of SCCC's "INSEE Mortar", which is used in the plastering and the brick-laying works for lightweight concrete, including certain tools and equipment required in the use of lightweight concrete.

INSEE Superblock Company Limited has been mainly competing in the high-quality product market, where our target customers are the country's leading property developers. Our marketing efforts to emphasize on our creation of innovative products that cater to the needs of individual customers. At the same time, we transform the market by communicating the strengths of our products to target users who can influence decision-making, such as the project owners or the architects.

Marketing and Competition

Although the property sector has been affected by the political and economic situation and waning consumer confidence which have resulted in a sizeable contraction in the construction of high-rise buildings as well as low-rise housing in Bangkok and

surrounding areas, the Company's strong distribution channels have helped sales of INSEE Superblock record continued growth from the previous year.

The year 2015 saw fierce competition owing to the fact that several lightweight concrete producers boosted their production, while new producers also entered the market during a time when demand for lightweight concrete did not grow much. Accordingly, an intense price war ensued, leading to a decline in INSEE Superblock Company Limited's gross profit. Under such circumstances, we introduced value-added and differentiated products, including lintel- and steel-reinforced panels, in order to help improve performance of INSEE Superblock Company Limited and to deliver better products to consumers.

“For the market trend next year, we expect moderation of growth in the property market, but there can be a slight expansion for the light-weight concrete market due to users switching from bricks to lightweight blocks. However, the excess production capacity will likely continue for many years.”



INSEE Superblock Company Limited is proud of its policies to mitigate environmental impacts through both reuse and recycling processes and by the utilization of substitute raw materials, which account for more than 40 percent of the total raw materials used in the entire production process. These actions have made INSEE Superblock Company Limited the only lightweight concrete producer in Thailand to be certified with the Green Label from the Thailand Environment Institute Foundation.

INSEE Ecocycle Company Limited

INSEE Ecocycle Company Limited is a subsidiary of Siam City Cement Public Company Limited. Its name was changed from Energy and Environmental Services Company Limited in 2015. INSEE Ecocycle, under SCCC, has been an industrial and business partner as well as a stakeholder that has continued to deliver “peace of mind” through its sustainable, honest and

reliable waste management services which further protect the reputation of our clients.

Competition and Marketing

INSEE Ecocycle has been focusing on waste management solutions for customers from various industrial groups, including oil exploration and production, petrochemical, automotive and expired/off-spec products, for instance.

Our sole determination is to make a difference for our business partners and stakeholders as well as the environment by being a part of the efforts to reduce the environmental impact of the industrial production process through the following endeavors:

- **Becoming an expert in sustainable industrial solution** by understanding the components of waste and disposing them to protect the reputation of our customers



- **Eye on service excellence** which starts from waste and solution analysis to ensure the excellence of our service for our customers' peace of mind
- **Being the pioneer in waste management** by continuously improving and searching for new waste disposal and management processes
- **Leading in safety and environmental protection** by gaining the trust and working collaboratively with the public sector and related parties to safely dispose of waste
- **Representing the strength of SCCC** by protecting the environment and pioneering solutions for sustainable development

Thailand faces waste management and environmental problems just like other developed and developing countries. People are increasingly aware of issues and are demanding more protection of the environmental and their own safety.

Siam City Power Company Limited

Siam City Power Company Limited is a subsidiary of Siam City Cement Public Company Limited. The Company was established in 2011 to operate a power generation business by using waste heat from cement production. Two sources of waste heat have been involved in the operation, including the waste heat from the Clinker Cooler and the waste heat from the Pre-heater of SCCC's kiln lines 5 and 6. Siam City Power Company Limited's maximum power generation capacity is 18 megawatts per production line. Prior to the setting up of Siam City Power Company Limited, waste heat from both sources was not put to good use.

This power generation business of ours has directly eased our environmental impact by reducing the amount of dust in waste heat and by lowering the temperature of waste heat before it is released into the atmosphere.

“We can reduce carbon dioxide, which is the primary greenhouse gas, and help alleviate global warming.”

INSEE Digital Company Limited

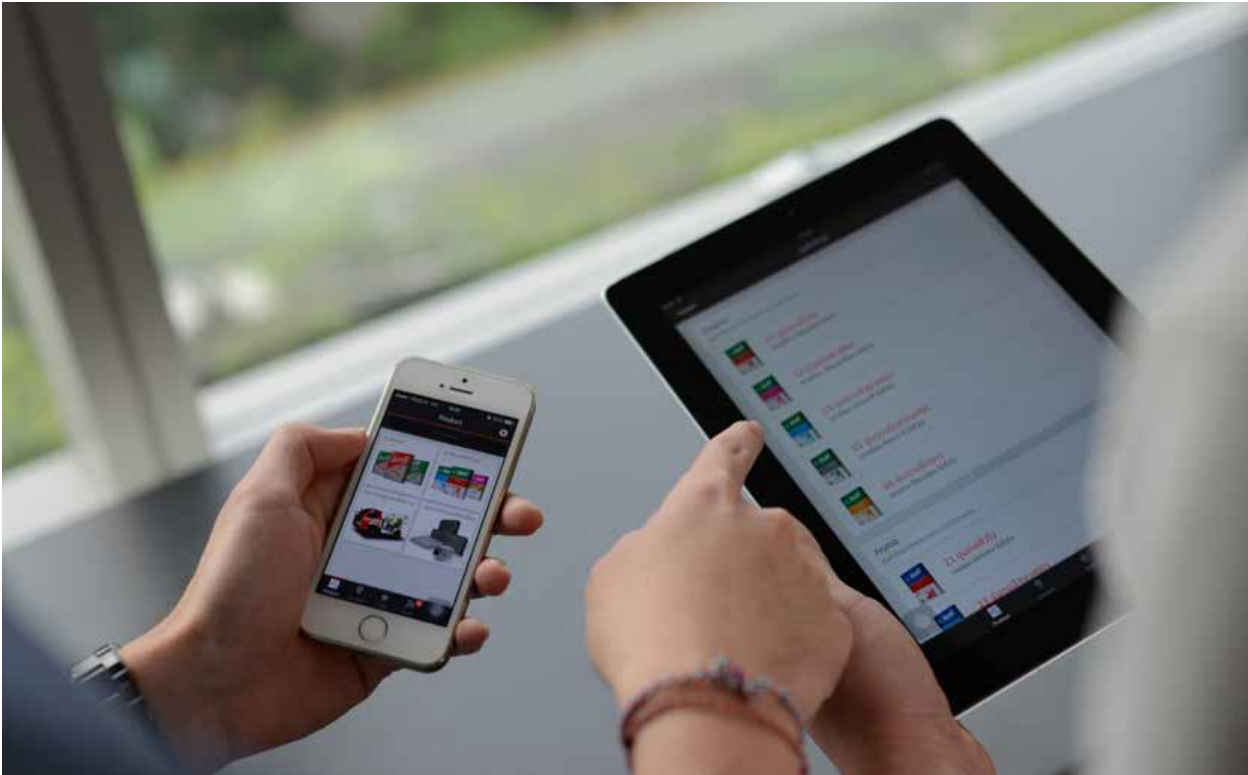
INSEE Digital Company Limited is a subsidiary of SCCC that was established in 2013 to offer complete information and digital technology services to all SCCC subsidiaries. In the future, INSEE Digital Company Limited is expected to expand its services to other customers outside the Company, particularly our business partners.

INSEE Digital is an industrial partner for all businesses, helping them to apply IT and digital technology in their operations in order to create business differentiation and a competitive edge in the cement industry and the construction materials business.

Competition and Marketing

INSEE Digital Company Limited is determined to be a credible and trusted partner who can offer IT and digital technology services to help create smart organization systems and connect our business with customers and business partners in a real time fashion. Our goal is to enhance the potential and the efficiency of the organization while creating a competitive advantage for all SCCC subsidiaries and related parties by:

- **Being a digital technology expert** with thorough understanding of all components of information technology and digital technology so that it may be applied with maximum use for all SCCC subsidiaries and related parties in order to boost their competitiveness and create new business opportunities.
- **Offering excellence in IT services** to oversee and offer complete IT and digital technology services with exceptional quality and world-class standards for maximum satisfaction of service recipients.
- **Creating a smart insight driven organization** by introducing the systems that will help connect all elements, from the start to the end, in order to offer the best experience and business intelligence to enhance the capacity and capability of users.



- **Representing the strength of SCCC** by leveraging the intellectual property of SCCC to become a leader in information technology and digital technology with the best operations in order to attain sustainable development.

» For more details of Business Portfolio of Siam City Cement Group Company, please refer to the Annual Registration Statement (Form56-1) available on www.sec.or.th, www.set.or.th and www.siamcitycement.com

At present, the Thai government promotes a digital economic policies. Markets and business models are changing rapidly with advancement of digital system. All subsidiaries of Siam City Cement Public Company Limited have recognized its importance and begun a process of transformation that steers the respective organizations toward adopting the appropriate digital technology to improve their business operations.

Milestone Changes in Business Operations

1. Restructured Shareholding

In 2015, the Company's shareholding structure was adjusted to reflect Jardine Matheson Group's acquisition of 24.9 percent of shares in SCCC through Jardine Cycle & Carriage Ltd., its Singapore-listed subsidiary.

2. Stepping Towards Regional Stability

The inception of the ASEAN Economic Community (AEC) presents us with an opportunity for regional business growth. Thus we have taken steps to expand into more overseas markets. For example, a joint venture was created to build a cement plant in The Kingdom of Cambodia under the name Chip Mong INSEE Cement Corporation. SCCC holds a 40 percent stake in this joint venture, with the remaining 60 percent held by Chip Mong Group Company Limited and three of the family members. Chip Mong INSEE Cement Corporation was officially established in December 2015 with a registered capital to be increased upon the progress of project construction up to USD 150 million and 75,000 common shares of par value of USD 2,000 per share.

The Company has been tasked to oversee the construction of the new plant from the beginning due to its extensive experience and expertise in the construction of a world-class cement plant. The aim is to make this the most modern plant in The Kingdom of Cambodia with an annual production capacity of 1.5 million tons. The new plant is situated on a prime and strategic location that is perfect for production operations and for offering services to business partners both in the country and adjacent countries.

3. Development of quality products to meet all industrial demands

Siam City Cement Public Company Limited has continually developed and improved cement formulas and all packaging. In the past year, the Company has developed Portland Composite Cement (PCC) according

to industrial standards. This is a new product that offers strength on par with Ordinary Portland Cement (OPC).

PCC is an environmentally friendly cement that has been produced in a Clinker that emits less carbon dioxide.

In terms of packaging, the Company has improved the quality and the types of packaging materials used for INSEE Super and INSEE Tong by focusing on improving their suitability, environmental impact, and transportation and storage efficiency.

In 2015, SCCC has also introduced a new plastering cement product that offers a fine finish. In addition, we have offered more dry concrete products as new alternatives and convenient options for basic concrete work. We have also joined with our project customers in the development of the ready-mixed cement to improve the efficiency in their wall and floor building works, including the mortar spray solution, the fluid cement for floor-leveling, and the ready-mixed cement for wall-casting – all of which have been tested and proven satisfactory in several pioneer projects.

As the leader in design innovation, Conwood has created an innovative color product, Nano Color, which utilizes a specially formulated color that has been added with tiny molecules to enhance the adhesive quality of the color and the strength of the surface. This has been done through the use of a high quality fiber cement color from Germany, which is lead and mercury-free and low in VOCs (Volatile Organic Compounds) and also carries the safety standard "European Standard EN71" certification. All Conwood products have been developed to cater to all consumer demands while simplifying the installation process by skipping the paintwork. All products also offer a lasting color finish, which helps save cost and time while also creating a beautiful, natural wood impression.

The Nano Color innovation has been applied in all product applications, from floor to fence, stair handrail, eave and cornice. We have offered choices of teak color and mahogany color which provide the impression of real wood while being weatherproof – making them suitable for both interior and exterior decoration.

Working as a Team

One group, one vision,
one team united in heart
with our business partners
for the good of all.

“

**IF TEAMWORK
IS SUCCESSFUL,
ANYTHING IS
POSSIBLE.**

”



Wisun Paritatpaisal
Senior Manager, Plant
Logistics. Saraburi Plant,
Siam City Cement Public
Company Limited

I think if you work alone you can achieve a certain level of success. But in a large organization like ours, it is impossible to be truly successful if we do not work as a team. The word “team” here does not refer to only people within the organization, but also to our customers and business partners. Everyone belongs to our team and working successfully as a team means there will be people who can help us think, create and complete what’s missing, while enabling us to see all dimensions. When we face problems, we will feel calm as we will not be fighting alone. We don’t know where all the energy is coming from, but it can help us overcome every obstacle easily. Therefore, in that sense, nothing is impossible.

Working as a Team

We believe that success cannot be achieved through the work of only one person, but must be attained through the collaboration of all employees in a team. Siam City Cement Public Company Limited has been determined to offer only the best innovations to all of our business partners. This corporate culture helps all employees work in a timely and efficient fashion through a series of activities which enable all of us to constantly learn, adjust and improve ourselves to respond to the needs of our business partners.

We have focused on simplifying our work processes as well as constantly adjusting them in order to keep pace with rapidly changing global conditions. We have learned from our experiences and currently emphasize collaboration to complete all tasks while promoting the spirit of leadership at all levels. In 2015, we organized several projects to enhance teamwork skills, including the INSEE “Good to Great” Project, the INSEE Power Team Project (teams from operational level set up to improve operational efficiency and lower the costs of production), the Product Portfolio Management Review (PPMR) Project (a survey to collect information on the various needs and different product qualities that are in demand) and many other projects designed to promote teamwork both within the organization and with business partners in order to maximize our efficiency.

The INSEE “Good to Great” Project

The INSEE “Good to Great” Project is the fruit of the organization’s “work as a team” culture. It sees executives and employees join forces in a brainstorming session to lay down a strategy to simultaneously develop technical and personnel processes. In 2015, the project was a proven success, leading to a lowering of production costs by Baht 772 million. We are aiming to further reduce our production costs by another 650 million baht in 2016. The success of the INSEE “Good to Great” Project, which was first introduced in 2013, was made possible by the strong teamwork that began with the team of executives who brainstormed a strategic plan that was then carried out by a quality “INSEE Power Team” guided and supported by the “INSEE Power Coach”.

INSEE Power Team

The INSEE Power Team was comprised of over 1,000 employees from the operational level at all three plants in Saraburi Province and the Quarry Department as well as from the Plant Logistics. It was set up in order to improve operational efficiency and lower the costs of production as well as to promote work safety and conservation of the environment, as indicated in the “Good to Great” initiative. Such teamwork effectively reduced structural organizational complexity, simplified the managerial format and promoted overall efficiency. There are currently 26 INSEE Power Teams. We are proud of the success of the INSEE Power Team Project.





It has become a mechanism that facilitates brainstorming and has helped to contribute more than 400 creative suggestions. Over 300 projects have originated out of the “Good to Great Wave II” initiative.

Recognition: Achievements and Pride

The year 2015 was another year of pride and achievement for Siam City Cement Group Company. Through the determination and dedication of our executives and employees and by honoring our “Working as a team” value, we have moved the organization forward and been recognized at both the national and international levels with awards, such as:

The Outstanding Corporate Award in Labour Relations and Welfare

For the ninth consecutive year, SCCC was presented with the Outstanding Corporate Award from the Ministry of Labour. This award recognizes SCCC as an organization with highly regarded labor relationship. The executives and the labor union both appreciate the significance of collaborating on the basis of understanding, sincerity, mutual respect and close cooperation.

The ATD Excellence in Practice Awards 2015

Siam City Cement Public Company Limited is the first cement producer in Thailand to receive international recognition for its personnel development, having been honored with the ATD Excellence in Practice Citation 2015 under the Young Engineer Capability

Enhancement Program from The Association for Talent Development (ATD), USA. ATD is a world-renowned personnel development organization with members in over 120 countries around the globe.

In the face of increasingly fierce competition within the ASEAN Economic Community (AEC) and other global challenges, this project is focused on bringing capable engineers to the engineering division of the cement product industry, which is a key driver of the business sector. This initiative also reflects the Company’s commitment to quality personnel development in order to sustain the Company’s growth and high standards.

Six Awards in Thailand and ASEAN energy and environment practices

Our efforts to protect the environment by conserving energy through better industrial waste management and through the use of alternative energy and clean energy have been recognized with three prizes from the Thailand Energy Awards. We were also honored to be the representative from Thailand to win these three prizes at the ASEAN Energy Awards as well.



Thailand Energy Awards 2015

1. **Innovation of Sludge Utilization as Alternative Fuel in Cement Kiln** - The Outstanding Award in Special Submission Category
2. **RDF for Co-Processing in Cement Kiln** - The Outstanding Award in the Off-Grid-Thermal Category

3. **The Green Park** - The Outstanding Award in the Tropical Building Category

ASEAN Energy Award 2015

4. **“Innovation of Sludge Utilization as Alternative Fuel in Cement Kiln”** - The Winner in the Special Submission Category
5. **“RDF for Co-Processing in Cement Kiln”** - The First Runner-Up in the Off-Grid Thermal Category
6. **“Suan Ming Mongkol” or INSEE Green Park** - The Winner in the Tropical Building Category

The Consumer Protection Thailand Call Center Awards 2015

The INSEE Customer Service Center, a tool the Company has employed in the management of relations between Siam City Cement Group Company and customers, has been presented with the Consumer Protection Thailand Call Center Awards from the Office of the Consumer Protection Board and the Management System Certification Institute (Thailand) for the second consecutive year.

The Thailand ICT Excellence Awards 2015

The INSEE Mobile Sales Application – a sales tool that provides up-to-date information and connects the customer with the customer service division – has won the Thailand ICT Excellence Award 2015 from the Thailand Management Association (TMA).

Caring for customers is our main task

“Working as a team” is a shared value within Siam City Cement Group Company.

“Working as a Team” is at the heart of our success.

The work of Conwood employees is not only about working together to finish the job, but also about Working as a Team to achieve the organization’s highest goals. We have reached out to our business partners to enthusiastically create, invent and solve problems presented by all projects. And because caring for our business partners is a main objective for all Conwood employees, the friendships we have earned with our customers and business partners is a prize which we cherish. Accordingly, we have won

the trust of both retail business partners and leading property developers – which helps contribute to the continuous growth of Conwood sales. This is a measure of our organizational achievement, as derived from our philosophy to work as a team with our business partners.

“Being a part of a Team” is a mission which Conwood has striven for, along with our professional service, to create genuine value among all Conwood products in the mind of our business partners.

Continuous learning for business partners

We believe that walking side by side with our business partners is one of the keys to achieving business success. Under the fast-changing nature of business today, the exchange of knowledge and the introduction of new products can help all business partners to work more efficiently. Accordingly, we have set up the “INSEE Alliance” group, which comprises the country’s 12 leading construction raw materials producers, so that they can offer expertise in their respective areas, while also collectively presenting a complete and wide selection of construction raw materials for all purposes.



Moreover, we have organized regional activities in all major provinces across the country at which we have been honored by the participation of noted speakers who have shared their ideas about trends in design and construction and offered their advice on the selection of products for different purposes. These activities have also helped build good relations between project owners, contractors, engineers and architects.

Being one with business partners

The advancement toward increasingly complex construction technology means the construction industry is constantly developing specific needs for particular raw materials and products. SCCC has recognized this market opportunity and introduced the “Product Portfolio Management Review (PPMR)” Project in 2015 to assess how we might benefit. This survey collects information on the various needs and different product qualities that are in demand, particularly in regards to dry cement, which is subject to rapid change and evolving demands from concrete producers and users.

Furthermore, we have initiated a joint product development project with our business partners to best serve their demands and provide them with maximum value added. We have analyzed and assessed all their demands and required standards in order to develop products that both we and our business partners have tested to ensure they meet everyone’s respective requirements.

We have also paid attention to our distribution system by taking into consideration our business partners’ needs to constantly improve our services, especially in regions where challenges related to product transportation and storage exist. In the beginning of 2016, we plan to open a new warehouse in Khon Kaen Province, from which small-sized trucks will be employed to swiftly and efficiently deliver all products to our business partners.

In 2015, we have also looked to strengthen our competitiveness and retain our market position through

new channels. Because of fierce competition and the expanding opportunity for sales and distribution through modern trade channels, our sales and distribution network is following new strategies and using new business models to allow us better access to consumers. Additionally, we are offering a delivery service that our business partners are increasingly turning to. The INSEE Fleet Connect program has made delivery and follow-ups related to our products more efficient, providing real time order management and tracking delivery and allowed us to be confident that our products always arrive in our partners’ hands without any delay.

Moreover, we have introduced a makeover at retail stores, inside distributors’ showrooms and at the INSEE Concrete Franchises to make sure everything looks up-to-date and attractive. In terms of market promotion, we have continued organizing relevant activities in all major provinces, such as Bangkok, Chiang Mai, Khon Kaen and Phuket, where we offer project owners, contractors, engineers and architects product advice and knowledge related to the design and construction trends that are emerging through the ASEAN Economic Community.

Lastly, we have organized an annual seminar for the “INSEE Franchise” group of customers to provide them managerial knowledge and to present awards to our outstanding customers. For the “INSEE Franchise” group, we have also initiated an activity to promote awareness of the INSEE brand among contractors, with a special emphasis on educating them about and providing them product recommendations. In addition, we have arranged customer relation activities for our customers to ensure sustainable and close relations with them.



Doing What is Right

Staying true to ourselves and each other, maintaining the highest standards of discipline and integrity in everything we say and do.



“
**DOING WHAT IS
RIGHT CAN BRING
HONOUR TO US,
THE COMPANY
AND THE
COUNTRY.**
”



Nuttara Wangsaroj
Customer Value Chain Division
Manager Finance Shared
Service Department
Siam City Cement Public
Company Limited

I'm happy that the Company has recognized the importance of creating an environment for an ethical workplace. This is a very critical value because ethics can provide a solid foundation for enduring and resilient organization which also assures sustainable development. As an employee, I feel that at least, I work in a place where I am surrounded by good-natured people. Our customers will also feel confident that we will not take advantage of them. Doing what is right can bring honour to ourselves, the organization and the country.

Doing What is Right



The objective of a successful business is healthy earnings that guarantee sustainability for both the organization and society at large. This mission is also embedded in the practices of Siam City Cement Group Company, which has adhered to a Code of Business Conduct. We have paid special attention to environmental conservation and caring for surrounding communities and society, and have built awareness about these values among our employees. We have also offered training sessions to our management personnel who should promote the virtues of honesty and fairness.

Vision on Occupational Health and Safety

Siam City Cement Group Company has been determined to promote and follow the highest safety and occupational health standards within our operations so that the work environment of

our employees and contractors is safe and healthy. Our key efforts to achieve such a safe work culture include:



The “5 Do’s and 2 Don’ts” Campaign

The objective of this campaign is to prevent accidents and any loss or harm from work and to encourage safe behavior – all of which are intended to achieve a “zero harm” organization. There are five rules under this campaign to follow and practice: Fitness for work, Vehicle and Traffic Safety, Personal Protective Equipment, Isolation and Lock Out, Reporting Culture. Employees are also trained to respect two rules of prohibition, which are; adhering to safety provisions and no alcohol or drugs.



The Safe Driving with INSEE's Heart Project

Road accidents can cause loss of life and/or damage to property so we have introduced the **“Safe Driving with INSEE's Heart”** project. We offer a defensive driving course that is suitable for both passenger cars and heavy trucks, so that our employees, delivery teams, business partners and franchisees can be better informed, possess better driving skills, appropriately and safely control and handle their emotions and anticipate situations while driving. These lessons are intended to lower the number of road accidents which could be caused by a lack of knowledge, poor driving skills or other unsafe driving practices.

Moreover, we have encouraged our transporters, drivers and franchisees to install GPS systems and a dashboard camera which may be useful in the case of any unexpected incidents or situations while influencing the conscious behavior of the driver. We also encourage all parties to undertake inspections, so that the transporters' trucks, the ready-mix concrete trucks as well as all business partners' and franchisees' vehicles are always safe to drive.

When any business partner sends a driver to pick up orders at the plant, we will check the blood alcohol level of the driver and report any negative findings to the respective company to help prevent any possible accidents, while we also provide a resting space for our business partners' drivers to make sure they are physically and mentally ready to deliver all products safely.

Safety Concerns for Business Partners

Because we care about the welfare and the safety of our business partners, we have arranged a basic safety training program to help their employees identify hazard and comply with relevant laws. We have also supplied them personal protective equipment such as safety helmets, reflective vests and various safety signs.

The INSEE Youth Safety Camp

The country's youth is an important foundation for its future development. Therefore, it is necessary to encourage them to know and learn more about safety, and to create a culture of safety in them. Accordingly, Siam City Cement Group Company has created the **“INSEE Youth Safety Camp”** project, which targets all INSEE families and is aimed at expanding and organizing safety awareness activities at schools and educational institutions.





Anti-Corruption Policy

As a reflection of our adherence to good governance principles, Siam City Cement Group Company has implemented an anti-bribery and anti-corruption policy since 2012 and has been instilling a corporate culture of honesty among all from the Board of Directors to employees at all levels.

In 2015, we signed the Collective Action Coalition Declaration of the Thai private sector on anti-corruption and accordingly announced to the organization clear directives to follow all rules and regulations. These were communicated to all units within the organization and relevant outside parties to ensure their understanding and awareness as well as full compliance. We also committed to regular audits and enhanced internal control systems. Under this declaration, all concerned parties were required to perform an annual review of the directives to make sure they remained in line with their current circumstances. This assessment was intended to make sure that all directives would continue to be efficient in fighting against corruption and in taking the organization towards the ultimate goal of being endorsed as a company with complete anti-corruption guidelines.

» For more details of Anti-Corruption Policy, please refer to the Annual Registration Statement (Form 56-1) available on www.sec.or.th, www.set.or.th and www.siamcitycement.com

Constant Development “Honest Operations”

Siam city Cement Group Company has elevated its professional practices framework for all employees to help the Company achieve outstanding Corporate governance status. In 2015, we updated our “Code of Business conduct” to focus more on honest work operations and create conditions to influence the behavior of our employees. This step reflects the Company’s commitment to constantly develop its business and corporate governance standards to a level of excellence that is in line with international standards.

We have communicated of this “Code of Business Conduct”, which was latest updated in August 2015 in a very interactive manner by holding several workshops across the organization among employees at all levels, including the executives and members of the Board of Directors, so that they will have a better understanding of how to apply all principles in their professional operations as well as add value to their professional lives by building and maintaining credibility and strong reputation while also maintaining good relations with customers, suppliers, business partners and surrounding communities.



4 Do's

The new **"Code of Business Conduct"** stipulates four practices as follow:

- **Do the right thing:** Siam City Cement Group Company is committed to doing the right thing and expects the same from its employees and related stakeholders.
- **Honesty and respect:** Employees and stakeholders shall act honestly and treat each other with respect, equality and dignity. This would create an environment where everyone involved is proud and happy at their workplace.
- **Upholding our reputation:** By practicing this Code in our day-to-day routine, we shall uphold the reputation of Siam City Cement Group Company. Our reputation is our success.
- **Responsibility towards Siam City Cement Group Company:** The Code also contains references to the Group Company policies, relevant laws and regulations to define how our employees should conduct themselves and also their responsibilities towards the Group Company and its stakeholders.

INSEE Speak Up Line

In line with our core commitment, the updated Code of Business Conduct also recognizes the importance of ensuring that anybody wanting to report serious misconduct or non-compliance, is offered an easily accessible and confidential means of reporting. As a result, we have added a variety of channels to allow employees to report any unusual or inappropriate behavior or situation. These channels include direct reporting to respective supervisors, or to the People and Organizational Performance function, or to the Legal Department, and/or to the Internal Audit Department. In addition, as part of our comprehensive compliance program, we have set up an independent outside channel, the INSEE Speak Up Line to enable employees to freely report anything related to theft, fraud, corruption, misconduct and violation of company policies, and to help find solutions for improvement for SCCC's overall efficiency.

The INSEE Speak Up Line has been operational since 1 September 2015. It is operated by an independent, outside agency that can professionally manage the system to receive all complaints. This is intended to create trust and assure the transparency of the system for those who wish to file complaints. We have assured unwavering commitment to non-retaliation against any incident reporter or witness.



Report of the Nomination and Compensation Committee (NCC)

The Board of Directors appointed the Nomination and Compensation Committee at the 123rd Board of Directors meeting on the 21 July 2014 with Mr. Paul Heinz Hugentobler as Chairman. It composes also four additional board members which are Ms. Nopporn Tirawattanagool, Mr. Harald Link, Mr. Vanchai Tosomboon and Mr. David Alexander Newbigging who has been appointed by the Board of Directors on the 7 May 2015.

In 2015, the Nomination and Compensation Committee has conducted a total of 10 meetings to review and guide Management on organization capability building, especially on the leadership development, the succession management and the remuneration management. This includes as well the nomination of board members and of the appropriate board composition in various fields to comply with legal requirements and principles of good corporate governance.

The Nomination and Compensation Committee has considered qualified candidates to propose to the Board of Directors and Shareholders during the annual shareholders meeting 2015. The minority shareholders were also allowed to nominate candidates, however, no proposal from any shareholder was made. The Nomination and Compensation Committee proposed, thus, to consider the appointment of the board members, whose term was completed in 2015, to serve the Board for another term. The committee also proposed to the Board the appointment of Dr. Sunee Sornchaitanasuk as the new independent director according to the resolution of the 130th meeting on the 3 April 2015.

In addition, the Nomination and Compensation Committee proposed to the Board to appoint Executive Committee, Top Management and committee members in various committees, including all affiliates based on appropriate

qualifications, knowledge, skills, experience, expertise and leadership, with a focus on succession planning that has continuously been carried out.

The Nomination and Compensation Committee has considered the annual performance evaluation of the year 2014, set the target and the evaluation method for Executive Committee, and Top Management's performance for the year 2015, to be fair and transparent. The committee also considered and commented on the succession plan for EXCO and Top Management to ensure an appropriate and offensive selection process, in order for the organization to have the capacity to compete and grow sustainably.



Mr. Paul Heinz Hugentobler
Chairman of the Nomination and Compensation Committee

Management Structure

1. Board of Directors

Structure of the Company's Board of Directors

As of 31 December 2015, the Management structure of Siam City Cement Public Company Limited consisted of the Board of Directors and 3 Board Committees, which have been appointed by the Board of Directors. The said 3 Board Committees are the Audit Committee, the Governance, Risk and Compliance Committee, and the Nomination and Compensation Committee.

In accordance with Clause 11 of the Articles of Association, the number of members of the Board of Directors must be not less than 5 and not more than 13 persons.

As of 31 December 2015, the Company's Board of Directors consisted of 12 members, including:

- 11 non-executive directors;
- 4 directors are independent directors;
- 3 independent directors are the members of the Audit Committee;
- 4 directors are the members of the Governance, Risk and Compliance Committee;
- 5 directors are the members of the Nomination and Compensation Committee; and
- 1 executive director

Names and number of the directors who are authorized to sign and bind the Company are Mr. Paul Heinz Hugentobler, Mr. Chachchon Ratanarak, Mr. Vanchai Tosomboon and Mr. Vorathep Rangchaikul, provided that two of them jointly sign with the Company's seal affixed to bind the Company.

Board of Directors

Non-executive Directors

1.	Mr. Veraphan Teepsuwan	<i>Chairman</i>
2.	Mr. Paul Heinz Hugentobler	<i>Vice Chairman</i>
3.	Mr. Chachchon Ratanarak	<i>Director</i>
4.	Mr. Vanchai Tosomboon	<i>Director</i>
5.	Ms. Nopporn Tirawattanagool	<i>Director</i>
6.	Mr. Pongpinit Tejagupta	<i>Director</i>
7.	Mr. David Alexander Newbigging	<i>Director</i>
8.	Mr. Harald Link	<i>Independent Director</i>
9.	Dr. Sunee Sornchaitanasuk	<i>Independent Director</i>
10.	Mr. Pradap Pibulsonggram	<i>Independent Director</i>
11.	Mr. Somboon Phuvoravan	<i>Independent Director</i>

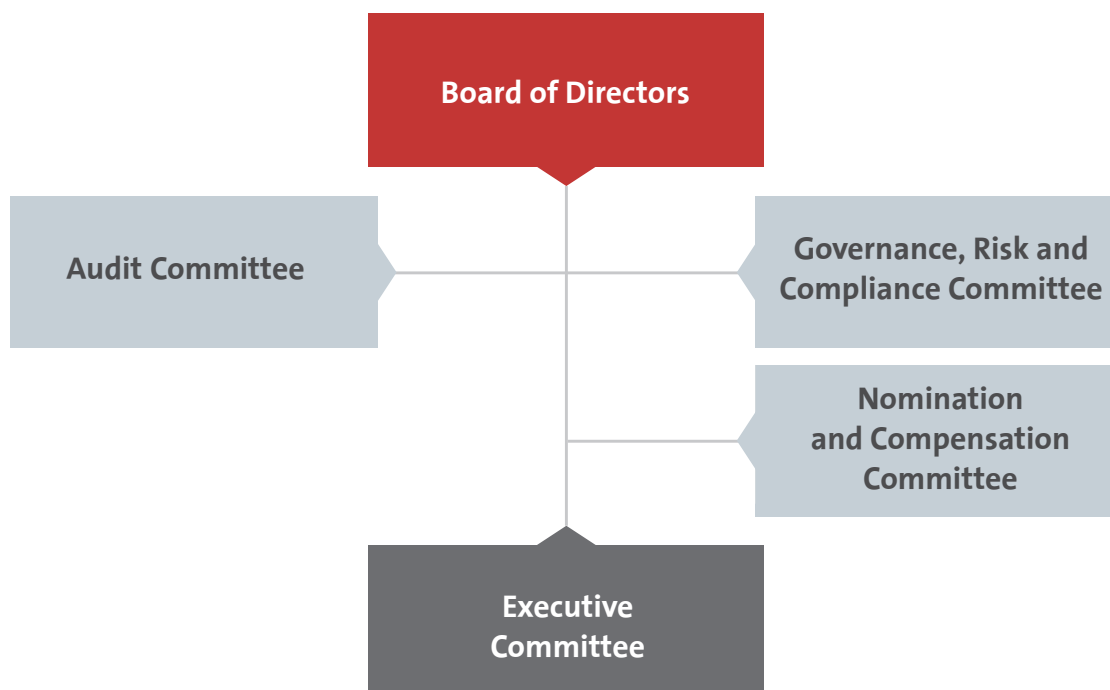
Executive Director

12.	Mr. Vorathep Rangchaikul	<i>Director & CEO</i>
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Board Committees

Audit Committee (AC)			Nomination and Compensation Committee (NCC)		
1.	Dr. Sunee Sornchaitanasuk	<i>Chairperson</i>	1.	Mr. Paul Heinz Hugentobler	<i>Chairman</i>
2.	Mr. Pradap Pibulsonggram	<i>Member</i>	2.	Mr. Harald Link	<i>Member</i>
3.	Mr. Somboon Phuvoravan	<i>Member</i>	3.	Ms. Nopporn Tirawattanagool	<i>Member</i>
Governance, Risk and Compliance Committee (GRCC)			4.	Mr. Vanchai Tosomboon	<i>Member</i>
1.	Mr. Pongpinit Tejagupta	<i>Chairman</i>	5.	Mr. David Alexander Newbigging	<i>Member</i>
2.	Mr. Paul Heinz Hugentobler	<i>Member</i>			
3.	Ms. Nopporn Tirawattanagool	<i>Member</i>			
4.	Mr. Vanchai Tosomboon	<i>Member</i>			

Management Structure



Total Attendance of Board Meetings and Board Committee Meetings for the Meetings in 2015

Directors	Total Attendance/Total Meetings				Remarks
	Board of Directors	Audit Committee	Governance, Risk and Compliance Committee	Nomination and Compensation Committee	
Non-Executive Directors					
Mr. Veraphan Teepsuwan	8/8	-	-	-	-
Mr. Paul Heinz Hugentobler	8/8	-	5/5	8/9	-
Mr. Chachchon Ratanarak	6/8	-	-	-	-
Mr. Vanchai Tosomboon	8/8	-	5/5	9/9	-
Ms. Nopporn Tirawattanagool	8/8	-	5/5	9/9	-
Mr. Pongpinit Tejagupta	7/8	-	5/5	-	-
Mr. David Alexander Newbigging	4/4	-	-	3/3	Mr. David Alexander Newbigging has been appointed as Director in replacement of Mr. Ian Stuart Thackwray at the Board Meeting on 7 May 2015.
Mr. Harald Link	5/8	5/6	-	7/9	Mr. Harald Link resigned from his Chairmanship of the Audit Committee. Dr. Sunee Sornchaitanasuk has been appointed as the Audit Committee's Chairperson in his replacement.
Dr. Sunee Sornchaitanasuk	4/4	9/9	-	-	Dr. Sunee Sornchaitanasuk has been appointed as the Independent Director at the Extraordinary General Meeting of Shareholders on 10 June 2015. At the Board Meeting, Dr. Sunee Sornchaitanasuk has been appointed as the Audit Committee's Chairperson in replacement of Mr. Harald Link.
Mr. Pradap Pibulsonggram	6/8	10/11	-	-	-
Mr. Somboon Phuvoravan	8/8	10/11	-	-	-
Executive Director					
Mr. Vorathep Rangchaikul	6/8	-	-	-	-

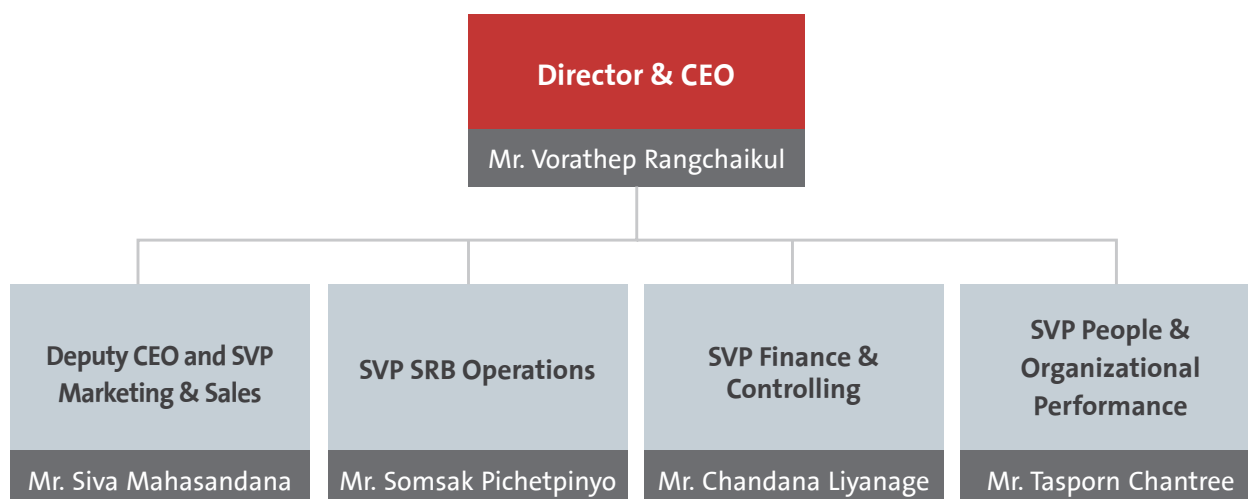
2. Executive Committee

As of 31 December 2015, there were 5 members on the Executive Committee as follows:

Executive Committee

1. Mr. Vorathep Rangchaikul Director & CEO
2. Mr. Siva Mahasandana Deputy CEO & Senior Vice President - Marketing & Sales
3. Mr. Chandana Liyanage Senior Vice President - Finance and Controlling
4. Mr. Tasporn Chantree Senior Vice President - People & Organizational Performance
5. Mr. Somsak Pichetpinyo Senior Vice President - Saraburi Operations, since 1 February 2015 onwards.

Executive Committee Structure



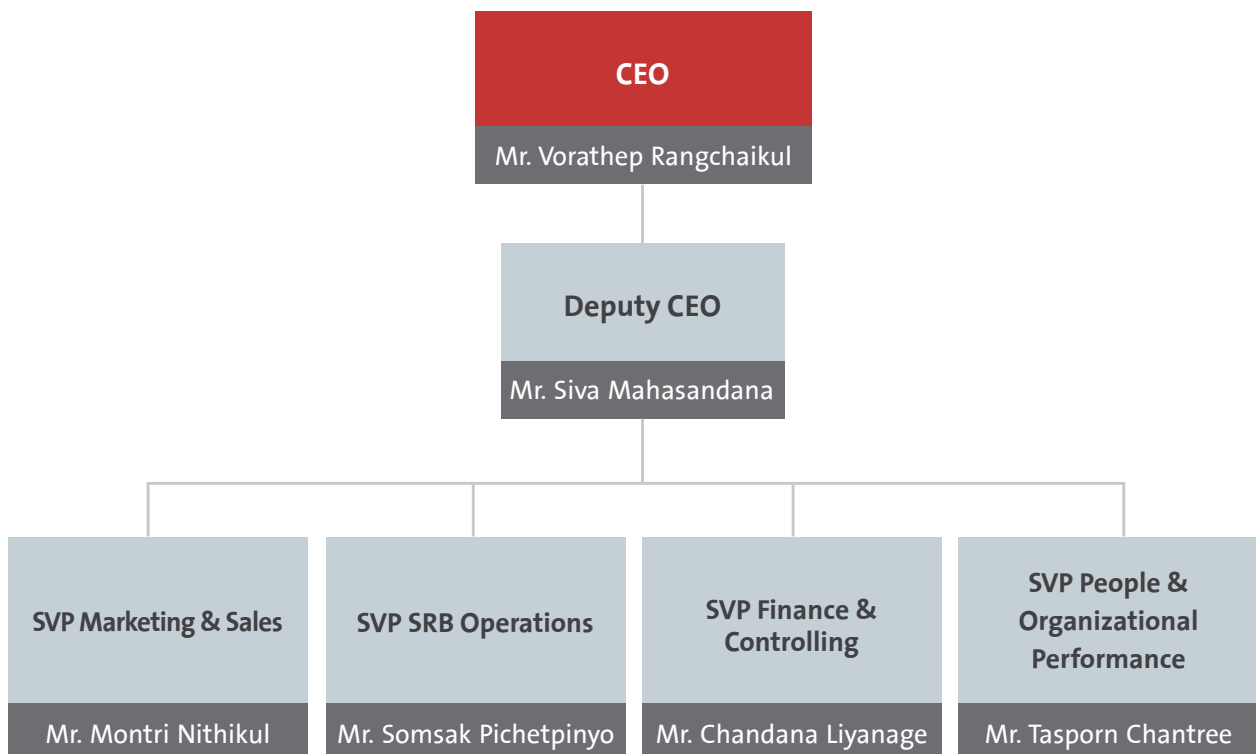
Total attendance at the Executive Committee Meetings in 2015

Executive Committee	Position	Total Attendance/ Total Meeting
Mr. Vorathep Rangchaikul	Director & CEO	19/23
Mr. Siva Mahasandana	Deputy CEO and Senior Vice President - Marketing & Sales	22/23
Mr. Chandana Liyanage	Senior Vice President - Finance and Controlling	23/23
Mr. Tasporn Chantree	Senior Vice President - People & Organizational Performance	22/23
Mr. Somsak Pichetpinyo	Senior Vice President - Saraburi Operations	21/23

From 11 February 2016 onwards, there are 6 members on the Executive Committee as follows:

Executive Committee	Position
1. Mr. Vorathep Rangchaikul	• CEO (Until 6 April 2016)
2. Mr. Siva Mahasandana	• Deputy CEO (from 12 February 2016 until 6 April 2016) • CEO (from 7 April 2016 onwards) • Deputy CEO and Senior Vice President - Marketing & Sales (Until 11 February 2016)
3. Mr. Chandana Liyanage	• Senior Vice President - Finance and Controlling
4. Mr. Tasporn Chanter	• Senior Vice President - People & Organizational Performance
5. Mr. Somsak Pichetpinyo	• Senior Vice President - Saraburi Operations
6. Mr. Montri Nithikul	• Senior Vice President - Marketing & Sales (from 11 February 2016 onwards)

Executive Committee Structure (from 11 February 2016 onwards)



3. Company Secretary

The Board of Directors' Meeting has appointed Mr. Wutthipong Songwisit, Head of Legal, Legal & Corporate Affairs Department, to serve as the Company Secretary. The Company Secretary is required to perform the duties as defined in the Securities and Exchange Act (No. 4) B.E. 2551 with responsibility, care and integrity, and in compliance with the laws and regulations, the Company's objectives, resolutions of the Board of Directors' Meeting and resolutions of Shareholders' Meeting.

The Company Secretary is responsible for providing legal advice and related rules and good practices on the Board related activities in adherence with the laws. The Company Secretary is responsible for arrangement of the Board of Directors' Meeting and the Shareholders' Meeting. The Company Secretary must liaise with other departments within the Company to ensure compliance with the resolutions of the Board of Directors and the Shareholders. The Company Secretary is a Company's representative who must liaise with regulatory agencies such as The Securities and Exchange Commission and The Stock Exchange of Thailand and be responsible for the disclosure and reporting information to the regulatory agencies and the public. In addition, the Company Secretary should provide orientation for new directors and perform other duties as assigned by the Board of Directors.

4. Remuneration of the Board of Directors and the Executives

The process of granting remuneration for the Board members has been carried out in a transparent manner by obtaining approval from the Shareholders' Meeting. The Shareholders approved the new principle for the Director's Remuneration at the Annual General Meeting of Shareholders No.22 on 7 April 2015 as follows;

"Remuneration of Directors consists of director fees payable on a monthly basis and bonus on an annual basis. The payment of remuneration of Directors shall be made in accordance with the following principle from the day the resolution is passed by a vote of the Shareholders onwards and until the Shareholders' Meeting determines otherwise.

Director Monthly Fee: The Board shall receive the director fee on monthly basis, at the aggregate amount of not more than Baht 30 million annually. The Chairman and the Vice Chairman of the Board shall jointly consider the appropriate allocation of the same for each Board member, accordingly.

Bonuses: The Board shall receive the annual bonuses at the aggregated amount of not exceeding Baht 7 million. The Chairman and the Vice Chairman of the Board shall jointly consider the appropriate allocation of the same for each Board member, accordingly.

The provisions of the foregoing paragraphs shall not affect the right of any officers or employees of the Company who are elected and appointed as Directors to receive their remuneration and benefits as officers or employees of the Company."

Remuneration in Cash

Directors' remuneration in cash for the Board Members in 2015 including Monthly Director fees and bonus are as follows:

List of Directors	Total of Monthly Director Fee Paid in 2015				Bonus for 2014 Paid in 2015 (Baht)	Total Amount Paid in 2015 (Baht)
	Board of Directors (Baht)	Audit Committee (Baht)	Governance, Risk & Compliance Committee (Baht)	Nomination & Compensation Committee (Baht)		
Non-Executive Directors						
1 Mr. Veraphan Teepsuwan ¹	200,000	-	-	-	610,500	2,610,500
2 Mr. Paul Heinz Hugentobler	150,000	-	50,000	70,000	500,500	3,740,500
3 Mr. Chachchon Ratanarak	100,000	-	-	-	407,000	1,607,000
4 Mr. Vanchai Tosomboon	100,000	-	50,000	50,000	407,000	2,807,000
5 Ms. Nopporn Tirawattanagool	100,000	-	50,000	50,000	407,000	2,807,000
6 Mr. Pongpinit Tejagupta	100,000	-	70,000	-	423,500	2,463,500
7 Mr. Ian Stuart Thackwray ²	100,000	-	-	-	271,000	671,000*
8 Mr. David Alexander Newbigging ³	100,000	-	-	50,000	-	1,200,000*
Independent Directors						
9 Mr. Harald Link ⁴	100,000	70,000	-	50,000	407,000	2,578,000*
10 Dr. Sunee Sornchaitanasuk ⁵	100,000	70,000	-	-	-	1,190,000*

* Don't serve directorship for a full year

(continued)

List of Directors	Total of Monthly Director Fee Paid in 2015				Bonus for 2014 Paid in 2015 (Baht)	Total Amount Paid in 2015 (Baht)
	Board of Directors (Baht)	Audit Committee (Baht)	Governance, Risk & Compliance Committee (Baht)	Nomination & Compensation Committee (Baht)		
Independent Directors						
11 Mr. Pradap Pibulsonggram	100,000	50,000	-	-	418,000	2,218,000
12 Mr. Somboon Phuvoravan	100,000	50,000	-	-	407,000	2,207,000
Executive Director						
13 Mr. Vorathep Rangchaikul	100,000	-	-	-	407,000	1,607,000
Total					4,665,500	27,716,500

Remarks

1. The Director Fee was partially allocated for donation.
2. Mr. Ian Stuart Thackwray resigned from his directorship with effect on 4 May 2015.
3. Mr. David Alexander Newbigging has been appointed in replacement of Mr. Ian Stuart Thackwray at the Board of Directors' Meeting on 7 May 2015.
4. Mr. Harald Link resigned from his membership in the Audit Committee in June 2015.
5. Dr. Sunee Sornchaitanasuk was appointed as the independent director at the Extraordinary General Meeting of Shareholders on 10 June 2015. She has been appointed as the Audit Committee's Chairperson in Mr. Harald Link's replacement.

Remuneration for 5 members of the Company's Executive Committee was Baht 69.54 million, including salary and bonus paid in 2015.

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Other Remunerations

For Directors: None

For Executives:

- Contributions to Provident Fund of total Baht 4.14 million;
- Contributions to Employee Joint Investment Program (EJIP) for its executives was Baht 2.97 million; and
- Company cars provided for the members of the Executive Committee to use in performing his/her duty.

5. Personnel

As of the end of 2015, the Company consists of total 3,990 employees, including the subsidiaries located domestically and internationally. The total payment of remunerations to employees was at Baht 3,546 million, such as salary, wage and other employee benefits.

Number of employees at the end of 2015:

Company Group	Number of employees at the end of 2013 (persons)	Number of employees at the end of 2014 (persons)	Number of employees at the end of 2015 (persons)
Production	2,375	2,566	2,575
Logistics	441	444	433
Marketing and Sales	344	438	456
Finance and Controlling	148	156	166
Others	183	202	360
Total	3,491	3,806	3,990

Number of employees and employee costs at the end of 2015:

	Consolidated Financial Statements		
	2013	2014	2015
Number of employees at end of year (persons)	3,491	3,806	3,990
Salary, wage and other employee benefits (Baht)	2,915,606,061.44	3,259,633,022.78	3,545,950,247.96



People Development Policy

Every member of Siam City Cement Public Company Limited is the most important element and the foundation of our business. We strongly believe that our success and growth depends on the employees who represent the core values and competencies aligned with our vision, business direction and future aspiration of the employees. Thus, SCCC aims to develop and improve people management and development to achieve the global standards in leadership, knowledge, capabilities, operational skills and management, to serve the work at hand and prepare for future promotion. This shall transform our organization to be the leader in construction materials in Thailand and Asia.

We encourage the good teamwork and foster good citizenship, ethics, safety, and environmental and social concern in our employees and also encourage them to take part in managing the organization and driving our business to the competitive edge and sustainable growth of the future society.

People Development Guideline and Approach

SCCC has established INSEE Academy under the People & Organizational Performance function as a center of both short and long-term people

development strategy of Siam City Cement Group Company which includes Mixed cement, Portland cement, INSEE Mortar, INSEE Concrete, Conwood for architectural decorative materials, INSEE Superblock for light weight concrete block, INSEE Ecocycle for total waste management, and INSEE Digital.

For every employee from operations to the first/mid/top management levels, INSEE Academy has built people development roadmap and blended-style learning interventions like the Induction & On-board Program for new joiners, Management & Leadership Development Program, Leadership Competencies Development Program for employees of all levels, Coach Performance Improvement Program, Technical & Functional Skills Development Program, OH&S and Environmental Training Program, Code of Business Conduct & Compliance Program, and Sustainable Development Program.

With the commitment to nurture employees on awareness, knowledge, ways of working, true understanding of our organization and developing human capitals to address the organizational objectives and expected outcomes, SCCC has a strong passion in modern people development approaches focusing on the learners' needs and 70-20-10 concepts emphasizing learning by experience/sharing best practices (70), on the job coaching (20), classroom and self-learning (10), and encouraging



continuous learning anywhere and anytime via self-learning, digital learning under the corporate knowledge management system, or INSEE Wisdom, provided with platform for exchanging, sharing and storing all critical knowledge within the organization for the utmost utilization. This is the foundation in driving us to become the Learning Organization and also enhances the sustainability of the organization.

SCCC puts strong focus on building INSEE Leaders to develop our human capital on leadership, knowledge, capability and experience in managing the business so they are able to perform in their current and future positions, and establish career development and succession plan accommodating both individual and organizational needs. In order to plot out the Individual Development Plan (IDP), our employee performance evaluation policy provides a solid standard for evaluating employees with capability and potential for higher crucial positions in the organization so that they are ready by the expected time and business needs such as business expansion and management retirement. INSEE Academy works with other human resources and Line Managers of each function to arrange Senior Management Development Program for senior managerial level employees, Leadership Forum, Leadership Development Program for mid/senior managerial level employees, to be equipped with essential leadership/management skills. Besides, number of

projects is developed with domestic and international educational institutes; such as, Duke Corporate Education, INSEAD, and Sasin. For other required competencies, they are supported by various development programs like Executive Coaching, Employee Exchange Program (EEP), Assessment Center for Development, Corporate Project Assignments, sharing best practices with both domestic and international companies.

Besides the focus on management capability building, SCCC also focuses on operational and front line employees as they are the key in our business operations: manufacturing, marketing and sales, logistics, and other enabling functions. INSEE Academy has cooperated with the executives of business functions in establishing the Functional Academy providing fundamental and technical development programs by internal Subject Matter Experts and external institutes, ensuring that every employee has the right knowledge and skills required to perform their work correctly, efficiently and safely at the expected standard so that every product and service is effectively and efficiently delivered to our customers, partners and related parties beyond their expectation.

Not only the business stakeholders, our cares for the community is demonstrated by our knowledge and experience sharing in the business, management,

people management, role-modeling, ethics and many other topics to the community intellect's and other leaders including mass media in- and outside Thailand. SCCC is proud of the contribution towards Thailand's prosperity in the level of institute, society and country. Strengthening our relationship with the community and society, activity is part of our commitment to being a learning organization where knowledge and experience are synergized to expand our thinking and vision in people management.

In 2015, SCCC delivered a variety of learning and development interventions to our employees as follows:

1. Transitional Development Program 7,105.50 hours;
2. Leadership Development Program 25,740.50 hours;
3. Technical/Functional Development Program 105,434.75 hours;
4. On-boarding Program 34,534.75 hours; and
5. OH&S and Sustainable Development Program 14,571.00 hours.

Summary Report of People Development

Unit: Hours per person per year			
Training Hour (Per employee per year)	2013	2014	2015
Employee and management	44.60	47.42	49.02
Unit: Baht			
Training and Development Investment	2013	2014	2015
Employee and management (per employee per year)	23,383.61	17,625.13	23,165.09
Total Investment *	67,181,115.95	64,402,236.66	88,560,129.80

**Excluding accommodation expenses, travel expenses and miscellaneous disbursements.*

Report of GRCC to the Shareholders

GRCC is comprising of Mr. Pongpinit Tejagupta as Chairman and other 3 directors as member including Ms. Nopporn Tirawattnagool, Mr. Paul Heinz Hugentobler and Mr. Vanchai Tosomboon. This GRCC has the objectives to strengthen the Company's adherence to the principles of good corporate governance, risk management and compliance.

In 2015, GRCC has arranged 5 meetings in total to consider the relevant matters with highlights on new Corporate Governance policy, review of the Code of Business Conduct of INSEE Group, several policies related the Code of Business conduct as well as the whistleblowing program.

In August 2015, the Company launched the SCCC Code of Business Conduct which was reviewed and redrafted up-to-date to be in line with the principle of corporate governance for the world class organizations. In addition, the Company, after approval of the Executive Committee, GRCC and the Board of Directors, respectively, announced and implemented the 19 policies related to the Code of Business Conduct including Corporate Governance Policy, Corporate Social Responsibility Policy, Sustainable Development Policy, Occupational Health and Safety Policy, Insider Trading Policy, Conflicts of Interest Policy, Anti-bribery and Anti-corruption Policy, Whistleblowing Policy, Accounting and Reporting Policy, Accounts Payable & Payment Policy, Procurement Policy, Fair Competition Policy, Environmental Policy, Document Retention Policy, Appropriate Use of Company IT Asset Policy, Information Classification & Handling Policy, Information Security Policy, Human Resources Policy and Gift, Entertainment and Hospitality Policy.

Subsequently, in September 2015, the Company has established the channel for whistleblowing so called "INSEE Speak Up Line" under the supervision of the independent professional service provider to facilitate the employees and any other concerned stakeholders to access the channel that is open and transparent

through telephone call, website, email and postage mail with security and confidence to employee who might raise the concern with good faith that he/she will not get any retaliation in whatsoever manners.

Moreover, GRCC has reiterated that Management should ensure to deliver the pre-read documents at least 5 working days in advance for any Board of Directors' meetings, and assigned Management to review the risk assessment and risk management shall be holistically implemented with requirement to make report in front of GRCC on semi-annual basis, and provided comments and suggestions to Management to adjust and reorganize the functions in connection with corporate governance, from time to time, in order to ensure the continuous improvement.



Mr. Pongpinit Tejagupta
Chairman of GRCC

Corporate Governance

1. Corporate Governance Policy

Siam City Cement Public Company Limited (the Company or SCCC) is aware of the importance on the concrete and sustainable compliance with the principles of good corporate governance. The Company enhances business governance to be arisen in all organizational levels ranging from the Company's Board of Directors, Executive Committee down to operational level perpetually and that in order to maintain the status of being a sustainable corporate governance company and elevate the Company's Corporate Governance in high standard, the Company's Board of Directors has mapped out the Company's Corporate Governance Policy depicting guidelines on Corporate Governance, roles and responsibilities of the Company's Board of Directors. In this respect, the Company's Board of Directors is the initiator and the party taking part in prescribing the management framework as well as assigning the Governance, Risk and Compliance Committee to review the details of such Policy before being submitted to the Company's Board of Directors for further approval.

The Company is confident that the Corporate Governance Policy will be an instrument to express that it has an efficient, transparent and verifiable management system which can build up confidence in all shareholders, investors and stakeholders and can lead the Company to prosperity and progress as well as can enhance the sustainable growth of the Company. This Corporate Governance Policy applies to all members of the Board, Executives and employees of the Company and all of its subsidiaries, as well.

SCCC's Corporate Governance Policy has thoroughly covered the matters on shareholders' rights protection, equitable treatments to all groups of shareholders, stakeholders' roles and responsibilities, information disclosures and transparency and Board of Directors' responsibilities which are adherent to

the Principles of Good Corporate Governance for a listed company prescribed by The Stock Exchange of Thailand (SET), the Principles of Corporate Governance of The Organization for Economic Co-Operation and Development (OECD), World Bank Recommendations derived from the project participation on Corporate Governance – Reports on the Observance of Standards and Codes (CG-ROSC) and ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) Rules.

» *Details of the Corporate Governance Policy are on the Company's website: www.siamcitycement.com*

Other than the aforementioned Corporate Governance Policy, the Board of Directors, in 2015, approved the Code of Business Conduct, the revised edition in accordance with the assent of and which had been submitted by Governance, Risk and Compliance Committee where the contents of which were improved from the contents of the original Code of Business Conduct which had lengthily been put into force since 2007 to make it modern and suitable to the situation and compatible with international standard to ensure that employee of the Company and all subsidiaries perform their duties with integrity and honesty in order to enhance and maintain the reputation, image of and confidence in the organization in the eyes of the outsiders as well as the shareholders, investors and related parties and to be in compatibility and in conformance with the Company's prescribed Corporate Governance Policy.

In communicating and promulgating this Code of Business Conduct, the Management held the training sessions beginning from the Executive Committee of the Management in order to get them to understanding which must accurately be in the same standard before the communications would be made to and the training sessions held for all Senior Managers, high level Supervisors in a manner so called, train the trainer on the awareness and understanding for use in communicating and enhancing knowledge and understandings with the respectively down the line employee in order that they could be educated with proper knowledge and understandings. The trainings also included the explanations on the Principles of the Code of Business Conduct and practical guidelines which thoroughly

covered the topics of the Integrity at Work, the Integrity in Business, the Integrity in Society, with demonstrating clear examples and requirements that ought to be practiced. In this connection, employees could also make references to the practical guidelines and examples from variously related policies drafted by the Company in order to create understandings and enabling them to conduct themselves properly for the attainment according to the goal of the organization.

In addition, public relations on practical guidelines in accordance with the Code of Business Conduct were implemented through VDO Clips which modeled the scenarios according to various topics prescribed under the Code of Business Conduct and gave the opportunity to employees to be able to participate in sharing experiences and answering questions during the training and learning that would be disseminated in the form of monthly in-house journal and website. This is to ensure that subsequent to the training session, the Management, Senior Managers, high level Supervisors and subordinated employees respectively down the line would voluntarily sign to acknowledge the receipts thereof and would be ready to comply with the Code of Business Conduct. Moreover, the Company has included the introduction to the Code of Business Conduct in the employees' orientations and caused the newly-recruited employees to sign to acknowledge that they shall comply with the Code of Business Conduct.

Furthermore, the Company's Board of Directors has approved another 19 policies which relate to the Code of Business Conduct as well as Standard Operating Procedure on each matter in order to clearly indicate the expressly procedural guidelines on the development that will lead to the creation of the organizational culture in various matters which support the good corporate governance, particularly, on the aspects of receiving complaints and notifications of information, or whistle blowing, by prescribing measures and steps on whistle blowing to the Company's Board of Directors on the issue relating to the commission of the offence in violation of the laws or the Code of Business Conduct, the improper financial report or the lack of control within the organization and the protections of personal rights of the persons giving notifications

on the information. For this purpose, the Company has implemented additional channel for lodging complaints and/or giving notifications on the information which is handled by expertise outsourced organization with a belief that this channel would be the fundamental guarantee to people or persons lodging the complaints in safeguarding the confidential information and privacy.

In respect of the other policies relating to the Code of Business Conduct currently promulgated and put into force; Anti-Bribery and Anti-Corruption Policy, Sustainable Development Policy, Environmental Policy, Social Responsibility Policy and Policy for the Prevention against the Use of Insider Information for Trades of Securities, etc., are among those promulgated and put into force.

And for the objective of keeping the organization modernized and proceeded on with continuous developments, considerations on the reviews of Corporate Governance Policy and the Code of Business Conduct as well as other related policies are designed to be made regularly, at least, once a year along with the requirements on making communications and organizing various promotion activities including pertinent actions on the follow-ups and assessments on a regular basis every year to ensure that all persons in the organization have properly and strictly complied with the Corporate Governance Policy and the Code of Business Conduct. For this purpose, the Company is under the process of the study and development of E-Learning Program system in order to enhance learning on this matter continuously.

» *Details of the policies and directives on the Corporate Governance Policy can be visited on the Company's website: www.siamcitycement.com*

Details on material revision of Code of Business Conduct are as follows:

1. Integrity at Work

1.1 People

Diversity and Respect at the Workplace

The Company promotes its people to have initiatives, creative ideas both on the aspects of the skills and experiences including diversified opinions or

initiatives in creating new goods, products or services which would subsequently cause direct success or increase capability to the Company in attaining its goal. Supervisors therefore should accept the diversifications for creative working and that people should be respectful to one another including paying respects to stakeholders by working in team which is the pivotal key for the achievement of the goal of the organization.

Fair Employment Practices

All employees shall be treated fairly and equitably regardless of their positions or work level. Promotions, trainings, employment, remuneration and employment termination shall be made by taking into account the ability and work achievements of each people.

1.2 Use of Company Assets and Information

Company Assets

The Company assets consist of the assets, confidential information, public non-public information and intellectual properties. All employees have the roles and responsibilities in protecting the Company assets, intellectual properties and various information with due cares in order to prevent them from misplacement, loss, theft, damage and/or misuse.

Usage of Physical Assets

The physical assets should not be used for personal benefit nor benefit of any persons other than for benefit of the Company. The use of the assets for personal benefit can be allowed but it should

be restrained within a limitation provided that it must not be conflicted with the Company's interest and must be kept within a suitable scope of work and approved by the respective Supervisor or Department Manager including the matter that it can be verified.

Safeguarding Confidential Information and Non- Public Information

Confidential Information is the Company's information compulsorily required to be kept in confidence without disclosing to any person both within the Company and out of the Company. The disclosure can be made exclusively for benefit of the business and that it must be approved accordingly only.

Protecting Intellectual Property Rights

The intellectual property is the information requiring the exercise with due care in taking it for use, especially, when sharing it with co-workers or persons out of the organization. Employees shall respect and protect intellectual properties of the third persons including the intangibly trade-valued assets, marketing documents, and rights in using software as if they are confidential information of the Company.

Using Technology Professionally

Data and Information Technology system enables the employees' functions efficient, data system on the use of internet and e-mails should therefore be used for the business benefit. The use of internet for personal benefit is allowable, but, it should be limited as necessary provided, however, that it must not infringe nor conflict with the Company's benefits



no matter what it is a download or forward of information. The business dealings should therefore be communicated under the approved channel and email account.

Insider Trading

Use of insider information which cannot be disclosed to the public for use in support of the decision of an investor in the trade or possession of the Company's securities is a violation of the ethics and law and would result in the disciplinary and criminal actions. Should there be any doubt on the use of the internal information, it is advisable that consultation be made with the Company's Legal and Corporate Affairs Department.

1.3 Occupational Health and Safety

Our employees are our most valuable assets. Thus, we are committed to the highest standards and measures relating to occupational health and safety to be adopted for applications in order to enable employees and contractors to have working environment with safety and good hygiene for their health by promoting safety working culture provided that duty performances of the employees and contractors must be free of all types of alcoholic beverages and addicted substances including using drug not in accordance with the purpose or any substances which would affect the ability and efficiency in safety working.

2. Integrity in Business

2.1 Fair Competition

The Company's act is in accordance with the law relating fair competition which is the Company's intention to maintain trades and promote free competition which will result in the good consequences to customers who will be beneficial from the products, goods and services with quality. The Company's success will therefore rely on the quality of goods and SCCC's people.

2.2 Conflict of Interest:

Conflict of Interest

The conflict of interest is the situation in which personal benefit occurring from our acts either on the financial aspect or the other form would consequently affect or result in the conflict to the optimal interest

of the Company. Employees should therefore avoid performing any act which they think that it may be the conflict of interest or may cause the conflict of interest and should report pertinent matter to their respective Supervisor to correct the situation, appropriately and transparently.

Gifts, Entertainment and Hospitality

An offering or accepting of gifts, an entertainment and gifts arising out of an expression of ordinary corporate hospitality shall be in a reasonable and suitable manner in order to attain the goal on business decision and to be in the interest of the Company. Employees shall be entitled to accept or offer gifts, organize an entertainment party or express cordial hospitality by giving away souvenirs or seasonally festival gifts under a suitable situation provided that such matter shall be exercised with due care.

2.3 Trade Controls and Restrictions

Each country has its own laws, regulations and restrictions, particularly, in operating some category of business on which there are restrictions or prohibitions. The Company is compelled to be aware that goods exports and imports are put in place in accordance with the applicable law including the enforced trade measures, prohibitions on goods exports and imports and other laws, regulations and restrictions in each country. A violation of any laws and regulations relating to trade controls may result in damage, civilly and criminally, to both SCCC and related persons.

2.4 Records and Accounting

All business and financial information are recorded in a true, complete, fair and timely fashion in order to enable stakeholders to use them in support of their business and investment decisions. In addition, such information must be proper in accordance with the established regulations and accounting principles of the Company and accounting and financial standard which are the roles of responsibilities of all employees not solely of personnel of Accounting and Finance Department.

2.5 Anti-Bribery and Anti-Corruption Practice

The Company is totally against all forms of bribery and corruption practices. All employees should therefore be aware that a gift of or an offer to give things of monetary value to officials of state sector

or other non-governmental organizations in order to solicit their behaviors in exploiting things for the benefits or advantages of the Company would be deemed to be the giving of a bribe and that such malpractice shall constitute a disciplinary and criminal offence.

3. Integrity in Society

3.1 Civic and Social Contributions

Being a good citizen organization is a principle having been instilled in and being the foundation of SCCC in carrying out its business. People and corporate social responsibility as well as assistances to be continuously provided to the communities and societies in the operational areas are prescribed there in.

3.2 Environmental Protection

Employees should be responsible for the compliance with the Law on Environment and related regulations in the operating areas and business establishment. In addition, the Company also supports the recycle of natural resources in order to preserve and protect the environments such as saving water and energy and recycling the production residuals, appropriate waste disposals, sustainable and effective use of raw materials by complying with the requirements of official organization and Environment Law.

4. Reporting and Compliance

While in service with SCCC, an employee may be faced with or experience a situation relating to the ethics or is requested to perform any act in

a manner which may violate the Code of Business Conduct, Company Policy or Law. In such case, the employee shall report his/her concern, the act or violation before the situation has occurred or expanded with broader impact by consulting the matter probably with his/her respective Supervisor for advices or People & Organizational Performance Function or Legal and Corporate Affairs Department or Internal Audit. Any rate, if the employee should feel uneasy to give the pertinent report to or discuss with the aforementioned organizations, he/she can contact the reporting channel handled by the outsourced organization in order to make all of you confident in the safeguarding of personal confidentiality.

» Details of the Code of Business Conduct can be visited on the Company's website: www.siamcitycement.com

Siam City Cement Public Company Limited complies with the principles of good Corporate Governance of The Stock Exchange of Thailand as follows:

Chapter 1: Rights of Shareholders Shareholders' Right Exercise Promotion Policy

Siam City Cement Public Company Limited is firmly committed to protect the rights and benefits of every group of our shareholders. The Company's Board of Directors is aware of and placing importance on the rights of all groups of our shareholders (including the institutional shareholders) equitably and that under no circumstances shall the Company perform any acts in a manner likely to violate or derogate the



rights of our shareholders. The Company adopts the policy in encouraging, supporting and providing facilitations to our shareholders to exercise their fundamental rights in accordance with the law which are the participations in the shareholders' meetings and casting ballots in the meeting either in person or by their proxies, in appointing or removing Directors, fixing Directors' remunerations in all forms and appointing the auditor as well as matters that would pose an impact on the Company such as allocation of dividends, stipulations or revisions of Articles of Association and Memorandum of Association, capital decrement or increment and special transaction approvals, etc.

In addition, the Company's Board of Directors has encouraged our shareholders to learn in getting to know of the rules and procedures on the participations in the meetings and information sufficient for their considerations in each agenda at a reasonably timely manner before the meeting; to have the opportunity to inquire directors both in the meetings and sending questions in advance; the opportunity to propose the meeting agendas and the rights to give proxies to the other persons to attend the meeting on their behalves.

Meetings of Shareholders

1. Meetings of Shareholders

- 1.1 The Board of Directors has a policy to support and encourage all groups of our shareholders including the institutional shareholders to attend the meetings by sending Proxy Letters along with the Notices of Meeting for the shareholders' options and facilitations from the Company in the case where they cannot attend a meeting in person as well as providing facilitations on the co-ordinations between the Company and the institutional shareholders and/or custodian who is the depository and curator of securities for foreign investors in verifying the names, number of shares and documents supporting the delegation of proxy before a meeting, as well;
- 1.2 The Company's Board of Directors ensures that information, date, time, and place of the meeting as well as the meeting agendas are provided by having supportive explanations and reasons on



each agenda specified in the Notices of Shareholders Meeting and/or in the meeting agenda supportive documents without performing any acts in a manner likely to limit the opportunity of the shareholders in studying information of the Company;

- 1.3 The shareholders are facilitated by the Company's Board of Directors in exercising their rights fully in participating in the meeting and casting their votes in the meeting. Computer system and digital bar-code system are adopted for use in the meeting participation registrations and resolution ballot casting. The meeting place must be located in the area for convenient travels;
 - 1.4 The Company's Board of Directors opens the opportunity to the shareholders to send their questions in advance before the meeting date by prescribing the expressly clear rules on the sending of questions in advance and that such rules are disseminated on the Company's website: www.siamcitycement.com every time before the Shareholders' Notices of Meeting are sent out; and
 - 1.5 The Company's Board of Directors encourages the shareholders to use Form B Proxy Letter and nominate our independent directors of more than 1 person as their options in delegating their proxies.
- ### 2. Actions on the Shareholders' Meeting Date
- 2.1 The Company's Board of Directors encourages the Company to adopt technology for use in every shareholders' meeting no matter whether it is for the purpose of the meeting participation registrations, vote counting and displaying of result in order

that the meeting can be expeditiously and properly carried out with accuracy. Board of Directors' Chairman shall, before the meeting is about to convene, assign the Company Secretary to give explanations to the meeting on the steps and methods in displaying result of the ballots including opening the opportunity to the shareholders to set the issues and make inquiries as well as ensuring that inquiries and answers and ballot result on each agenda as to how the agreement, disagreement or abstention on ballot casting of the shareholders are, including names of directors attending the meeting and taking leave of absence from attending the meeting, are recorded in the Minutes of Shareholders' Meeting;

2.2 The Company's Board of Directors holds all its members, executive committee members and directors of its subsidiaries with the commitments to attend every shareholders' meeting which, in this respect, the shareholders shall be entitled to inquire various Board Committee's Chairpersons on related matters. Before casting the votes on each agenda, Chairman of the Board of Directors opens the opportunity to the shareholders to express their opinions, give their recommendations or even make inquiries. The Chairman and related Executive Committee Members shall be the parties to answer the questions, make considerations on the opinions and recommendations from the shareholders for further actions as appropriate;

2.3 In a Company shareholders' meeting, rendering of resolution on each matter would be arranged in the case where such particular agenda contains several matters such as an appointment of directors, etc. Casting the ballots is strictly undertaken in compliance with the law. The shareholders are independent in giving, denying their approvals or abstaining from casting the votes in each matter of the agenda. In a normal case, the pertinent resolution shall be determined by the majority of votes of the shareholders in attendance and casting the ballots. One share is equal to one vote. In the case of an equivalency, the Meeting's Chairperson shall have a right to cast an additional vote which is the casting vote;

2.4 The Company's Board of Directors encourages the Company to provide independent persons to make vote counting or verifications in the shareholders' meeting and announce to the meeting.

2.5 The Company's Board of Directors supports and encourages the use of ballots for all agendas for transparency and being able to be verified; and

2.6 The Meeting's Chairman has every time reasonably allocated the times and encouraged the shareholders to have the opportunity to express their opinions and set questions to the meeting relating to the Company.

3. Preparations of Minutes of Meeting and Disclosure of Meeting Resolutions to Shareholders

3.1 Explanations on the steps of casting the ballots and methods of displaying result of the votes to the meeting before the meeting is convened including the opportunity opened to the shareholders to set the issues or make inquiries as well as ensuring that inquiries and answers and ballot result on each agenda as to how the agreement, disagreement or abstention on ballot casting of the shareholders are, including names of directors attending the meeting and taking leave of absence from attending the meeting, are recorded in the Minutes of Shareholders' Meeting; and

3.2 The Company has disclosed to the general public on the result of ballot casting of each agenda in an ordinary and extraordinary general meeting of shareholders on the next working day on the Company's website.

Chapter 2: Equitable Treatments to Shareholders

Siam City Cement Public Company Limited adheres to the Principles that all shareholders both of the Executive and non-Executive status including foreign shareholders must be equitably and impartially treated. Their fundamental rights are also equitably protected.

1. Protection of Rights of Minority Shareholders

The Company's Board of Directors puts in place the shareholders' meeting process in a manner likely to encourage the equitable treatments to all shareholders by mapping the process to make the minority shareholders able to participate in the nominations and appointments of directors such as providing a channel for the shareholders in nominating names of Directors before the annual general meeting by prescribing the qualifications of the shareholders who will be entitled to nominate names of persons for elections as a director to be a one shareholder or by an individual case who holds the share and is entitled to cast the ballots summed up in total of not less than 100,000 shares (or zero point zero four three percentage (0.043 percent) of the Company's total number of the eligible voting shares) which is the very low number of the shares. This practice is a part of the process to ensure that the minority shareholders can elect independent directors to look after their benefits on their behalves as well as a method in opening the opportunity to minority shareholders to be able to add the meeting agendas in advance of 3 to 4 months before the date of the shareholders' meeting.

The Company's Board of Directors maps out the policy of non-solicitation on the addition of the meeting agendas without any advanced notification and necessity, particularly, the important one where the information of which requires a long time for the shareholders to study before making the decisions.

2. Prevention against the Use of Insider Information and Directors' Interests

The Company's Board of Directors maps out in writing the Insider Trading Policy in order to prevent the case of abusive self-dealing which is the taking of an advantage over the other shareholders such as Insider Trading by prescribing the blackout period of not less than 30 days before the disclosure of Financial Report which is the compliance with the Company's Code of Business Conduct which stipulates that

"The use of the yet publicly undisclosed insider information in support of the investors' decisions in the trade or possession of securities is unethical and illegal which will consequently result in further disciplinary and criminal actions."

The Company's Board of Directors also stipulates requirements for directors and executives to submit reports on the possessions of securities of their own selves, their spouses and under age child or children according to the requirements of Office of Securities and Exchange Commission and The Stock Exchange of Thailand (SET) in accordance with Section 59 of Securities and Exchange Act, B. E. 2535 within 3 days from the date of the change in the securities and that a notification accordingly shall be made to the Company Secretary in order that the conclusions on the number of securities of the Directors and Executives individually can be prepared for submission to the Company's Board of Directors in the Company's Board of Directors meeting every time and that the possessions of such securities can as well be disclosed in the annual report.

The Board of Directors monitors controls to ensure that names of persons using the insider information who are persons perceiving and possessing important information which has not yet been disclosed to the public, be reviewed in order to suit the present situation and proceed with actions in making notifications on the abovementioned guidelines and policy to all people in the organization no matter whether they are directors, executives and employees for compliances accordingly and being aware of the penalty in the case of a violation of or a non-compliance with such policy and requirements. Result of the performances in compliance with the foregoing mentioned policy and requirements will be regularly followed ups.

The Company's Board of Directors stipulates requirements for Directors and Executives to refrain from participating in the Company's Board of Directors' meeting and shareholders' meeting whereby the agenda brought up for considerations is the matter in which the Directors and Executives have the interests in order to enable the Company's Board of Directors to consider the Company's transactions which may have the conflict of interest and make decisions for the overall benefits of the Company and, in any Company's Board of Directors' meeting, Directors must give reports to the meeting of their interests before the considerations on such agenda and such interests must be documented in the Minutes of Meeting every time. In addition,



Directors and Executives shall report the matter of their own interests and related persons when there is a change therein and forward the pertinent report to the Company Secretary for the preparations of the conclusion report to advise the Board of Directors in every Company's Board of Directors' Meeting which is the practical performance on the Code of Business Conduct of the Company on the matter of the Conflict of Interest which stipulates that;

"The Conflict of Interest is a situation where our personal, financial or other interests interfere, or may be perceived as interfering with our ability to act in the best interest of the Group Company".

Furthermore, the Company stipulates the requirements for personnel involving in the giving of approvals or making decisions on the purchases and procurements to have the duty in disclosing information on the transactions with which they or their relatives have had with the Company in the past 12-month cycle. The disclosure of such information must be made once a year which can be through electronics media.

The disclosures of information relating to the Conflict of Interest have been continuously practiced for a period of time, which virtually make employees more aware of the significance of the transparency and non-involvement with activities which would give rise to the Conflict of Interest of the Company.

Any employees neglecting or failing to comply with this Policy or Regulation shall be subject to disciplinary actions which may be serious to the extent of their employment terminations.

3. Giving of Information before Shareholders' Meeting

The Company's Board of Directors keeps the Company under control to ensure that the notifications on meeting schedule together with the meeting agendas and comments of the Board towards the Stock Exchange of Thailand are forwarded to the shareholders and that the Notices of Shareholders' Meeting shall be disseminated through the Company's website, at least, 30 days before the date of the shareholders meeting. Such Notices of Shareholders' meeting shall as well be made entirely in English and disseminated altogether along with the Thai versions every time.

Chapter 3: Roles of Stakeholders

The Company takes into account and place the importance on the creations of value for all stakeholders continuously. Our stakeholders must be taken care of by the Company in accordance with their legitimate rights provided by related law or agreements made with the Company and that there must be a process to encourage the rising of co-operations and trusts in one another between the Company and all groups of stakeholders

continuously at all times no matter what it is the aspect of its employees, communities around the business establishments, shareholders or investors, customers, suppliers, creditors, societies, state sector including rivals and independent auditors and, more importantly, there must not be any performance of an act in a manner likely to infringe the rights of the stakeholders and that compensation measures in the case where a stakeholder has sustained a damage derived from the infringement of the right shall be implemented.

Procedural guidelines on the treatments for the stakeholders on various aspects are as follows:

(1) Designating the scope of work in taking care of customers systematically on the aspect of health, safety, compensation derived from the use of the goods or services during the lifetime period of such goods or services

The Company puts our focus on safety management to the customers with the context being compatible with the vision on the occupational health and safety. The Company's core mission is a firm commitment to see that its all employees, contractors and customers must be knowledgeable and understand on working with safety and comply with Working Regulations and Steps for their own safety and safety of the other people. All activities must be undertaken under the effectively occupational health and safety management system. The integrated factors for sustainable success in accordance with the Company's intention are the creation of safety culture, the creation of good attitude on the aspect of the safety which is to be firmly instilled in the group of the organization's people and must be transferred to the customers group in order to enable them to have a chance of participations in complying with various progresses on the aspect of the occupational health and safety as well as controlling risk within the acceptable level.

The Company therefore focally aims to place the emphasis on the communications, information sharing, transfers of knowledge,

e.g. in connection with Working Regulations and Steps, Risk Assessment of the condition which is hazardous in the business establishment, how maintenance on silo can be made in order to create safety for customers regularly and consistently as well as launching campaigns on safety driving for franchised customer groups twice a year in order to cause the deliveries of goods and services with safety that meet international standard level. In addition, the Company provides personal safety equipment, safety symbols and marks for transporters in order to cause the creations of efficient safety management in the areas of the Company's franchised customers.

In order to create confidence in our customers and optimally satisfy them for our services, the Company has established INSEE Service Center to give recommendations relating to the products and services including the advices in relation to the method in solving the problems, after sales services including receipts of complaints when problems have arisen as well as providing the management process in order to establish good relations with our customers which is the Net Promoter Score (NPS) for use in working and service providing improvements in order to elevate the level of satisfactions of our customers and their overall feelings as to whether they will continue to provide supports to the Company or not and whichever the level of our customers would support the Company. Therefore, we can assure that our after sales service, our close look after the product quality would make the



Company's products remained in the hearts of our customers to the extent that they are loyal to our product brand from being the Net Promoter Score of 2015 to rise higher from higher from last year continuously.

(2) Steps and Practical Procedures on the Selections of Suppliers or Contractors

In order to make the selections of business allies with the vision and way on carrying out business in the same direction as that of the Company, the rules and guidelines on the selection of a supplier which is one of the stakeholders from the basic qualification of the supplier shall be based on the followings:

1. Expertise and Experience;
2. Rationale on the aspect of the Price and Quality;
3. Policy on Providing Services;
4. Working Safety Management;
5. Execution in compliance with the Law on Labor Enforcement;
6. Anti-Bribery and Anti-Corruption;
7. Greenly Environmental Procurement;
8. Anti-Human Right Violation, etc.

In addition, the Company prescribes the strategic purchase procedures and guidelines on establishing relations with the suppliers. Selections of our suppliers must be potentially made in order to illustrate our administrations with responsibility in the supply chain. If any supplier should not pass the prescribed qualifications, the Company would map out an execution plan for such supplier to successfully correct such restrictions and that pertinent follow-ups and assessment on the progress shall be made including assistances provided to the supplier in order to lead such supplier to the better ability development and working improvement and to cause the rising of sustainable development of the Company which has expanded to such supplier.

In 2012, the Company made the SCCC Supplier Code of Conduct in order to set the conditions on the business associations which, in this respect, the suppliers must subscribe their signatures to confirm their acceptances to comply with such SCCC Supplier Code of Conduct as the inter-commitment before proceeding on with business engagements with the Company.

The Company places the importance on our suppliers who are our vital stakeholders in dealing businesses with one another. In 2015, the Executive Committee rendered a resolution approving the reviews of Procurement Policy for



permitted. In order to get this policy materially and efficiently enforced, guidelines on the follow-ups of the operational result on the prevention against the involvements in such corruption practices are prescribed as follows:

The Company has a Standard Operating Procedure on Anti-Bribery and Anti-Corruption which has already been approved by the Company's Board of Directors.

- 1) All Directors, Executives and employees including any persons being the agents shall have duties to be responsible for and to strictly comply with this standard operating procedure.
- 2) Establishing procedural guidelines on the recording of financial information and insider control measures by assigning Account Recording Unit to perform duty on monitoring strict controls, review documentary evidences substantiating business reasons in disbursing money to the third persons such as prohibitions on recording confidential transactions out of the account, concealing illegal expense transactions.
- 3) Assigning Internal Audit Unit to perform duty to audit the internal control system regularly and conduct risk assessment on corruptions, check information stated in contradiction to the facts and circumstances which may lead to corruptions, on a regular basis every year in conjunction with Risk Management Department and all organizations within the Company in order that the assessment result report can be submitted to the Executives, Audit Committee, Governance, Risk and Compliance Committee and Company's Board of Directors, respectively, for further stipulations on management control guidelines.
- 4) If the fact-finding process should discover that an information having been checked or a complaint having been received bears a reasonable ground to believe that a corruption is obvious including the matter

that there is a violation of, an act against the law or the Company's Code of Business Conduct, the working unit would propose the way on the improvement and correction on related duty performances within the period of time deemed fit by Governance, Risk and Compliance Committee in order to cause the verifications on the facts. The complainant or informant can be assured of their security as a result of his/her report or whistle blowing because in performing such act through the abovementioned channel, would be kept in confidence and, above all, the working unit is an independent and transparent unit appointed by Governance, Risk and Compliance Committee to perform duty on scrutiny and forming up Fact-Finding Working Team including making conclusion on the details of such event for reporting back to Governance, Risk and Compliance Committee and Audit Committee for considerations on the recommendations and undertaking remedial actions or proceeding with further legal actions against such offence.

- 5) The Company arranges to put in place in providing guidelines on anti-bribery and anti-corruption constantly and regularly both through training and online communications and that this training on Standard Operating Procedure (SOP) on Anti-Bribery and Anti-Corruption is also included as a part in newly-recruited employees orientations and in the communications to all goods sellers or service providers, contractors and suppliers since the beginning of the business relations establishment. Based on such policy and the procedural guidelines, The Company is quite confident that it has absolutely implemented the policy on anti-corruption and prohibition to give a bribe for business benefit which, in it, there is an assessment process on the risk from the corruption, a procedural guideline on practical performances in overseeing and monitoring controls in order to prevent and follow ups the risk from corruption, an assessment on express compliance with Anti-Bribery and Anti-Corruption Policy and training for employees in order to educate

them on the policy and guidelines on Anti-Bribery and Anti-Corruption Policy, constantly and regularly, as well as assigning the Audit Committee and external auditor to review the completeness and sufficiency of the process.

- » *Details of Anti-Bribery and Anti-Corruption Policy can be visited on the Company's website: www.siamcitycement.com*

(6) Stipulations of Procedures and Practical Guidelines on Non-Violation of Creditors

The Company's Board of Directors places the importance on the burden of responsibility having with all groups of our creditors. The Company is firmly committed with the ideal adherence in carrying out business operations to build up reliability and equitability upon the creditors by having the policy and practical guidelines as follows:

1. To strictly and fully comply with the commitments and conditions on debt payments as agreed upon both on the aspect of the back payments of the loans and relevant interests within the prescribed period of time; looking after the collaterals and encumbered charges and liabilities which may contingently occur;
2. To manage capital for suitable structure in order to build up confidence in our creditors on our financial status and good solvency; and
3. Should there be a case in which we cannot comply with any Clause of the conditions or as agreed upon, the Company would notify the creditors accordingly in advance without covering up any facts in order that a joint consideration to find a solution in solving the problem can be made.

(7) Equitable Treatments to People and Employees and Development of People's Knowledge and Potential

The Company focally places the emphasis on fixing the remunerations and welfares suitably and equitably to its people of all levels as well as supporting them to have the development and

progress in their occupations constantly without any discrimination; respecting their rights in accordance with the Principles of Human Rights as well as looking well after their safety and occupational health.

(8) Process and Channel for Receiving and Handling Complaints of Stakeholders

The Company is firmly committed to maintain high level of good corporate governance as the promise that the Company shall be an Organization with integrity, honesty, ethics and transparency. For such reason, a notification on an inappropriate event or a violation of the Code of Business Conduct would definitely help the Company to have the assurance that personnel of the Company are protected under suitably environmental working condition. As such, the Company has mapped out a policy defining provisions on the acceptance of complaints and Whistle Blowing Policy to enable the stakeholders to make their reports and whistle blowing on the commission of offences or violations of laws and regulations with respect to the carrying out of business operations such as financial statement irregularity, bribery and corruption practice, theft of property, malfeasance, erroneous account recording, abusive use of Company's property and information, violation of policy on offering or accepting the gifts, entertainment in order that information on the complaints can be checked and verified in accordance with the fact-finding process and can be forwarded to the Company's Board of Directors and Governance, Risk and Compliance Committee.

In addition, mechanism for the protections of the informants and whistle blowers including persons against whom the complaints are lodged, is prescribed. Such process is yet another channel and step to enable all groups of the stakeholders to make their reports or lodge their complaints on matters which would cause the Company to sustain damage, to the Company's Board of Directors. There will be persons assigned to receive the reports or complaints; a process for carrying out the investigation and reporting back to the Company's Board of Directors;

management process to settle complaints lodged by employees in relation to the matter which may be the express commission of the offence; policy or ways in protecting people or whistle blowers giving information on the commission of an offence and channels for stakeholders to make their notifications or complaints in the case where their rights have been infringed, together with giving clear information for contacting.



Hotline 02 676 5178



Email: report@inseespeakupline.com



Website: www.inseespeakupline.com, and



Postal Service P. O. Box No.17, Sathon Post Office, Bangkok, 10341

(9) Treatment to Shareholders and Investors

The Company attaches importance to equitable and transparent treatment of all Shareholders with which they will be provided with important, complete, and updated information and convenience in studying Company information. Importantly, at the Shareholders' meeting, there will not be added agendas or changes in any significant information without giving notice to the Shareholders in advance.

In fostering relationships with investors and interested parties, persons responsible for investor relations, persons responsible for social responsibility, and persons responsible for sustainable development are always delegated to organize suitable activities, such as site visits and social and environment activities (see more details in section "Social Responsibility" of the annual report and Sustainable Development Report).

In 2015, we regularly had meetings with individual investors, institutional investors, and securities analysts and provided information through phone and answers to questions.

Investors can direct their Company enquiries to the following channels:

Address Finance and Controlling
Siam City Cement Public Company Limited
199, Column Tower, 7th - 12th Fl.,
Ratchadapisek Road, Klongtoey
Sub-district, Klongtoey District,
Bangkok, 10110

Telephone +66 2 797 7101

Email chandana.liyanage@sccc.co.th

Chapter 4: Disclosure and Transparency

Siam City Cement Public Company Limited made full, timely and transparent disclosure of financial and non-financial information; such as Company performance of the past year by the Board of Directors, and Board Committees, Corporate Governance Policy, Environmental and Social Policy, Compliance of Policies, through easy-to-access channels with equality and trustworthy, pursuant to the standards and regulations as mandated by the Securities and Exchange Commission (SEC), the Office of SEC and The Stock Exchange of Thailand (SET).

The Board of Directors has set out the procedures of quality financial report preparation to ensure that the information shown in the financial reports is complied with the generally accepted accounting standard. Such reports are audited by independent certified auditor as well. In this regard, the roles and responsibilities of directors towards financial reports must be reported along with the independent auditor report in the annual report.

The Company emphasizes on the importance of the duties of "Spokesperson". The appointed person must perform the duties with due care, provided with provisions in relation to Disclosure Policy. Besides, the tasks related to Investor Relations (IR) is assigned to specific person in order to communicate with the third parties; including investors, institutional investors, analysts, and associated state agencies with equality and fairness. The Company gives the opportunities to such parties to visit our Management as in appropriate circumstances.

The information provided is information disclosed to the public, which is accurate, not misleading and sufficient for investors to make invest decisions.

The Board of Directors requires to include reports of the Corporate Governance, the Code of Business Conduct, the Risk Management Policy, Environmental and Social Policy, and the Company's compliance to the above-mentioned policies, in the annual report of the annual registration statement (Form 56-1) and the Company's website continuously.

The Board of Directors encourages the Company to prepare a Management Discussion and Analysis (MD&A) as the supporting document for each quarterly financial statement, to help investors better understand changes in the Company's financial status and the Company's performance each quarter, in addition to the figures presented in the financial statements.

The Board of Directors ensures that audit and other non-audit fees are annually disclosed in the annual report.

The Board of Directors ensures that its roles and responsibilities, together with those of its Board Committees, the number of meetings held, attendance record of each director, and the results of tasks assigned, including ongoing professional education or training of its directors, are annually disclosed in the annual report.

In addition to disclosure of its remuneration in accordance with the regulations, the Board of Directors also discloses remuneration policies for directors and executives that correspond to the contributions and responsibilities of each person. Also, the Board should disclose the forms and the amounts of payment to each person, if any director of the Company is also a director of its subsidiaries, the amount paid by each subsidiary to each director should be disclosed as well.

The Board of Directors ensures on the transparent disclosure of shareholders' structure by clearly clarifying on major shareholders and proportion of minor shareholders to see the Company's beneficial owner. Additionally, the shareholding of directors



and executives is disclosed directly and indirectly in the annual report.

The analysis of financial status, company's performance, vital changes, and factors affecting the financial status or performance, are disclosed and explained. Moreover, they are provided along with nature of business operations, competitive situation with industrial and business competition analysis, as well as competitive status and potentiality of the Company and the subsidiaries.

In addition to the mandatory disclosure of information under the applicable laws and regulations through the channels of the SET, annual registration statement (Form 56-1), and annual reports, the Company discloses information both in Thai and English, via the Company's website www.siamcitycement.com. The information disclosed is up-to-date and complete pursuant to the Corporate Governance for the listed company.

Chapter 5: Responsibilities of the Board of Directors

The Board of Directors determines a vision, directions, policies, and strategies for Company operations by considering, reviewing, taking part in, and giving approval for corporate vision and missions at least every 5 years, gearing Executive and staff aims towards the same direction. The Board also requires that annual business and budgetary plans be considered every year for successful completion of Company operations in accordance with the vision, directions, policies, and strategies so determined, and that the team of the Executives be closely monitored to ensure that their implementation of the plans is



towards the same business directions and strategies of the Company.

The Board of Directors attaches importance to corporate governance for the best interests of the Company, operates with responsibility for their performed duty with the Shareholders, and is independent of Management.

The Board of Directors has established its own corporate governance policy and Code of Business Conduct for adherence by the Directors, Executives and Company staff and disclosed them in this annual report and the corporate website, and also disclosed a guideline promoting practices thereof and monitoring of the practices, to ensure that Company activities are carried out in such a way that conforms to the laws, corporate governance policy, and Code of Business Conduct.

To ensure compliance with good corporate governance principles, roles and responsibilities of the Board and Management are clearly separated. The duties of the Chairman and Chief Executive Officer (CEO) are also separated by separating the person holding chairmanship from the one who holds the position of Managing Director/ CEO to provide balance of power and transparent management.

The Board of Directors is comprised of members fully qualified under the laws and relevant rules, possessing skills, experience, diversified expertise, and specialized knowledge and competencies that benefit the Company.

In the nomination of Directors, the Board of Directors takes care of the process of nominating directorship candidates to the Shareholders' meeting for appointment to ensure transparency, free of influence by the Shareholders with controlling power or Management and to create third party confidence.

In exercising its functions, the Board of Directors have provided Board Committees to do work screening so as to increase good efficiency and effectiveness in the exercise of Board functions. Each Board Committee is given a charter outlining clearly its roles, duties, responsibilities, work procedures, meetings, and reporting to the Board of Directors.

All Directors have a good understanding of their roles and responsibilities and the nature of Company business, and all of them have dedicated their time and effort in the performance of duties. To ensure that the Company has a strengthened Board of Directors, all its members express their opinions independently, keep themselves improved and updated all the time, and are committed to performing duties with honesty and integrity and carefulness in the light of best interests of the Company and fairness towards all the shareholders.

As part of compliance with the Company's corporate governance policy and to ensure effective performance of duties by the Directors, the Board of Directors have set a procedural guideline limiting the number of listed companies in which each of the Directors may hold an office to no more than 5. Currently, none of the Directors holds directorship in more than 5 listed companies.

Although, The Company has no policy to permit such other positions as Managing Director/CEO and Top Management of the Company to hold directorship in other two companies, but such holding is subject to the prior Board approval.

With respect to determination of remuneration of Directors, the Board of Directors has assigned the Nomination and Compensation Committee to carry out a transparent process and propose its consideration to the Shareholders' meeting for approval—the elements of which remuneration shall be suitable and sufficient to predispose and retain the Directors—and to avoid making excessive remuneration payment.

The Board of Directors has paid special attention to responsible administration i.e. additional procedures were established for Company decisions to be reviewed, considered and approved by the Executives and Board members more than those set forth in the Articles of Association. For instance, despite an Articles of Association statement requiring a Board resolution for an investment of Baht 100 million and above, it is stated in the Board Approvals and Responsibilities Handbook that an investment with value greater than Baht 10 million is subject to Board approval, etc.

The Board of Directors has appointed a Company Secretary to undertake the duty of giving advice on laws and regulations and to take care of Board activities and liaise to ensure compliance with Board resolutions. The Company Secretary will be required to regularly receive continuous training and knowledge developments about legislation, accounting, and performance of Company Secretary's duties.

In addition, the Board of Directors encourage and promote training for the Directors, Executives, and internal personnel related to the entire corporate governance, including executive development and succession plan for top management positions.

Siam City Cement Public Company Limited specifically attaches importance to executive development to get it prepared for the targeted expansion and operations and to accommodate cement market growth. To that end, in-house training was conducted, in conjunction

with such leading domestic institution as Sasin Graduate Institute of Business Administration of Chulalongkorn University and a foreign institution, Duke Education from the US, including professors from France's INSEAD Business School, so as to develop business knowledge along with leadership development, putting emphasis on out-of-class hands-on practices in accordance with the 70-20-10 concepts for learning that focuses on experience/sharing best practices (70), on the job coaching (20), classroom and self-learning (10). Also, learners are encouraged and given the opportunity to learn on their own through Harvard Manage Mentor's leading online learning media to promote their learning anywhere, and anytime.

Apart from in-house training, the Company foresees the importance of expanding Executives horizons in terms of scholarship, perspectives, and international experience, and encourage Top Management to receive training from world leading academic institutions, such as Harvard University and Chicago Booth, so as to bring knowledge, skills and experience to the organization for its development towards a sustainable success. In addition to executive development, the Company specifically attaches importance to facilitating preparedness in leadership, knowledge, and operational competencies, for which success profiles for individual job positions have been produced and reviewed, and development potential assessed, so as to determine specific supporting activities for each person as an Individual Development Plan, with periodic monitoring to support the set activities which, among other things, include management of important organizational



projects, job rotation, joining training or seminars with foreign institutions, learning by coaching from Top Management, ability to coach other functional lines' executives to smoothly complete the plans set. The Executives' Individual Development Plans were also reviewed to ensure that they are always in alignment with expectations and to the best interests of the whole organization and staff. Annual meetings and discussions are held through activities between Top Management and the Board of Directors to bring about viewpoint, knowledge, opinion and attitude exchanges that further benefit both the leading of life and performance of work.

2. Committees

The Committees Structure comprises of the Board of Directors and 3 Board Committees which are the Audit Committee, the Governance, Risk and Compliance Committee and the Nomination and Compensation Committee and Executive Committee. (Names of Directors in each committee and the Executives are as appearing under the topic of the Management Structure).

The Board of Directors determined that its structure shall consist of members possessing diversified qualifications in terms of skills, experience, competencies, and gender, and at least 1 Executive Director having experience in the main business in operation of the Company.

The roles and responsibilities of the Board of Directors and the Executive Committee as Management are clearly separated to ensure Company operations' compliance with laws, Code of Business Conduct, and the Company's good governance principles.

The Company is subject to the Organizational Regulations which embrace their roles and responsibilities set forth in the Articles of Association, laws, and expectation of Shareholders as the Charter of their frameworks, while the 3 Committees which are the Audit Committee, the Governance, Risk and Compliance Committee and the Nomination and Compensation Committee each have the Charter as their framework.

(1) Board of Directors

Roles and Responsibilities of Board of Directors

The Board of Directors considers and approves important matters concerning Company operations. The Company has specified the policy and regulations of practices, responsibilities and operations of the Board of Directors, Chairman and Vice Chairman and those of the Executive Committee. The duties and responsibilities of the Board and the management are separated clearly. The Board of Directors has the duty to consider and make decision on the important issues on the operations of the Company such as the visions, missions, strategies, goals, plans, budgets and risks management, while the Executive committee has the duty to efficiently carry out the visions, missions and strategies and provide good management and controlling system so approved by the Board of Directors.

The structure of the Board and management is sufficient for checks and balances. It determines to have independent directors who can independently give opinions towards the management's performance, at least one third of the total directorship, but not less than three persons. The Audit Committee consists of three independent directors, and performs and undertakes in accordance with the Charter of the Audit Committee and SET regulations. There are non-independent directors in two thirds of the total directorship, fairly in proportion to the investment capitals of each of the Shareholders groups.

Balance of Power for Non-Executive Directors

In the structure of the Board of Directors, it shall consist of non-executive directors more than half of the total directors. At present, there are 11 non-executive directors among a total of 12 directors, which is a proper size conforming the good governance principles, where the Board should comprise of, at least, 5 directors and not over 12 directors). This is also appropriate to size, category and business complications. In this connection, one independent director of the Board of Directors is female.

Aggregation versus Segregation of Positions

As above-mentioned, at Siam City Cement Public Company Limited, the function of the Chairman of the Board of Directors and the Chairman of the



Executive Committee are separated in order to keep balance and transparent management in the Company in compliance with the good governance principles. Details of the main duties of the Chairman and CEO are as follows:

Chairman

- Being elected among the Board of Directors, serving 3 years for each term, the Chairman shall handle all activities responsible by the Board of Directors, setting meeting agenda, providing information about the Board of Directors, proceeding the meetings at which opportunity is granted for discussion and expression of opinion;
- In making a decision, the Chairman has the deciding or casting vote in the event of a tie vote;
- The Chairman is not an executive and is not the same person as the CEO.
- The CEO is appointed by the Board of Directors, and chairs the Executive Committee;
- The CEO is responsible for management of the Company in general and shall periodically make reports to the Board of Directors.

The Chairman is not an independent director but exercises functions independently of Management and the major shareholders towards the best interests of the Company under the good corporate governance principles.

Qualifications

The Board of Directors is to consist of fully qualified members possessing no prohibited characteristics

under the Public Limited Companies Act B.E. 2535, including its amendments and supplements thereto, Securities and Exchange Act B.E. 2535, including amendments and supplements thereto, as well as relevant rules and notifications determined by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and the other governing bodies, and to have diversification in skills, professions, specialized expertise, gender, useful experience, and knowledge and understanding of the corporate business nature. Consideration is also taken on other attributes to achieve diversification across the entire Board, such as educational background, age, sex, diversified professional skills, specialized knowledge of, among other things, cement industry, laws, accounting and finance, etc. In exercising Board functions, there shall be at least 1 non-executive director experienced in affairs related to Company business.

Term of Office

The Company requires that term of directorship be in accordance with its Articles of Association and consistent with the Public Limited Companies Act B.E. 2535 and that one third of the Directors shall retire by rotation at each annual general meeting of the Shareholders.

Roles and Responsibilities of the Board

The Board of Directors shall care for and pay attention to its exercise of functions with responsibility and undertakes to manage business to the best interests of the shareholders having four crucial fiduciary duties:

1. To perform duties with due care (Duty of Care).
2. To perform duties with honesty and integrity so as to maintain the Company and shareholders' interests (Duty of Loyalty).
3. To perform duties under laws, Company objects, the Articles of Association, and the shareholders' meeting resolutions (Duty of Obedience).
4. To disclose information to the Shareholders in an accurate, complete and transparent manner (Duty of Disclosure), involving the following Board's duties and responsibilities:

Duties and Responsibilities of the Board

1. Consideration and approval of important issues on Company operations, such as visions, missions, strategies, goals, plans, financial budgets, and risks of management;
2. Following up and caring to ensure an implementation by the Executive Committee or Management of the established policies and plans with efficiency and effectiveness;
3. Internal control and risk management, complain receipt mechanism, and taking action upon whistleblowing;
4. Ensuring long-term business continuity and staff development and succession plan;
5. Provision of a corporate governance policy in writing and approval thereof with review of the policy and its implementation at least once a year;
6. Promotion of the production of the Code of Business Conduct in writing for Directors, Executives, and all staff to understand the ethical standards used by the Company in its operations, with monitoring to ensure that the Code of Business Conduct are strictly followed;
7. Careful consideration of conflict of interests issues to ensure a clear guideline towards overall interests of the Company and the shareholders when it comes to transactions with potential conflicts of interests, in which interested parties shall have no involvement in making decisions, and the Board shall ensure full compliance with procedural and disclosure requirements for transactions with potential conflicts of interests;
8. Establishment of the risk management policy covering the whole organization, to be implemented by Management with regular reporting thereof to the Board of Directors; a system or risk management effectiveness review for at least once a year with annual report disclosing all periods of risk changes, including the attachment of importance to early warning signs and all irregular items;
9. Giving opinions about the sufficiency of internal controls and risk management in annual report;
10. Outlining clear procedures for whistleblowers or interested parties to “blow the whistle” through website or by reporting directly to the Company;
11. Provision of a regulatory mechanism of subsidiaries for Company investment interests; consideration of suitability of persons to be dispatched to be a subsidiary director for a managerial control in accordance with Company policies and for transactions to be in compliance with applicable laws and rules.

Businesses that are subject to Board approval include:

1. A single investment and the Company’s sale of such investment in an amount greater than Baht 100,000,000 or its equivalent in other currencies, associated incurred expenses in an amount greater than Baht 100,000,000 or its equivalent in other currencies, and regular expenses in an amount greater than Baht 100,000,000 or its equivalent in other currencies calculated on an annual basis;
2. Company investments other than the scope of normal business;
3. Any divestiture by the Company leading to its withdrawal from business;
4. Securing loans, negotiations for credit lines, and financing transactions in a similar way for the Company only to extent that the debt increased therefrom is greater than Baht 100,000,000 or its equivalent in other currencies;
5. Granting credit and pledging based on Company outstanding loans only to the extent that the granted or pledged amount is greater than Baht 100,000,000 or its equivalent in other currencies;
6. Provision of guarantee, guarantee contract, or guarantee obligations in a similar way, and creation of possible responsibilities for the Company only to the extent that the granted or pledged amount is greater than Baht 100,000,000 or its equivalent in other currencies;
7. Issuance or use of derivative financial instruments only to the extent that such instruments are not used to protect risks that are relating to the normal course of Company business operations;

8. Issuance of debentures or other securities by the Company;
9. Conducting legal proceedings by the Company, acknowledgement of lawsuits against the Company, and compromise arrangement by the Company only to the extent the amount in dispute exceeds Baht 50,000,000 or its equivalent in other currencies;
10. All operations of Company business that significantly deviate from corporate budgets or investment guidelines and financing;
11. Any Company affair that in the opinion of the Executive Committee or Chairman or Managing Director is to be approved by the Board of Directors; and
12. An entry to carry out important matters of a subsidiary that is subject to approval of its shareholders or the Board of Directors, in which the Company or its representatives are needed to vote as a shareholder or director of the subsidiary.

Meetings of the Board of Directors

Board meeting schedule and agendas are determined yearly in advance and informed to individual Directors to afford them the ability to spare their time and attend the meetings.

The number of meetings of the Board of Directors is determined to suit the duties and responsibilities of Company Directors and the nature of Company business. There were 8 meetings of the Board of Directors in 2015. A company performance report is regularly furnished to the Board on a monthly basis to enable the Board to provide ongoing and timely supervision and control to Management performance.

At each meeting of the Board of Directors, the Chairman and Chief Executive Officer (CEO) shall jointly consider and determine matters to be included as Board meeting agendas, ensuring that all important issues are included and giving each Director the opportunity and freedom to propose agenda matters beneficial to the Company.

All Directors shall attend Board meetings not less than 75 percentage of all Board Meetings held in a year.

The Chairman shall allocate enough time for Management to propose matters and discuss crucial problems in a careful and thorough manner and shall promote careful exercise of discretion. In this connection, all Directors should pay attention to all issues brought to the meeting, including corporate governance issues.

The Board of Directors shall encourage Chief Executive Officer (CEO) to invite Management or Top Management to join a meeting of the Board of Directors to give information and more details as persons directly relating to the problems, so as to get to know Top Management as supplement to its succession planning consideration.

The Board of Directors is given access to additional necessary information from Chief Executive Officer (CEO), Company Secretary, or other delegated Executives within the established policy scope and, where necessary, the Board of Directors may seek independent opinions from third party consultants or professionals.



The Board of Directors has a policy to afford non-executive directors the opportunity to have meetings among them, as necessary, to discuss managerial problems that are of interest without Management participation, and inform Chief Executive Officer (CEO) of the meeting results. In 2015, there was 1 meeting of the Board of Directors between non-executive directors.

Self-Evaluation of Board of Directors

The Board of Directors and Board Committee conduct a self-evaluation at least once a year to jointly consider their achievements, problems and corrective guidelines. Board performance evaluation is conducted for the whole group basis with a performance comparison norm and third party consultant helping in the determination of criteria, guidelines, procedures, and evaluation issues for at least every 3 years.

The Evaluation of Chief Executive Officer, Top Management, and Management is based on Company performance, in terms of an EBITDA percentage, KPIs, competencies, self-development, adherence to Corporate Governance Policy and Code of Business Conduct, taking staff feedback surveys into consideration.

CEO Performance Inspection by Board of Directors

The Board of Directors and Nomination and Compensation Committee jointly consider and evaluate CEO performance, which evaluation is proposed to the Board of Directors by the Nomination and Compensation Committee, with consideration taken on current year performance with various factors as follows:

1. Results of operations in terms of an Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) percentage and Free Operating Cash Flow (FoCF) compared to the Company's targeted EBITDA percentage and FoCF fixed for a particular year as a basis for comparison evaluation.
2. Personal performance based on three factors under the criteria and target agreed with CEO:

2.1 KPIs

2.2 Critical tasks

2.3 Leadership competency

In addition, adherences to the Corporate Governance Policy and Company's Code of Business Conduct is used to supplement Nomination and Compensation Committee's consideration.

Remuneration of the Board of Directors

Directors are suitably remunerated based on an industrial standard comparison, experience, duties, scope of roles and responsibilities, benefits and values obtained from individual directors, including the membership and increased roles and duties in Board Committees.

In regard to determination of remuneration of Directors, the Board of Directors assigns the Nomination and Compensation Committee to conduct a transparent process and propose to the shareholders. In 2015, the Board of Directors, with recommendations and its consideration of Directors' remuneration payment criteria provided by the Nomination and Compensation Committee, proposed the shareholders to approve the new criteria to be commensurate with increased duties from the nomination of Board Committee.

Remuneration of Chief Executive Officer and Top Management is in accordance with the criteria approved by the Board of Directors within a frame approved by the shareholders, which remuneration is inductive and suitable for the benefits that the shareholders would receive.

The Nomination and Compensation Committee takes care of CEO performance evaluation in accordance with the norm and criteria agreed with Chief Executive Officer, based on Company operating results, achieved performance of long-term strategic objectives, and executive development. The results of evaluation are proposed to the Board of Directors for approval on an annual basis, and are communicated to Chief Executive Officer by the Nomination and Compensation Committee.

Development of the Board of Directors and the Executives

The Board of Directors promotes and facilitates training for those involving in the corporate governance, such as Directors, Audit Committee members, Corporate Governance members, Executives and Management, Company Secretary, and personnel whose functions are related to continuous corporate governance, so as to ensure ongoing performance improvement and development, including attendance of such training courses as are organized by the Thai Institute of Directors (IOD), other courses by other entities, and in-house training.

In 2015, Directors attending training courses held by IOD included:

1. Mr. Harald Link attending Director Accreditation Program (DAP) 117/2015;
2. Mr. Vanchai Tosomboon attending Advanced Audit Committee Program (AACP) 19/2015 and Corporate Governance for Capital Market Intermediaries (CGI) 10/2016;
3. In conjunction with 30 Management members, the following 3 Directors and Executives received training on Corporate Governance for Executives (CGE); Mr. Vorathep Rangchaikul, Mr. Siva Mahasandana, Mr. Tasporn Chantree; and
4. Ms. Nopporn Tirawattanagool attending Risk Management Program for Corporate Leaders (RCL).

Upon each appointment of a new Director, Management will always deliver crucial documents and information benefiting the new Director's performance of duties, such as Director Handbook, Organizational Rules, Code of Business Conduct, including an introduction of the business nature, policies, and operating guidelines.

The Board of Directors requires that Chief Executive Officer provides regularly a report on development and succession plan jointly produced by the Nomination and Compensation Committee on annual basis for preparedness and continuity in succeeding CEO position and all top management positions.

The Board of Directors has made available a leadership development program, and Chief Executive Officer has reported to the Board of Directors on the results of regular implementation of the program along with consideration of a succession plan.

(2) Audit Committee

Structure of the Audit Committee comprised of 3 Independent Directors, appointed by the Board of Directors and is selected from Independent Directors who are not Executives under the approval of the Board of Directors.

Qualification of Audit Committee Members

Audit Committee shall process the qualification as follows:

1. Being an Independent Director;
2. Not being a director of the Audit Committee of over two other public companies;
3. Not being a director of any subsidiary or associated companies;
4. Possessing sufficient experience to perform the duty of an Audit Committee member. At least one of the members must have sufficient experience in reviewing financial statements and the reliability thereof;
5. Possessing the qualifications prescribed by the SET, SEC or the other relevant governing bodies.

Currently, all three Audit Committee members are knowledgeable and experienced in reviewing Company financial statements and have a wealth of knowledge of Company business and are experienced in being company directors for several reputed companies in Thailand.

Term of Office

Term of office of the members including Chairman of the Audit Committee is 2 years.

Responsibilities and Duties of the Audit Committee

Responsibilities and duties of the Audit Committee:

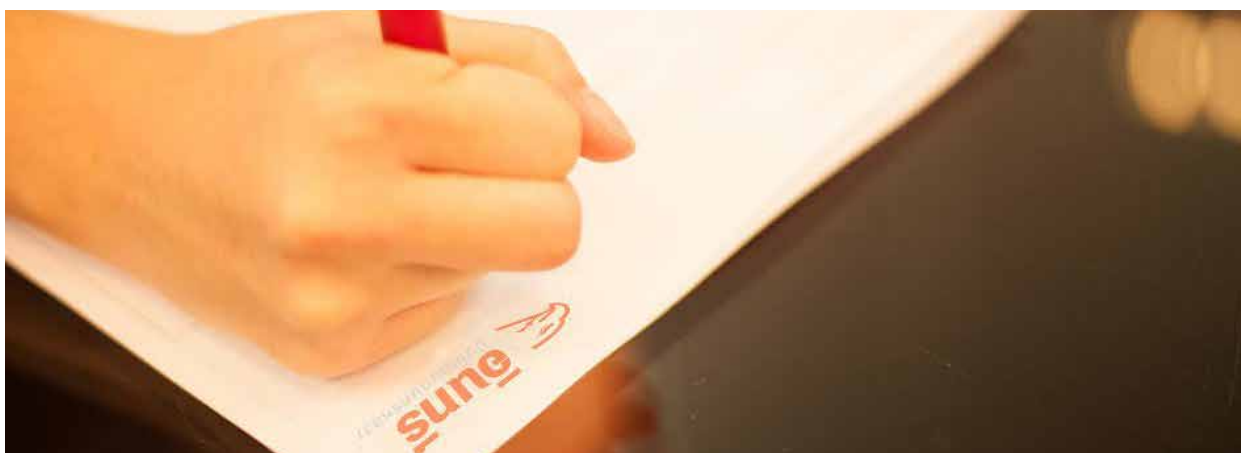
1. To review the Company and the entities of the Group's financial reporting processes to ensure

their accuracy and adequacy, and coordinating with the external auditors and members of the Executive Committee responsible for preparing the quarterly and yearly financial reports. The Audit Committee may suggest issues to be reviewed or audited by the external auditors during their audit of the Company and the entities of the Group.

2. To review the internal control systems and internal audit system including business processes and the IT framework to ensure that they are effective and efficient.
3. To decide on the organization and the qualification of the individuals of the Internal Audit Department of the Company and to determine the Internal Audit Department's degree of independence from the Management, as well as to approve the appointment, transfer and dismissal of the individuals of the Internal Audit Department or of any other unit in charge of internal audit activities.
4. To review compliance with the Securities and Exchange Act, including the rules, notifications, and regulations thereof and the rules and regulations of the SET, the SEC and any other relevant laws as related to financial compliance.
5. To consider, select, nominate and recommend the remuneration of the Company's external auditors. To ensure the independence of the external auditor, the Audit Committee shall consider factors such as non-audit services that may conflict with the auditor's independence, efficiency and professionalism. To freely discuss significant issues, the Audit Committee shall

meet privately with the external auditor at least once a year, without management representatives being present.

6. To review the connected transactions or transactions that may lead to conflicts of interest, including the accuracy and completeness of the Company's disclosure of such information, to ensure that they are in compliance with the laws and the SET regulations, and are reasonable and for the highest benefit for the Company.
7. To prepare a report on the activities of the Audit Committee for the Company's annual report. The Chairman of the Audit Committee shall sign this report, which shall consist of at least the following information:
 - an opinion on the accuracy, completeness, and credibility of Company's financial report and the disclosure of its financial information.
 - an opinion on the adequacy of the Company's internal control systems.
 - an opinion on the suitability of the Company's external auditor and its re-appointment.
 - an opinion on compliance with the Securities and Exchange Act, and the rules, notifications, and regulations thereof including the rules and regulations of the SET, and any other relevant laws that relate to financial compliance.
 - an opinion on the transactions that may lead to conflicts of interests.
 - the number of the Audit Committee meetings,



and the attendance of such meetings by each committee member.

- other transactions which, according to the Audit Committee's opinion, should be known to the shareholders and investors.
 - other comments or statements as required by the Securities and Exchange Act, and the rules, notifications, and regulations thereof including the rules and regulations of the SET, and any other relevant laws that relate to financial compliance.
8. To perform other duties as required by the Securities and Exchange Act, and the rules, notifications, and regulations thereof including the rules and regulations of the SET, and any other relevant laws that relate to financial compliance.

Meetings of Audit Committee

Audit Committee meets on a regular basis, at least once every quarter before the Board of Directors' meeting. This is to ensure that the financial report and the Company's financial statements are accurate and adequate, as well as to consider the subject matters under the authority of the Company's internal auditors and external auditors as to evaluate the efficiency of the internal control and audit system of the Company. In general, the Audit Committee reports its findings and gives its suggestions to the Board of Directors on the significant issues found. The Chairperson of Audit Committee may sometimes call a special meeting of Audit Committee or invite any management of the Company to join and consider in certain particular financial matters or other matters.

However, under the current practice, Audit Committee has held a monthly meeting. Schedule of the meetings are scheduled in advance for the whole year.

In its performance of duties, if it is found or suspected that there is a transaction or any of the following acts which may materially affect the Company's financial condition and operating results, Audit Committee shall report it to the Board of Directors for rectification within the period of time that Audit Committee deems fit:

- a transaction which causes a conflict of interest;
- any fraud, irregularity, or material defect in the internal control system; or
- an infringement of the law on securities and exchange, the Exchange's regulations, or any law relating to the Company's business.

If the Company's Board of Directors or Management fails to make a rectification within the period of time under the above paragraph, any Audit Committee member may report on the transaction or act under the above paragraph to the Office of the Securities and Exchange Commission or the Exchange.

List of Audit Committee and total attendance are as follows:

Name List	Position	Total Attendance/ Total Meeting
Dr. Sunee Sornchaitanasuk	Chairperson	9/9
Mr. Pradap Pibulsonggram	Member	11/11
Mr. Somboon Phuvoravan	Member	10/11

Secretary of Audit Committee is Ms. Chadaporn Thitisawat.

All three Audit Committee members are well-versed and experienced in reviewing the Company's financial statements.

(3) Governance, Risk and Compliance Committee

Governance, Risk and Compliance Committee must comprise of over 3 directors of the Company and at least one of them must be an independent Director.

Currently, Governance, Risk and Compliance Committee comprises 4 directors of non-Executive nature.

Term of Office

Term of office of the members and chairman of Governance, Risk and Compliance Committee is 2 years.

Qualification of Governance, Risk and Compliance Committee Members

Members of Governance, Risk and Compliance Committee shall possess the understanding in the Company's business and Group's business operations. Also, all should be well-versed in the good governance principles and transform such principles to implementation; and have experiences, knowledge, and understating in corporate governance, and risk mitigation.

All current members of Governance, Risk and Compliance Committee possess the knowledge and experience and well-versed in the Company's business as well as having management experiences with leading companies deploying good corporate governance.

Roles and Responsibilities of Governance, Risk and Compliance Committee

The roles and responsibilities of Governance, Risk and Compliance Committee set forth under the Charter of Governance, Risk and Compliance Committee are as follows:

1. To prescribe the scope of Corporate Governance Practices for use in the Group Company and submit such established Corporate Governance Practices to the Board of Directors for approval and to have the duty to monitor controls and keep surveillance over the practices of the Management;
2. To review the corporate risk management process and corporate risk mitigation measures being currently practiced by the Management and review corporate business risk and risk compliance assessment;
3. To oversee the use of efforts in monitoring controls over the business of the Group Company on the aspect of Group policies, Code of Business Conduct of the Group Company, related laws and regulations applicable to the business and business operations of the Group Company;
4. To oversee the investigation on the practical performance in accordance with the compliance programs of the Group Company and may request for an investigation in the case where

there is a non-compliance with the compliance programs; and

5. To perform other duties as assigned by the Board of Directors.

Meetings of Governance, Risk and Compliance Committee

To comply with the Charter of Governance, Risk and Compliance Committee, at least one meeting shall be held every three months; in other words, 4 meetings should be arranged in one year. In 2015, Governance, Risk and Compliance Committee totally held 5 meetings in January, March, April, July, and October for consideration in mapping out policies as well as the corporate governance to enable the Company to accomplish the objectives as prescribed in the Charter of Governance, Risk and Compliance Committee.

Governance, Risk and Compliance Committee strictly focuses and supervises the improvement of fundamental structure of the Corporate Governance by pushing forward the improvement in multiple levels ranging from policy, operation, communication, training, as well as guidance to put into practice and monitor the implementation, business risk assessment and risk in corporate governance in a continual manner.

Governance, Risk and Compliance Committee assigned the Management to review and improve the Code of Business Conduct, which considered a critical fundamental structure of the Corporate Governance. World-class professional consultants were hired to provide advice in determining and improving the fundamental structure in the Corporate Governance. The comparative study in corporate governance principles of organizations or professional units in domestic, regional and international levels was conducted; its results were used for adopting and setting out the fundamental structure in the corporate governance, and providing advice for the Company in drafting the Code of Business Conduct, comparing with global leading corporates. Moreover, the expert also gave counsel on drafting 19 important policies of the corporate governance to support the implementation of the Code of Business Conduct.

In August 2015, the Company announced the use of the

Code of Business Conduct, which was communicated throughout the organization. Besides, the training was conducted for the Management and senior managers for the same knowledge and understanding as set out in the objectives, desired behaviors, duties, and business operations to align with the principles of the Corporate Governance. Other 19 policies were established to support the enforcement of the Code of Business Conduct, and were proposed by the Management to Governance, Risk and Compliance Committee and the Board of Directors for approval in 2015.

For the effective implementation of the Code of Business Conduct in September 2015 and to comply with the whistleblowing policy, the Company set up and announced the use of communication channels for employees and concerning parties to send requests or concerns in numerous ways; such as, reporting to supervisors, human resources, internal audit unit, compliance unit, or legal unit, as well as the new channel namely “INSEE SpeakUp Line”, which is under the management of independent expert, receiving reports from telephone, email, website and post.

Regarding the conflict of interest policy, Governance, Risk and Compliance Committee decided to receive legal counsel towards the consideration on the adjustment of conflict of interest declaration form for directors and executives to be clear in details, which shall be used as an instrument for directors and executives to prepare and submit report accurately and completely pursuant to relevant policies, laws and regulations prescribed by the Securities and Exchange Commission (SEC).

For employees in general, conflict of interest report is required to be submitted on an annual basis and the report can be made anytime upon the occurrence of conflict of interest.

As for the risk management, Governance, Risk and Compliance Committee assigns the Management to assess the risks towards corporation, operation, and Company’s business. The risk management report shall be submitted to Governance, Risk and Compliance Committee once every six months.

List of Governance, Risk and Compliance Committee and total attendance are as follows:

Name List	Position	Total Attendance/ Total Meeting
Mr. Pongpinit Tejagupta	Chairman	5/5
Mr. Paul Heinz Hugentobler	Member	5/5
Ms. Nopporn Tirawattanagool	Member	5/5
Mr. Vanchai Tosomboon	Member	5/5

Secretary of Governance, Risk and Compliance Committee is Mr. Wutthipong Songwisit.

(4) Nomination and Compensation Committee

Nomination and Compensation Committee’s structure consists of, at least, 3 directors and one of them is independent director.

The current Nomination and Compensation Committee comprises of 5 directors of non-Executive nature.

Qualification of Nomination and Compensation Committee Members

Members of Nomination and Compensation Committee shall possess the knowledge and experience and well-versed in the Company’s business as well as having management experiences with leading companies deploying good corporate governance.

All current members of Nomination and Compensation Committee possess such qualifications by having the knowledge and experience and well-versed in the Company’s business as well as having management experiences with leading companies deploying good corporate governance.

Term of Office

Term of office of the members and chairman of the Nomination and Compensation Committee is 2 years.



Roles and Responsibilities of Nomination and Compensation Committee

The roles and responsibilities of Nomination and Compensation Committee set forth under the Charter of Nomination and Compensation Committee are as follows:

A. Nomination, Composition & Structure

- 1) To annually review the composition of the Board including the structures of all subsidiaries' and/or associate's Boards and Board Committees applicable throughout the Group and submit for the Board's consideration at least 90 days prior to the AGM.;
- 2) To consider, appraise/evaluate and recommend selection of the Board membership candidates for nomination and/or re-appointment as forwarded by shareholder(s), Board member(s) and/or executives for the Board's review and recommendation at least 90 days before passing on to the final shareholders' selection at the AGM or at least 30 days prior to the upcoming Board's meeting in case of the interim vacancy for the replacement by the Board's decision;
- 3) To identify, assess and recommend potential candidates for key positions in the Group such as
 - Chief Executive Officer of the Company;
 - Executive Committee Members of the Company;
 - Chief Executive Officers of Subsidiary Companies;
 - Directors of Subsidiary Companies; and
 - Company Representatives on the Board of Associated Companies.
- 4) To consider the Chief Executive Officer's ("CEO") proposals of potential candidates for the

Executive Committee of the Company ("EXCO") and the Chief Executive Officer of Subsidiary Companies, and to independently assess these candidates with regard to their respective expertise, skills, experience, performances well as personal and professional qualifications. Suitable candidates shall be recommended by the Committee to the Board for approval;

- 5) To carry out such other duties as may be delegated to it by the Board.

B. Management Development and Succession Planning

- 1) To oversee the talent pipeline, the development process and the individual developmental plans for all Top Management Level ("TML") job holders and candidates for such positions in the Group;
- 2) To consider and review the succession plans for the Board and its committee members;
- 3) To consider and review the succession plans for board members of Subsidiaries Companies and the Company's representatives on boards of associated companies;
- 4) To consider and review with the CEO the succession plans for all TML positions in the Group;
- 5) To regularly discuss and share company vision with potential employees who were nominated to be leadership talents of the Group;
- 6) To carry out such other duties as may be delegated to it by the Board.

C. Remuneration

- 1) To provide that the compensation policies and programs throughout the Group are appropriated, fair and competitive on performance base and align with core values of the group;
- 2) To consider and recommend to the Board the compensation of each member of the Board, its Committees and Chairman thereof;

- 3) To consider the performance of the CEO and to recommend his/her compensation to the Board for approval;
- 4) To review the performance of the members of the EXCO and the CEOs of the subsidiaries as proposed by the CEO, and to approve their compensation on annual basis;
- 5) To review the annual compensation and salary increases as well as annual bonus procedures for the Company and the subsidiary Companies as proposed by the CEO for approval by the Board;
- 6) To carry out such other duties as may be delegated to it by the Board.

Meetings of Nomination and Compensation Committee

Nomination and Compensation Committee holds the meeting at least once every three months since the establishment in 2014. The committee's responsibility is to consider the nomination of directors and independent directors; as well as review and propose the criteria and format of director's remuneration to be approved by shareholders; improve the employee compensation; map out succession plans, guidelines and performance evaluation procedure of the entire committee and individual members; and select committee members to replace the vacancy of the resigning member.

List of Nomination and Compensation Committee and total attendance are as follows:

Name List	Position	Total Attendance/ Total Meeting
Mr. Paul Heinz Hugentobler	Chairman	8/9
Mr. Harald Link	Member	7/9
Ms. Nopporn Tirawattanagool	Member	9/9
Mr. Vanchai Tosomboon	Member	9/9
Mr. David Alexander Newbigging	Member	3/3

Secretary of Nomination and Compensation Committee is Mr. Tasporn Chantree.

(5) Executive Committee

The Executive Committee comprises of the 4 highest Executives of Marketing and Sales, Saraburi Operations, Finance and Controlling and People & Organizational Performance and 1 director as the CEO to perform as the Executive Committee Chairman.

Qualification of Executive Committee

Executive Committee shall possess the knowledge and experience in business, management and be good leaders with skills in determining the business strategies, also possess high responsibility and competency to drive and manage the Company to achieve the goals, visions and missions.

Roles and Responsibilities of Executive Committee

1. To organize, carry out and supervise the business operations of the Company and the Group Company to accomplish the business and budget plan of each year;
2. To prepare the business operations to be proposed to Board Directors and bring the resolution to put into use by implementing Company's policies and keep on developing such policies;
3. To prepare the Company budget and source of budget of the Group Company;
4. To be responsible for the implementation of designated strategies of the Group Company in order to increase the sustainability of the Company and the Group Company;
5. To ensure that the communication between the Company and the Management of the Group Company is in the same direction;
6. To review the personnel performance as assigned by the Management of the Company;
7. To bring and utilize a necessary tool of integrity assessment and report to the Board of Directors in a timely fashion upon the occurrence of the negative circumstances from the budget of the Company or the Group Company.

Meetings of the Executive Committee

The Executive Committee holds the meetings twice a month which may be extended as necessary. The issue brought up to the meeting for consideration by the Committee will be the issue on the aspect of the safety and occupational health, production, business administration, finance and accounting, risk management, important financial transactions, Company's plan, and Company's budget. The primary consideration will be made and further proposed to the Board of Directors for acknowledgement and/or approval.

List of Executive Committee and total attendance are as follows:

Name List	Position	Total Attendance/ Total Meeting
Mr. Vorathep Rangchaikul	Director & CEO	19/23
Mr. Siva Mahasandana	Deputy CEO and Senior Vice President - Marketing & Sales	22/23
Mr. Chandana Liyanage	Senior Vice President - Finance and Controlling	23/23
Mr. Tasporn Chantree	Senior Vice President - People & Organizational Performance	22/23
Mr. Somsak Pichetpinyo	Senior Vice President - Saraburi Operations	21/23

Secretary of the Executive Committee is Mr. Wutthipong Songwisit (Acting).

3. Nomination of Director and Executive

(1) Nomination of Independent Director

The selection of the candidates for the post of independent directors is conducted by the Nomination and Compensation Committee, taking into account the qualifications of the candidates, i.e. the relevant knowledge and experience.

"Independent Director" of the Company must have at least the necessary qualifications set by the Stock Exchange of Thailand, the Securities and Exchange Commission, the Capital Market Supervisory Board, and other relevant regulatory bodies as follows:

1. Holding not over one per cent of the voting shares of the Company or the Company's parent Company, subsidiary, associated company, major shareholder or controlling person. The shares held by the independent director's related person are counted as if they are held by the independent director;
2. Neither being nor used to be an executive director, employee, staff, paid advisor, or controlling person of the Company or the Company's parent Company, subsidiary, associated company, same-level subsidiary of common parent, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of filing the application with the Office. Such prohibited characteristics does not apply in the case where the independent director hold or used to hold such position as representative of a government unit which is a major shareholder or controlling person of the Company;
3. Not being, whether by consanguinity or affinity, a parent, spouse, sister, brother, child, the child's spouse, of any executive, major shareholder, controlling person, or person to be nominated as executive or controlling person of the Company or the Company's subsidiary;
4. Neither having nor used to have a business relationship with the Company, its parent Company, subsidiary, associated company, major shareholder or controlling person, in the manner which may interfere with his independent

judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the Company, the Company's parent Company, subsidiary, associated company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office.

The term 'business relationship' in the first paragraph includes any normal business transaction, rental or lease of immovable property, transaction related to assets or services or granting or receiving financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other transaction of similar nature, which results in that the Company or its counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the Company or twenty million Baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board and the governing rules on connected transactions *mutatis mutandis*. The consideration of such indebtedness includes indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences;

5. Neither being nor used to be an auditor of the Company, the Company's parent Company, subsidiary, associated company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs the auditors of the Company, the Company's parent Company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office;
6. Neither being nor used to be a provider of any professional services, including legal advisor or financial advisor who receives service fees

exceeding two million Baht per year from the Company, the Company's parent Company, subsidiary, associated company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office;

7. Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to a major shareholder;
8. Not undertaking any business of the same nature and in competition with that of the Company or the Company's subsidiary, or not being a significant partner in a partnership or being an executive director, employee, staff, paid advisor or holding shares over one percentage of the total voting shares of other Company which undertakes business of the same nature and in competition with that of the Company or the Company's subsidiary;
9. Not having any other characteristics which causes the inability to express independent opinions with regard to the Company's business operations

(2) Nomination of Directors

As similar to the nomination of an independent director, the Nomination and Compensation Committee shall contemplate the potential directors who will be selected from a field of qualified and experienced professionals that benefit the Company's business and be able to manage the Company to achieve the set objectives, goals, business nature and future plans as determined by the Board of Directors.

The election of each director is made by the majority votes of shareholders. Every year, the Company invites the shareholders and directors to propose director nomination for AGM approval.

The nominated directors must meet the qualifications of the Company's AOA, laws, regulations of SET, SEC and Capital Market Supervisory Committee.

Re-election of Directors whose terms are expired by rotation at the AGM has criteria and guidelines as follows:

1. One share, one vote;
2. No cumulative voting. Shareholders shall cast their vote for one director at a time; and
3. If there are more nominations than the vacant positions, those who received highest votes will be directors. In case of tie-vote, the Chairman of the Board shall have a casting vote.

For the case of fulfillment of director vacancy other than retirement, the Board shall select a qualified person at the next meeting by obtaining consent of at least 3/4 from the remaining directors, except for the case that the remaining office is less than 2 months.

If the remaining directors are less than the quorum, such remaining directors can act on behalf of the Board only on calling for shareholders' meeting to elect replacing directors.

The replacing director(s), if elected by the Board, shall be in the office only up to the remaining tenor.

(3) Nomination of Executives and Top Management

By the virtue delegated by the Board of Directors, the Nomination and Compensation Committee is authorized to consider for suitability of the nomination proposal of the Managing Director/ Chief Executive Officer on potential candidates to the Top Management positions.

For those candidates to complete the body of the Executive Committee, the Nomination and Compensation Committee shall consider nominations by the Chief Executive Officer and recommend the list of potential candidates subject to appropriate qualification and experience to the review and approval of the Board of Directors.

For the candidates in Top Management Level (TML), including the Vice President and the CEO of subsidiaries, the Nomination and Compensation

Committee is authorized to approve the proposal of candidacy from the Managing Director/Chief Executive Officer and to report to the Board of Directors as required.

4. Corporate Governance for Subsidiaries and Associated Company

The regulatory mechanism of corporate governance is set forth to protect the interest in both investment capitals and company businesses by taking into consideration of the best interests for the Group Company.

For the primary corporate governance in subsidiaries and associated companies, the Nomination and Compensation Committee will nominate qualified candidates to propose for approval from the Board of Directors. The appointment shall be conducted according number and position in compliance with shareholding proportion of subsidiaries and associated companies. In this connection, this discipline is also applied with the top management appointment for subsidiaries and associated companies.

The directors and/or executives appointed by Board of Directors as above mentioned shall have the duty to manage and administrate the businesses of subsidiaries and/or associated companies to be in line and in compliance with the Company's policies and direction, which may be set out and reviewed from time to time as it may deem appropriate.

In making decision for key business operations of the subsidiaries, the Company shall set out the value amount of the projects or businesses in the Articles of Association of the subsidiaries. The directors of the subsidiaries are required to propose for approval from the Board of Directors before implementation at all times. Approvals from the Board of Directors are also necessary for crucial activities, such as the increase-decrease of capital and the termination of subsidiaries' business.

For business operation in general, the Company sets out the policy guidelines through communication in the annual budget designation, as well as reviews,

and reports the quarterly business performance in the Board Committee's meetings. The representatives appointed as directors and executives of subsidiaries and associated companies shall participate in such meetings. Besides, the Board of Directors' meeting sets out the regular sessions for acknowledging the Minutes of meetings held by subsidiaries and associated companies.

Furthermore, the reports of the subsidiaries are specified with format and structure in identical or similar manner for the convenience in corporate governance. In this regard, the Company also determines the organizational structure, which employees or division managers of subsidiaries must report or consult and resolve problems in collaboration with the Company's Executives and managers, who are in charge of such line functions or concerning businesses. Thus, measures and/or internal control of subsidiaries must be complied with or be in the same direction with the Company's systems. The regulatory mechanism of corporate governance is prescribed that the Executives and employees of subsidiaries must undertake the business in both proactive and reactive approaches along with the Company's Executives and employees.

5. Supervision of the Use of Insider Information

Use of Insider Information

In order to comply with the principles of good corporate governance on the matter of preventive measures in the case where a Director, an Executive or an employee has used insider information to exploit benefits through abusive self-dealings for their own self or for another person, the Directors and the Executives have given importance on the compliance with the Company's Code of Business Conduct Policy. In this respect, the Board of Directors has implemented the Blackout Period Policy under which the Directors, Executives and employees as well as the persons perceiving the inside information are prohibited from trading the Company's shares during the period of 30 days before the disseminations of the information on financial statements and significant financial information to be assured that there are no exploitations of benefits from

the information undisclosed publicly which would lead to the taking of an advantage over outsiders. Directors and Executives must produce and submit a report on the holding of assets in accordance with the requirements of the Office of the Security and Exchange Commission (SEC) under Section 59 of the Security and Exchange Act, B.E. 2535 within 3 days from the date of the change and that the Company Secretary shall be notified accordingly in order for a summary on the number of the securities of the Directors and Executives individually can be made for submission to the Board of Directors in their meetings every time and that the information on the holding of such securities shall be disclosed in the annual report with a notification on the penalty in the case of a violation or non-compliance with the Policy and such requirements, as well.

The above policies are also part of the compliance with the Company Code of Business Conduct on the use of Company assets and information.

The Code of Business Conduct, the revised version, sets out that:

"1. Integrity at Work

...

1.2 Use of Company Assets and Information

...

Insider Trading

Use of inside information or non-public information in supporting the investors' decision whether to buy, sell or hold stocks or securities is considered unethical and illegal, and this may result in disciplinary and criminal charges."

For any questions or suspicions regarding insider trading, please consult the Legal and Corporate Affairs Department. The Company shall review names of insider persons for the suitability of the current situation, map out the guidelines in safeguarding internal information and notify all personnel within the organization on the aforementioned policies and guidelines to comply with and make follow-ups on the compliance with such policies and guidelines regularly.

Summary of Number of Shares Held by Directors and Executives in 2014 and 2015 is follows:

Siam City Cement Public Company Limited's Shares Held by Directors and Executives							
List of Directors/Executives	31 December 2015			31 December 2014			Total Number of Shares Increase/ (decrease) during the year (share)
	Number of Shares (Share)		Percentage of Shares Held	Number of Shares (Share)		Percentage of Shares Held	
	Directors/ Executives	Spouse and child(ren) under age		Directors/ Executives	Spouse and child(ren) under age		
Non-Executive Directors							
Mr. Veraphan Teepsuwan	4,682	1,265	0.0026	4,682	1,265	0.0026	-
Mr. Paul Heinz Hugentobler	-	-	-	-	-	-	-
Mr. Chachchon Ratanarak	-	-	-	-	-	-	-
Mr. Vanchai Tosomboon	51,448	-	0.0224	47,187	-	0.0205	4,301
Ms. Nopporn Tirawattanagool	-	-	-	-	-	-	-
Mr. Pongpinit Tejagupta	-	-	-	-	-	-	-
Mr. David Alexander Newbigging	-	-	-	-	-	-	-
Mr. Harald Link	12,558	-	0.0055	7,857	-	0.0034	4,701
Dr. Sunee Sornchaitanasuk	-	-	-	-	-	-	-
Mr. Pradap Pibulsonggram	-	-	-	-	-	-	-
Mr. Somboon Phuvoravan	56,800	48,201	0.0456	56,800	48,201	0.0456	-
Executive Director							
Mr. Vorathep Rangchaikul	8,172	-	0.0035	2,352	-	0.0010	5,820
Executives							
Mr. Siva Mahasandana	144,800	212,500	0.1553	141,655	212,500	0.1540	3,145
Mr. Chandana Liyanage	16,911	-	0.0073	6,264	-	0.0027	10,647
Mr. Tasporn Chantree	5,453	-	0.0024	6,320	-	0.0027	(867)
Mr. Somsak Pichetpinyo	6,957	-	0.0030	4,696	-	0.0020	2,261
Mr. Montri Nithikul	3,238	-	0.0014	3,060	-	0.0013	178



Apart from undertaking on the matter of insider trading, the control of unusual transactions that may cause the conflict of interest to the Company is also the important issue.

The Code of Business Conduct, the revised version, sets out that:

“2. Integrity in Business

...

2.2 Conflict of Interest

Conflict of interest can be defined as “the situation where our personal, financial or other interests interfere, or may be perceived as interfering with our ability to act in the best interest of the Group Company”. Employees shall avoid conflicts of interest whenever possible. In situations whereby employees think conflicts may arise and it might impair or even appear to impair, they must immediately inform their supervisor to resolve the situation in a fair and transparent manner.

In this regard, the Company establishes the guidelines on conflict of interest for personnel who may be involved in approving a process or procuring a product or service to declare the information of themselves or their relatives regarding the transactions with the Company and/or the subsidiaries during the period of last 12 months. This activity is taken on an annual basis by electronic media.

The declaration of conflict of interest activity has continuously been active for many years and the Company found that the employees has become more aware in transparency and avoid the activity that may concern the conflict of interest and ...

6. Auditor's Fee

In 2015, EY Office Limited (former name was Ernst & Young Office Limited) received from the Company and its subsidiaries audit fees of Baht 6,081,155 (including audit fees from PT. Conwood Indonesia of Baht 541,155) and other services fee (non-audit fee) of Baht 730,000.

Challenging Conventions

We are imaginative and always open to new ideas. We approach every business challenge with enthusiasm, and strive to deliver innovative solutions beyond expectations.

“

**LEARNING FROM
DOING SOMETHING IN
THE UNCONVENTIONAL
WAY ALLOWS US
TO IMPROVE OUR
PERSONAL
CAPABILITIES.**

”



Sirote Patlumphu
RMX LIP Operation Manager
LIP Operation Division
Siam City Concrete Company
Limited

At work, things do not always go by the book. Working can be like playing sports - opportunities and obstacles can be encountered at any time. Since I joined SCCC, I have always faced challenges. I thank the Company for giving me an opportunity, encouraging me to think, act and allowing me to make mistakes. These opportunities allow me to improve my own capabilities. What I receive in return from the work, such as the smiles on my business partners' faces, provides a sense of victory for me and my team.

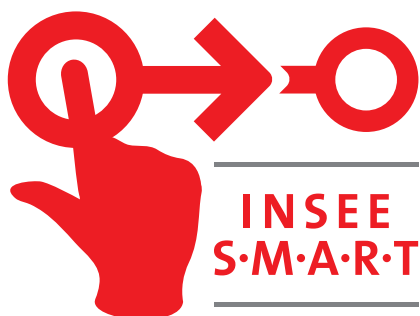
Challenging Conventions

The business challenge today is to keep up with technological advancement and the changes of the consumer behaviors. For any business to succeed, it takes both strategy and effective execution. Siam City Cement Group Company has recognized the importance of embracing the appropriate technology into its business operations and management. We are also open to new business ideas that can generate viable outcomes, from which together with the effective execution will yield the best results. Therefore, “Challenging Conventions” is one vital element of our organizational values. Both executives and employees are living this value and apply it to their work in order to ensure excellence of both our organization and of our business partners.

“Challenging Conventions” – for Differentiation

SCCC is determined to move forward and become a leading organization exploiting digital technology to support our operations. Through data analysis and through mobile transactions via the world’s leading cloud solutions platforms, we are able to seamlessly connect with our customers and business partners.

Because of our commitment on organizational excellence and on creating values to our stakeholders, we have initiated the “INSEE SMART Phase I” project



to steer our organization, business partners and other relevant parties towards the world of digital. “INSEE SMART Phase I”, which has been successfully launched since 1 October 2015, is focused on building a state-of-the-art managerial system to satisfy our business requirements. There have been more than 450 participants who had been working in on this complex exercise over nine months. The “INSEE SMART Phase I” project has offered valuable experience and great satisfaction to our business partners. They can place orders around the clock from any location through an online purchase system available on both mobile phones and tablets. Through this tool, customers can also check at any time the points that they have collected through our INSEE Loyalty Program.

In addition, the system offers our executives the opportunity to conduct in-depth analysis of various business and operational activities. The SAP Simple Finance V2 application, for example, allows real-time analysis so that executives can simulate and adjust their business strategies, devise a new operational plan to seize any business opportunity or solve pressing problems in a timely manner. Moreover, we have developed the Direct Attach Storage (DAS) system which allows for the automatic pickup of orders. We have also adopted technology that helps forecasting of the machine conditions and provides reminders about the requirement for maintenance.

The “INSEE SMART Phase I” project is an important first step taken by SCCC to utilize digital technology to benefit our systems. For our next step, we are planning to launch the “INSEE SMART Phase II” project in March 2016. This phase will boost our competitiveness and offer more satisfaction to our business partners and related parties – all of which will bring maximum benefit and create sustainable business operations for the Company.

“Challenging Conventions” – Joining Forces to Expand Our Business Network

The “INSEE Concrete Franchise” is one of Siam City Concrete Company Limited’s (SCCO) key tool to develop and secure strategic partners. We have identified the opportunity to make use of our intangible assets and capabilities to support our partners in boosting sales, expanding service networks and lowering overall production costs.

SCCO has collaborated with our franchisees in using information to formulate strategic plans to capture opportunities. We have also realized the importance of technical know-how to help the “INSEE Concrete Franchise” succeed in the markets they are operating. The Company has provided support by educating the franchisee about concrete products and their applications, by assisting with the training of personnel in data preparation, negotiating skills and the building of good relations with contractors. In addition, we have assisted our franchisees in securing large-scale sophisticated projects in order to boost our business partners’ confidence in supplying concrete with high quality standard.



“Challenging Conventions” – An Answer to All Demands

Having earned the trust of IHI Corporation – a leading Japanese industrial construction company – SCCO supplied high quality concrete for the construction of LNG containers belong to PTT Public Company Limited. This is a large-scale project featuring both extremely high safety and operational standards and challenging professional requirements. The project demanded stringent requirements at every stage, including inspections of the quality of the concrete and composite materials, checking the temperature of the concrete, assuring that our transportation was rigorously scheduled with punctuality. As the project involved the continual use of a large volume of concrete mix, careful planning and preparation were performed to prevent any mistakes from occurring, We also had set up sophisticated concrete production units at the construction site to prevent any delays as well as to effectively control the quality of the concrete in accordance with IHI’s specifications.

We, have turned all of the challenges into an opportunity to demonstrate our world-class and operations. This has clearly reflects that we are living our commitment “Challenging Conventions” to deliver exceed the expectations of our customers.

As we are determined to deliver only the best products and services to our customers, we have jointly researched and developed suitable solutions to meet the specification of the project. The solution we created also helped increasing the productivity of the customer’s works. Our mission to exceed the customers’ expectations was achieved only through living our commitment “Challenging Conventions” and the “Working as a Team” at all levels in our organization.

Caring about Our Future

We are committed to creating a positive future for generations to come. Caring for our people, our environment, our community, our nation.

“
**I'M GLAD TO
BE A PART OF
THE EFFORT
TO CREATE
SUSTAINABILITY
FOR OUR
FUTURE.**

”



Nitpanun Tamtanasuwat
CEO Secretary
INSEE Ecocycle
Company Limited

Sustainability is a popular subject today. Most people tend to associate it with planting more trees. But they might not consider that trees grow at a slower rate than waste. Working here provides us an opportunity to create change that will benefit our children's futures. So we have tried to reduce the amount of waste we create as much as possible. And if possible, we also recycle or reuse waste efficiently, while at the same time trying to preserve the natural environment. If we do not take care of the world, who will?

Caring about Our Future



As a leading organization in Thailand, it is vital to our business operations that we develop quality products that meet consumer demand. At the heart of this process to push the business steadily forward is our concern for people, natural resources and the environment.

Siam City Cement Group Company is determined to be one of Thailand's model organizations. We have resolved to operate with "accountability and care for society" in order to build a bright future for the next generation. Therefore, we are committed to being prudent and conscientious at every stage of our operations in order to ensure that all resources will be available for use over a long period of time and are used in the most efficient manner possible. Most importantly, unused resources should be recycled for other purposes to generate the smallest amount of waste possible.

INSEE Ecocycle Added Value for Business and Society

Our knowledge and years of experience have earned us recognition as a leader in sustainable industrial

waste management through the incorporation of the cement kiln in achieving the business objective of sustainability. In the name of managing the environment in a sustainable manner, SCCC has set up a new entity called INSEE Ecocycle Company Limited (which originated from our Geocycle business) to act as a provider of industrial waste management services, to develop solutions for waste problems, and to manage environmental elements for sustainability.

We are confident that INSEE Ecocycle Company Limited will support the industrial sector to become more sustainable and will act as a reliable partner for all industries. Being a trustworthy business partner is also a part of our commitment to the organizational value that is related to the Company's sustainability for the society.

Raw Materials Quarry Management Plan

Siam City Cement Group Company recognizes the value of natural resources and the need for careful management of resources. Accordingly, we have developed the Raw Material Management (RMM) system to assist with mine planning and the analysis of chemical values on conveyor belts, and to help with the management and the production of limestone and shale so that they are used in the most efficient manner possible.

The RMM system can also control the quality of the pre-blending pile to achieve the target chemical quality. We inspect to ensure the accuracy of our long-term mine planning and preparation of raw materials. This has helped SCCC achieve efficient mining through the utilization of low-quality limestone and high-magnesium-limestone, which will ensure us high reserves of over 50 years for our mining operations.

.....
Mine a Ton, Sell a Ton

The production of aggregates features the utilization of non-replenishable natural resources. Therefore, INSEE Aggregates has devised a sustainable business directive — “Mine a ton, Sell a ton” — which focuses on finding alternative uses for the rock dust and other unwanted materials created during the aggregate production process, despite the construction industry’s limited usage.

“Rock dust” refers to the fine particles which derive from milling and sifting rocks. Currently, there is only a small demand for the rock dust, which can be used as a composite in the production of concrete blocks, used in tarmac, or used for land leveling. As a result, there is plenty of unused rock dust piled up at the mills of aggregate producers. To address this situation, we decided to turn the rock dust into a product, transforming it into a manufactured sand that can be used as a substitute for the natural sand normally used in the production of ready-mixed

concrete and concrete products, as well as creating no rock dust residue from production process. This initiative has seen the creation of a quality construction sand featuring a more homogeneous texture than natural sand. Helping conserve the environment by reducing the use of natural sand, this initiative is in line with the concept of “green” industry.

.....
Zero Waste to Landfill

In addition to paying keen attention to all details to make sure that raw materials and resources are efficiently utilized, Siam City Cement Group Company also recycles the waste products created by production processes as much as possible. We are proud of our efforts at INSEE Superblock, for example, to completely eliminate the waste we send to landfills by reusing in its production process.

All raw materials removed during the wet stage will be reused in the production process later, while broken or defective products are ground and also reintegrated into the production process as well. These “Reuse-Recycle” steps are part of INSEE Superblock’s mission to have substitute raw materials comprise more than 40 percent of the total of raw materials used. In honor of this effort, INSEE Superblock received the “Green Label” certification from the Thailand Environment Institute Foundation, making us the first and the only lightweight concrete producer in Thailand to receive this recognition.





Corporate Social Responsibility



Siam City Cement Group Company recognizes the necessity of being a responsible corporate citizen in the name of local communities, society and the environment. By following the principles of corporate governance, we strive to create shared value and good relations with all stakeholders. For this purpose, we have, therefore, set policies to govern seven areas:

1. Business Conduct
2. Employment Practice
3. Occupational Health and Safety
4. Community Involvement
5. Customer and Supplier Relations
6. Reporting Performance
7. Anti-Bribery and Corruption

Moreover, Siam City Cement Group Company is also open to dialogue and communication with major stakeholders. We collect opinions, analyze data and assess expectations to improve our operations. We find by involving stakeholders in our main policies or projects, we solidify cordial relations. Since 1999, we have published a Sustainable Development Report, which has been adapted from the Global Reporting Initiative, which contains all corporate social responsibility practices, from CSR–In Process and CSR–After Process, and key performance indexes covering economic, environmental and social areas.

» *More information is available at <http://www.siamcitycement.com> or the Annual Registration Statement (Form 56-1).*

In the past year, SCCC has organized various CSR activities, such as the Integrated Green School Project and the Green Community Project. The Company has also become a member of the Cement Sustainability Initiative (CSI), an alliance of leading global cement producers committed to sustainable development.

Integrated Green School for Integral Development

Siam City Cement Group Company has been collaborating with specialists from various sectors to develop the Green School Project, which will hopefully act as a model school for communities in remote areas. This project introduces educational opportunities to youth, and emphasizes raising the

quality of life in surrounding communities through sound management of water resources, and the promotion of alternative energy, the 5R principles, environmentally-friendly husbandry and forest preservation.

In 2014, which was the fifth anniversary of the Green School Project, the initiative was upgraded and renamed the “Integrated Green School” project. Its intention is to make sure that the teachings and concept of sustainable development are spread throughout local communities by planting the “Green” spirit in the hearts of the youth so that they will love and cherish natural resources and the environment. As part of this project, a new educational institution was built in Pang Mapa District of Mae Hong Son Province named “The Border Patrol Police Learning Center Cha-Lerm-Phra-Kiat” honoring Her Royal Highness Princess Maha Chakri Sirindhorn, who celebrated her 60th birthday anniversary in 2015. As part of this project, university students were also encouraged to learn how they can create more value for both themselves and for others. For example, at “The INSEE ARSA Border Patrol Police School Baan Pa-ger-yor” at Tambon Pa-Theng in Phetchaburi Province, SCCC has, in 2015, initiated the “Panya Arsa” or “Volunteer Intelligence” scheme to invite students from the Faculty of Architecture at Chulalongkorn University to join in efforts to provide more educational opportunities to the youth in this remote area. Over the past six years, this project has helped more than 50,000 young citizens gain access to more education.



Green Community for Greener Earth

Siam City Cement Group Company has resolved to grow the Company in a way that follows the



principles of sustainable development, to the benefit of local communities, society and the environment. For example, we have initiated the Green Community Project, which has been implemented for three years (2014-2016). Through a collaboration with the Chaipattana Foundation, the Huai Hongkhrai Royal Development Study Center in Chiang Mai Province, the Faculty of Architecture at Chiang Mai University, and the Chiang Mai Provincial Center for Skill Development, this project promotes the concept of an environmental-friendly community and the creation of a community-level learning center where knowledge can be shared with other members of other communities.

Project activities are organized and approved by members of the community itself, according to three areas: 1. Farming and livestock 2. Construction and vocational training to add value to local produce, and 3. Environmental and energy conservation and rehabilitation. Proof of the project's success can be found in Ta Papao Village in Tambon Ta Papao, Mae Tha District, Lamphun Province where villagers have become self-sufficient and have created their own network to encourage others to learn more about sustainable development. They have also passed on their knowledge to neighboring communities. So far, the villagers of Ta Papao have attended training sessions, and received and exchanged information. They have become more knowledgeable about sustainability and capable of problem solving and applying their knowledge into action in the name of sustainable development.

At present, Siam City Cement Group Company has implemented the Green Community Project in two villages: Ta Papao Village in Tambon Ta Papao, Mae Tha District, Lamphun Province, and Ban Mai Nam Yen Village in Tambon Doi Lan, Mueang District, Chiang Rai Province.

CSI Member...Moving towards International-Standard Sustainability

In October 2015, SCCC became a member of the Cement Sustainability Initiative (CSI), an organization under the World Business Council for Sustainable Development which comprises 26 major global cement producers with operations in more than 100 countries.

Becoming a CSI member was part of our drive to help SCCC perform at an international level in the field of sustainable development. The Company has been implementing proactive policies in accordance with CSI standards in order to keep pace with ever-changing global conditions and our competition, to earn recognition and satisfy the expectations of our stakeholders and other related parties, and to add value in business operations along with social responsibilities. At the same time, joining CSI has provided our personnel with the opportunity to participate in the sustainable development process through various related activities with the world's leading cement producers.

We have been recognized by CSI for our overall dedication to sustainable development and for the high standards we apply to our sustainable management programs, which cover alternative energy, workplace safety, water and air quality management, the preservation and restoration of biodiversity, future concrete development for sustainable construction industry, and transparent reporting of key information on sustainability.



General Information **and Other Important** **Information**

General Information

General Information

(1) Company Name, Head Office, Type of Business, Registration No., Telephone No., Fax No., Homepage, Type and amount of issued/paid-up shares.

Company Name:	Siam City Cement Public Company Limited
Stock Code:	SCCC, Listed on The Stock Exchange of Thailand (SET)
Registration No.:	0107536001346 (Formerly, Bor Mor Jor 208)
Type of Business:	Cement manufacturing and distribution
Head Office:	Column Tower, 7th - 12th Floor, 199 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand
Factory:	<ul style="list-style-type: none"> • Plant 1 and Plant 3, 99 Moo 9, Mitraparp Road Km. 129, Tabkwang Subdistrict, Kaengkhoi District, Saraburi, 18260, Thailand • Plant 2, 219 Moo 5 Mitraparp Road Km. 131, Tabkwang Subdistrict, Kaengkhoi District, Saraburi, 18260, Thailand • AFR Platform, 301 Moo 5, Mitraparp Road Km.133, Tabkwang Subdistrict, Kaengkhoi District, Saraburi 18260, Thailand • Mortar Plant, 41/2 Moo 5, Mitraparp Road Km. 129, Tabkwang Subdistrict, Kaengkhoi District, Saraburi 18260, Thailand
Telephone:	+66 2 797 7000
Fax:	+66 2 797 7001 to 2
Website:	www.siamcitycement.com
Ordinary share Issued and paid-up shares:	230,000,000 ordinary shares with the par value of Baht 10 per share.

(2) Other references

Share Registrar:	Thailand Securities Depository Company Limited 93 The Stock Exchange of Thailand Building Rachadapisek Road, Din Daeng, Bangkok 10110, Thailand Tel. +66 2 009 9000 Fax. +66 2 009 9991 Call Center +66 2 229 2222
Debenture Registrar:	Bank of Ayudhya Public Company Limited 1222 Rama III Road, Bang Phongphang Yan Nawa, Bangkok 10120, Thailand Tel. + 66 2 296 4494 Fax. + 66 2 683 1389
Debenture Representative:	Thai Military Bank Public Company Limited 3000 Phaholyotin Road, Jormpol, Jatuchak, Bangkok 10900, Thailand Tel. + 66 2 230 5449 Fax. + 66 2 266 9779
Auditors:	Miss Kamontip Lertwitworatep, Certified Public Accountant No. 4377. EY office Limited (former name was Ernst & Young Office Limited) Lake Ratchada Building, 33rd Floor, 193/136-137 Rachadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel. + 66 2 264 0773 Fax. + 66 2 264 0789 - 90

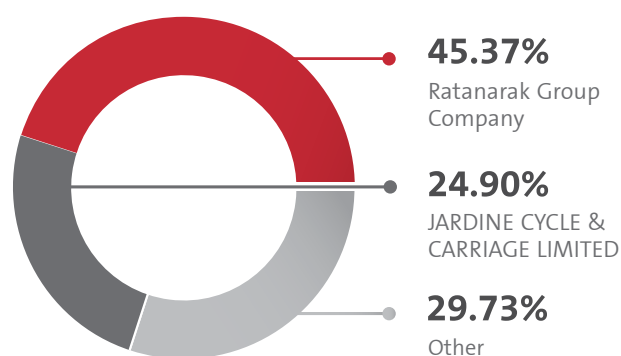
Major Shareholders as of 14 August 2015¹ are as the following:

Rank	Major Shareholders	Shares	% Shares ²
1.	Sunrise Equity Company Limited ³	80,065,840	34.81
2.	JARDINE CYCLE & CARRIAGE LIMITED ³	57,270,000	24.90
3.	Bangkok Broadcasting and Television Company Limited (BBTV) ³	21,681,000	9.43
4.	Thai NDVR Company Limited ⁴	6,427,880	2.79
5.	BNP PARIBAS SECURITIES SERVICES LUXEMBOURG	5,403,800	2.35
6.	STATE STREET BANK AND TRUST COMPANY	3,407,928	1.48
7.	CHASE NOMINEES LIMITED	2,925,117	1.27
8.	Vayupak Mutual Fund by Krungthai Asset Management Public Company Limited	2,254,000	0.98
9.	Vayupak Mutual Fund by MFC Asset Management Public Company Limited	2,254,000	0.98
10.	HSBC (SINGAPORE) NOMINEES PTE LTD	2,240,576	0.97
11.	Mrs. Sasithorn Ratanarak	2,110,628	0.92
12.	AIA Company Limited- AIA D-PLUS	1,750,700	0.76
13.	Krungsri Dividend Stock Fund	1,690,100	0.73
14.	CHASE C.S. CENTRAL NOMINEES LIMITED	1,528,200	0.66
15.	THE BANK OF NEW YORK MELLON	1,470,500	0.64

Remarks:

1. The record date was scheduled for 13 August 2015 to determine the Shareholders entitled to dividend, and the Shareholders register closing date was scheduled for 14 August 2015. During the year, the investors can access the up-to-date information at www.siamcitycement.com under the heading Investor Information.
2. The proportion of the equity interest of each of the Major Shareholders is based on the total issued and paid-up of 230 million shares, Baht 10 per share. Foreign Limit is scheduled at 49% (at 30 December 2015, foreign limit is 33.77%)
3. The majority of shareholders who are a group whose movement has a marked influence on the establishment of corporate policy and strategy.
4. The information of investors under Thai NVDR Company Limited is shown on the website: www.set.or.th

Major Shareholders



Other Important Information

Securities issued by the Company

Debt Securities:

Type of security:	Unsubordinated, unsecured, and no discount debentures with a name-registered debentures certificate
Term to maturity:	4 years
Value of debentures:	4,000 million Baht
Number of debentures:	4 million units
Par value per unit:	1,000 Baht
Offering price per unit:	1,000 Baht
Issuing date:	14 June 2013
Maturity date:	14 June 2017
Coupon rate:	3.79% per annum
Credit rating:	A

Type of security:	Unsubordinated, unsecured, and no discount debentures with a name-registered debentures certificate
Term to maturity:	7 years
Value of debentures:	2,000 million Baht
Number of debentures:	2 million units
Par value per unit:	1,000 Baht
Offering price per unit:	1,000 Baht
Issuing date:	14 June 2013
Maturity date:	14 June 2020
Coupon rate:	4.30% per annum
Credit rating:	A

Equity Securities:

Authorized shares:	280 million ordinary shares with the par value of 10 Baht per share
Issued shares:	230 million ordinary shares
Issued and outstanding shares:	230 million ordinary shares

Derivatives:	None
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Directors' & Executives' Information

Details of the Board of Directors and Executive Members as of 31 December 2015.



Mr. Veraphan Teepsuwan

Chairman of the Board of Directors

Age 74 years **Family Relationship Among Directors and Executives** Nil

Appointed as Director since 13 August 1998

EDUCATION

Master Degree

MBA,
Northeastern University,
USA

Bachelor Degree

Economics,
Boston University,
USA

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0026

As of 31 Dec 2015

0.0026*

**direct holding of 5,947 shares, by director 4,682 shares and by spouse 1,265 shares, no indirect or nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company		
2006 - Present	Chairman	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Jan 2001 - Nov 2006	Vice Chairman	
Aug 1998 - Dec 2000	Director	
2007 - Present	Chairman	Bank of Ayudhya Public Company Limited / Commercial Bank
2003 - Present	Vice Chairman	Eastern Star Real Estate Public Company Limited / Real Estate
1999 - Present	Chairman	Sri Ayudhya Capital Public Company Limited / Investment Holding
Non Listed Company		
Sep 2010 - Present	Director	Exclusive Senior Care International Co.Ltd. / Development of Facilities for Elderly Health Rehabilitation
1995 - Jan 2011	Chairman	Allianz Ayudhya Assurance PLC / Life Insurance
1983 - Mar 2014	Director	Bangkok Broadcasting & TV. Co., Ltd. / Television Broadcasting

TRAINING EXPERIENCE

2008	By Thai Institute of Directors (IOD)'s Course(s) Role of the Chairman Program (RCP)
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Mr. Paul Heinz Hugentobler

Vice Chairman of the Board of Directors

Age 66 years **Family Relationship Among Directors and Executives** Nil

Appointed as Director since 13 August 1998

EDUCATION

Certificate

International Senior Management Program, Harvard Business School, USA

Master Degree

Lic.oec.HSG, Graduate School of Economics and Business of St.Gallen, Switzerland

Bachelor Degree

B.Sc. in Civil Engineering, Swiss Federal Institute of Technology, Zurich, Switzerland

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0000

As of 31 Dec 2015

0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
		Listed Company
Jul 2014 - Present	Chairman of Nomination and Compensation Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Jul 2014 - Present	Member of Governance, Risk and Compliance Committee	
2001 - Present	Vice Chairman	
Aug 1998 - Dec 2000	Director	
1999 - 2000	Managing Director	
2000 - Present	Director	Lanna Resources Public Company Limited / Coal Mining
2002 - Feb 2014	Member of the Executive Committee	Holcim Limited / Cement Producer



Mr. Paul Heinz Hugentobler (Continued)

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company		
Sep 2014 - Mar 2016	Director	INSEE Digital Company Limited (Subsidiary) / Technical Service and Information Technology Management and Development Services
Feb 2012 - Mar 2016	Director	Conwood Company Limited (Subsidiary) / Architectural and Decorative Building Materials Producer
2001 - Jan 2012	Chairman	
2001 - Mar 2016	Director	Siam City Concrete Company Limited (Subsidiary) / Ready-mixed concrete and aggregates
2004 - Jan 2014	Director	Holcim Participation Company Limited / Holdings
2001 - 2013	Director	Holcim Services (Asia) Company Limited / IT Services
1998 - Jan 2014	Director	Thai Roc-Cem Company Limited / Holdings
1998 - Jan 2014	Director	Holcim Capital (Thailand) Company Limited / Holdings

TRAINING EXPERIENCE

By Thai Institute of Directors (IOD)'s Course(s) None



Mr. Chachchon Ratanarak

Director

Age 43 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 9 September 2006

EDUCATION

Bachelor Degree

B.Sc. Economics (Honors),
University of London,
England

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0000

As of 31 Dec 2015
0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company		
Sep 2006 - Present	Director	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Non Listed Company		
2006 - Present	Director	Tonson Property Company Limited / Property Developer
2006 - Present	Director	Tonson Group Company Limited / Property Investment

TRAINING EXPERIENCE

By Thai Institute of Directors (IOD)'s Course(s) None



Mr. Vanchai Tosomboon

Director

Age 66 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 14 June 2004

EDUCATION

Master Degree

MBA, Asian Institute of Management
Philippines

Bachelor Degree

Bachelor of Laws,
Thammasat University

COMPANY'S SHARE-HOLDING RATIO (%)

As 31 Dec 2014

0.0205

As 31 Dec 2015

0.0224*

**direct holding of 51,448 shares, no indirect or nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
		Listed Company
Jul 2014 - Present	Member of Governance, Risk and Compliance Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Jul 2014 - Present	Member of Nomination and Compensation Committee	
Jan 2012 - Present	Advisor	
Jun 2004 - Present	Director	
Jul 2004 - Dec 2011	Director and Executive Vice President (Saraburi Operations)	
Jan 1999 - Present	Director	Lanna Resources Public Company Limited / Coal Mining

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company		
Aug 2014 - Present	Independent Director and Member of Audit Committee	Krungsri Securities Public Company Limited / Securities Business
Feb 2002 - Present	Director	Conwood Company Limited (Subsidiary) / Architectural and Decorative Building Materials Producer

TRAINING EXPERIENCE

	<i>By Thai Institute of Directors (IOD)'s Course(s)</i>	
2015	Corporate Governance for Capital Market Intermediaries Class 10/2015 (CGI)	
	Advanced Audit Committee Program Class 19/2015 (AAP)	
2004	Director Accreditation Program - Class 7/2004 (DAP 7/2004)	
2001	Director Certificate Program - Class 7/2001(DCP 7/2001)	
	<i>By Institute of Management Development (IMD) Switzerland</i>	
2006	Senior Management Program	
2002	Breakthrough Program for Senior Executives	
2000	Managing Corporate Resources	



Ms. Nopporn Tirawattanagool

Director

Age 61 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 23 April 2012

EDUCATION

Master Degree

Master of Accountancy,
(Accounting),
Thammasat University

Bachelor Degree

Bachelor of Accountancy
(Accounting),
Thammasat University

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0000

As of 31 Dec 2015
0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
		Listed Company
Jul 2014 - Present	Member of Governance, Risk and Compliance Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Jul 2014 - Present	Member of Nomination and Compensation Committee	
Apr 2012 - Present	Director	
Jan 2015 - Present	Member of Governance, Risk and Compliance Committee	Bank of Ayudhya Public Company Limited / Commercial Bank
Jan 2014 - Present	Director (Authorized Signatory)	
Apr 2010 - Present	Member of Nomination and Remuneration Committee	
Apr 2010 - Dec 2013	Director	
May 2015 - Present	Director (Authorized Signatory)	Grand Canal Land Public Company Limited / Real Estate
Oct 2014 - Present	Director	Srivichaivejvivat Public Company Limited / Hospital

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company (Continued)		
May 2013 - Present	Member of Nomination and Remuneration Committee	Sri Ayudhya Capital Public Company Limited / Investment Holding
Apr 2013 - Present	Director	
2010 - Jan 2012	Independent Director and Member of Audit Committee	Lanna Resources Public Company Limited / Coal Mining
Non Listed Company		
May 2015 - Present	Director (Authorized Signatory)	CKS Holding Co., Ltd. / Holding
May 2015 - Present	Director (Authorized Signatory)	Super Assets Co., Ltd. / Real Estate
May 2015 - Present	Director (Authorized Signatory)	C.K.R Co., Ltd. / Holding
May 2015 - Present	Director (Authorized Signatory)	The Bangkok Lighters Co., Ltd. / Asset Management
May 2015 - Present	Director (Authorized Signatory)	The Thai Tapioca Flour Produce Co., Ltd. / Real Estate



Ms. Nopporn Tirawattanagool (Continued)

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company (Continued)		
May 2015 - Present	Director (Authorized Signatory)	Cyber Venture Co., Ltd. / Holding
Apr 2015 - Present	Director (Authorized Signatory)	Khao Kheow Country Club Co., Ltd. / Golf Course
Apr 2015 - Present	Director (Authorized Signatory)	Siam Puri Engineering Co., Ltd. / Construction
Apr 2015 - Present	Director (Authorized Signatory)	Siam Purimongkol Co., Ltd. / Real Estate
Dec 2014 - Present	Director	Belle Development Co., Ltd. / Real Estate
Dec 2014 - Present	Director (Authorized Signatory)	Grand Fortune Co., Ltd. / Real Estate
Apr 2014 - Present	Director	Bangkok Broadcasting & TV. Co., Ltd. / Television Boardcasting
Apr 2014 - Present	Director (Authorized Signatory)	BBTV Satelvision Co., Ltd. / Advertisement
Apr 2014 - Present	Director (Authorized Signatory)	GL Asset Co., Ltd. / Advertisement
Apr 2014 - Present	Director (Authorized Signatory)	Mahakij Holding Co., Ltd. / Advertisement, Holding
Apr 2014 - Present	Director (Authorized Signatory)	BBTV Production Co., Ltd. / Advertisement
Jan 2014 - Present	Director (Authorized Signatory)	BBTV Alliance Ltd. / Holding company

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company (Continued)		
Jan 2014 - Present	Director (Authorized Signatory)	BBTV Bond Street Building Ltd. / Real Estate Investment
Aug 2012 - Present	Director (Authorized Signatory)	ITBC Business Consultant Group Company Limited / IT consultant
Apr 2011 - Present	Director (Authorized Signatory)	Exclusive Senior Care International Company Limited / Development of Facilities for Elderly Health Rehabilitation
Sep 2010 - Present	Director (Authorized Signatory)	BBTV International Holding Company Limited / Holding
Sep 2010 - Present	Director (Authorized Signatory)	Sunrise Equity Company Limited / Holding
Sep 2010 - Present	Director (Authorized Signatory)	BBTV Equity Company Limited / Office Building Rental

TRAINING EXPERIENCE

By Thai Institute of Directors (IOD)'s Course(s)

2015	Risk Management Program for Corporate Leaders (RCL)
2013	Anti-Corruption for Executive Program (ACEP)
2011	Financial Institution Governance Program (FGP)
2010	Audit Committee Program (ACP)
	Director Certificate Program (DCP)
2009	Role of the Compensation Committee (RCC)
2003	Director Accreditation Program (DAP)



Mr. Pongpinit Tejagupta

Director

Age 61 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 26 February 2010

EDUCATION

Master Degree

MBA,
University of Detroit,
Michigan, U.S.A.

Bachelor Degree

Accounting
Chulalongkorn University

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0000

As of 31 Dec 2015

0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
		Listed Company
Jul 2014 - Present	Chairman of Governance, Risk and Compliance Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Jul 2014 - Present	Director	
Feb 2010 - Jul 2014	Independent Director	
Feb 2010 - Apr 2011	Member of the Audit Committee	
Apr 2011 - Jul 2014	Chairman of the Audit Committee	
2014 - Present	Advisor to the Board of Directors	Bank of Ayudhya Public Company Limited / Commercial Bank
2005 - 2013	Director	
Apr 2015 - Present	Director	Eastern Star Real Estate Public Company Limited / Real Estate

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company		
May 2014 - Present	Director	Bangkok Broadcasting & TV. Co., Ltd. / Television Broadcasting
Jan 2014 - Apr 2014	Advisor	
2003 - Present	Director	Allianz Ayudhya Assurance Public Company Limited / Life Insurance
May 2015 - Present	Chairman	Media Studio Co., Ltd. / Television Broadcasting

TRAINING EXPERIENCE

	<i>By Thai Institute of Directors (IOD)'s Course(s)</i>
2013	Anti-Corruption for Executive Program (ACEP) How to Develop a Risk Management Plan (HRP) Chartered Director Class (CDC)
2012	Role of the Compensation Committee (RCC) Monitoring the System of Internal Control and Risk Management (MIR) Monitoring the Quality of Financial Reporting (MFR) Monitoring Fraud Risk Management (MFM) Monitoring the Internal Audit Function (MIA)
2011	The Board's Roles in Merger & Acquisitions (M&A) Financial Institutions Governance Program (FGP)
2010	Advanced Audit Committee Program (ACP) Successful Formulation & Execution of Strategy (SFE) Role of the Nomination and Governance Committee (RNG)
2008	Director Accreditation Program (DAP)



Mr. David Alexander Newbigging

Director

Age 43 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 7 May 2015

EDUCATION

Master Degree

University of Edinburgh
in Scotland

Other Education

Harvard Business School

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0000

As of 31 Dec 2015
0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
		Listed Company
May 2015 - Present	Member of Nomination and Compensation Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
May 2015 - Present	Director	
2012 - Present	Group Managing Director	Jardine Cycle & Carriage Limited / Investment Holding Company
2013 - Present	Member of the Remuneration and Nomination Committee	PT Astra International Tbk / Multi-Industries Conglomerate
2012 - Present	Commissioner, Member of the Executive Committee	
2013 - Present	VP Commissioner	PT United Tractors Tbk Limited / Heavy Equipment Distributor
2013 - Present	Vice Chairman, Chairman of Remuneration Committee	Refrigeration Electrical Engineer Corporation / Diversified Businesses

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company		
2012 - Present	Chairman of the Board of Directors, Chairman of Remuneration Committee and Member of Nomination Committee	Cycle & Carriage Bintang Berhad / Automotive Dealer
Non Listed Company		
2012 - Present	Director	Jardine Matheson Management (SEA) Pte. Limited / Business and Management Consultancy
2012 - Present	Member of Executive Committee	PT Pamapersada Nusantara / Mining Contractor
2012 - Present	Chairman of the Board of Directors, Chairman of Audit Committee of Chairman of Steering Committee	Mindset Care Limited / Charity
2013 - Dec 2015	Director	Cycle & Carriage Automobile Myanmar Company Limited / Automotive Services

TRAINING EXPERIENCE

By Thai Institute of Directors (IOD)'s Course(s) None



Mr. Harald Link

Independent Director

Age 60 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 24 September 1998

EDUCATION

Master Degree

Lic.oe.HSG,
University of St. Gallen,
Switzerland

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0034

As of 31 Dec 2015

0.0055*

**direct holding of 12,558
shares, no indirect or
nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company		
Jul 2014 - Present	Member of Nomination and Compensation Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Sep 1998 - Present	Independent Director	
Jul 2014 - Jun 2015	Chairman of the Audit Committee	
1998 - 2009	Member of the Audit Committee	
2010 - Present	Independent Director	True Corporation Public Company Limited / Telecommunication
2000 - 2010	Director	
2010 - Present	Director	G&L Beijer AB (Listed Company in Sweden)
Non Listed Company		
1987 - Present	Chairman	B. Grimm Group of Companies

TRAINING EXPERIENCE

2015	By Thai Institute of Directors (IOD)'s Course(s) Director Accreditation Program (DAP)
2003	By St. Gallen, Switzerland Course on Good Corporate Governance



Dr. Sunee Sornchaitanasuk

Independent Director and Chairperson of Audit Committee

Age 54 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 10 June 2015

EDUCATION

PhD

Doctor of Management Communication Management Program, Suan Dusit Rajabhat University

Master Degree

Industrial Business King Mongkut's University of Technology North Bangkok

Certified Public Accountant No. 3733

Certificate

CPA, Institute of Certified Accounting & Audit of Thailand

Bachelor Degree

Bachelor of Accounting, Thammasat University

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0000

As of 31 Dec 2015
0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company		
Jun 2015 - Present	Chairperson of Audit Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Jun 2015 - Present	Independent Director	
2006 - Present	Independent Director, Non- Executive Audit Committee	NFC Fertilizer PCL. / Chemical Fertilizer Producer
2007 - Present	Chairperson of Nomination and Compensation Committee, Member of the Audit Committee, and Independent Director	EMC Public Company Limited / Property and Construction
Non Listed Company		
Mar 2013 - Present	Executive Director	AMC Medical Center (Thailand) Company Limited / Medical Equipment
2004 - 2013	Director / Managing Director	D MED Hearing Center Company Limited / Medical Supplies and Equipment
2004 - 2013	Director / Managing Director	Dusit Med Company Limited / Medical Supplies and Equipment
2010 - Present	Executive Director	Hale's Trading (Thailand) Company Limited / Beverages



Dr. Sunee Sornchaitanasuk (Continued)

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company (Continued)		
1984 - 1993	Senior Manager - Internal Audit Senior Manager - External Audit	Arthur Andersen Business Advisory Ltd. / Audit and Consulting Services Firm

TRAINING EXPERIENCE

2008	<i>By Thai Institute of Directors (IOD)'s Course(s):</i> Role of the Chairman Program (RCP) Monitoring the Internal Audit Function Monitoring the system of Internal Control and Risk Management Chartered Director Class 3/2008 Liabilities of Directors and Executives (Current Issue Seminar) 1/2008	
2005	Director Diploma Examination 18/2005 Director Certification Program (DCP) 53/2005 Audit Committee Program (ACP) 5/2005	
2004	Director Accreditation Program (DAP) 28/2004	
2015	<i>By The Securities and Exchange Commission</i> Capacity Building Program for Listed Auditor	
2010	<i>By KPMG Phoomchai Holdings Co., Ltd.</i> Shareholders' Ques and Ten-To-Do's for Audit Committee, 2010	
2009	<i>By Federation of Accounting Professions under the Royal Patronage of His Majesty the King</i> Guidelines for implementing audit standards applied in practice for the exam SMEs	



Mr. Pradap Pibulsonggram

Independent Director and Member of the Audit Committee

Age 66 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 21 April 2011

EDUCATION

Bachelor Degree

B.A. in Political Science / Economics,
Auckland University,
New Zealand

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0000

As of 31 Dec 2015

0.0000

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
Apr 2011 - Present	Member of the Audit Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Apr 2011 - Present	Independent Director	
Non Listed Company		
2014 - Present	Director	TEAM Consulting International Co., Ltd.
2013 - Present	Director	Monitoring and Evaluation Committee of the integration logistics research project between National Research Council (NRCT) and the Thailand Research Fund (TRF).
Mar 2012 - Present	Expert	Pibulsongkram Rajabhat University Council / Educational institution
Jan 2011 - Present	Thai Representative	High Level Task Force on Master Plan on ASEAN Connectivity
2010 - Apr 2011	Advisor to the Foreign Minister	Ministry of Foreign Affairs

TRAINING EXPERIENCE

2014	By Thai Institute of Directors (IOD)'s Course(s) How to Measure the Success of Corporate Strategy (HMS)
2013	Anti-Corruption for Executive Program (ACEP)
2012	Monitoring the System of Internal Control and Risk Management (MIR) Monitoring the Quality of Financial Reporting (MFR) Monitoring Fraud Risk Management (MFM) Monitoring the internal Audit Function (MIA)
2011	Audit Committee Program (ACP) Financial Statements for Directors (FSD) Director Certification Program (DCP)



Mr. Somboon Phuvoravan

Independent Director and Member of the Audit Committee

Age 69 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 23 April 2013

EDUCATION

Master Degree

Master of Business Administration, Thammasat University

Bachelor Degree

Mechanical Engineering, Chulalongkorn University

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0456

As of 31 Dec 2015

0.0456

**direct holding of 105,001 shares, by Director 56,800 shares and by spouse 48,201 shares, no indirect or nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
		Listed Company
Apr 2013 - Present	Member of the Audit Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Apr 2013 - Present	Independent Director	
2004 - 2013	Independent Director, Chairman of the Audit Committee	Diamond Building Products Public Company Limited / Production and distribution of roofing tiles

TRAINING EXPERIENCE

	By Thai Institute of Directors (IOD)'s Course(s)
2013	Anti-Corruption for Executive Program (ACEP)
2012	Monitoring Fraud Risk Management (MFM)
2008	Monitoring the Quality of Financial Reporting (MFR) Director Certificate Program (Re-DCP)
2007	Monitoring the Internal Audit Function (MIA) Monitoring the System of Internal Control and Risk Management (MIR)
2005	Director Accreditation Program (DAP) Audit Committee Program (ACP) Director Certification Program (DCP)



Mr. Vorathep Rangchaikul

Director & CEO

Age 54 years *Family Relationship Among Directors and Executives* Nil

Appointed as Director since 1 January 2014

EDUCATION

Master Degree

MBA,
Detroit University, USA

Bachelor Degree

Mechanic Engineer,
Kasetsart University

Certificate

Advanced Management
Program,
Harvard
Business School,
USA

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0010

As of 31 Dec 2015

0.0035

**direct holding of 8,172
shares, no indirect or
nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
2014 - 7 Apr 2016	Director	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
2014 - 6 Apr 2016	CEO	
Non Listed Company		
2014 - Mar 2016	Director	Siam City Concrete Company Limited (Subsidiary) / Ready-mixed concrete and aggregates
2014 - Mar 2016	Director	Conwood Company Limited (Subsidiary) / Architect and Decorative Building Material Producer
2014 - Mar 2016	Director	INSEE Superblock Company Limited / (Subsidiary) / Light weight Block Producer
2014 - Mar 2016	Chairman	Siam City Power Limited (Subsidiary) / Energy such as Electricity Generation from Waste Heat
2014 - Mar 2016	Chairman	INSEE Ecocycle Company Limited (Subsidiary) / Industrial Waste Disposal Services and Alternative Fuel
Jul 2014 - Mar 2016	Chairman	INSEE Digital Company Limited (Subsidiary) / Technical Service and Information Technology Management and Development Services



Mr. Vorathep Rangchaikul (Continued)

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company (Continued)		
2009 – 2013	CEO / Managing Director	Dutch Mill Company Limited / Dairy products Producer
2009 – 2013	CEO / Managing Director	Kuiburi Fruit Canning (KFC) Company Limited / Canned fruit Producer

TRAINING EXPERIENCE

	<i>By Thai Institute of Directors (IOD)'s Course(s)</i>
2015	Corporate Governance for Executive (CGE)
2014	Director Certificate Program (DCP)



Mr. Siva Mahasandana

Deputy CEO & Senior Vice President (Marketing & Sales)

Age 53 years *Family Relationship Among Directors and Executives* Nil

Appointed as Executives since 4 July 2011

EDUCATION

Master Degree

MBA,
Finance and Investment
(Beta Gamma Sigma),
The George Washington
University, USA

Bachelor Degree

Mechanical Engineering,
Chulalongkorn University

Certificate

Advanced Management
Program,
Harvard
Business School,
USA

COMPANY'S SHARE-HOLDING RATIO (%)

As 31 Dec 2014

0.1540

As 31 Dec 2015

0.1553*

*direct holding of 144,800
shares and by his child
212,500 shares,
no indirect or nominee
holding

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
Apr 2016	CEO	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Feb 2015 - Feb 2016	Senior Vice President (Marketing & Sales)	
Feb 2016 - Apr 2016	Deputy CEO	
2012 - Jan 2015	Senior Vice President (Saraburi Operations)	
2009 - 2011	Senior Vice President (RMX & Aggregates)	
2007 - 2009	Vice President Professional Customers	
Non Listed Company		
Feb 2015 - Present	Director and Chairman	Siam City Concrete Company Limited (Subsidiary) / Ready-mixed concrete and aggregates
2004 - Jan 2012	CEO	
Feb 2015 - Present	Director and Chairman	Conwood Company Limited (Subsidiary) / Architectural and Decorative Building Material Producer



Mr. Siva Mahasandana (Continued)

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Non Listed Company (Continued)		
Apr 2015 - Present	Director	PT Conwood Indonesia Company Limited / Architectural and Decorative Building Material Producer
Mar 2016 Onwards	Director	INSEE Superblock Company Limited / (Subsidiary) / Light weight Block Producer
Feb 2015 - Present	Director	
Mar 2016 Onwards	Director and Chairman	INSEE Ecocycle Company Limited/ (Subsidiary) / Industrial Waste Disposal Services and Alternative Fuel
Mar 2016 Onwards	Director and Chairman	Siam City Power Company Limited (Subsidiary) / Energy such as Electricity Generation from Waste Heat
Mar 2016 Onwards	Director and Chairman	INSEE Digital Company Limited (Subsidiary) / Technical Service and Information Technology Management and Development Services

TRAINING EXPERIENCE

2015	<i>By Thai Institute of Directors (IOD)'s Course(s)</i> Corporate Governance for Executive (CGE) Director Certification Program 206 (DCP)
2015	<i>By Thailand Energy Academy</i> Senior Management Program of Energy Literacy (Vor Por Nor 7)
2007	<i>By Holcim Limited, Switzerland</i> Senior Leadership Program
2005	Senior Management Program



Mr. Chandana Liyanage

Senior Vice President (Finance and Controlling)

Age 51 years *Family Relationship Among Directors and Executives* Nil

Appointed as since 11 November 2010

EDUCATION

Associate member

Institute of the Chartered Accountants, Sri Lanka

Member of the Certified Management Accountants, Australia

Fellow member of the Society of Certified Management Accountants, Sri Lanka

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0027

As of 31 Dec 2015
0.0073*

**direct holding of 16,911 shares, no indirect or nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
2010 - Present	Senior Vice President (Finance and Controlling)	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
2005 - 2010	Regional Controller South Asia / ASEAN	Holcim Group Support Ltd, Switzerland / Services Provider for Group Companies
Non Listed Company		
Jul 2014 - Present	Director	INSEE Digital Company Limited (Subsidiary) / Technical Service and Information Technology Management and Development Services
Aug 2013 - Present	Director	NSEE Ecocycle Company Limited (Subsidiary) / Industrial Waste Disposal Services and Alternative Fuel
Nov 2012 - Present	Director	INSEE Superblock Company Limited / (Subsidiary) / Light weight Block Producer
2011 - Present	Director	Siam City Power Company Limited (Subsidiary) / Energy such as Electricity Generation from Waste Heat
Mar 2016 Onwards	Director	Siam City Concrete Company Limited (Subsidiary) / Ready-mixed concrete and aggregates
Mar 2016 Onwards	Director	Conwood Company Limited (Subsidiary) / Architectural and Decorative Building Materials Producer



TRAINING EXPERIENCE

2011	<i>By Thai Institute of Directors (IOD)'s Course(s)</i> Director Certificate Program (DCP)
2012	<i>By Institute of Management Development (IMD) Switzerland</i> Senior Leadership Program
2005	<i>By University of St.Gallen, Switzerland</i> Executive Management Program
1992	<i>By NIBM Sri Lanka</i> Design and Development of Computer Systems



Mr. Tasporn Chantree

Senior Vice President (People & Organizational Performance)

Age 49 years *Family Relationship Among Directors and Executives* Nil

Appointed as since 14 May 2009

WORK EXPERIENCE 5-YEAR CREDENTIAL

EDUCATION

Master Degree

Human Resources,
National Institute
of Development
Administration

Master Degree

Master of Art,
Communication
Research,
Thammasat University

Bachelor Degree

Bachelor of Social
Work-Social
Administration,
Thammasat University

Certificate

Advanced Management
Program, Harvard
Business School, USA

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014

0.0027

As of 31 Dec 2015

0.0024*

**direct holding of 5,453
shares, no indirect or
nominee holding*

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
Listed Company		
2009 - Present	Senior Vice President People & Organizational Performance (P&OP)	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
2004 - 2007	Learning & Development Manager	
Non Listed Company		
Mar 2016 Onwards	Director	Siam City Concrete Company Limited (Subsidiary) / Ready-mixed concrete and aggregates
Mar 2016 Onwards	Director	Conwood Company Limited (Subsidiary) / Architectural and Decorative Building Materials Producer
Mar 2016 Onwards	Director	INSEE Superblock Company Limited (Subsidiary) / Light weight Block Producer
Mar 2016 Onwards	Director	INSEE Digital Company Limited (Subsidiary) / Technical Service and Information Technology Management and Development Services



Mr. Tasporn Chantree (Continued)

TRAINING EXPERIENCE

2015	<i>By Thai Institute of Directors (IOD)'s Course(s)</i> Corporate Governance for Executive (CGE)
2008	<i>By INSEAD, France</i> Management of People Program
2005	<i>By University of St, Gallen, Switzerland</i> Executive Management Program



Mr. Somsak Pichetpinyo

Senior Vice President (Saraburi Operations)

Age 60 years **Family Relationship Among Directors and Executives** Nil

Appointed as since 1 February 2015

EDUCATION

Bachelor Degree

Bachelor of Engineering
(Electrical Engineering),
Chulalongkorn University

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0020

As of 31 Dec 2015
0.0030*

*direct holding of 6,957
shares and by spouse
2,019 shares, no indirect
or nominee holding

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
Feb 2015 - Present	Senior Vice President (Saraburi Operations)	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
2013 – Jan 2015	Vice President Strategic Plan of PMO and PXM	
2004 - 2012	Vice President (Manufacturing)	
Non Listed Company		
Feb 2015 - Present	Director	INSEE Ecocycle Company Limited (Subsidiary) / Industrial Waste Disposal Services and Alternative Fuel
Feb 2015 - Present	Director	Siam City Power Company Limited (Subsidiary) / Energy such as Electricity Generation from Waste Heat

TRAINING EXPERIENCE

	By Thai Institute of Directors (IOD)'s Course(s)
2015	Corporate Governance for Executive (CGE)
2014	Director Certificate Program (DCP)
	By Institute of Management Development (IMD), Switzerland
2008	Senior Leadership Program
2006	Senior Management Program (SMP)
2004	Program for Executive Development
	By NUS-Stanford, Singapore
2003	Executive Development Program



Mr. Montri Nithikul

Senior Vice President (Marketing & Sales)

Age 44 years **Family Relationship Among Directors and Executives** Nil

Appointed as since 11 February 2016

EDUCATION

Master Degree

Civil Engineering (Structural), Kasetsart University

Bachelor Degree

Civil Engineering, Prince of Songkla University

COMPANY'S SHARE-HOLDING RATIO (%)

As of 31 Dec 2014
0.0013

As of 31 Dec 2015
0.0014*

**direct holding of 3,238 shares, no indirect or nominee holding*

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
Feb 2016 - Present	Senior Vice President (Marketing & Sales)	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Non Listed Company		
Mar 2016 - Onwards	Director	INSEE Digital Company Limited (Subsidiary) / Technical Service and Information Technology Management and Development Services
Jan 2012 - Present	Director and CEO	Siam City Concrete Company Limited (Subsidiary) / Ready-mixed concrete and aggregates
Jul 2011 - Jan 2012	Vice President	Holcim (Malaysia) Sdn Bhd
Jan 2008 - Jun 2011	General Manager	

TRAINING EXPERIENCE

By Thai Institute of Directors (IOD)'s Course(s) None

Details of Company Secretary, Head of Internal Audit and Head of Compliance

Details of Company Secretary, Head of Internal Audit and Head of Compliance
as of 31 December 2015.



Mr. Wutthipong Songwisit

Company Secretary

Age 48 years *Family Relationship Among Directors and Executives* Nil

Appointed as the Company's Company Secretary since 9 May 2013

EDUCATION

Barrister-at-law

Bachelor Degree

Bachelor of Laws,
Thammasat University

WORK EXPERIENCE 5-YEAR CREDENTIAL

<i>Duration</i>	<i>Position</i>	<i>Organization / Company / Business Type</i>
		Listed Company
May 2013 - Present	Company Secretary	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Apr 2013 - Present	Head of Legal	
Jan 2008 - Mar 2013	Corporate Legal Counsel, Company Secretary & Corporate Compliance Officer	Star Petroleum Refining Public Company Limited / Refinery

TRAINING EXPERIENCE

	<i>Thai Institute of Directors (IOD)'s Course(s)</i>
2015	Corporate Governance for Executive (CGE)
2014	Director Certificate Program (DCP)
2010	Company Secretary Program (CSP) Board Reporting Program (BRP) Effective Minutes Taking Program (EMT)



Ms. Chadaporn Thitisawat

Head of Internal Audit

Age 43 years *Family Relationship Among Directors and Executives* Nil

Appointed as the Company's Head of Internal Audit since 16 January 2010

EDUCATION

Master Degree

MA (Economic Law)
Chulalongkorn University

Master Degree

MS (Accounting)
Thammasat University

Certificate

Graduated Diploma
in Auditing
Thammasat University

Bachelor Degree

BBA major in Accounting
Assumption University

WORK EXPERIENCE 5-YEAR CREDENTIAL

Duration	Position	Organization / Company / Business Type
Listed Company		
Jan 2010 - present	Head of Internal Audit and Secretary to the Audit Committee	Siam City Cement Public Company Limited / Cement Producer and Construction Materials
Non Listed Company		
Nov 2007 - Dec 2009	Senior Regional Internal Auditor	Panalpina Asia-Pacific Services (Thailand) Company Limited / Freight Forwarder
Aug 2006 - Oct 2007	Financial Controller	Clifford Chance (Thailand) Limited / Law Firm
Nov 2002 - Sep 2006	Internal Auditor	Kuwait Petroleum (Thailand) Limited / Oil Retailer (Taken over by Petronas Retail (Thailand) Co., Ltd.)
Nov 1993 - Oct 2002	Assistant Manager	Arthur Andersen Business Advisory Limited / Audit and Consulting Firm

TRAINING EXPERIENCE

2015	Thai Institute of Directors (IOD)'s Course(s) Corporate Governance for Executive (CGE)
2012	Others course Senior Management Program by Holcim Ltd., Switzerland

Customer Service and Distribution Center

In order to elevate our customer service standards and offer our clients comprehensive services, in 2001 we set up the Customer Service Center, with the customer sales support division in charge of receiving orders and the customer care division in charge of overseeing order placements, issuing tax invoices, facilitating the pickup of goods and handling inquiries and requests from our customers. At present, the Customer Service Center is also tasked with providing services to customers of INSEE Cement, INSEE Concrete, INSEE Aggregates, Conwood, INSEE Ecocycle and INSEE Superblock through the call center number “1732”.

We really understand that every minute counts for our customers. Therefore, we have introduced the customer relationship management system “Salesforce CRM”, which is a cloud computing operation system to ensure our service excellence. The Salesforce CRM has enabled our team to follow up on the progress of the services delivered and promptly keep our customers informed, while allowing the company to pursue an effective customer relationship program. Through systematic information management, our officers can efficiently provide preemptive customer services and respond to all customer demands in a timely manner.

We are proud that the INSEE Service Center was presented with the Consumer Protection Thailand Call Center Awards for the second consecutive year by the Office of the Consumer Protection Board and the Management System Certification Institute (Thailand). Moreover, our INSEE Mobile Sales Application project, which focuses on the development of sales tools through the customer relationship management (CRM) system of Siam City Cement Public Company Limited, has also won the Thailand ICT Excellence Awards 2015 from the Thailand Management Association (TMA). These honors have underlined our organization’s excellence in terms of the management of technology and the adoption of various technological advances to meet our customer demands in an efficient fashion.

Locations

Headquarter

7-12 Fl., Column Tower
199 Ratchadapisek Road,
Klongtoey
Bangkok 10110, Thailand

Saraburi Factory

Customer Service Center Building
99, Moo 9, Mitraparb Road
Km. 129-131 Tambon Tabkwang,
Amphor Kangkoy,
Saraburi Province 18260, Thailand

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FINANCIAL STATEMENTS



Report of the Board of Directors’ Responsibilities for Financial Statements

The financial statements of Siam City Cement Public Company Limited and its subsidiaries have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547. The presentation of the financial statements has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2543. The Company has chosen with careful consideration its accounting policies, which are proper to its business operations, and has always strictly adhered to these policies in all material respect. All material information has been sufficiently disclosed in the notes to the financial statements.

The Board of Directors of the Company is held accountable for correctness, completeness and timelines of the aforementioned financial statements, including financial data as shown in the annual report. The Board has also adopted effective internal control system which provides a reasonable basis and assurance that the financial data reported are accurate, complete and adequate to protect assets and prevent possible misappropriation including other operational irregularities in the operations of the Company.

The Audit Committee, consisting of three independent directors performing its duties in compliance with The Stock Exchange of Thailand guidelines under the Best Practice Guidelines for Audit Committees, assists the Board of Directors by overseeing internal and external audit matters on its behalf, and operates under a written charter adopted by the Committee and the Board of Directors. The report of the Audit Committee and the report of the independent auditor appear in this annual report.



Mr. Veraphan Teepsuwan
Chairman



Mr. Vorathep Rangchaikul
Director & CEO

Report of the Audit Committee

To the Shareholders of Siam City Cement Public Company Limited

We are pleased to present our report for the financial year ended 31 December 2015.

The Audit Committee comprises 3 independent directors and operated its duties as assigned by the Board of Directors under a written Charter adopted by the Committee and approved by the Board of Directors and in agreement with the regulations of the Stock Exchange of Thailand (SET).

In 2015, the Audit Committee held 11 meetings. In the meeting, the Committee discussed with the Management, the Internal Audit and Company's External Auditors as necessary. The committee's main activities as summarized below:

1. Financial Reports Review: The committee reviewed quarterly, annually and consolidated financial statements for the year 2015 of Siam City Cement Public Company Limited and subsidiaries, including connected transactions and items with potential conflicts of interest with the Management and the Internal Audit and External Auditor. The Committee discussed with the External Auditor on the accuracy and completeness of the financial statements, significant adjustment which affected to the financial statements, adequacy and suitability of account recording methods, audit scope, accuracy and adequacy of information disclosure as well as the External Auditors' independence. These were to ensure that the financial statements were prepared in conformity with legal requirements and generally accepted accounting principles, reliable and timely, and information was sufficiently disclosure. In addition, the Committee also held one private meeting with the External Auditor in the absence of the Management to discuss the external audit plan and approach and the results of their examinations and evaluations of the Company's internal controls, and the quality of financial reporting.

2. Internal Audit Oversight: The committee reviewed and approved an Internal Audit annual plan 2016 including the budget to support the plan. The committee reviewed the audit performance, audit findings and recommendation on

a monthly basis. The committee provided recommendations and monitored corrective actions for significant aspects for good governance and adequate internal control. Where the improvements were required, the Committee was satisfied that management had taken appropriate remedial actions.

3. Internal Control Effectiveness Review: The committee reviewed the internal control system together with Internal Auditor on a monthly basis and External Auditors on a quarterly basis by reviewing stewardship of properties, resource assumption, prevention or reduction of errors or damage, losses, waste, or corrupt practices, operations, credibility of financial reports, and compliance with relevant laws and regulations. The Company's External Auditor agreed that no significant issues or shortcomings were found.

4. Risk Management Review: The committee reviewed the Company's risk management mechanism of the risks arising from both internal and external. They also review the efficiency and suitability of risk management processes regularly and provide recommendations for improvement.

5. Appointment of the External Auditors for 2016: The committee recommended the appointment of Ms. Kamontip Lertwitworatep and/or Mr. Wichart Lokatekrawee and/or Ms. Siriwan Suratepin of EY Office Limited as the Company's External Auditors for 2016 with the its audit fees for the Board's concurrence and the shareholders' approval at the AGM 2016.

The Audit Committee performed its duties and responsibilities stated in its Board-approved charter with competence, experience, care, prudence, and adequate independence for the equitable benefit of stakeholders. Whilst reviewing the quarterly and annual financial statements for 2015, and the above mentioned assessments performed by the External and Internal Auditors, the Committee did not note non-compliance of the Company's activities with the Securities and Exchange Act and with rules and regulations of the Stock Exchange of Thailand.

2 February 2016

For and on behalf of the Audit Committee
Siam City Cement Public Company Limited



Dr. Sunee Sornchaitanasuk
 Chairperson of the Audit Committee

Independent Auditor's Report

To the Shareholders of Siam City Cement Public Company Limited

I have audited the accompanying consolidated financial statements of Siam City Cement Public Company Limited and its subsidiaries, which comprise the consolidated statement of financial position as at 31 December 2015, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, and have also audited the separate financial statements of Siam City Cement Public Company Limited for the same period.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Thai Financial Reporting Standards, 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Thai Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of

the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Siam City Cement Public Company Limited and its subsidiaries and of Siam City Cement Public Company Limited as at 31 December 2015, and their financial performance and cash flows for the year then ended, in accordance with Thai Financial Reporting Standards.



Kamontip Lertwitworatep
Certified Public Accountant (Thailand) No. 4377

EY Office Limited
Bangkok: 11 February 2016

Siam City Cement Public Company Limited and its subsidiaries

Statements of financial position

As at 31 December 2015

(Unit: Baht)

		Consolidated financial statements		Seperate financial statements	
		2015	2014	2015	2014
Assets					
Current assets					
Cash and cash equivalents	7, 8	2,328,904,094	2,757,340,430	1,112,490,039	1,672,950,278
Trade and other receivables	7, 9	3,967,034,529	3,925,355,965	2,913,594,875	3,022,534,803
Short-term loan to related party	7	-	-	100,000,000	-
Inventories	10	2,322,938,252	2,040,251,450	1,951,624,216	1,668,641,353
Other current assets		293,033,916	330,462,304	73,827,338	108,357,208
Total current assets		8,911,910,791	9,053,410,149	6,151,536,468	6,472,483,642
Non-current assets					
Investments in subsidiary companies	11	-	-	5,579,999,100	5,509,999,100
Investment in joint venture	12	433,080,000	-	433,080,000	-
Investments in associated companies	13	1,995,450,032	1,958,446,269	577,896,135	577,896,135
Other investment	14	155,000,000	155,000,000	155,000,000	155,000,000
Property, plant and equipment	15	21,420,700,138	20,800,730,808	14,389,586,751	13,762,008,142
Assets not used in operations	16	348,031,253	380,913,795	364,978,654	397,861,196
Intangible assets	17	3,297,065,691	2,250,446,566	3,142,596,329	2,090,304,904
Deferred tax assets	18	685,601,355	611,928,265	532,035,089	499,536,239
Other non-current assets		260,785,876	306,035,399	163,306,464	214,919,556
Total non-current assets		28,595,714,345	26,463,501,102	25,338,478,522	23,207,525,272
Total assets		37,507,625,136	35,516,911,251	31,490,014,990	29,680,008,914

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of financial position (continued)
As at 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Seperate financial statements		
	2015	2014	2015	2014	
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans from related financial institution	7	230,000,000	140,000,000	-	-
Short-term loans from other financial institutions	19	650,606,500	151,443,109	-	-
Trade and other payables	7, 20	2,780,537,202	2,673,875,264	2,314,752,366	2,116,603,407
Current portion of long-term loans from related financial institution	7	319,000,000	335,000,000	-	-
Current portion of long-term loans from other financial institution	21	78,747,000	31,932,933	-	-
Income tax payable		530,672,198	499,122,096	448,549,737	399,301,084
Deferred revenue		1,042,855,271	757,501,600	1,017,736,584	734,015,850
Accrued electricity		269,973,985	298,159,132	257,320,676	286,579,395
Other accrued expenses		722,058,809	688,064,034	523,718,012	545,982,965
Other current liabilities		434,492,739	356,082,819	150,157,002	156,840,220
Total current liabilities		7,058,943,704	5,931,180,987	4,712,234,377	4,239,322,921
Non-current liabilities					
Long-term loans from related financial institution - net of current portion	7	689,300,000	1,008,300,000	-	-
Long-term loans from other financial institution - net of current portion	21	358,771,332	443,548,437	-	-
Debentures	22	5,993,319,505	5,990,338,413	5,993,319,505	5,990,338,413
Provision for long-term employee benefits	23	1,248,736,737	1,161,838,296	1,040,251,403	980,069,346
Provision for site restoration and decommissioning costs	24	66,671,285	79,101,001	54,879,700	67,535,697
Total non-current liabilities		8,356,798,859	8,683,126,147	7,088,450,608	7,037,943,456
Total liabilities		15,415,742,563	14,614,307,134	11,800,684,985	11,277,266,377

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of financial position (continued)
As at 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Seperate financial statements	
	2015	2014	2015	2014
Liabilities and shareholders' equity (continued)				
Shareholders' equity				
Share capital				
Registered				
280,000,000 ordinary shares of Baht 10 each	2,800,000,000	2,800,000,000	2,800,000,000	2,800,000,000
Issued and fully paid up				
230,000,000 ordinary shares of Baht 10 each	2,300,000,000	2,300,000,000	2,300,000,000	2,300,000,000
Share premium	10,106,266,730	10,106,266,730	10,106,266,730	10,106,266,730
Retained earnings				
Appropriated - statutory reserve 25	300,000,000	300,000,000	300,000,000	300,000,000
Unappropriated	9,352,425,425	8,222,939,914	6,983,063,275	5,696,475,807
Other components of shareholders' equity	33,190,418	(32,825,242)	-	-
Equity attributable to owners of the Company	22,091,882,573	20,896,381,402	19,689,330,005	18,402,742,537
Non-controlling interests of the subsidiaries	-	6,222,715	-	-
Total shareholders' equity	22,091,882,573	20,902,604,117	19,689,330,005	18,402,742,537
Total liabilities and shareholders' equity	37,507,625,136	35,516,911,251	31,490,014,990	29,680,008,914

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Income statements
For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Revenues				
Net sales	31,120,414,879	31,862,208,803	23,916,971,986	24,799,055,891
Dividend income	11,13,14 20,886,803	15,513,492	997,602,433	1,039,867,379
Gain on exchange	-	41,545,555	99,003,334	63,801,796
Other income	200,012,332	90,823,436	237,206,316	108,684,416
Total revenues	31,341,314,014	32,010,091,286	25,250,784,069	26,011,409,482
Expenses				
Production cost of goods sold	17,336,032,785	17,592,620,241	13,210,628,511	13,602,934,844
Selling and distribution expenses	6,710,083,434	6,692,855,179	5,002,248,287	5,141,464,006
Administrative expenses	1,285,262,219	1,258,778,041	1,066,830,808	1,044,605,215
Loss on exchange	16,685,285	-	-	-
Total expenses	26 25,348,063,723	25,544,253,461	19,279,707,606	19,789,004,065
Profit before share of profit from investments in associated companies, finance cost and income tax expenses	5,993,250,291	6,465,837,825	5,971,076,463	6,222,405,417
Share of profit from investments in associated companies	13 140,613,906	227,990,563	-	-
Profit before finance cost and income tax expenses	6,133,864,197	6,693,828,388	5,971,076,463	6,222,405,417
Finance cost	(453,209,306)	(373,254,224)	(277,514,810)	(291,166,755)
Profit before income tax expenses	5,680,654,891	6,320,574,164	5,693,561,653	5,931,238,662
Income tax expenses	18 (1,101,448,270)	(1,229,924,730)	(957,253,075)	(1,035,225,054)
Profit for the year	4,579,206,621	5,090,649,434	4,736,308,578	4,896,013,608

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Income statements (continued)
For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Profit attributable to:				
Equity holders of the Company	4,579,206,621	5,090,649,434	4,736,308,578	4,896,013,608
Non-controlling interests of the subsidiaries	-	-		
	4,579,206,621	5,090,649,434		
Basic earnings per share	28			
Profit attributable to equity holders of the Company	19.91	22.13	20.59	21.29
Weighted average number of ordinary shares (shares)	230,000,000	230,000,000	230,000,000	230,000,000

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of comprehensive income
For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Profit for the year	4,579,206,621	5,090,649,434	4,736,308,578	4,896,013,608
Other comprehensive income:				
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods</i>				
Exchange differences on translation of financial statements in foreign currency	(14,589,910)	5,287,220	-	-
Share of other comprehensive income of associated company - exchange differences on translation of financial statements in foreign currency	13 80,605,570	20,541,797	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods	66,015,660	25,829,017	-	-
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>				
Actuarial loss	-	(10,257,163)	-	(8,792,977)
Less: Income tax effect	18 -	2,051,433	-	1,758,595
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax	4 -	(8,205,730)	-	(7,034,382)
Other comprehensive income for the year	66,015,660	17,623,287	-	(7,034,382)
Total comprehensive income for the year	4,645,222,281	5,108,272,721	4,736,308,578	4,888,979,226
Total comprehensive income attributable to:				
Equity holders of the Company	4,645,222,281	5,108,272,721	4,736,308,578	4,888,979,226
Non-controlling interests of the subsidiaries	-	-	-	-
	4,645,222,281	5,108,272,721		

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity

For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements							
	Equity attributable to owners of the Company							
	Retained earnings		Other components of shareholders' equity		Equity attributable to non-controlling interests of the subsidiaries		Total shareholders' equity	
	Issued and paid up share capital	Share premium	Appropriated - statutory reserve	Unappropriated	Other comprehensive income - Exchange differences on translation of financial statements in foreign currency	Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
Balance as at 1 January 2014	2,300,000,000	10,106,266,730	300,000,000	6,590,439,160	(58,654,259)	19,238,051,631	6,222,715	19,244,274,346
Profit for the year (restated)	-	-	-	5,090,649,434	-	5,090,649,434	-	5,090,649,434
Other comprehensive income for the year (restated)	-	-	-	(8,205,730)	25,829,017	17,623,287	-	17,623,287
Total comprehensive income for the year	-	-	-	5,082,443,704	25,829,017	5,108,272,721	-	5,108,272,721
Dividend paid (Note 29)	-	-	-	(3,449,942,950)	-	(3,449,942,950)	-	(3,449,942,950)
Balance as at 31 December 2014	2,300,000,000	10,106,266,730	300,000,000	8,222,939,914	(32,825,242)	20,896,381,402	6,222,715	20,902,604,117
Balance as at 1 January 2015	2,300,000,000	10,106,266,730	300,000,000	8,222,939,914	(32,825,242)	20,896,381,402	6,222,715	20,902,604,117
Profit for the year	-	-	-	4,579,206,621	-	4,579,206,621	-	4,579,206,621
Other comprehensive income for the year	-	-	-	-	66,015,660	66,015,660	-	66,015,660
Total comprehensive income for the year	-	-	-	4,579,206,621	66,015,660	4,645,222,281	-	4,645,222,281
Dividend paid (Note 29)	-	-	-	(3,449,721,110)	-	(3,449,721,110)	-	(3,449,721,110)
Decrease in non-controlling interests of the subsidiaries from liquidation of a subsidiary	-	-	-	-	-	-	(6,222,715)	(6,222,715)
Balance as at 31 December 2015	2,300,000,000	10,106,266,730	300,000,000	9,352,425,425	33,190,418	22,091,882,573	-	22,091,882,573

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of changes in shareholders' equity (continued)
For the year ended 31 December 2015

(Unit: Baht)

	Separate financial statements					Total shareholders' equity
	Issued and paid up share capital	Share premium	Appropriated - statutory reserve	Retained earnings	Unappropriated	
Balance as at 1 January 2014	2,300,000,000	10,106,266,730	300,000,000	4,257,439,531	4,896,013,608	16,963,706,261
Profit for the year (restated)	-	-	-	4,896,013,608	-	4,896,013,608
Other comprehensive income for the year (restated)	-	-	-	(7,034,382)	-	(7,034,382)
Total comprehensive income for the year	-	-	-	4,888,979,226	-	4,888,979,226
Dividend paid (Note 29)	-	-	-	(3,449,942,950)	-	(3,449,942,950)
Balance as at 31 December 2014	2,300,000,000	10,106,266,730	300,000,000	5,696,475,807	-	18,402,742,537
Balance as at 1 January 2015	2,300,000,000	10,106,266,730	300,000,000	5,696,475,807	4,736,308,578	18,402,742,537
Profit for the year	-	-	-	4,736,308,578	-	4,736,308,578
Other comprehensive income for the year	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	4,736,308,578	-	4,736,308,578
Dividend paid (Note 29)	-	-	-	(3,449,721,110)	-	(3,449,721,110)
Balance as at 31 December 2015	2,300,000,000	10,106,266,730	300,000,000	6,983,063,275	-	19,689,330,005

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of cash flows
For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Cash flows from operating activities				
Profit before tax	5,680,654,891	6,320,574,164	5,693,561,653	5,931,238,662
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Share of profit from investments in associated companies	(140,613,906)	(227,990,563)	-	-
Dividend income	(20,886,803)	(15,513,492)	(997,602,433)	(1,039,867,379)
Reversal of allowance for diminution in value of investment in subsidiary	-	-	(77,888,967)	-
Loss on write-off of investment in subsidiary	-	-	72,474,479	-
Depreciation and amortisation	1,447,464,541	1,252,630,255	1,013,130,230	873,811,088
Increase (decrease) in allowance for doubtful accounts and reduction of inventory to net realisable value	(460,807)	28,358,549	(915,677)	19,762,980
Increase (decrease) in allowance for impairment loss on assets not used in operation	1,303,117	(15,951,937)	1,303,117	(15,951,938)
Loss on disposals/write-off of property, plant and equipment and assets not used in operation	130,557,876	161,657,925	111,463,372	157,737,621
Gain on disposals of intangible assets	-	(5,753)	-	(5,753)
Provision for long-term employee benefits and other provisions	106,261,198	102,381,077	83,641,222	82,360,330
Unrealised loss (gain) on exchange	70,444,797	5,812,525	(7,087,060)	(3,429,247)
Interest income	(54,250,248)	(78,396,590)	(32,838,313)	(48,735,396)
Interest expenses	404,389,503	336,912,688	237,769,954	239,508,717
Profit from operating activities before changes in operating assets and liabilities	7,624,864,159	7,870,468,848	6,097,011,577	6,196,429,685
Operating assets (increase) decrease:				
Trade and other receivables	(32,931,200)	27,926,461	111,648,621	(8,919,663)
Inventories	(289,915,079)	(108,059,575)	(283,672,291)	20,626,790
Other current assets	37,331,564	(50,194,584)	32,184,911	15,614,957
Other non-current assets	64,037,842	72,016,016	64,037,842	72,016,016
Operating liabilities increase (decrease):				
Trade and other payables	98,158,851	139,892,220	92,447,022	146,356,925
Accrued expenses and other current liabilities	380,415,396	(306,013,947)	317,923,117	(294,023,522)
Provision for long-term employee benefits	(22,711,443)	(8,236,500)	(24,771,728)	(8,935,371)
Provision for site restoration	(4,319,132)	(2,867,671)	(4,319,132)	(2,867,671)

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of cash flows (continued)
For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Cash from operating activities	7,854,930,958	7,634,931,268	6,402,489,939	6,136,298,146
Cash received from interest income	55,442,665	77,491,432	36,233,557	47,842,587
Cash paid for interest expenses	(404,314,575)	(334,932,310)	(237,769,954)	(237,600,000)
Cash paid for income tax	(1,143,571,258)	(1,368,566,648)	(940,503,272)	(1,117,673,119)
Net cash from operating activities	6,362,487,790	6,008,923,742	5,260,450,270	4,828,867,614
Cash flows from investing activities				
Increase in short-term loan to related party	-	-	(100,000,000)	-
Proceeds from disposals of property, plant and equipment and assets not used in operation	42,831,996	39,307,193	41,441,575	35,150,578
Proceeds from disposals of intangible assets	-	3,334,429	-	3,334,429
Acquisitions of property, plant and equipment	(2,147,536,813)	(3,320,399,447)	(1,695,560,298)	(2,116,116,467)
Cash receipt from return on investment in subsidiary	-	-	5,414,488	-
Increase in investment in subsidiary	-	-	(70,000,000)	(30,000,000)
Increase in investment in joint venture	(433,080,000)	-	(433,080,000)	-
Increase in investment in associated company	-	(94,469,592)	-	(94,469,592)
Increase in intangible assets	(1,215,709,980)	(232,850,446)	(1,109,765,488)	(222,565,105)
Increase in other non-current assets	(18,788,319)	(1,224,992)	(12,424,750)	(7,109,724)
Dividend received	205,102,516	197,367,422	997,602,433	1,039,867,379
Net cash used in investing activities	(3,567,180,600)	(3,408,935,433)	(2,376,372,040)	(1,391,908,502)
Cash flows from financing activities				
Increase in short-term loans from related financial institution	90,000,000	95,000,000	-	-
Increase in short-term loans from other financial institutions	499,163,391	151,443,109	-	-
Increase in long-term loans from related financial institution	-	45,800,000	-	-
Increase in long-term loans from other financial institution	-	394,833,149	-	-
Repayment of long-term loans from related financial institution	(335,000,000)	(220,000,000)	-	-
Repayment of long-term loans from other financial institution	(37,963,038)	-	-	-

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries
Statements of cash flows (continued)
For the year ended 31 December 2015

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Payment of long-term liabilities for concession	-	(47,976,290)	-	(47,976,290)
Dividend paid	(3,449,721,110)	(3,449,942,950)	(3,449,721,110)	(3,449,942,950)
Net cash used in financing activities	(3,233,520,757)	(3,030,842,982)	(3,449,721,110)	(3,497,919,240)
Increase in translation adjustments	4,594,590	16,751,965	-	-
Net decrease in cash and cash equivalents	(433,618,977)	(414,102,708)	(565,642,880)	(60,960,128)
Cash and cash equivalents at beginning of year	2,757,340,430	3,172,713,658	1,672,950,278	1,735,180,926
Effect of change in foreign exchange rate on cash at banks	5,182,641	(1,270,520)	5,182,641	(1,270,520)
Cash and cash equivalents at end of year (Note 8)	2,328,904,094	2,757,340,430	1,112,490,039	1,672,950,278
Supplemental disclosures of cash flows information:				
Non-cash related transactions:				
Increase (decrease) in payables from purchases of equipment and intangible assets	(88,198,850)	96,000,000	9,000,000	96,000,000
Increase in property, plant and equipment from decommissioning costs	-	6,802,988	-	-
Transferred property, plant and equipment to non-operating assets	-	968,484	-	-

The accompanying notes are an integral part of the financial statements.

Siam City Cement Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 December 2015

1. General information

Siam City Cement Public Company Limited (“the Company”) was incorporated as a limited company under Thai laws and registered the change of its status to a public limited company under the Public Limited Companies Act on 5 November 1993. The Company operates in Thailand and its principal activity is the manufacture of cement, with the registered office address at 199, 7th - 12th Floor, Column Tower, Ratchadapisek Road, Klongtoey, Bangkok, and its factory address is at 99 Moo 9 and 219 Moo 5, Mitraparp Road Km. 129 - 131, Tabkwang, Kaengkhoi, Saraburi.

On 30 March 2015, Holcim Limited (“Holcim”) had agreed to sell all of its 63,289,533 ordinary shares in the Company (equivalent to 27.5 percent of total issued ordinary shares of the Company) held by it through Thai Roc-Cem Ltd, its indirect wholly owned subsidiary. The 57,270,000 ordinary shares (equivalent to 24.9 percent of total issued ordinary shares of the Company) were sold to Jardine Cycle & Carriage Limited and the remaining 6,019,533 shares (equivalent to 2.6 percent of total issued ordinary shares of the Company) were sold to several institutional investors with the same term and condition.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Siam City Cement Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”):

Company’s name	Country of incorporation	Registered capital (Million Baht)		Shareholding percentage (Percent)		Nature of business
		2015	2014	2015	2014	
Held by the Company						
Siam City Concrete Co., Ltd.	Thailand	2,500	2,500	99.99	99.99	Ready-mixed concrete and aggregates
Siam City Power Co., Ltd.	Thailand	2,000	2,000	99.99	99.99	Electricity generation from waste heat
Conwood Co., Ltd.	Thailand	300	300	99.99	99.99	Construction material
INSEE Superblock Co., Ltd.	Thailand	500	500	99.99	99.99	Light-weight concrete products
INSEE Ecocycle Co., Ltd. (formerly known as “Energy and Environmental Services Co., Ltd.”)	Thailand	180	180	100.00	100.00	Industrial waste disposal and alternative fuel and raw material trading
INSEE Digital Co., Ltd.	Thailand	100	100	100.00	100.00	Technical services and information technology management and development services
Khmer Cement Industry Co., Ltd.	Cambodia	-	Riel 10,020 million (equivalent to USD 2.505 million)	-	100.00	Cement trading
Held by Conwood Co., Ltd.						
PT. Conwood Indonesia	Indonesia	USD 44.3 million	USD 10 million	100.00	99.98	Construction material

On 4 August 2011, the Meeting of the Board of Directors of Conwood Company Limited (“the subsidiary”) passed a resolution to incorporate PT. Conwood Indonesia in Indonesia (“the overseas subsidiary”), with registered share capital of USD 10 million (100,000 ordinary shares of USD 100 each), principally being engaged in the manufacture and distribution of fiber cement products. The subsidiary holds a 100 percent (2014: 99.98 percent) interest in PT. Conwood Indonesia. The overseas subsidiary had commenced its operation on 19 June 2014.

Subsequently on 26 October 2015, the Extraordinary General Meeting of the Shareholders of the overseas subsidiary passed a resolution to increase its registered share capital from USD 10 million (100,000 ordinary shares of USD 100 each) to USD 44.3 million (100,000 ordinary shares of USD 100 each and 34,259,525 ordinary shares of USD 1 each). The overseas subsidiary issued the new 34,259,525 ordinary shares of USD 1 each for the debt conversion with Conwood Co., Ltd. The overseas subsidiary registered the increase in share capital with the Ministry of Commerce of Indonesia and converted its debt to equity on 13 November 2015 and 18 November 2015, respectively.

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as applied to the Company.

e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing at the end of reporting period, and revenues and expenses are translated using monthly average exchange rate. The resulting differences are shown under the caption of “Exchange differences on translation of financial statements in foreign currency” in the statements of changes in shareholders’ equity.

f) Material balances and transactions between the Company and its subsidiaries are eliminated in the

preparation of the consolidated financial statements.

g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated income statement and within equity in the consolidated statement of financial position.

2.3 The separate financial statements present investments in subsidiaries, joint venture and associates under the cost method.

3. New financial reporting standards

Below is a summary of financial reporting standards that became effective in the current accounting year and those that will become effective in the future.

(a) Financial reporting standards that became effective in the current year

The Company and its subsidiaries have adopted the revised (revised 2014) and new financial reporting standards issued by the Federation of Accounting Professions which become effective for fiscal years beginning on or after 1 January 2015. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, with most of the changes directed towards revision of wording and terminology, and provision of interpretations and accounting guidance to users of standards. The adoption of these financial reporting standards does not have any significant impact on the Company’s and its subsidiaries’ financial statements. However, some of these standards involve changes to key principles, which are summarised below.

TAS 19 (revised 2014) Employee Benefits

This revised standard requires that the entity recognise actuarial gains and losses immediately in other comprehensive income while the former standard allowed the entity to recognise such gains and losses immediately in either profit or loss or other comprehensive income, or to recognise them gradually in profit or loss.

The Company and its subsidiaries have changed the recognition of actuarial gains and losses in the current year from an immediate recognition in profit or loss to an immediate recognition in other comprehensive income and adjusted the current year’s transactions and

restated the prior year's financial statements, presented as comparative information, as if the Company had always applied this accounting policy. The effects of changes in accounting policies are presented in Note 4 to the financial statements.

TFRS 10 Consolidated Financial Statements

TFRS 10 prescribes requirements for the preparation of consolidated financial statements and replaces the content of TAS 27 Consolidated and Separate Financial Statements dealing with consolidated financial statements. This standard changes the principles used in considering whether control exists. Under this standard, an investor is deemed to have control over an investee if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns, even if it holds less than half of the shares or voting rights. This important change requires the management to exercise a lot of judgement when reviewing whether the Company and its subsidiaries have control over investees and determining which entities have to be included in preparation of the consolidated financial statements.

This standard does not have any impact on the Company's and its subsidiaries' financial statements.

TFRS 12 Disclosure of Interests in Other Entities

This standard stipulates disclosures relating to an entity's interests in subsidiaries, joint arrangements and associates, including structured entities. This standard therefore has no financial impact on the financial statements of the Company and its subsidiaries.

TFRS 13 Fair Value Measurement

This standard provides guidance on how to measure fair value and stipulates disclosures related to fair value measurement. Entities are to apply the guidance under this standard if they are required by other financial reporting standards to measure their assets or liabilities at fair value. The effects of the adoption of this standard are to be recognised prospectively.

This standard does not have any significant impact on the Company's and its subsidiaries' financial statements.

(b) Financial reporting standards that will become effective in the future

During the current year, the Federation of Accounting

Professions issued a number of the revised (revised 2015) and new financial reporting standards and accounting treatment guidance which is effective for fiscal years beginning on or after 1 January 2016. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards. The Company's management believes that the revised and new financial reporting standards and accounting treatment guidance will not have any significant impact on the financial statements when they are initially applied.

4. Effects of changes in accounting policies due to the adoption of new financial reporting standards

As described in Note 3 to the financial statements, during the current year, the Company and its subsidiaries have changed their accounting policy, as a result of the adoption of new and revised financial reporting standards.

The amounts of adjustments affecting the income statements and the statements of comprehensive income for the year ended 31 December 2014 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Income statements		
Decrease in employee benefit expenses	10,257	8,793
Increase in income tax expenses	(2,051)	(1,759)
Increase in profit	8,206	7,034
Profit attributable to		
Increase in profit attributable to equity holders of the Company	8,206	7,034
Earnings per share (Baht)		
Increase in basic earnings per share	0.036	0.031
Statements of comprehensive income		
Increase in actuarial loss - net of income tax	(8,206)	(7,034)
Decrease in other comprehensive income	(8,206)	(7,034)

5. Significant accounting policies

5.1 Revenue recognition

a) Sales of goods

Sales of goods are recognised when the significant risks and rewards of ownership of the goods have passed to the buyer. Sales are the invoiced value, excluding value added tax, of goods supplied after deducting goods returns, discounts and allowances.

The Company and its subsidiaries establish a loyalty programme which allows customers to accumulate points when they purchase products from the Company and its subsidiaries. The points can then be redeemed for awards in the future. Certain sales consideration is allocated to the points issued, at their fair value. The fair value of the points issued is deferred and recognised as revenue when the points are redeemed and the Company and its subsidiaries fulfill their obligations to supply awards.

b) Interest income

Interest income is recognised on an accrual basis based on the effective interest rate.

c) Dividends

Dividends are recognised when the right to receive the dividends is established.

5.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

5.3 Trade accounts receivable and allowance for doubtful accounts

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experiences and analysis of debt aging.

5.4 Inventories

Finished goods and work in process are valued at the lower of cost (under the average method) and net realisable value and include all cost of raw materials, labour and factory overhead.

Raw materials and store supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

Allowance for diminution in value of inventories and obsolete inventories is made for obsolete or deteriorated inventories.

5.5 Investments

a) Investments in joint venture and associates are accounted for in the consolidated financial statements using the equity method.

b) Investments in subsidiaries, joint venture and associates are accounted for in the separate financial statements using the cost method.

c) Other investment is accounted for using the cost method.

Allowance for diminution in value of investments is made when the net realisable value of investments is lower than the cost of investments.

5.6 Property, plant and equipment and depreciation

Land is stated at cost less allowance for loss on impairment (if any). Mineral reserves and site restoration cost are stated at cost less accumulated depreciation, which are depreciated based on the physical unit-of-production method over their estimated commercial lives, and allowance for loss on impairment (if any).

Building and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of asset (if any).

Decommissioning costs are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any). Depreciation is calculated on a straight-line basis over the expected period of the decommissioning.

Depreciation of plant and equipment is calculated by reference to their costs on a straight-line basis over the following estimated useful lives:

Building and structures	5 - 35 years
Machinery and equipment	5 - 35 years
Furniture, fixtures and office equipment	3 - 20 years
Motor vehicles	5 - 15 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on such disposal of an asset is included in profit or loss when the asset is derecognised.

5.7 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

5.8 Intangible assets and amortisation

Intangible assets acquired from other than business combination are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives are as follows:

	Useful lives
Mining concession	20 - 25 years
Computer software	3 - 10 years

Mining concession and plant license of aggregate business are amortised based on the physical unit-of-production method over their estimated commercial lives.

No amortisation is provided on intangible assets under development.

5.9 Related party transactions

Related parties comprise enterprises and individuals that control, or are controlled by the Company, whether directly or indirectly, or which are under common

control with the Company.

They also include companies and individuals which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, and key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

5.10 Operating lease

Leases not transferring a significant portion of the risks and rewards of its underlying asset's ownership to the lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

5.11 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items included in the consolidated financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

5.12 Impairment of assets

At the end of each reporting period, the Company and its subsidiaries perform impairment reviews in respect of the property, plant and equipment and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects

current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Company and its subsidiaries could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment if there is any indication that the previously recognised impairment losses may no longer exist or may have decreased, the Company and its subsidiaries estimate the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

5.13 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Company, the subsidiaries and their employees have jointly established a provident fund. The fund is monthly contributed by the employees, the Company and the subsidiaries. The fund's assets are held in a separate trust fund and the Company's and the subsidiaries' contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Company, the subsidiaries and their employees have jointly established a contributory, unfunded provident fund. The fund is monthly contributed by the employees and by the Company and the subsidiaries.

The Company and its subsidiaries have obligations in respect of the severance payments they must make to employees upon retirement under labor law and other employee benefit plans. The Company and its subsidiaries treat these severance payment obligations as a defined benefit plan. In addition, the Company and its subsidiaries provide other long-term employee benefit plans, namely resignation plan and long service awards.

The obligation under the defined benefit plans and other long-term employee benefit plans is determined by a professionally qualified independent actuary, on a regular basis, based on actuarial techniques, using the projected unit credit method. The projected unit credit method considers each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term employee benefits are recognised immediately in profit or loss.

The defined benefit obligations are measured at the present value of estimated future cash flows using a discount rate that is similar to the interest rate on government bond.

5.14 Provision for site restoration

The Company and its subsidiary recognise a provision for site restoration where an obligation exists. The estimated amount of the eventual costs relating to the restoration of the site is discounted to its present value. The site restoration costs are included in property, plant and equipment and depreciated based on the physical unit-of-production method over their estimated commercial lives. The recognised provision for site restoration is based on future restoration cost estimates and incorporates many assumptions, such as restoration period, future inflation rate and the discount rate.

5.15 Provisions

Provisions are recognised when the Company and its subsidiaries have a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

5.16 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

The Company and its subsidiaries in Thailand provide income tax in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation. Corporate income tax is calculated at 20 percent for non-promoted operations and is exempted for promoted operations for a subsidiary in Thailand.

The overseas subsidiary calculates corporate income tax in accordance with tax rate regulated in tax law of that country. Corporate income tax is at 25 percent of taxable profits for Indonesia.

Deferred tax

Deferred income tax is provided based on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of reporting period, using the tax rates enacted at the end of reporting period.

The Company and its subsidiaries recognise deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At the end of each reporting period, the Company and its subsidiaries review and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company and its subsidiaries record deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

5.17 Financial instruments

Financial instruments presented in the statements of financial position consist of cash and cash equivalents, trade and other receivables, short-term loan, trade and other payables, short-term and long-term borrowings and debentures. The accounting policy is separately disclosed in the related notes.

Accounting for derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value. The method of recognising the resulting gain or loss is dependent on the nature of the item being hedged. On the date a derivative contract is entered into, the Company designates certain derivatives as either

- 1) a hedge of the fair value of a recognised asset or liability (fair value hedge) or
- 2) a hedge of a particular risk associated with a recognised asset or liability, such as future interest payments on floating rate debt (cash flow hedge) or
- 3) a hedge of a foreign currency risk of a firm commitment (cash flow hedge)

Changes in the fair value of derivatives that are designated and qualify as fair value hedges and that are highly effective are recorded in the profit or loss, along with any changes in the fair value of the hedged asset or liability that is attributable to the hedged risk.

Changes in the fair value of derivatives that are designated and qualify as cash flow hedges and that are highly effective are recognised in other comprehensive income. Where the firm commitment results in the recognition of an asset or a liability, the gains or losses previously deferred in other comprehensive income are transferred from equity and included in the initial measurement of the non-financial asset or liability. Otherwise, amounts deferred in other comprehensive income are transferred to profit or loss and classified as revenue or expense in the same periods during which the cash flows, such as interest payments, or hedged firm commitments, affect profit or loss.

Certain derivative transactions, while providing effective economic hedges under the Company's risk management policies, may not qualify for hedge accounting under the specific rules in International Financial Reporting Standards on the same topic. Changes in the fair value of any derivative instruments that do not qualify for hedge accounting under International Financial Reporting Standards on the same topic are recognised immediately in profit or loss.

When a hedging instrument is sold, or when a hedge no longer meets the criteria for hedge accounting under International Financial Reporting Standards on the same

topic, any cumulative gain or loss existing in equity at that time remains in other comprehensive income until the committed transaction occurs. However, if a committed transaction is no longer expected to occur, the cumulative gain or loss that was reported in other comprehensive income is immediately transferred to profit or loss. In the case of a fair value hedge, however, the adjustment to the carrying amount of the hedged item is amortised to net profit or loss from the moment it ceases to be adjusted for in changes to fair value, with it being fully amortised by maturity date.

The Company documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. This process includes linking all derivatives designated as hedges to specific assets and liabilities or to specific firm commitments. The Company also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

5.18 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company and its subsidiaries apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company and its subsidiaries measure fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company and its subsidiaries determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

6. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates.

Significant judgements and estimates

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company and its subsidiaries make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that may have a risk of causing an adjustment to the carrying amounts of assets within the next financial year relate primarily to allowance for doubtful accounts, allowance for diminution in inventory value, allowance for impairment of assets not used in operation, depreciation of plant and equipment, deferred tax assets, provision for site restoration and decommissioning costs and provision for long-term employee benefits at the end of reporting period. The post-employment benefit and other long-term employee benefit liabilities are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and staff turnover rates. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

All other estimates mentioned above are further detailed in the corresponding disclosures.

Litigation

The Company and its subsidiary have contingent liabilities as a result of litigation. The Company's and its subsidiary's management has used judgement to

assess the results of the litigation and believes that the provision made would be sufficient. However, actual results could differ from the estimates.

7. Related party transactions

During the years, the Company and its subsidiaries had significant business transactions with related parties. Such transactions, which are summarised below, arose

in ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Transfer pricing policy
	2015	2014	2015	2014	
Transactions with subsidiaries (eliminated from the consolidated financial statements)					
Sales of goods	-	-	2,029	2,262	Market price
Dividend income	-	-	793	843	At the declared rate
Other income	-	-	137	50	Cost plus margin
Acquisition of assets	-	-	105	-	Contractual agreed price
Purchase of utility	-	-	842	712	Market price
Service fee expenses	-	-	6	-	Contractual agreed price
Selling and distribution expenses and administrative expenses	-	-	-	4	Cost plus margin
Transactions with joint venture					
Other income	87	-	87	-	Contractual agreed price
Sales of assets	38	-	38	-	Contractual agreed price
Transactions with associated companies					
Purchases of goods	1,581	1,846	1,581	1,846	Market price
Dividend income	-	-	184	182	At the declared rate
Transactions with related companies					
Sales of goods	370	1,476	370	1,473	Market price
Dividend income	-	16	-	16	At the declared rate
Other income	-	2	-	2	Cost plus margin
Service fee expenses	188	187	138	156	Contractual agreed price
Selling and distribution expenses and administrative expenses	25	233	18	186	Cost plus margin
Interest income	5	4	3	2	Market interest rate
Interest expenses	47	57	-	-	Market interest rate

The balances of the accounts as at 31 December 2015 and 2014 between the Company and those related parties are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Deposits and short-term investments at related financial institution (Note 8)				
Related financial institution (related by common directors)	1,394,829	436,019	957,342	115,613
Total deposits and short-term investments at related financial institution	1,394,829	436,019	957,342	115,613
Trade and other receivables - related parties (Note 9)				
Subsidiaries	-	-	592,867	612,507
Joint venture	10,678	-	10,678	-
Related companies (related by common shareholders and/or common directors)	-	174,761	-	174,061
Total trade and other receivables - related parties	10,678	174,761	603,545	786,568
Short-term loan to related party				
Subsidiary	-	-	100,000	-
Total short-term loan to related party	-	-	100,000	-

As at 31 December 2015, short-term loan to related party is loan to INSEE Superblock Co., Ltd., a subsidiary, which carries interest at the rate of 2.36 percent per annum and is due for repayment within June 2016.

Movements in short-term loan to related party during the year ended 31 December 2015 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Short-term loan to related party		
Balance as at 31 December 2014	-	-
Add: Increase during the year	-	100,000
Balance as at 31 December 2015	-	100,000

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Short-term loans from related financial institution				
Related financial institution (related by common directors)	230,000	140,000	-	-
Total short-term loans from related financial institution	230,000	140,000	-	-

As at 31 December 2015, the subsidiaries had short-term loans from related financial institution of Baht 230 million (2014: Baht 140 million) which carry interest at the rate of 2.45 to 2.85 percent per annum (2014: 2.90 to 3.15 percent per annum).

Movements in short-term loans from related financial institution during the year ended 31 December 2015 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Short-term loans from related financial institution		
Balance as at 31 December 2014	140,000	-
Add: Increase during the year	650,000	-
Less: Decrease during the year	(560,000)	-
Balance as at 31 December 2015	230,000	-

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Trade and other payables - related parties (Note 20)				
Subsidiaries	-	-	271,861	164,157
Associated company	126,511	142,945	126,511	142,945
Related companies (related by common shareholders and/or common directors)	38,554	74,434	28,114	54,184
Total trade and other payables - related parties	165,065	217,379	426,486	361,286
Long-term loans from related financial institution				
Related financial institution (related by common directors)	1,008,300	1,343,300	-	-
Less: portion due within one year	(319,000)	(335,000)	-	-
Long-term loans from related financial institution - net of current portion	689,300	1,008,300	-	-

Movements in long-term loans from related financial institution during the year ended 31 December 2015 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Long-term loans from related financial institution		
Balance as at 31 December 2014	1,343,300	-
Less: Repayment during the year	(335,000)	-
Balance as at 31 December 2015	1,008,300	-

On 4 July 2011, a subsidiary entered into a loan agreement with a related financial institution, obtaining loan facilities of Baht 345 million. The loans carry interest at THBFIX 6 months reference rate plus a margin and are repayable in 10 semi-annually installments from December 2013 to June 2018.

On 11 June 2012, the above subsidiary entered into another loan agreement with the related financial institution, obtaining loan facilities of Baht 900 million. The loans carry interest at THBFIX 6 months reference rate plus a margin and are repayable in 10 semi-annually installments from December 2014 to June 2019.

On 3 January 2013, the above subsidiary entered into another loan agreement with the related financial institution, obtaining loan facilities of Baht 100 million. The loans carry interest at THBFIX 6 months reference rate plus a margin and are repayable in 6 semi-annually installments from July 2013 to July 2016.

On 26 February 2013, another subsidiary entered into a loan agreement with the related financial institution, obtaining loan facilities of Baht 350 million. The loans carry interest at THBFIX 3 months reference rate plus a margin and are repayable in 12 semi-annually installments from June 2014 to December 2019.

These loan agreements contain covenants with which the subsidiaries have to comply, pertaining to matters such as maintaining of certain financial ratios, maintaining of percentage of shares held by the major shareholder and negative pledge.

Directors and management's benefits

During the years ended 31 December 2015 and 2014, the Company and its subsidiaries had employee benefit expenses payable to their directors and management as below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Short-term employee benefits	116	97	116	97
Post-employment benefits and other long-term employee benefits	6	7	6	7
Total	122	104	122	104

Employee Joint Investment Program (EJIP Program)

On 2 December 2011, the meeting of the Company's Board of Directors passed a resolution approving an Employee Joint Investment Program for the Company. The program runs for a period of 4 years (only the period of the Company's contribution) or 7 years (included

silent period) starting from 1 January 2012. The details and conditions in relation to such program depend on the decision of the Company's Board of Directors. The Company obtained approval from the Securities and Exchange Commission of Thailand on 11 January 2012.

On 22 October 2015, the meeting of the Company's Board of Directors passed a resolution approving an additional Employee Joint Investment Program for the Company. The program runs for a period of 4 years (only the period of the Company's contribution) or 7 years (included silent period) starting from 1 January 2016.

The details and conditions in relation to such program depend on the decision of the Company's Board of Directors. The Company obtained approval from the Securities and Exchange Commission of Thailand on 16 December 2015.

8. Cash and cash equivalents

As at 31 December 2015 and 2014, cash and cash equivalents consist of the following:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Cash and bank deposits	1,688,903	1,537,339	1,112,489	1,072,949
Short-term investments in bills of exchange	640,000	1,220,000	-	600,000
Short-term investments in fixed deposits	1	1	1	1
Total cash and cash equivalents	2,328,904	2,757,340	1,112,490	1,672,950
Of which at related financial institution	1,394,829	436,019	957,342	115,613

As at 31 December 2015, bank deposits in savings account, fixed deposits and bills of exchange carried

interests between 0.01 and 2.25 percent per annum (2014: between 0.05 and 2.45 percent per annum).

9. Trade and other receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Trade receivables - related parties				
Aged on the basis of due dates:				
Current to 30 days	-	174,496	518,436	779,186
Over 30 days to 60 days	-	-	-	6
Over 90 days	-	-	5,831	-
Total trade receivables - related parties	-	174,496	524,267	779,192
Trade receivables - unrelated parties				
Aged on the basis of due dates:				
Current to 30 days	3,842,228	3,612,558	2,285,990	2,120,191
Over 30 days to 60 days	54,798	23,964	5,621	2,143
Over 60 days to 90 days	15,710	4,525	3,341	1,130
Over 90 days	211,248	216,397	150,916	155,863
Total trade receivable - unrelated parties	4,123,984	3,857,444	2,445,868	2,279,327
Less: Allowance for doubtful accounts	(208,394)	(227,793)	(148,111)	(157,345)
Trade receivables - unrelated parties - net	3,915,590	3,629,651	2,297,757	2,121,982
Total trade receivables - net	3,915,590	3,804,147	2,822,024	2,901,174

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Other receivables				
Other receivables - related parties	10,678	265	79,278	7,376
Other receivables - unrelated parties	62,303	131,755	29,685	124,796
Less: Allowance for doubtful accounts	(21,536)	(10,811)	(17,392)	(10,811)
Other receivables - unrelated parties - net	40,767	120,944	12,293	113,985
Total other receivables - net	51,445	121,209	91,571	121,361
Total trade and other receivables - net	3,967,035	3,925,356	2,913,595	3,022,535

10. Inventories

(Unit: Thousand Baht)

Consolidated financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2015	2014	2015	2014	2015	2014
Finished goods	672,119	706,360	(451)	(1,613)	671,668	704,747
Work in process	70,904	137,135	-	-	70,904	137,135
Raw materials	262,545	180,743	(4,954)	(6,530)	257,591	174,213
Store supplies	1,421,360	1,111,070	(139,402)	(132,478)	1,281,958	978,592
Goods in transit	40,817	45,564	-	-	40,817	45,564
Total	2,467,745	2,180,872	(144,807)	(140,621)	2,322,938	2,040,251

(Unit: Thousand Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2015	2014	2015	2014	2015	2014
Finished goods	551,547	576,177	-	-	551,547	576,177
Work in process	29,250	86,745	-	-	29,250	86,745
Raw materials	169,560	96,443	(4,954)	(6,530)	164,606	89,913
Store supplies	1,296,684	988,606	(117,587)	(118,364)	1,179,097	870,242
Goods in transit	27,124	45,564	-	-	27,124	45,564
Total	2,074,165	1,793,535	(122,541)	(124,894)	1,951,624	1,668,641

During the current year, the Company and its subsidiaries reduced cost of inventories by Baht 4.2 million (2014: Baht 20.7 million) to reflect the net realisable value, which was included in cost of sales (The Company only:

reversed the write-down of cost of inventories by Baht 2.4 million) and reduced the amounts of inventories recognised as expenses during the year (2014: reduced cost of inventories by Baht 17.3 million).

11. Investments in subsidiary companies

Details of investments in subsidiary companies as presented in the separate financial statements are as follows:

Company's name	Nature of business	Type of relation	Shareholding percentage		Cost (Thousand Baht)		Dividend received during the years (Thousand Baht)		
			2015	2014	2015	2014	2015	2014	
Siam City Concrete Co., Ltd.	Ready-mixed concrete and aggregates	Direct holding	99.99	99.99	2,500,000	2,500,000	212,500	362,500	
Siam City Power Co., Ltd.	Electricity generation from waste heat	Direct holding	99.99	99.99	2,000,000	2,000,000	580,000	480,000	
Conwood Co., Ltd.	Construction material	Direct holding	99.99	99.99	300,000	300,000	-	-	
INSEE Superblock Co., Ltd.	Light-weight concrete products	Direct holding	99.99	99.99	499,999	499,999	-	-	
INSEE Ecocycle Co., Ltd. (formerly known as "Energy and Environmental Services Co., Ltd.")	Industrial waste disposal and alternative fuel and raw material trading	Direct holding	100.00	100.00	180,000	180,000	-	-	
INSEE Digital Co., Ltd.	Technical services and information technology management and development services	Direct holding	100.00	100.00	100,000	30,000	-	-	
Khmer Cement Industry Co., Ltd.	Cement trading	Direct holding	-	100.00	-	77,889	-	-	
Total investments in subsidiary companies						5,579,999	5,587,888	792,500	842,500
Less: Allowance for diminution in value of investments						-	(77,889)		
Investments in subsidiary companies - net						5,579,999	5,509,999		

INSEE Ecocycle Company Limited

On 16 July 2015, the Extraordinary General Meeting of the Shareholders of Energy and Environmental Services Company Limited approved to change the company's name from "Energy and Environmental Services Company Limited" to "INSEE Ecocycle Company Limited". The subsidiary registered with the Ministry of Commerce for the change of its name on 20 July 2015.

INSEE Digital Company Limited

On 22 April 2014, the meeting of the Company's Board of Directors passed a resolution to establish DigitalEdge Company Limited, a new subsidiary. The subsidiary registered its establishment with the Ministry of Commerce on 18 July 2014 with registered share capital of Baht 100 million (1,000,000 ordinary shares of Baht 100 each), being already issued and paid up of Baht 30 million (1,000,000 ordinary shares of Baht 30 each), in which the Company holds 100 percent interest. On 9 October 2014, the Company paid for share subscription of Baht 30 million. The subsidiary is principally engaged in the provision of technical service and information technology management and development services. Its registered address is at 199, 7th - 12th Floor, Column Tower, Ratchadapisek Road, Klongtoey, Bangkok.

On 15 September 2014, the Extraordinary General Meeting of the shareholders of DigitalEdge Company Limited approved to change the name from "DigitalEdge Company Limited" to "INSEE Digital Company Limited". The subsidiary registered with the Ministry of commerce for the change of its name on 16 September 2014.

On 27 July 2015, the meeting of the Board of Directors of INSEE Digital Company Limited approved to call up additional share capital of Baht 70 million (1,000,000 ordinary shares at Baht 70 each). As a result, as at 31 December 2015, the subsidiary had issued and paid up share capital of Baht 100 million (1,000,000 ordinary shares of Baht 100 each, fully paid up).

Khmer Cement Industry Co., Ltd.

On 23 January 2015, Khmer Cement Industry Co., Ltd. filed for deregistration with the Ministry of Commerce of Cambodia in which the Ministry of Commerce approved the dissolution of the subsidiary on 11 February 2015. The subsidiary had completed the liquidation process on 5 June 2015 and returned the equity interest of Baht 5.4 million to the Company.

12. Investment in joint venture

12.1 Details of investment in joint venture

Investment in joint venture represents investment in entity which is jointly controlled by the Company and other company. Details of this investment are as follows:

Joint venture	Nature of business	Country of incorporation	Shareholding percentage (%)		Consolidated financial statements		Separate financial statements	
					Carrying amount based on equity method (Thousand Baht)		Carrying amount based on cost method (Thousand Baht)	
			2015	2014	2015	2014	2015	2014
Chip Mong INSEE Cement Corporation Limited	Cement Manufacturing	Cambodia	40	-	433,080	-	433,080	-
Total					433,080	-	433,080	-

On 16 September 2015, the Company entered into a joint venture agreement with Chip Mong Group Company and 3 other individuals (collectively “CMG”) to make a direct investment in 40 percent of shares in Chip Mong Cement Corporation Limited (“Joint venture company”). The joint venture company’s registered share capital will be USD 150 million (75,000 ordinary shares of USD 2,000 each). The Company invests in 40 percent of shares in the joint venture company and CMG invests 60 percent of share in the joint venture company.

On 23 November 2015, the Extraordinary General Meeting of the Shareholders of Chip Mong Cement Corporation Limited approved to change the company’s name from “Chip Mong Cement Corporation Limited” to “Chip Mong INSEE Cement Corporation Limited”. The joint venture company registered with the Ministry of Commerce of Cambodia for the change of its name.

As at 31 December 2015, the joint venture company had registered share capital of USD 60 million (30,000 ordinary shares of USD 2,000 each). On 30 November 2015, the Company paid for share subscription of USD 12 million (equivalent to Baht 433.1 million) or 40 percent of paid up share capital and 20 percent of registered share capital of the joint venture. Subsequently on 12 January 2016, the Company paid the remaining share subscription of USD 12 million (equivalent to Baht 435.6 million).

12.2 Summarised financial information about joint venture

Summarised information about financial position

(Unit: Million Baht)

	2015
Chip Mong INSEE Cement Corporation Limited	
Cash and cash equivalents	321
Other current assets	1
Non-current assets	760
Current liabilities	(4)
Net assets	1,078
Carrying amounts of joint venture based on equity method	433

Summarised information about comprehensive income

(Unit: Million Baht)

	2015
Chip Mong INSEE Cement Corporation Limited	
Interest income	1
Profit	1
Other comprehensive income	-
Total comprehensive income	1

13. Investments in associated companies

13.1 Details of associated companies

Company's name	Nature of business	Country of incorporation	Type of relation	Shareholding percentage (%)		Consolidated financial statements		Separate financial statements	
				2015	2014	Carrying amount based on equity method (Thousand Baht)		Carrying amount based on cost method (Thousand Baht)	
Lanna Resources Public Co., Ltd.	Coal mining	Thailand	Direct holding	44.99	44.99	1,899,032	1,865,781	483,427	483,427
Thai Agro Energy Public Co., Ltd.	Ethanol production and distribution	Thailand	Direct holding	4.72	4.72	96,418	92,665	94,469	94,469
Total						1,995,450	1,958,446	577,896	577,896

On 21 May 2014, the Company purchased 47,234,796 ordinary shares of Thai Agro Energy Public Co., Ltd., a subsidiary of Lanna Resources Public Co., Ltd., at price of Baht 2.0 per share, totaling Baht 94.5 million, representing 4.72 percent holding interest in this company. The Company treated this investment as investment in associated company. Thai Agro Energy Public Co., Ltd. had listed on the Stock Exchange of Thailand on 5 June 2014.

13.2 Share of comprehensive income and dividend received

During the years, the Company recognised its share of comprehensive income from investments in associated companies in the consolidated financial statements and dividend income in the separate financial statements as follows:

(Unit: Thousand Baht)

Company's name	Consolidated financial statements				Separate financial statements	
	Share of profit from investment in associated companies during the year		Share of other comprehensive income from investments in associated companies during the year		Dividend received during the year	
	2015	2014	2015	2014	2015	2014
Lanna Resources Public Co., Ltd.	129,776	225,072	80,606	20,542	177,131	177,131
Thai Agro Energy Public Co., Ltd.	10,838	2,919	-	-	7,085	4,723
Total	140,614	227,991	80,606	20,542	184,216	181,854

13.3 Fair value of investments in listed associated companies

Fair values as at 31 December 2015 and 2014 of investments in associated companies that are listed on the Stock Exchange of Thailand which were based

on the closing price as quoted on the Stock Exchange of Thailand are as follows:

	(Unit: Million Baht)	
	2015	2014
Lanna Resources Public Co., Ltd.	2,114	2,740
Thai Agro Energy Public Co., Ltd.	151	177
Total	2,265	2,917

13.4 Summarised financial information about material associated company

Summarised information about financial position

	(Unit: Million Baht)	
	Lanna Resources Public Company Limited	
	2015	2014
Current assets	4,477	4,569
Non-current assets	4,314	4,393
Current liabilities	(2,162)	(2,351)
Non-current liabilities	(655)	(769)
Net assets	5,974	5,842
Less: Non-controlling interests of the subsidiaries	(1,721)	(1,658)
Net assets - after non-controlling interests of the subsidiaries	4,253	4,184
Carrying amounts of associate based on equity method	1,899	1,866

Summarised information about comprehensive income

	(Unit: Million Baht)	
	Lanna Resources Public Company Limited	
	2015	2014
Revenue	10,182	12,246
Profit	288	500
Other comprehensive income	179	46
Total comprehensive income	467	546

14. Other investment

Company's name	Nature of Business	Country of corporation	Type of relation	Paid up share capital (Million Taka)		Shareholding percentage (%)		Consolidated financial statements		Separate financial statements	
				2015	2014	2015	2014	Cost value (Thousand Baht)		Cost value (Thousand Baht)	
				2015	2014	2015	2014	2015	2014	2015	2014
Holcim Cement (Bangladesh) Co., Ltd.	Cement	Bangladesh	Direct holding	270	270	10.42	10.42	155,000	155,000	155,000	155,000
Total								155,000	155,000	155,000	155,000

During the year 2015, the Company received dividend income from Holcim Cement (Bangladesh) Co., Ltd. of Baht 21 million (2014: Baht 16 million).

15. Property, plant and equipment

(Unit: Thousand Baht)

Consolidated financial statements							
	Land, mineral reserve and site restoration	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction and installation	Total
Cost:							
1 January 2014	2,033,371	7,641,486	27,030,564	1,558,430	1,506,649	4,640,197	44,410,697
Additions	6,632	-	5,845	-	-	3,264,656	3,277,133
Disposals and write-off	(787)	(4,967)	(585,180)	(21,736)	(133,340)	(11,173)	(757,183)
Transfer in (out)	9,996	1,247,147	3,351,573	133,459	152,278	(4,895,421)	(968)
Capitalised interest and foreign exchange	-	-	-	-	-	50,069	50,069
Translation adjustment	3,777	-	-	(18)	-	(14,603)	(10,844)
31 December 2014	2,052,989	8,883,666	29,802,802	1,670,135	1,525,587	3,033,725	46,968,904
Additions	7,985	44,116	37,519	29,213	700	2,035,805	2,155,338
Disposals and write-off	(723)	(41,909)	(819,539)	(12,978)	(20,586)	-	(895,735)
Transfer in (out)	29,758	508,180	1,319,739	245,251	43,140	(2,148,978)	(2,910)
Translation adjustment	(3,462)	(6,628)	(9,060)	(295)	(22)	(11)	(19,478)
31 December 2015	2,086,547	9,387,425	30,331,461	1,931,326	1,548,819	2,920,541	48,206,119
Accumulated depreciation:							
1 January 2014	162,100	4,545,836	18,707,206	1,142,575	977,821	-	25,535,538
Depreciation for the year	19,799	240,182	759,484	92,877	82,701	-	1,195,043
Disposals and write-off	-	(2,679)	(483,585)	(19,873)	(72,385)	-	(578,522)
Translation adjustment	-	-	-	622	-	-	622

(Unit: Thousand Baht)

Consolidated financial statements (continued)							
	Land, mineral reserve and site restoration	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction and installation	Total
31 December 2014	181,899	4,783,339	18,983,105	1,216,201	988,137	-	26,152,681
Depreciation for the year	21,842	275,993	872,043	115,580	82,929	-	1,368,387
Disposals and write-off	-	(31,194)	(693,305)	(10,949)	(15,328)	-	(750,776)
Transfer in (out)	-	-	(94)	-	94	-	-
Translation adjustment	-	(102)	(198)	(113)	48	-	(365)
31 December 2015	203,741	5,028,036	19,161,551	1,320,719	1,055,880	-	26,769,927
Allowance for impairment:							
1 January 2014	-	-	15,054	438	-	-	15,492
31 December 2014	-	-	15,054	438	-	-	15,492
31 December 2015	-	-	15,054	438	-	-	15,492
Net book value:							
31 December 2014	1,871,090	4,100,327	10,804,643	453,496	537,450	3,033,725	20,800,731
31 December 2015	1,882,806	4,359,389	11,154,856	610,169	492,939	2,920,541	21,420,700

Depreciation for the year

2014 (Baht 1,089 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	1,195,043
2015 (Baht 1,216 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	1,368,387

(Unit: Thousand Baht)

Separate financial statements							
	Land, mineral reserve and site restoration	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction and installation	Total
Cost:							
1 January 2014	1,183,005	6,513,580	22,615,142	1,376,285	1,443,708	2,991,110	36,122,830
Additions	-	-	5,845	-	-	2,110,272	2,116,117
Disposals and write-off	(787)	(3,669)	(579,269)	(20,321)	(124,321)	(11,173)	(739,540)
Transfer in (out)	-	572,068	2,326,351	73,619	152,278	(3,124,316)	-
31 December 2014	1,182,218	7,081,979	24,368,069	1,429,583	1,471,665	1,965,893	37,499,407
Additions	-	37,496	26,491	17,926	700	1,612,947	1,695,560
Disposals and write-off	-	(10,176)	(786,555)	(12,359)	(16,430)	-	(825,520)
Transfer in (out)	-	389,941	1,065,634	220,098	48,694	(1,727,277)	(2,910)
31 December 2015	1,182,218	7,499,240	24,673,639	1,655,248	1,504,629	1,851,563	38,366,537

(Unit: Thousand Baht)

Separate financial statements (continued)

	Land, mineral reserve and site restoration	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction and installation	Total
Accumulated depreciation:							
1 January 2014	39,104	4,245,644	17,222,577	1,020,505	941,278	-	23,469,108
Depreciation for the year	6,163	177,784	485,059	75,838	76,909	-	821,753
Disposals and write-off	-	(2,221)	(481,641)	(18,922)	(66,170)	-	(568,954)
31 December 2014	45,267	4,421,207	17,225,995	1,077,421	952,017	-	23,721,907
Depreciation for the year	3,767	195,994	573,470	88,541	78,824	-	940,596
Disposals and write-off	-	(9,106)	(669,857)	(10,381)	(11,701)	-	(701,045)
31 December 2015	49,034	4,608,095	17,129,608	1,155,581	1,019,140	-	23,961,458
Allowance for impairment:							
1 January 2014	-	-	15,054	438	-	-	15,492
31 December 2014	-	-	15,054	438	-	-	15,492
31 December 2015	-	-	15,054	438	-	-	15,492
Net book value:							
31 December 2014	1,136,951	2,660,772	7,127,020	351,724	519,648	1,965,893	13,762,008
31 December 2015	1,133,184	2,891,145	7,528,977	499,229	485,489	1,851,563	14,389,587

Depreciation for the year:

2014 (Baht 729 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	821,753
2015 (Baht 821 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	940,596

During the year 2014, the subsidiaries capitalised borrowing costs of Baht 50 million, as cost of assets under construction. The capitalisation rate is 3.85 to 11.38 percent per annum.

As at 31 December 2015 and 2014, certain plant and equipment items have been fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation and allowance for impairment loss) of those assets amounted to Baht 8,762 million and Baht 9,897 million, respectively (Separate financial statements: Baht 7,963 million and Baht 9,124 million, respectively).

16. Assets not used in operations

(Unit: Thousand Baht)

Consolidated financial statements					
	Land	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Total
Cost:					
1 January 2014	436,554	154,063	326,129	7,343	924,089
Disposals and write-off	(20,732)	(5,898)	-	-	(26,630)
31 December 2014	415,822	148,165	326,129	7,343	897,459
Disposals and write-off	(26,910)	(14,849)	(389)	-	(42,148)
Transfer in	-	-	2,910	-	2,910
31 December 2015	388,912	133,316	328,650	7,343	858,221
Accumulated depreciation:					
1 January 2014	-	102,622	289,091	4,547	396,260
Depreciation for the year	-	2,948	2,584	730	6,262
Disposals and write-off	-	(3,541)	-	-	(3,541)
31 December 2014	-	102,029	291,675	5,277	398,981
Depreciation for the year	-	2,511	2,819	730	6,060
Disposals and write-off	-	(13,349)	(369)	-	(13,718)
31 December 2015	-	91,191	294,125	6,007	391,323
Allowance for impairment:					
1 January 2014	120,069	13,448	-	-	133,517
Decrease during the year	(11,987)	(3,966)	-	-	(15,953)
31 December 2014	108,082	9,482	-	-	117,564
Increase (decrease) during the year	(26,910)	(529)	28,742	-	1,303
31 December 2015	81,172	8,953	28,742	-	118,867
Net book value:					
31 December 2014	307,740	36,654	34,454	2,066	380,914
31 December 2015	307,740	33,172	5,783	1,336	348,031
Depreciation for the year					
2014 (included in administrative expenses)					6,262
2015 (included in administrative expenses)					6,060

(Unit: Thousand Baht)

Separate financial statements					
	Land	Building and structures	Machinery and equipment	Furniture, fixtures and office equipment	Total
Cost:					
1 January 2014	449,820	154,063	326,129	7,343	937,355
Disposals and write-off	(20,732)	(5,898)	-	-	(26,630)
31 December 2014	429,088	148,165	326,129	7,343	910,725
Disposals and write-off	(26,910)	(14,849)	(389)	-	(42,148)
Transfer in	-	-	2,910	-	2,910
31 December 2015	402,178	133,316	328,650	7,343	871,487
Accumulated depreciation:					
1 January 2014	-	102,622	289,091	4,547	396,260
Depreciation for the year	-	2,948	2,584	730	6,262
Disposals and write-off	-	(3,541)	-	-	(3,541)
31 December 2014	-	102,029	291,675	5,277	398,981
Depreciation for the year	-	2,511	2,819	730	6,060
Disposals and write-off	-	(13,350)	(369)	-	(13,719)
31 December 2015	-	91,190	294,125	6,007	391,322
Allowance for impairment:					
1 January 2014	116,388	13,447	-	-	129,835
Decrease during the year	(11,986)	(3,966)	-	-	(15,952)
31 December 2014	104,402	9,481	-	-	113,883
Increase (decrease) during the year	(26,910)	(529)	28,742	-	1,303
31 December 2015	77,492	8,952	28,742	-	115,186
Net book value:					
31 December 2014	324,686	36,655	34,454	2,066	397,861
31 December 2015	324,686	33,174	5,783	1,336	364,979
Depreciation for the year					
2014 (included in administrative expenses)					6,262
2015 (included in administrative expenses)					6,060

During 2015, the Company recorded allowance for impairment of assets not used in operations of Baht 1 million (2014: reversed allowance for impairment of Baht 16 million). Such amount has been shown as a part of "Administrative expenses" in the income statements for the years.

Management has assessed the allowance for impairment of assets not used in operations and believes it to be adequate and that such assets are saleable in the future at prices not less than their carrying value.

17. Intangible assets

(Unit: Thousand Baht)

Consolidated financial statements					
	Mining concession	Computer software	Other intangible assets	Intangible assets under development	Total
Cost					
1 January 2014	2,107,090	67,010	255,118	-	2,429,218
Additions	23,105	189,988	19,757	96,000	328,850
Disposals	-	-	(3,500)	-	(3,500)
Transfer in	-	968	-	-	968
31 December 2014	2,130,195	257,966	271,375	96,000	2,755,536
Additions	122,232	96	4,064	993,318	1,119,710
Write-off	-	(181)	-	-	(181)
Translation adjustment	-	(100)	-	-	(100)
31 December 2015	2,252,427	257,781	275,439	1,089,318	3,874,965
Accumulated amortisation					
1 January 2014	249,520	60,282	144,133	-	453,935
Amortisation during the year	22,055	24,770	4,500	-	51,325
Disposals	-	-	(171)	-	(171)
31 December 2014	271,575	85,052	148,462	-	505,089
Amortisation during the year	39,762	31,706	1,550	-	73,018
Write-off	-	(181)	-	-	(181)
Translation adjustment	-	(27)	-	-	(27)
31 December 2015	311,337	116,550	150,012	-	577,899
Net book value					
31 December 2014	1,858,620	172,914	122,913	96,000	2,250,447
31 December 2015	1,941,090	141,231	125,427	1,089,318	3,297,066

Amortisation for the year

2014 (Baht 24 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	51,325
2015 (Baht 40 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	73,018

(Unit: Thousand Baht)

Separate financial statements					
	Mining concession	Computer software	Other intangible assets	Intangible assets under development	Total
Cost					
1 January 2014	1,942,918	35,981	255,135	-	2,234,034
Additions	23,105	183,038	16,422	96,000	318,565
Disposals	-	-	(3,500)	-	(3,500)
31 December 2014	1,966,023	219,019	268,057	96,000	2,549,099
Additions	122,232	-	3,215	993,318	1,118,765
Write-off	-	(181)	-	-	(181)
31 December 2015	2,088,255	218,838	271,272	1,089,318	3,667,683
Accumulated amortisation					
1 January 2014	236,775	30,735	145,659	-	413,169
Amortisation during the year	20,459	22,349	2,988	-	45,796
Disposals	-	-	(171)	-	(171)
31 December 2014	257,234	53,084	148,476	-	458,794
Amortisation during the year	36,631	28,782	1,061	-	66,474
Write-off	-	(181)	-	-	(181)
31 December 2015	293,865	81,685	149,537	-	525,087
Net book value					
31 December 2014	1,708,789	165,935	119,581	96,000	2,090,305
31 December 2015	1,794,390	137,153	121,735	1,089,318	3,142,596

Amortisation for the year

2014 (Baht 21 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	45,796
2015 (Baht 37 million included in manufacturing cost, and the remaining balance included in selling and distribution expenses and administrative expenses)	66,474

18. Income tax

Income tax expenses for the years ended 31 December 2015 and 2014 are made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Current income tax:				
Current income tax charge	1,200,382	1,320,398	1,015,013	1,106,439
Adjustment in respect of income tax of previous year	(25,261)	(12,702)	(25,261)	(12,702)
Deferred tax:				
Relating to origination and reversal of temporary differences	(73,673)	(77,771)	(32,499)	(58,512)
Income tax expenses reported in the income statements	1,101,448	1,229,925	957,253	1,035,225

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2015 and 2014 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Deferred tax relating to actuarial loss	-	(2,051)	-	(1,759)

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Accounting profit before tax	5,680,655	6,320,574	5,693,562	5,931,239
Applicable tax rates	20%, 25%	20%, 25%	20%	20%
Accounting profit before tax multiplied by income tax rates	1,119,413	1,242,166	1,138,712	1,186,248
Adjustment in respect of income tax of previous year	(25,261)	(12,702)	(25,261)	(12,702)
Effects of:				
• Promotional privileges (Note 35)	(119,828)	(101,639)	-	-
• Utilisation of tax loss carried forward	(104)	-	-	-
• Non-deductible expenses	44,790	78,515	40,648	67,048
• Income not subject to tax	(36,843)	(36,371)	(195,343)	(204,870)
• Additional expense deductions allowed	(1,503)	(499)	(1,503)	(499)
• Unrecognised tax losses as deferred tax assets	120,784	60,455	-	-
Total	7,296	461	(156,198)	(138,321)
Income tax expenses reported in the income statements	1,101,448	1,229,925	957,253	1,035,225
Effective income tax rate	19.4%	19.5%	16.8%	17.5%

As at 31 December 2015 and 2014, the components of deferred tax assets are as follows:

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Deferred tax assets				
Provision for long-term employee benefits	214,647	208,351	179,001	176,340
Property, plant and equipment and assets not used in operations	88,464	130,866	47,114	79,215
Deferred revenue	208,571	151,500	203,547	146,803
Investment in subsidiary company	-	-	-	15,578
Unused tax losses	22,774	5,326	-	-
Others	151,145	115,885	102,373	81,600
Total	685,601	611,928	532,035	499,536

As at 31 December 2015, an overseas subsidiary had unused tax losses of Rupiah Indonesia 352,471 million or equivalent to Baht 925 million (2014: Rupiah Indonesia 156,468 million or equivalent to Baht 416 million) that were not recognised deferred tax assets.

Details of expiry date of unused tax losses of the overseas subsidiary are summarised as below.

(Unit: Million Baht)

	Consolidated financial statements	
	2015	2014
31 December 2017	8	8
31 December 2018	176	178
31 December 2019	258	230
31 December 2020	483	-
	925	416

19. Short-term loans from other financial institutions

As at 31 December 2015, the subsidiaries had obtained short-term loans of Baht 651 million (2014: Baht 151 million) from commercial banks which carry interest at the rate of 2.8 to 11.0 percent per annum (2014: 3.1 to 11.0 percent per annum).

A portion of short-term loans of Indonesian Rupiah 185,000 million or equivalent to approximately Baht 486 million (2014: Rupiah 40,000 million or equivalent to approximately Baht 106 million) obtained by an

overseas subsidiary is secured by the credit utilisation agreements entered into by a Thai subsidiary with a related financial institution and other financial institution, obtaining standby letter of credit facilities. The credit utilisation agreements contain covenants with which the Thai subsidiary has to comply, pertaining to matters such as maintaining of certain financial ratios, maintaining of percentage of shares held by the major shareholder and negative pledge.

20. Trade and other payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Trade payables - related parties	126,511	142,945	126,511	142,945
Trade payables - unrelated parties	2,615,472	2,456,496	1,888,266	1,755,317
Other payables - related parties	38,554	74,434	299,975	218,341
Total trade and other payables	2,780,537	2,673,875	2,314,752	2,116,603

21. Long-term loans from other financial institution

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
Long-term loans from other financial institution	437,518	475,481	-	-
Less: Portion due within one year	(78,747)	(31,933)	-	-
Long-term loans from other financial institution - net of current portion	358,771	443,548	-	-

On 18 July 2013, an overseas subsidiary entered into a loan agreement with a financial institution, obtaining loan facilities of Indonesian Rupiah 120,000 million. The loans carry interest at Rupiah JIBOR 3 months reference rate plus a margin and are repayable in 20 quarterly installments from September 2015 to June 2021.

On 23 May 2014, the above overseas subsidiary entered into another long-term loan agreement with the financial institution, obtaining loan facilities of

Indonesian Rupiah 60,000 million. The loans carry interest at Rupiah JIBOR 3 months reference rate plus a margin and are repayable in 20 quarterly installment from July 2016 to April 2021.

A Thai subsidiary entered into the credit utilisation agreements with a related financial institution, obtaining standby letter of credit facilities to secure these long-term loans. The credit utilisation agreements contain covenants with which the Thai subsidiary has

to comply, pertaining to matters such as maintaining of certain financial ratios, maintaining of percentage of shares held by the major shareholder and negative pledge.

As at 31 December 2015, long-term loans from other financial institution amounted to Indonesian Rupiah 166,680 million or equivalent to approximately Baht 438 million (2014: Indonesian Rupiah 178,680 million or equivalent to approximately Baht 475 million).

22. Debentures

On 13 February 2013, the meeting of the Company's Board of Directors approved the issuance and sale of all types of debentures in the principal amount not exceeding Baht 6,000 million depending upon the market suitability at each time of offering.

On 14 June 2013, the Company issued 2 series of unsecured, unsecured and no discount debentures with a name-registered debenture certificate as details below.

- The debenture series 1 for the total number of 4,000,000 units, at the price of Baht 1,000 per unit, totaling Baht 4,000 million. The debenture is 4-year tenor, due on 14 June 2017, at the coupon rate of 3.79 percent per annum with interest payable semi-annually.

- The debenture series 2 for the total number of 2,000,000 units, at the price of Baht 1,000 per unit, totaling Baht 2,000 million. The debenture is 7-year tenor, due on 14 June 2020, at the coupon rate of 4.30 percent per annum with interest payable semi-annually.

Debenture agreement contains a covenant with which the Company must comply pertaining to maintaining financial ratio.

Fair values of debenture series 1 and debenture series 2, which are the latest price as at 31 December 2015, are Baht 1,026 per unit and Baht 1,073 per unit, respectively.

23. Provision for long-term employee benefits

23.1 Defined contribution plans

The Company, the subsidiaries and their permanent employees have jointly registered a provident fund scheme under Provident Fund Act B.E. 2530. Such fund

is monthly contributed by both the employees, the Company and its subsidiaries at rates of 5 - 10 percent of the employees' basic salaries. The fund is managed by Krungsri Asset Management Company Limited. During the year 2015, the Company and its subsidiaries recognised the contributions of Baht 122 million (2014: Baht 102 million) and the Company recognised the contributions of Baht 93 million (2014: Baht 80 million) as expenses.

23.2 Defined benefit plans

23.2.1 Provident fund

The Company, the subsidiaries and their permanent employees have jointly established a contributory, unfunded provident fund. Employees who have completed at least 5 years of service are entitled to full benefits, while employees leaving before completing 5 years of service do not receive the contributions made by the Company and the subsidiaries. Under the regulations of the fund, members are required to pay, and the Company and the subsidiaries accrue, monthly contributions to the fund at 5 percent of the members' basic salaries.

23.2.2 Provision for employee retirement benefit under labor law

The Company and its subsidiaries have obligations in respect of severance payments they must make to employees upon retirement under labor law. The Company and its subsidiaries treat these severance payment obligations as defined benefit plans.

23.2.3 Other long-term employee benefits

The Company and its subsidiaries have provided other long-term employee benefit plans, namely resignation plan and a long service award for employees.

The defined benefit liabilities are measured at the present value of estimated future cash flows using a discount rate that is similar to the interest rate on government bond. A professionally qualified independent actuary values the defined benefit obligations on a regular basis.

Movements in provision for long-term employee benefits are shown as follows:

(Unit: Thousand Baht)

Consolidated financial statements				
	Provident fund	Provision for employee retirement benefit under labor law	Other long-term employee benefits	Total
Balance as at 1 January 2014	608,796	404,784	50,519	1,064,099
Included in income statement:				
Current service cost	19,776	30,555	5,834	56,165
Interest cost	22,337	14,828	1,882	39,047
Actuarial (gain) loss				
Demographic assumptions changes	-	-	(6)	(6)
Financial assumptions changes	-	-	(274)	(274)
Experience adjustments	-	-	786	786
Included in statement of comprehensive income:				
Actuarial (gain) loss				
Demographic assumptions changes	1,065	2,293	(1,523)	1,835
Financial assumptions changes	(23,337)	(16,651)	(539)	(40,527)
Experience adjustments	26,616	18,736	3,597	48,949
Employee contributions	18,613	-	-	18,613
Benefits paid during the year	(5,759)	(8,140)	(12,950)	(26,849)
Balance as at 31 December 2014	668,107	446,405	47,326	1,161,838
Included in income statement:				
Current service cost	19,403	37,170	6,644	63,217
Interest cost	26,893	17,412	2,088	46,393
Employee contributions	19,220	-	-	19,220
Benefits paid during the year	(15,649)	(11,124)	(15,158)	(41,931)
Balance as at 31 December 2015	717,974	489,863	40,900	1,248,737

(Unit: Thousand Baht)

	Separate financial statements			
	Provident fund	Provision for employee retirement benefit under labor law	Other long-term employee benefits	Total
Balance as at 1 January 2014	520,666	340,566	41,998	903,230
Included in income statement:				
Current service cost	16,222	22,252	4,742	43,216
Interest cost	19,153	12,528	1,627	33,308
Actuarial (gain) loss				
Demographic assumptions changes	-	-	(6)	(6)
Financial assumptions changes	-	-	(271)	(271)
Experience adjustments	-	-	735	735
Included in statement of comprehensive income:				
Actuarial (gain) loss				
Demographic assumptions changes	-	(202)	19	(183)
Financial assumptions changes	(18,599)	(13,286)	(434)	(32,319)
Experience adjustments	20,520	16,201	4,574	41,295
Employee contributions	15,130	-	-	15,130
Benefits paid during the year	(3,544)	(7,994)	(12,528)	(24,066)
Balance as at 31 December 2014	569,548	370,065	40,456	980,069
Included in income statement:				
Current service cost	15,552	24,929	5,315	45,796
Interest cost	22,830	14,496	1,832	39,158
Employee contributions	15,653	-	-	15,653
Benefits paid during the year	(15,649)	(10,932)	(13,844)	(40,425)
Balance as at 31 December 2015	607,934	398,558	33,759	1,040,251

Line items in the income statements under which long-term employee benefit expenses are recognised are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Production cost of goods sold	68,217	60,386	52,004	47,399
Selling and distribution expenses and administrative expenses	41,393	35,332	32,950	29,583
Total expenses recognised in the income statements	109,610	95,718	84,954	76,982

The Company and its subsidiaries expect to pay Baht 42 million of long-term employee benefits during the next year (Separate financial statements: Baht 38 million) (2014: Baht 41 million, separate financial statements: Baht 40 million).

As at 31 December 2015, the weighted average duration of the liabilities for long-term employee benefit is 17

years (Separate financial statements: 17 years) (2014: 17 years, separate financial statements: 17 years).

Principal actuarial assumptions at the valuation date were as follows:

	Consolidated financial statements		Separate financial statements	
	2015 (% per annum)	2014 (% per annum)	2015 (% per annum)	2014 (% per annum)
Discount rate	4.10	4.10	4.10	4.10
Future salary increase rate	5.00	5.00	5.00	5.00

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term

employee benefit obligations as at 31 December 2015 is summarised below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(129.3)	149.6	(104.3)	120.2
Salary increase rate	68.9	(59.5)	53.2	(46.2)

24. Provision for site restoration and decommissioning costs

(Unit: Thousand Baht)

	Consolidated financial statements		
	Provision for site restoration	Provision for decommissioning costs	Total
As at 1 January 2014	73,890	-	73,890
Increase during the year	1,276	6,803	8,079
Utilised during the year	(2,868)	-	(2,868)
As at 31 December 2014	72,298	6,803	79,101
Increase during the year	2,479	497	2,976
Utilised during the year	(4,319)	-	(4,319)
Decrease from discount rate adjustment	(11,087)	-	(11,087)
As at 31 December 2015	59,371	7,300	66,671

(Unit: Thousand Baht)

	Separate financial statements
	Provision for site restoration
As at 1 January 2014	69,281
Increase during the year	1,123
Utilised during the year	(2,868)
As at 31 December 2014	67,536
Increase during the year	2,364
Utilised during the year	(4,319)
Decrease from discount rate adjustment	(10,701)
As at 31 December 2015	54,880

Provision for site restoration

Provision for site restoration is recognised by areas of operating mining concession at the rate determined by the quarry engineer of the Company and its subsidiary. The rate is based on the estimated cost for site restoration through to the end of the site. Provision for site restoration is discounted to its present value. The Company and its subsidiary review and revise the rate to reflect the actual expenses incurred on a regular basis.

Provision for decommissioning costs

The subsidiary recognises a provision for decommissioning costs associated with machinery and equipment owned by the subsidiary. The subsidiary is committed to decommissioning the machinery and equipment which have been used in the operation after expiry date of land rental agreement.

25. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered

capital. The statutory reserve is not available for dividend distribution. At present, statutory reserve has been set aside exceeding 10 percent of the registered share capital.

26. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2015	2014 (Restated)	2015	2014 (Restated)
Raw materials and supplies used	9,248,656	8,140,922	6,065,365	6,045,596
Changes in inventories of finished goods and work in process	100,472	(65,047)	82,125	25,471
Other production expenses	6,638,570	7,835,208	6,431,596	6,815,174
Salaries, wages and other employee benefits	3,604,543	3,254,993	2,540,363	2,365,743
Depreciation and amortisation (Note 27)	1,447,465	1,252,630	1,013,130	873,811
Directors and management's benefits	121,813	104,274	121,813	104,274
Other expenses	4,186,545	5,021,273	3,025,316	3,558,935
Total expenses	25,348,064	25,544,253	19,279,708	19,789,004

27. Summary of depreciation and amortisation

(Unit: Thousand Baht)

	Consolidated financial statements					
	2015			2014		
	Manufacturing cost	Selling and distribution expenses and administrative expenses	Total	Manufacturing cost	Selling and distribution expenses and administrative expenses	Total
Property, plant and equipment	1,216,264	152,123	1,368,387	1,088,893	106,150	1,195,043
Assets not used in operations	-	6,060	6,060	-	6,262	6,262
Intangible assets	39,762	33,256	73,018	24,184	27,141	51,325
Total depreciation and amortisation	1,256,026	191,439	1,447,465	1,113,077	139,553	1,252,630

(Unit: Thousand Baht)

	Separate financial statements					
	2015			2014		
	Manufacturing cost	Selling and distribution expenses and administrative expenses	Total	Manufacturing cost	Selling and distribution expenses and administrative expenses	Total
Property, plant and equipment	821,089	119,507	940,596	728,796	92,957	821,753
Assets not used in operations	-	6,060	6,060	-	6,262	6,262
Intangible assets	36,631	29,843	66,474	20,827	24,969	45,796
Total depreciation and amortisation	857,720	155,410	1,013,130	749,623	124,188	873,811

28. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

29. Dividends

On 10 April 2014, the Annual General Meeting of the shareholders of the Company passed a resolution to approve a final dividend for 2013 of Baht 7.0 per share, totaling Baht 1,610 million. Thus, including the interim dividend of Baht 8.0 per share, the total dividend payment for 2013 amounted to Baht 15.0 per share. The Company paid such dividend on 9 May 2014.

On 21 July 2014, the meeting of the Company's Board of Directors approved the payment of an interim dividend from the Company's profit for the six-month period ended 30 June 2014 of Baht 8.0 per share, totaling Baht 1,840 million. The Company paid such interim dividend on 21 August 2014.

On 7 April 2015, the Annual General Meeting of the shareholders of the Company passed a resolution to approve a final dividend for 2014 of Baht 7.0 per share, totaling Baht 1,610 million. Thus, including the interim dividend of Baht 8.0 per share, the total dividend payment for 2014 amounted to Baht 15.0 per share. The Company paid such dividend on 6 May 2015.

On 28 July 2015, the meeting of the Company's Board of Directors approved the payment of an interim dividend from the Company's profit for the six-month period ended 30 June 2015 of Baht 8.0 per share, totaling Baht 1,840 million. The Company paid such interim dividend on 27 August 2015.

30. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Company and its subsidiaries are organised into business units based on their products and services and have two reportable segments as follows:

- 1) The cement segment, which produces and sells cement.
- 2) The concrete and aggregate segment, which produces and sells ready-mixed concrete and aggregate.

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue, profit and total assets information regarding the Company's and its subsidiaries' operating segments for the years ended 31 December 2015 and 2014.

(Unit: Million Baht)

	For the years ended 31 December											
	Cement		Concrete and aggregates		Others		Total segments		Adjustments and eliminations		Consolidated	
	2015	2014 (Restated)	2015	2014 (Restated)	2015	2014 (Restated)	2015	2014 (Restated)	2015	2014	2015	2014 (Restated)
Revenue from external customers	21,209	21,712	8,397	8,633	1,514	1,517	31,120	31,862	-	-	31,120	31,862
Inter-segment revenue	3,051	2,925	261	265	-	2	3,312	3,192	(3,312)	(3,192)	-	-
Interest income	44	63	9	15	1	-	54	78	-	-	54	78
Interest expenses	238	239	14	17	152	81	404	337	-	-	404	337
Depreciation and amortisation	1,065	974	239	157	143	122	1,447	1,253	-	-	1,447	1,253
Share of profit from investments in associated companies accounted for by the equity method	141	228	-	-	-	-	141	228	-	-	141	228
Income tax expenses	948	1,036	107	123	46	71	1,101	1,230	-	-	1,101	1,230
Material non-cash items other than depreciation and amortisation:												
Increase (decrease) in impairment loss	1	(16)	-	-	-	-	1	(16)	-	-	1	(16)
Segment profit	11,284	11,126	1,972	2,512	528	632	13,784	14,270	-	-	13,784	14,270
Segment total assets	26,820	27,929	8,465	5,166	3,170	3,199	38,455	36,294	(947)	(777)	37,508	35,517
Investments in joint venture and associated companies accounted for by the equity method	2,429	1,958	-	-	-	-	2,429	1,958	-	-	2,429	1,958
Additions (deductions) to non-current assets other than financial instruments and deferred tax assets	896	1,854	1,244	124	(81)	315	2,059	2,293	-	-	2,059	2,293

Geographic information

Revenue from external customers is based on locations of the customers.

(Unit: Million Baht)

	2015	2014
Revenue from external customers:		
Thailand	25,068	26,113
Cambodia	2,645	2,589
Myanmar	779	918
Laos	509	620
Indonesia	461	92
Philippines	442	-
Malaysia	375	431
Others	841	1,099
Total	31,120	31,862
Non-current assets (other than financial instruments and deferred tax assets)		
Thailand	26,480	24,416
Indonesia	1,430	1,436
Total	27,910	25,852

Major customers

For the years 2015 and 2014, the Company and its subsidiaries have no major customer with revenue of 10 percent or more of an entity's revenues.

31. Bank guarantees

As at 31 December 2015 and 2014, there were outstanding bank guarantees of approximately Baht 87 million and Baht 74 million, respectively (Separate financial statements: Baht 45 million and Baht 45 million, respectively) issued by banks on behalf of the Company and its subsidiaries in respect of electricity usage and other guarantees as required in the normal course of their businesses.

32. Commitments

32.1 As at 31 December 2015, the Company and its subsidiaries had the following significant outstanding commitments:

32.1.1 The Company is in the process of drafting a service agreement in respect of the Company's and its subsidiaries' computer system. The Company is committed to pay a fee on the basis and at the rate as stipulated in the agreement.

32.1.2 The Company and its subsidiaries entered into an agreement with a company in respect of computer system maintenance. The Company and its subsidiaries are committed to pay a fee on the basis and at the rate as stipulated in the agreement.

32.1.3 The Company and its subsidiaries entered into a long-term service agreement regarding temporary employment services with a related company. The Company and its subsidiaries are committed to pay the service fee at the rate as stipulated in the agreement.

32.1.4 The Company and its subsidiaries entered into various agreements with local companies in respect of the lease of land, office building space, motor vehicles and other services for periods ranging from 3 years to 30 years.

As at 31 December 2015 and 2014, the future lease and services fees payable by the Company and its subsidiaries are as follows:

(Unit: Million Baht)

Payable within	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
1 year	338	218	193	95
1 to 5 years	500	284	315	97
More than 5 years	80	30	-	-

32.1.5 The Company and its subsidiaries have commitments in respect of raw materials and fuel purchases, logistic services, leases of equipment, sales contracts as required in the normal course of their businesses.

32.1.6 The Company and its subsidiaries entered into an agreement with a company in respect of accounting software licenses and maintenance. The Company and its subsidiaries are committed to pay a fee on the basis and at the rate as stipulated in the agreement.

32.1.7 The Company entered into an agreement with a company in respect of computer software implementation. The Company is committed to pay a fee on the basis and the rate as stipulated in the agreement.

32.1.8 The Company entered into an agreement with the third party to acquire land and raw material resources. Subject to certain conditions, the Company will purchase assets at the price as specified in the agreement.

32.1.9 A subsidiary company entered into a technology license agreement with an overseas company for a period of 10 years, commencing 6 March 2002 to 5 March 2012, with an automatic renewal for every 1 year period. The subsidiary is committed to pay licensing fee on the basis and at the rate as stipulated in the agreement.

32.1.10 A subsidiary company entered into an agreement with a company in respect of computer software license. The subsidiary is committed to pay a license fee on the basis and at the rate as stipulated in the agreement.

32.1.11 A subsidiary company entered into an electricity supply agreement with a local power plant with 15-year duration from the operation date. The subsidiary shall purchase and pay electricity supply at the quantity and the rate as stipulated in the agreement.

32.1.12 A subsidiary company has commitment regarding the contribution to the Power Development Fund in accordance with the regulation required by the Energy Regulatory Commission. The contribution is calculated based on the sale quantities and legally applicable rate.

32.1.13 The Company and its subsidiaries had outstanding capital expenditure and construction commitments of Baht 1,696 million (Separate financial statements: Baht 1,246 million) (2014: Baht 944 million and Separate financial statements: Baht 547 million).

32.2 The associated companies and joint venture entered into several lease agreements in respect of the lease of land, office building space, motor vehicles, and other services. Future minimum rentals payable under these lease and service agreements as at 31 December 2015 amounted to approximately Baht 47 million (2014: Baht 108 million).

32.3 The associated companies and joint venture had outstanding capital expenditure and construction commitments of USD 154.4 million and Baht 33 million, totaling approximately Baht 5,605 million.

33. Fair value hierarchy

As at 31 December 2015, the Company and its subsidiaries had the assets and liabilities that were

measured at fair value or disclosed fair value using different levels of inputs as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	Level 1	Level 2	Level 1	Level 2
Assets measured at fair value				
Derivatives				
Forward exchange contracts	-	0.4	-	0.4
Liabilities measured at fair value				
Derivatives				
Cross currency and interest rate swap	-	169.6	-	-
Assets for which fair value is disclosed				
Investments in associated companies	2,264.9	-	2,264.9	-
Liabilities for which fair value is disclosed				
Debentures	-	6,251.4	-	6,251.4

34. Financial instruments

34.1 Financial risk management

The Company and its subsidiaries' financial instruments, as defined under Thai Accounting Standard No. 107 "Financial Instruments: Disclosure and Presentations", principally comprise cash and cash equivalents, trade and other receivables, short-term loan, trade and other payables, short-term and long-term borrowings and debentures. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company and its subsidiaries are exposed to credit risk primarily with respect to trade receivables. The Company and its subsidiaries manage the risk by adopting appropriate credit control policies and procedures and therefore do not expect to incur material financial losses. In addition, the Company and its subsidiaries do not have high concentration of credit risk since they have a variety of customer base and large number of customers. The maximum exposure to credit risk is limited to the carrying amounts of trade

receivables as stated in the statement of financial position.

Interest rate risk

The Company's and its subsidiaries' exposure to interest rate risk relates primarily to their interest-bearing cash at banks, short-term loan, short-term borrowings, long-term borrowings and debentures. However, since most of the Company's and its subsidiaries' financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate, the interest rate risk is expected to be minimal.

Significant financial assets and liabilities that are subject to interest as at 31 December 2015 and 2014 classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statements As at 31 December 2015						
	Fixed interest rates		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1-5 years				
Financial assets						
Cash and cash equivalents	640	-	1,451	238	2,329	0.01 - 2.25
	640	-	1,451	238	2,329	
Financial liabilities						
Short-term loans from related financial institution	230	-	-	-	230	2.45 - 2.85
Short-term loans from other financial institutions	651	-	-	-	651	2.80 - 11.00
Long-term loans from related financial institution	-	-	1,008	-	1,008	THBFIX plus a margin
Long-term loans from other financial institution	-	-	438	-	438	JIBOR plus a margin
Debentures	-	5,993	-	-	5,993	3.79 - 4.30
	881	5,993	1,446	-	8,320	

(Unit: Million Baht)

Consolidated financial statements As at 31 December 2014						
	Fixed interest rates		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1-5 years				
Financial assets						
Cash and cash equivalents	2,020	-	540	197	2,757	0.05 - 2.45
	2,020	-	540	197	2,757	
Financial liabilities						
Short-term loans from related financial institution	140	-	-	-	140	2.90 - 3.15
Short-term loans from other financial institutions	151	-	-	-	151	3.10 - 11.00
Long-term loans from related financial institution	-	-	1,343	-	1,343	THBFIX plus a margin
Long-term loans from other financial institution	-	-	475	-	475	JIBOR plus a margin
Debentures	-	5,990	-	-	5,990	3.79 - 4.30
	291	5,990	1,818	-	8,099	

(Unit: Million Baht)

Separate financial statements As at 31 December 2015						
	Fixed interest rates		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1-5 years				
Financial assets						
Cash and cash equivalents	-	-	981	131	1,112	0.01 - 1.00
Short-term loan to related party	100	-	-	-	100	2.36
	100	-	981	131	1,212	
Financial liabilities						
Debentures	-	5,993	-	-	5,993	3.79 - 4.30
	-	5,993	-	-	5,993	

(Unit: Million Baht)

Separate financial statements As at 31 December 2014						
	Fixed interest rates		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1-5 years				
Financial assets						
Cash and cash equivalents	1,400	-	168	105	1,673	0.05 - 2.75
	1,400	-	168	105	1,673	
Financial liabilities						
Debentures	-	5,990	-	-	5,990	3.79 - 4.30
	-	5,990	-	-	5,990	

Foreign currency risk

The Company and its subsidiaries have a foreign currency risk in respect of the sales/purchase transactions in foreign currencies. The Company and its subsidiaries manage their exposure to foreign currency risk by natural balancing net position of receipt and payment

of the foreign currency transactions in each period. The Company and its subsidiaries seek to reduce the risk on net position by entering into forward exchange contracts when they consider appropriate. Generally, the forward contracts mature within one year.

The balances of financial assets and liabilities denominated in foreign currencies as at 31 December 2015 and 2014 are summarised below.

(Unit: Million)

Foreign currency	As at 31 December 2015				Exchange rate as at 31 December 2015 (Baht per foreign currency unit)	
	Consolidated financial statements		Separate financial statements		Buying rate	Selling rate
	Financial assets	Financial liabilities	Financial assets	Financial liabilities		
US dollar	37	6	36	5	35.9233	36.2538
Euro	-	2	-	2	39.0780	39.7995
Yen	-	8	-	2	0.2965	0.3028

(Unit: Million)

Foreign currency	As at 31 December 2014				Exchange rate as at 31 December 2014 (Baht per foreign currency unit)	
	Consolidated financial statements		Separate financial statements		Buying rate	Selling rate
	Financial assets	Financial liabilities	Financial assets	Financial liabilities		
US dollar	20	3	20	3	32.8128	33.1132
Euro	-	2	-	2	39.7507	40.3552

Forward exchange contracts outstanding as at 31 December 2015 and 2014 are summarised below.

As at 31 December 2015			
Foreign currency	Bought amount (Million)	Contractual exchange rate for amount bought (Baht per 1 foreign currency unit)	Contractual maturity date
Euro	9	38.6411 - 40.7000	4 January 2016 - 28 April 2016

As at 31 December 2014			
Foreign currency	Bought amount (Million)	Contractual exchange rate for amount bought (Baht per 1 foreign currency unit)	Contractual maturity date
Euro	1	40.3841 - 41.3509	8 January 2015 - 27 February 2015

As at 31 December 2015, the subsidiary had outstanding cross currency and interest rate swap agreement to swap loan amount of Baht 810 million to USD 26.6 million (2014: swap loan amount of Baht 900 million to USD 29.5 million) and swap the interest rate of such loan from the floating rate THBFIX 6 months reference rate plus a margin to a fixed rate of 3.90 percent per annum.

34.2 Fair values of financial instruments

Since the majority of the Company's and its subsidiaries' financial instruments bear floating interest rates or fixed interest rates which are close to the market rate, their fair value is not expected to be materially different from the amounts presented in the statements of financial position, except for the fair value of debentures which had been disclosed in Note 22 to the financial statements.

The estimate fair value of derivatives is as follows:

(Unit: Million Baht)

	As at 31 December 2015		As at 31 December 2014	
	Fair value		Fair value	
	Gain (loss)		Gain (loss)	
Derivatives				
Forward exchange contracts		0.4		(0.5)
Cross currency and interest rate swap		(169.6)		(92.1)

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercises judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk (bank and counterparty, both) liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

The methods and assumptions used by the Company and its subsidiaries in estimating the fair value of financial instruments are as follows:

a) For financial assets and liabilities which have short-term maturity, including cash and cash equivalents, accounts receivable, short-term loan, accounts payable and short-term borrowings, their carrying amounts in the statements of financial position approximate their fair value.

b) For equity securities, their fair value is generally derived from quoted market prices, or based on generally accepted pricing models when no market price is available.

c) For fixed rate debentures and long-term loans, their fair value is estimated by discounting expected future cash flow by the current market interest rate of the loans with similar terms and conditions.

d) For derivatives, their fair value has been determined by using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies and interest rate yield curves. The Company and its subsidiaries had considered the counterparty credit risk when determining the fair value of derivatives.

During the current year, there were no transfers within the fair value hierarchy.

35. Promotional privileges

The Company and its subsidiary have received promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment.

Subject to the imposed conditions, the significant privileges are as follows:

Descriptions	Privileged details	
	Siam City Cement Plc.	Siam City Power Co., Ltd.
1. Certificate No.	1524(2)/2550	2331(2)/Aor./2554
2. Certificate date	25 May 2007	10 November 2011
3. Promotional privileges for	Industrial waste management	Electric power generator from waste heat of cement production
4. The significant privileges are:		
4.1 Exemption from corporate income tax on income from the promoted operation, but not over 100 percent of investment excluding land and working capital.	8 years	8 years
4.2 Exemption from income tax on dividends paid from the promoted operation on which the corporate income tax is exempted throughout the corporate income tax exemption period.	8 years	8 years
4.3 Exemption from import duty on machinery as approved by the board.	Granted	Granted

During the years ended 31 December 2015 and 2014, the subsidiary had revenue from manufacturing and sales derived from the promoted operations of Baht 797 million and Baht 710 million, respectively, which was wholly sold to the Company.

36. Capital management

The primary objective of the Company's capital management is to ensure that it has an appropriate capital structure in order to support its business and maximise shareholder value.

The Group manages its capital position by maintaining an appropriate debt-to-equity ratio. As at 31 December 2015, the Group's debt-to-equity ratio was 0.70:1 (2014: 0.70:1) and the Company's was 0.60:1 (2014: 0.61:1).

37. Events after the reporting period

37.1 Proposed dividends of the Company

On 11 February 2016, the meeting of the Company's Board of Directors approved to pay a final dividend for 2015 of Baht 7.0 per share, totaling Baht 1,610 million. Thus, including the interim dividend of Baht 8.0 per share, the total dividend payment for 2015 amounted to Baht 15.0 per share. The final dividend of Baht 1,610 million will be paid on 6 May 2016. However, such dividend payment is subject to the approval of the Annual General Meeting of the Company's shareholders to be held in April 2016.

37.2 Debenture issuance and sale of the Company

On 11 February 2016, the meeting of the Company's Board of Directors approved to issue and sell debentures in the principal amount not exceeding Baht 10,000 million depending upon the market suitability at each time of offering.

37.3 Proposed dividends of the subsidiary

Siam City Power Company Limited

On 10 February 2016, the meeting of the Board of Directors of Siam City Power Company Limited ("the subsidiary") approved to pay a final dividend for 2015 of Baht 6.25 per share, totaling Baht 125 million. However, such dividend payment is subject to the approval of the Annual General Meeting of the shareholders of the subsidiary to be held in March 2016.

38. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 11 February 2016.

Dividend Policy and Allocation

Dividend Policy of the Company

“The Company shall allocate dividend payment at least 60% of net profit on its consolidated financial statements. In case of negative financial situation, the Board may propose a lower percentage of dividend payment as it considers appropriate under such circumstance.”

Explanation:

This Dividend Policy was approved by the 17th Annual General Meeting of Shareholders, on 9 April 2010, as a general principle. However, in proposing dividend for approval of Shareholders, the Company has to comply with the laws, i.e., dividend has to be paid from net profit of the Company’s separate financial statements. Therefore, if the Company does not have sufficient net profit, dividend proposal shall be applicable with such situation.

During 2013-2015, Siam City Cement allocated dividends as follows:

For fiscal year 2015, total dividend is Baht 15 per share

- The Board of Directors approved payment of interim dividend on 28 July 2015 of Baht 8 per share.
- The Board of Directors proposes the Shareholders to approve payment of dividend for the second half of 2015 on 7 April 2016 for Baht 7 per share.
- Dividend payout Baht 3,450 million, 75.3 percent

For fiscal year 2014, total dividend is Baht 15 per share

- The Board of Directors approved payment of interim dividend on 21 July 2014 of Baht 8 per share.

- The Shareholders approved payment of dividend for the second half of 2014 on 7 April 2015 for Baht 7 per share.
- Dividend payout Baht 3,450 million, 67.9 percent

For fiscal year 2013, total dividend is Baht 15 per share

- The Board of Directors approved payment of interim dividend on 1 August 2013 of Baht 8 per share.
- The Shareholders approved payment of dividend for the second half of 2013 on 10 April 2014 for Baht 7 per share.
- Dividend payout Baht 3,220 million, 71.9 percent

Dividend Policy of the Company’s subsidiaries

All dividend payments by the Company’s subsidiaries must be approved by a resolution of the respective shareholders meeting which must be considered on its separate financial statement and must be in compliance with the relevant laws and regulations. The Subsidiaries may from time to time pay shareholders interim dividend if their Board of Directors considers it appropriate given their profitability levels.

Management Discussion and Analysis

The following management discussion and analysis is intended to provide the reader with sufficient business insight to understand the financial position of the company thus should be read in conjunction with our financial statements and the accompanying notes to it.

Siam City Cement Company is a cement and complimentary building materials business focused on helping people and businesses to achieve smart construction solution.

Cement and building materials industry is highly correlated to the economic growth, infrastructure trends and demographic of the country.

Thailand's economy is expected to report a GDP growth of less than 3 percent for the year 2015 which is still moderate yet it is progressive compared to 0.9 percent in 2014. However, the underlying real economy is deeply affected by a declining trend of exports, lower farm prices and rising household debt.

Cement industry trends and outlook has been dynamic and highly competitive. In particular, the recent demand growth has been negatively affected by the weakness in the real economy while increased public spending by the Government has helped to somewhat mitigate the decline. As announced by the Ministry of Finance, the cement growth rate declined by 0.4 percent in 2015.

Even though the cement market structure is consolidated and has evolved to be relatively cost effective and efficient, recent addition of new capacities by the existing producers ahead of the demand cycles has led to an over-supply situation.

The Cement business has seen a slight moderation of about 2 percent in domestic volume sold. However, the Company managed to maintain its cement market share at 27.5 percent despite the decline in domestic consumption. The Company has continued to export

cement and maintained its market presence in Cambodia, Myanmar and Laos, where Cambodia is still the biggest market for the border at 63 percent followed by Myanmar and Laos, respectively. The cement selling prices across the board were under severe pressure due to over-supply and weak demand. We will continue to invest in securing our market shares and supply chain competitiveness to protect our market position with our network of customers.

The Ready-mix concrete business reported a sales volume growth of 2.2 percent compared to 2014 on increased public spending by the Government. Yet, the market situation remained weak due to the slow economic recovery and lower private investment leading to lower selling prices. However, the Company promoted its value-added solution with higher commercial margin to maintain its performance.

The Aggregate business consisting crushed stones and sands reported an increase of 15 percent in sales volume with the completion of Suphanburi plant upgrade and full operation in INSEE Angthong unit in the year 2015. The Company also achieved a volume growth of 36 percent in highway projects.

The Mortar business maintained its sales volume despite sluggish demand in residential market and new capacity addition by other producers. Consequently, selling price were affected due to the stiff competition in the market. The Company continued to develop value-added solutions to improve its offerings to its customers while maintaining products' margin.

The Fiber cement business reported lower volume by 8 percent compared to 2014. This was resulted from the significant drop of newly launched housing unit as ascribed to market slowdown. However, the Company achieved impressive growth in the CONWOOD Nano-color Series and CONWOOD Deck T-Lock products, which have been designed to add value by offering the customer improved aesthetics through perfect color finishing and time savings through an easier installation system.

The Light-weight concrete business posted sales volume growth of 5 percent despite slowdown in demand growth and oversupplied market situation. Consequently, the selling price was negatively impacted also due to the fierce price competition in the market by the major players. Thus, the Company adjusted its direction to grow its future products to provide innovative solution to our customers, such as reinforced light-weight concrete panels and lintels which have received strong market acceptance.

The Digital business achieved the implementation of the new digitally enabled IT system of the Group under “INSEE SMART project” which has successfully gone-live on 1 October 2015. The new system has laid the foundation to create an insight driven smart organization with real-time information enabling a fast responsive business that seamlessly connects its people and customers to create value for all stakeholders.

Ecocycle business is a recently established subsidiary of Siam City Cement Public Company Limited by restructure of one of the group business units. The company will offer environmentally sound waste management solutions and co-processing in cement kilns in strict compliance with international management standards.

Key Opportunities and Investments

Based on our strategic assessment, we will continue to protect and consolidate our market shares in all key markets while investing in driving up the competitiveness of our asset foot print. Timing of investments is critical to success and assures adequate returns while focus will be to grow the top line. Accordingly, the company has decided to invest in a Greenfield cement plant in Cambodia to better serve our customers improving our competitive position. The plant has capacity to produce over 1.5 million tons of cement with a USD 262 million project budget which will be owned by SCCC 40 percent and Chip Mong Group and its owners 60 percent.

The Company is studying a number of investment opportunities to expand its existing businesses as well as add new businesses including acquisition targets in other geographies.

Outlook

The cement market is foreseen to grow in 2016, especially after the tangible implementation of the mega infrastructure projects from the second half of 2016. Rest of the building material business may see growth with a lag effect as the mega projects influence the broader economy. The competition in cement market tends to be more intense with new supplies; consequently, the Company is well positioned to maintain its market share during this difficult situation by offering the best value to our customers. Continuous reduction of key input factors of production due to the lower international energy prices may somewhat support the profitability margins. However, we remain resolute to produce top line growth and lasting performance year after year.

Financial Performance

The Company reported its operating EBITDA flat at Baht 7,511 million with its margin at 24.1 percent compared to 23.8 percent in 2014 by sustaining the efficiencies of its optimal cost base despite a 2 percent decline in net sales due to lower selling prices. Consolidated net profit for this year was solid at Baht 4,579 million leading to earnings per share of Baht 19.91 in comparison to Baht 5,091 million with earnings per share at Baht 22.13 in 2014.

Analysis of Financial Performance

Revenues

The following revenue performance should be understood in relation to the underlying business insight described in the previous paragraphs. The Company generated 68 percent of its net sales (excluding inter-company sales) from the cement business while

27 percent attributable to concrete and aggregates businesses. In general, the revenues were impacted by subdued demand which negatively affected volume growth and selling prices.

(Unit: Million Baht)

	As of December 31			
	2015	2014	+/-	+/- (%)
Revenues				
Net sales	31,120	31,862	(742)	(2%)
Dividend income	21	16	5	31%
Gain on exchange	-	41	(41)	100%
Other income	200	91	109	120%
Total Revenues	31,341	32,010	(669)	(2%)

Total net sales was declined by 2 percent from the year 2014 mainly due to the lower average selling prices across main businesses ranged from 1 percent to 7 percent year on year basis. However, the Company rapidly increased clinker export, a volume growth of 44 percent to assure full utilization of our production assets.

Other income posted an increase by Baht 109 million mainly from the charge back of Baht 86 million as pre-establishment cost to the joint venture company in Cambodia which was written-off in 2013.

Expenses

The expenses shown below will need to be understood in the context of operation intensity and production rates. The production volume of clinker was increased by 4.4 percent compared to 2014 by efficient run of all kilns. Further, we have achieved increased production volumes in the businesses of concrete, aggregates and wood replacement in Indonesia. The main expense items shown below are static or lower in spite of such increased production volume due to cost reduction efforts.

(Unit: Million Baht)

	As of December 31			
	2015	2014 (Restated)	+/-	+/- (%)
Expenses				
Production cost of goods sold	17,336	17,592	(256)	(1%)
Selling and distribution expenses	6,710	6,693	17	-
Administrative expenses	1,285	1,259	26	2%
Loss on exchange	17	-	17	-
Total Expenses	25,348	25,544	(196)	(1%)

Production of cost of goods sold has only slightly decreased despite of much lower production cost in cement due to the increased production volume that offset the lower cost. The Company launched a number of cost reduction initiatives from energy savings to maintenance cost optimization so that the gross profit margin could be maintained at 44 percent (2014: 45 percent). The key driver of the slight decrease in gross profit margin was from fiber cement business

in Indonesia which has not been fully utilized its full capacity as it is under market ramp up.

Selling, distribution and administrative expenses were contained with no significant change from prior year.

Loss on exchange was mainly in respect of unrealized translation losses from overseas subsidiary operation in Indonesia.

Overall performances

	Unit	2015	2014 (Restated)
Gross profit margin	%	44	45
Operating EBITDA	%	24	24
Net profit margin	%	15	16

The company's net profit was declined by 10 percent or Baht 512 million from the year 2014 despite of sustained Operating EBITDA mainly due to the increase

in depreciation charge, financial expenses and lower earnings from associates.

Analysis of Financial Position

Net Working Capital

The Company has been able to reduce its already excellent working capital percentage to net sales further through better control of terms on account payable. However, the number of days account receivable outstanding was slightly longer by 2 days

due to a change in the business mix where revenues are increasing from bulk cement and concrete sales. For days inventory outstanding is longer by 4 days which is resulted from plant maintenance schedule at the ended year 2015.

	Unit	2015	2014
Net working capital	Million Baht	1,482	1,615
NWC in percent of net sales	%	4.80	5.10
Accounts receivable turnover	Times	8.06	8.32
Days receivable outstanding	Days	45	43
Inventory turnover	Times	7.95	8.78
Days inventory outstanding	Days	45	41
Accounts payable turnover	Times	6.49	6.98
Days payable outstanding	Days	55	52

Investments

The net increase in the total investments is Baht 1,621 million for the year 2015 as shown below. This excludes the financial investment made in joint venture, which

amounted to Baht 433 million in Chip Mong INSEE Cement Corporation Ltd.

(Unit: Million Baht)

	As of December 31			
	2015	2014	+/-	+/- (%)
Property, plant and equipment	21,421	20,801	620	3%
Intangible assets	3,297	2,251	1,046	46%
Other non-current assets	261	306	(45)	(15%)

Property, plant and equipment, represented 57 percent of total assets, which was increased by Baht 620 million with the capital expenditure in key investments of Baht 2,073 million, offset by the depreciation charge and disposal of assets amounted to Baht 1,453 million. Top five investment projects were as below;

- Chloride bypass at Kiln 6 - partial payments Baht 143 million,
- Cement mill capacity expansion and Kiln 3 capacity upgrade for waste heat recovery - partial payments Baht 132 million and Baht 73 million respectively,
- Replacement of spare part at quarry plant, off-highway dump truck and process control system at plant 2 by Baht 157 million,
- Recondition of Ready mixed concrete plant by Baht 72 million.

In addition, capital expenditure relating to maintaining productive capacity amounted to Baht 1,561 million.

Intangible assets were increased by Baht 1,046 million which includes an addition of Baht 1,121 million less amortization of Baht 75 million. The key investment was our new state of the art IT system, INSEE SMART project, amounting to Baht 888 million and renewed concession license and forestry permit at Saraburi amounting to Baht 102 million.

Other non-current assets were decreased by Baht 45 million mainly from the amortization of the advance payments to suppliers' of raw material.

Funding

Outstanding debentures consisted of 2 sets of unsecured and unsecured debentures which were issued on 14 June 2013 totaling Baht 6,000 million. The first tranche of debenture amounted Baht 4,000 million and the second tranche of debenture amounted to Baht 2,000 million which will be due in 2017 and 2020, respectively.

Loans from financial institution amounting to Baht 2,326 million are consisted of long term loans amounting to Baht 1,446 million mainly in the Fiber cement business and short term loans, Baht 881 million to support normal operation of light-weight block and fiber cement businesses. The movement of long term loans is solely due to the repayment of loans during the year.

Shareholders' equity

The Company's shareholder equity increased by 6 percent or Baht 1,189 million compared to 2014 with the addition of the undistributed profit of the Company. The shareholders' equity was also decreased by the dividend paid during the year 2015 which consisted of final dividend of Baht 7 per share for the year 2014 and the interim dividend for the year 2015 of Baht 8 per share.

The Company proposed Baht 15 per share dividend as same as last year to the shareholders out of the earnings for the year 2015. Dividend payout ratio for 2015 is 75 percent of the consolidated financial statements which is higher than the Company's dividend policy of 60 percent. The dividend amount of Baht 15 per share is distributed as follows, Baht 8 per share of interim dividend which was already paid in August 2015 and Baht 7 per share as final dividend to be paid after the approval of shareholders at the Annual General Meeting to be held in April 2016.

As at 31 December 2015, the Company maintained its capital position which consisted of total liabilities at Baht 15,416 million and the shareholders' equity for the amount Baht 22,092 million thereby debt-to-equity ratio of 0.70 times (2014: 0.70 times).

Analysis of Cash Flow Statement

The Company carried a consolidated cash and cash equivalent balance of Baht 2.3 billion as at the year end. The cash generation was solid with net cash from operation improved by Baht 354 million compared to 2014 with excellent working capital management. The Company's net cash outflow from investing activities was Baht 3,567 million comprised of capital expenditure described in earlier paragraph. Moreover, the above includes Baht 433 million which is part of the subscription to the share capital of Chip Mong INSEE Cement Corporation Ltd, the joint venture company in Cambodia. As part of the financing activities, the company increased its short-term loans to fund normal operation and there was no addition to long-term loan during the year 2015.

Related Party Transactions

Related parties comprise enterprises and individuals that control, or are controlled by the Company, whether directly or indirectly, or which are under common control with the Company. They also include companies and individuals which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, and key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

During the years, the Company and its subsidiaries had business transactions with related parties, which have been concluded on commercial terms and bases agreed upon in the ordinary course of businesses between the Company and those companies. Information on related party transactions is specified in Note 7 of the Notes to Consolidated Financial Statements for the years ended 31 December 2015 and 2014.

Criteria for having related-party transactions

Where it is necessary for the Company to have a transaction with a related party, the Company will consider business necessity and arm's length principle as main criteria for decision-making. For example, product selling and purchasing is based on market price. A mark-up is included in the cost of a service fee for services rendered. All of these are to ensure economic benefits which is reasonably shared within the companies.

Sound approval mechanism and procedure

The Company has complied with the rules of the Stock Exchange of Thailand regarding information disclosure and practices for listed companies in connected transactions. The Audit Committee also reviewed the connected transactions of the Company.

Summary of Specified Items per Form 56-2

The undermentioned table demonstrates the adherence to the Form of Annual Report for a security - issuing company (Form 56-2) issued under notification of the Capital Market Supervisory Board No. Tor Chor.

44/2556 regarding Rules, Condition and Procedures for Disclosure of Information Relating to Financial Status and Operating Result of Issuing Company.

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	Vision, Mission, and Commitments	1-2
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For more information, the investor shall study the Company's information from the Annual Registration Statement (Form 56-1) at <http://www.sec.or.th> and <http://www.siamcitycement.com>



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Fax : +66 2 797 7001-2
www.siamcitycement.com

Subsidiaries: www.siamcitycement.com

Siam City Concrete Company Limited

Siam City Concrete produces a wide range of ready-mixed concrete for sale in Bangkok, the Eastern Seaboard and in many locations around Thailand.
Phone: +66 2 797 7555
Web: www.inseeconcrete.com

Conwood Company Limited

Conwood produces high-quality, innovative and superiorly designed fiber cement products used as decorative and building materials.
Phone: +66 2 797 7444
Web: www.conwood.co.th

Siam City Power Company Limited

Siam City Power generates electricity from waste heat recovered from the cement production process.
Phone: +66 2 797 7000

INSEE Superblock Company Limited

INSEE Superblock innovates and produces light-weight concrete solutions.
Phone: +66 2 797 7000

INSEE Ecocycle Company Limited

Waste management business unit providing state-of-the-art waste disposal service.
Phone: +66 2 797 7000
Web: www.inseeecocycle.com

INSEE Digital Company Limited

Tasked with building leading information technology solutions for Siam City Cement Group Company.
Phone: +66 2 797 7000