



Opportunity Day

Q2/25 and H1/25



SCGD Executives



Mr. Numpol Malichai
CEO and President



Mr. Sitichai Sukkitprasert
MD – SCG Ceramic

Agenda in Presentation



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Q2/25 key notes

Mr. Numpol Malichai
CEO and President



GẠCH SEMI-PORCELAIN &
PORCELAIN

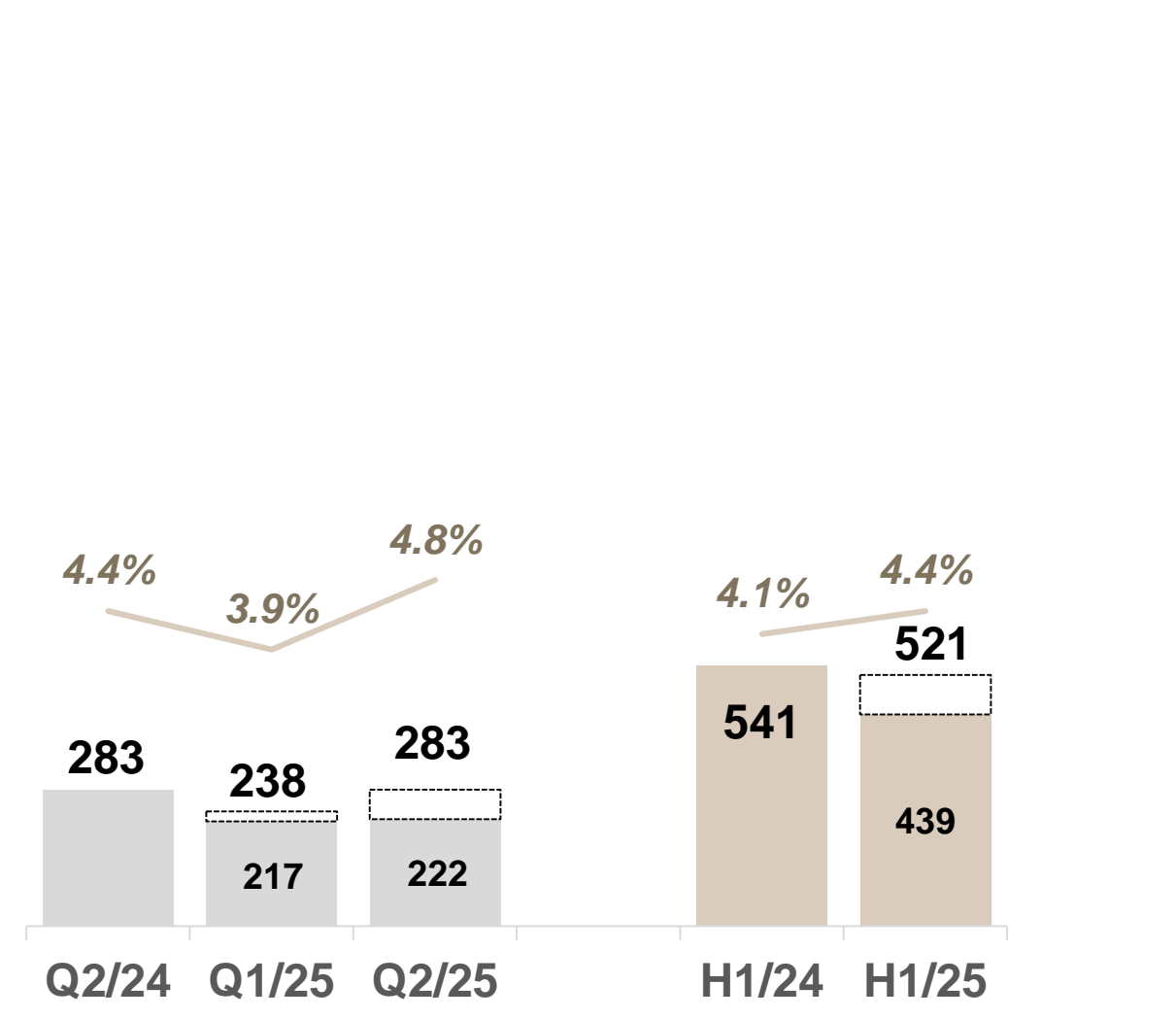
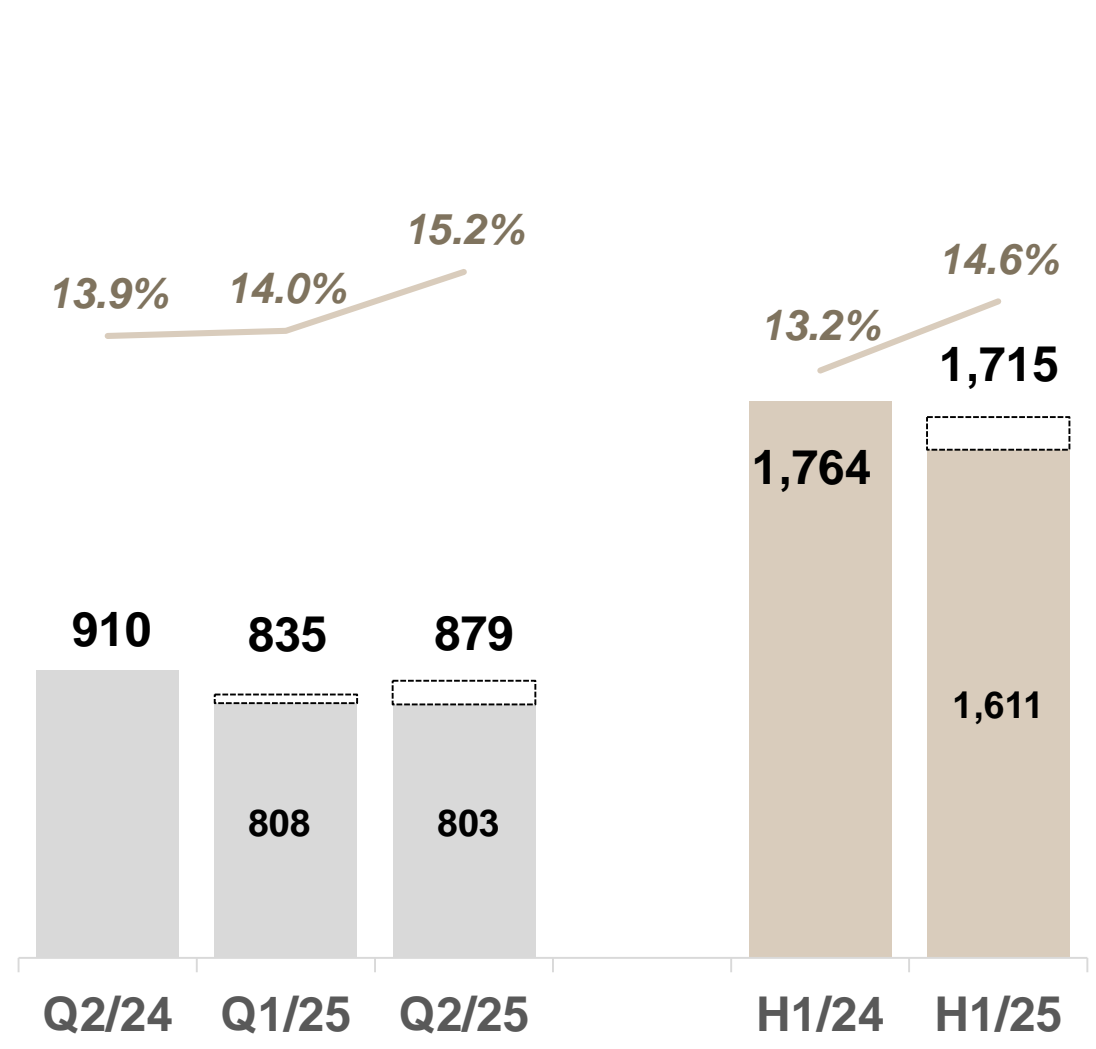
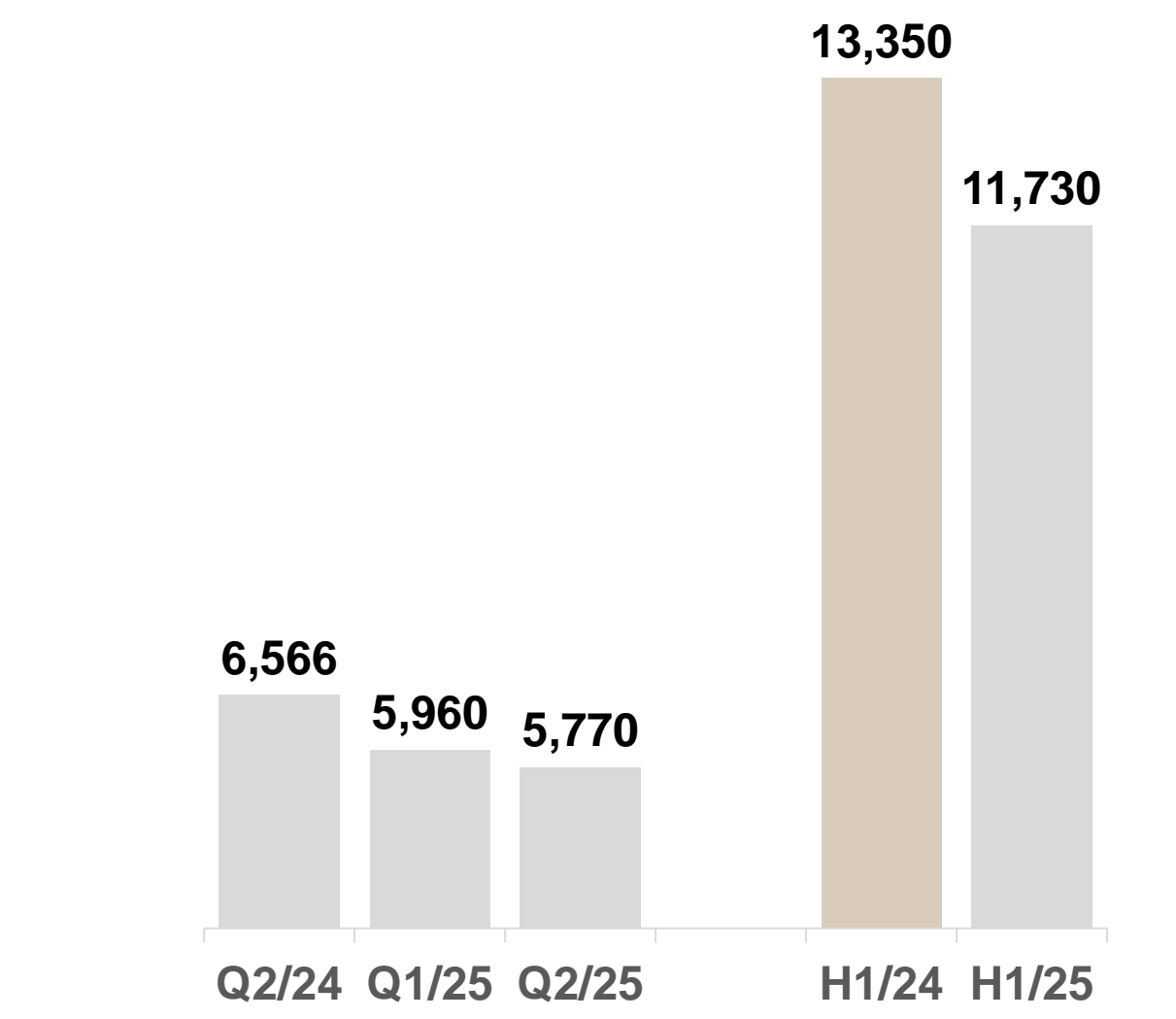


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SCG Decor Performance in Q2/25 and H1/25

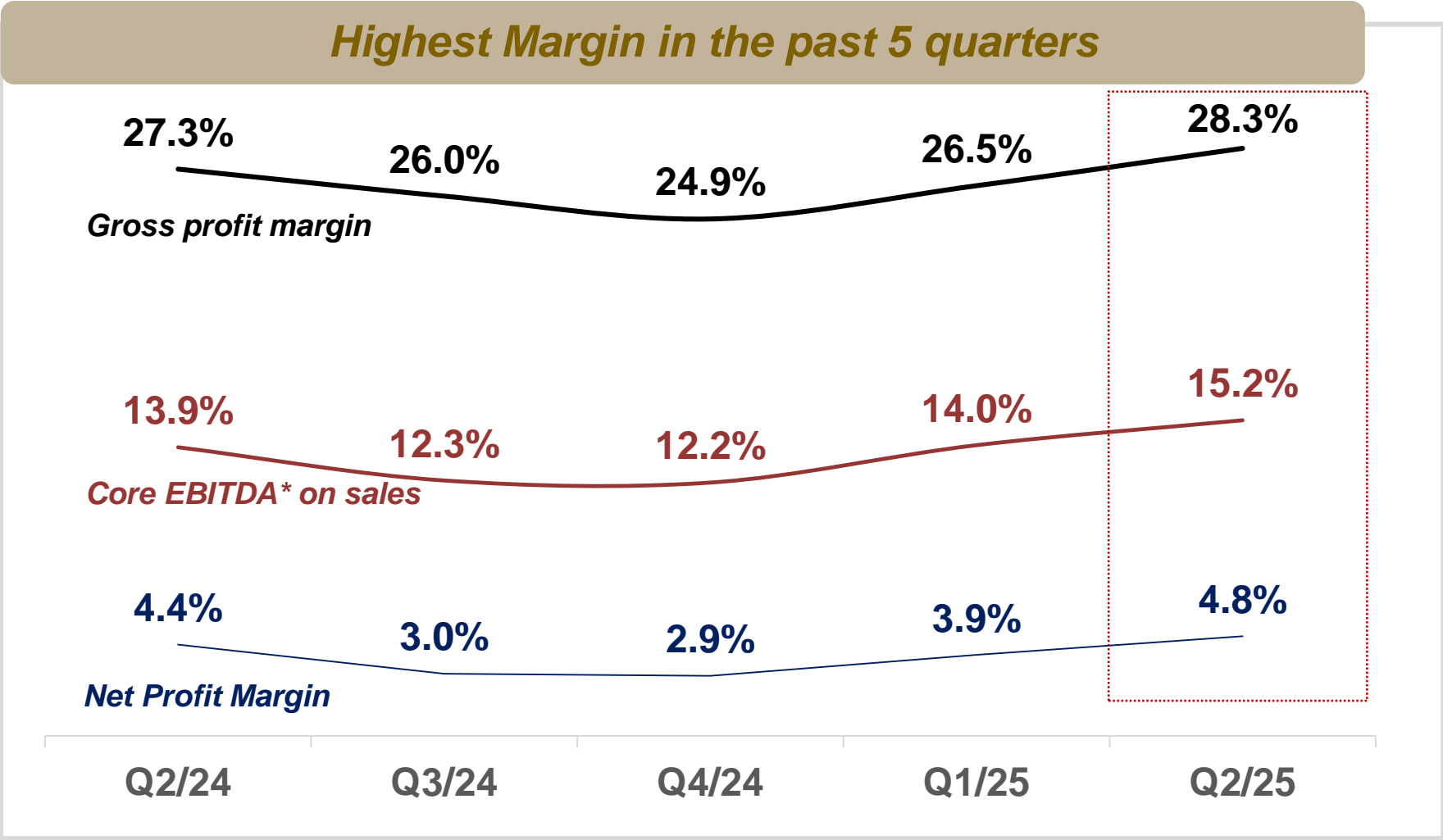
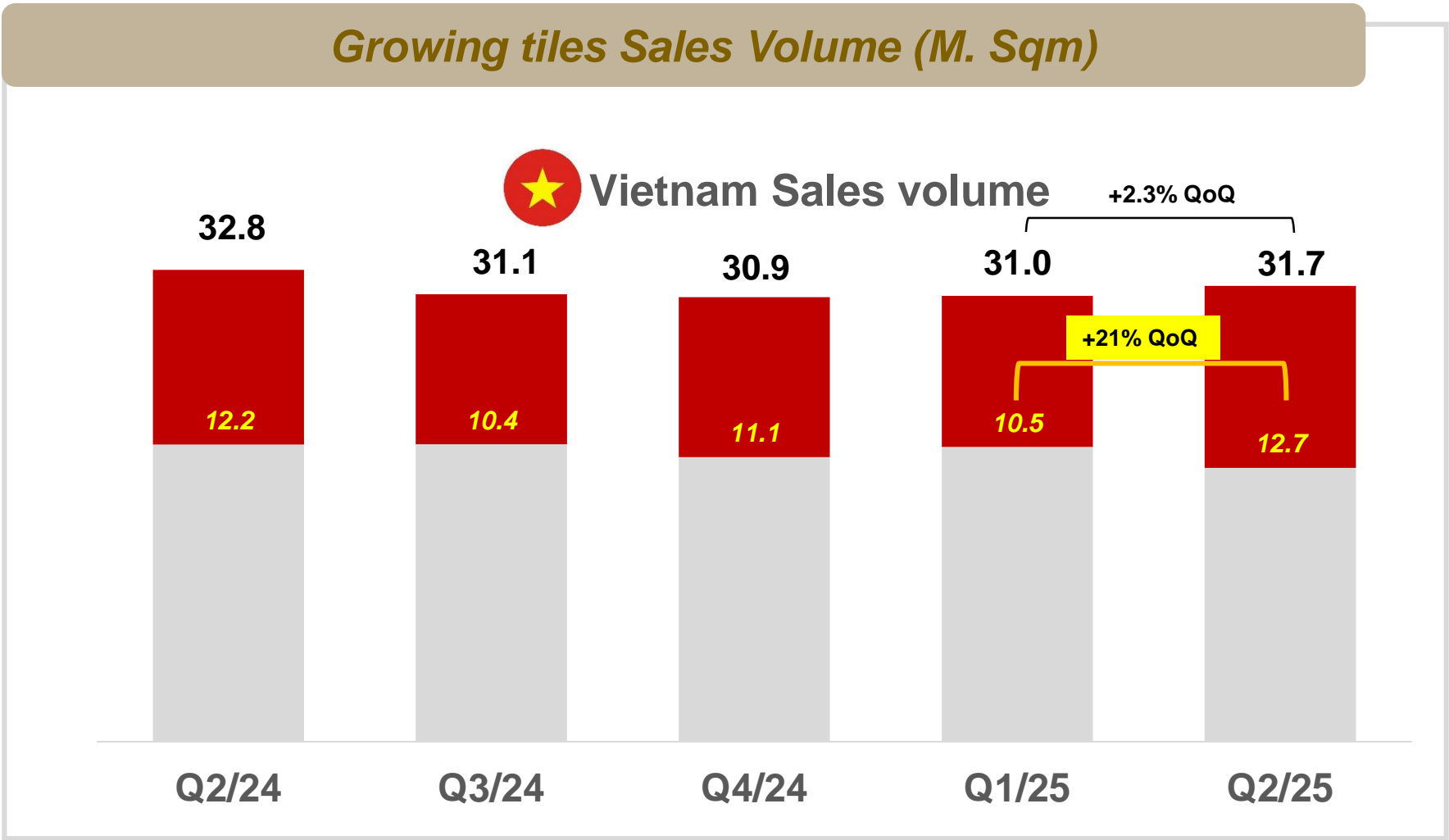
EBITDA and Net Profit excluded non-recurring expense improved, with best margins in past 5 quarters due to Vietnam recovery and continuous competitiveness enhancement

| Revenue From Sales (MB) | | | | EBITDA (MB) | | | | Net Profit (MB) | | | |
|------------------------------------|------|-------|-----|-------------|------|-------|-----|-----------------|------|-------|-----|
| Q2/25 | | H1/25 | | Q2/25 | | H1/25 | | Q2/25 | | H1/25 | |
| QoQ | YoY | YoY | | QoQ | YoY | YoY | | QoQ | YoY | YoY | |
| -3% | -12% | -12% | | -1% | -12% | -9% | | +2% | -22% | -19% | |
| Core performance without FX impact | | -8% | -9% | +5% | | +2% | +1% | +19% | | +6% | -1% |



SCG Decor Performance Q2/25

Solid growth in Vietnam and its export drove growing sales volume, while improved margins demonstrating the group’s competitiveness



Q2/25 strong tile sales volume driven by solid growth in Vietnam and its export:

- Total Tile Sales volume rose from 31.0 M. Sqm to **31.7** M. Sqm. (+0.7 M. Sqm) QoQ *mainly driven by Vietnam*
 - Vietnam sales volume increased from 10.5 M. Sqm to **12.7** M. Sqm. (+2.2 M. Sqm) QoQ,

Q2/25 margins rose to the highest in the past 5 quarters:

- Gross Profit margin of **28.3%**
- Core EBITDA* on sales of **15.2%**
- Net Profit Margin of **4.8%**

*Excluding restructuring expense in Q4/24 – Q2/25

Q2/25 Strategic move

Mr. Numpol Malichai
CEO and President



TERRACOTTA
(cotto tiles)

SCGD 4x4 Strategies to drive Top-line Growth and improve Margin

FOUR Top-line Growth Drivers

Vietnam



1) Position Vietnam as **strategic “Export hub”** by leveraging cost competitiveness

2) Grow Capacity and driving Sales of **Glazed Porcelain**

Thailand

3) Accelerate **New Growth business** in Thailand to mitigate impact of slow domestic market

All Countries

4) Continued sales growth in **HVA**

FOUR factors for Competitive Margin

All Countries

1) Reduce **Energy cost** by Increasing biomass and solar installation

2) Reduce **Raw Material cost**

3) Reduce **Working Capital** and continue **Business restructuring**

4) Unlock **potential Growth** by collaborating with global partners

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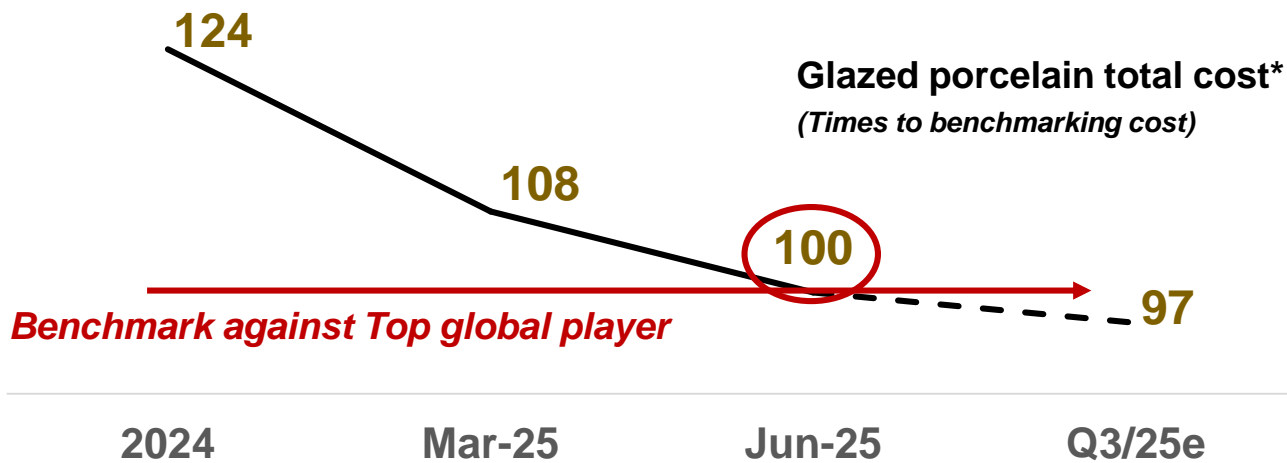
FOUR Top-line Growth Drivers



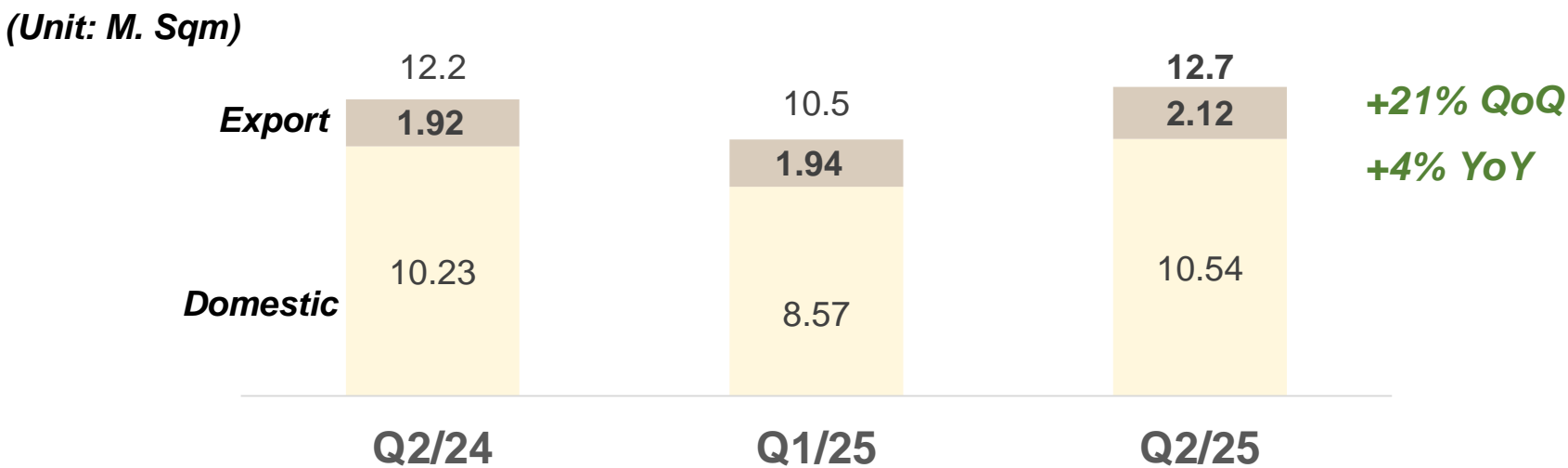
1.) Position Vietnam as *strategic “Export hub”* by leveraging Cost Competitiveness

- Key investment of SCGD and **Market Leader** in Vietnam
- Capacity of 80 M. Sqm per year
- Over 130 Distribution networks and Export to 20+ countries

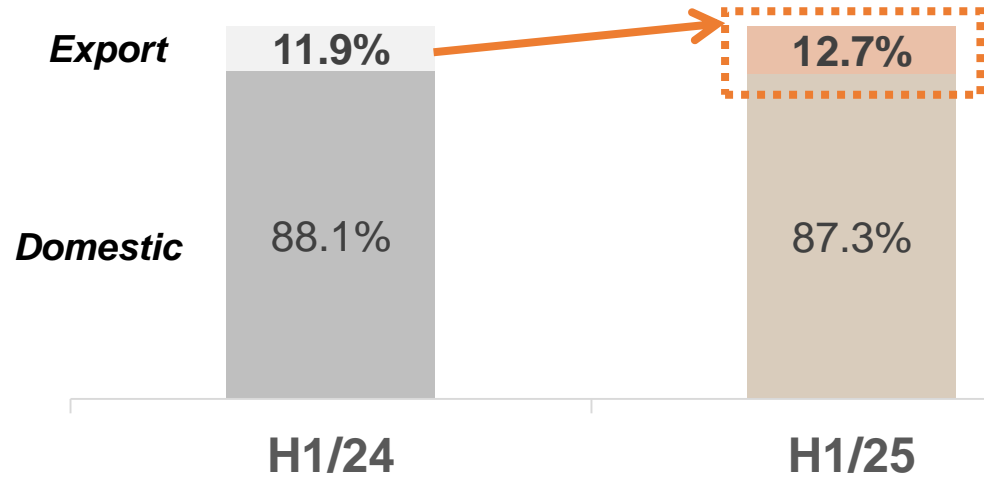
Cost competitiveness against world-class player



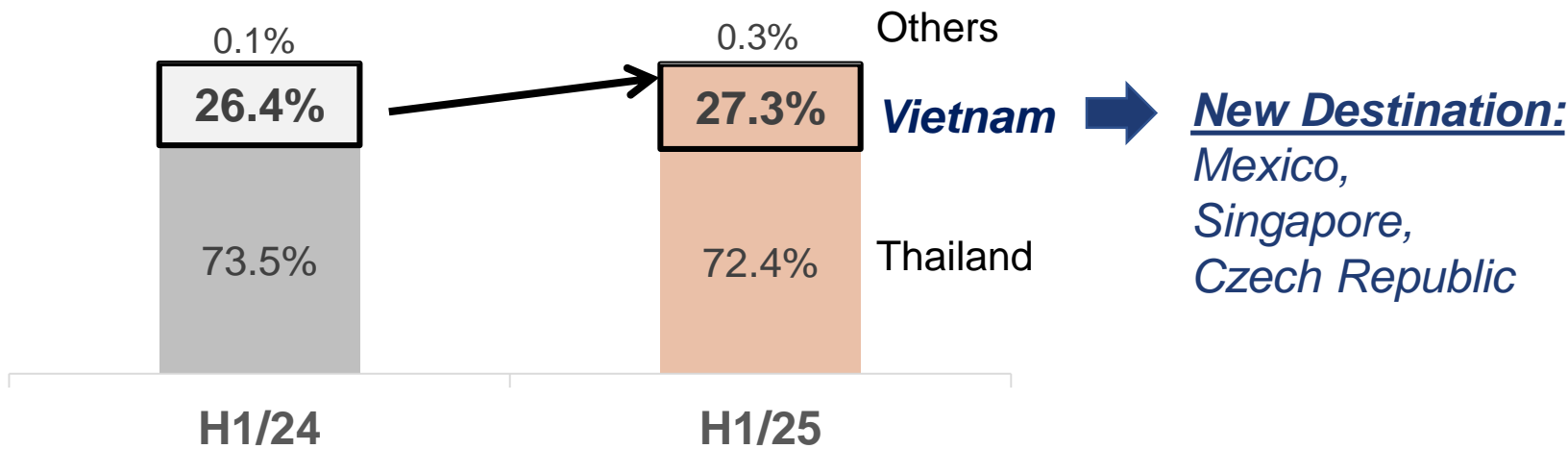
Growing sales volume in domestic and export



Export portion of SCGD Revenue increased



Vietnam Export portion increased

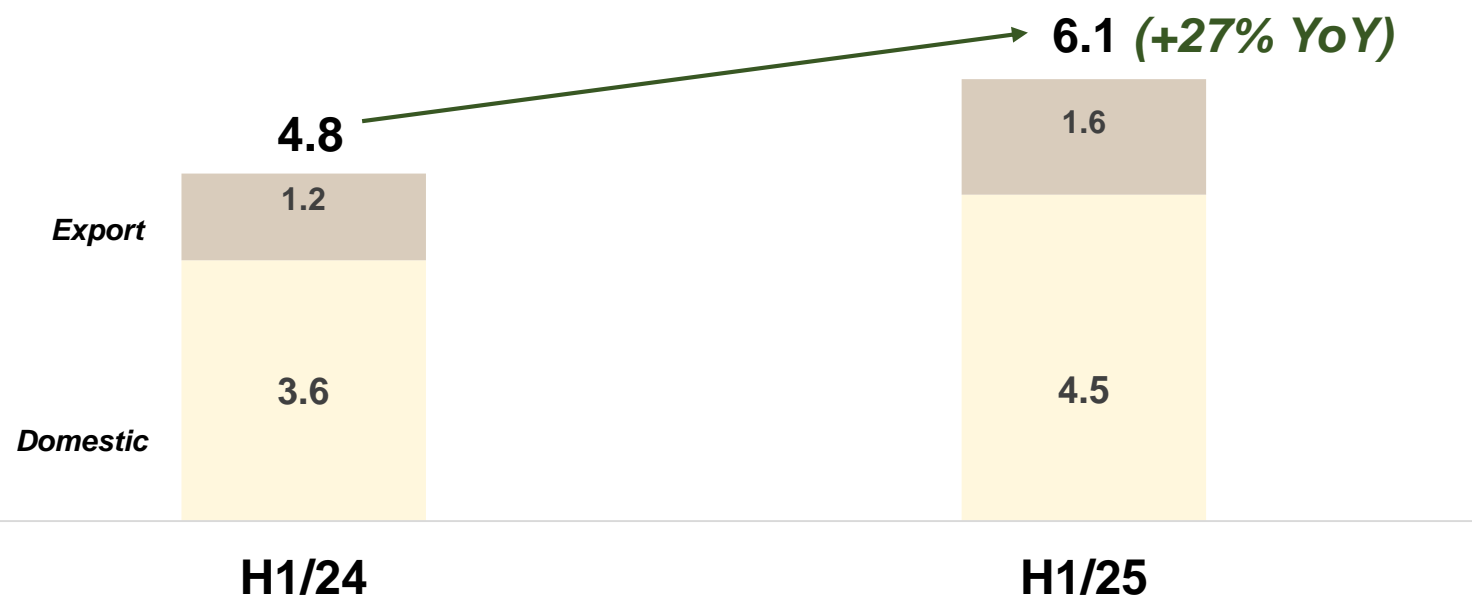


FOUR Top-line Growth Drivers

2) Grow Capacity and driving Sales of *Glazed Porcelain* for both domestic and export

Higher Prime's Glazed Porcelain Sales volume; both Export and Domestic

Unit (M. Sqm)

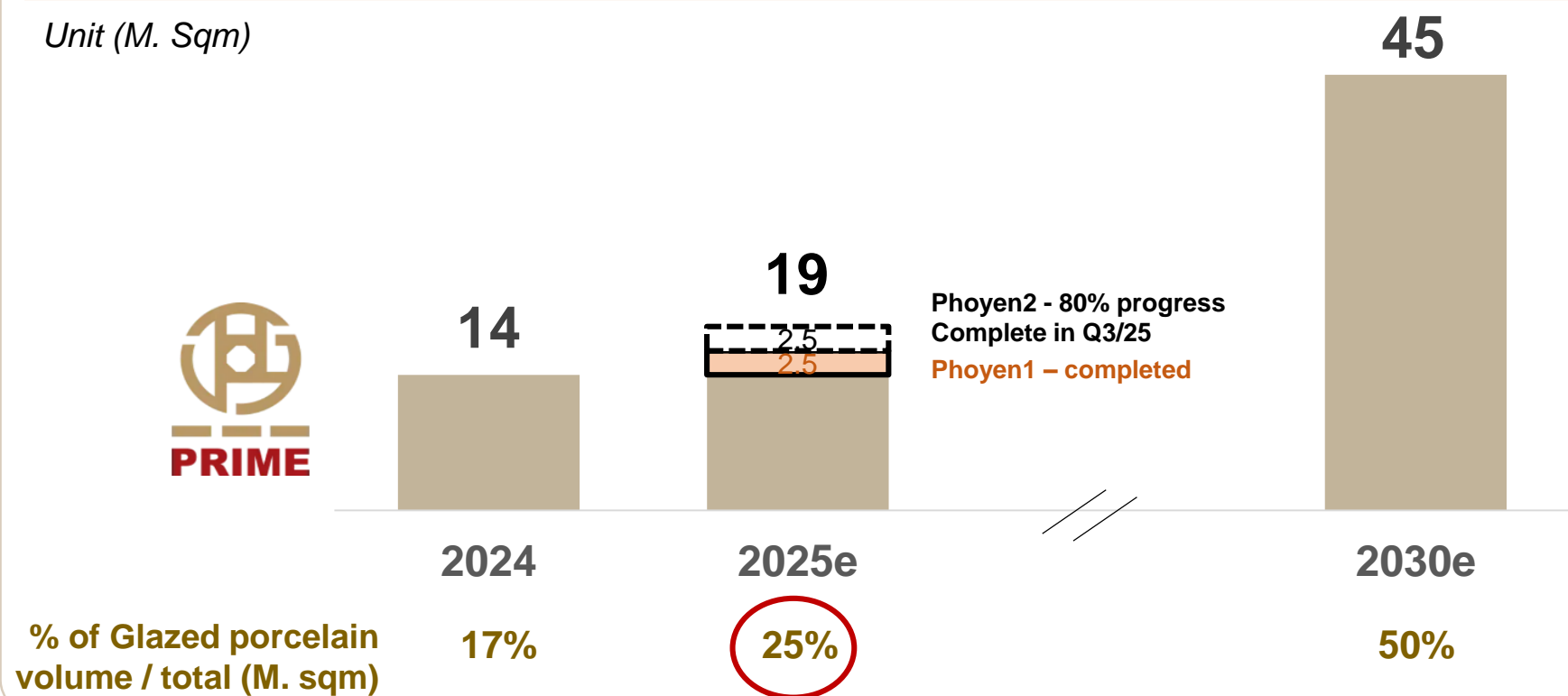


Key notes:

- Demand for **Glazed Porcelain** tile is surging across region
- Of the 80 M. sqm capacity at Prime (2025), **25%** of total capacity is Glazed porcelain and operating at 80% capacity
- Prime has planned to expand glazed porcelain capacity to **50%** by 2030

Increasing Prime's Glazed porcelain capacity

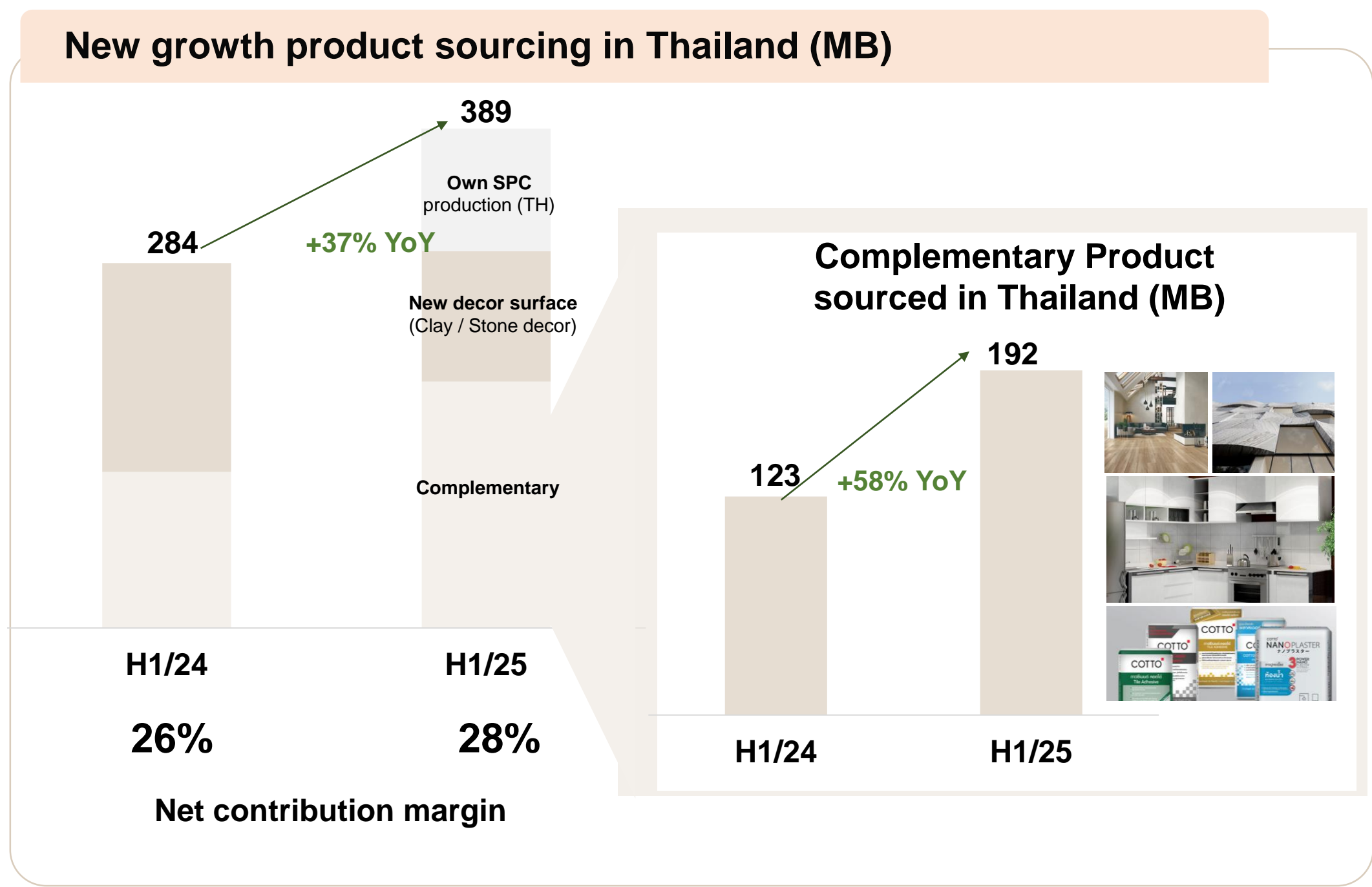
Unit (M. Sqm)



FOUR Top-line Growth Drivers

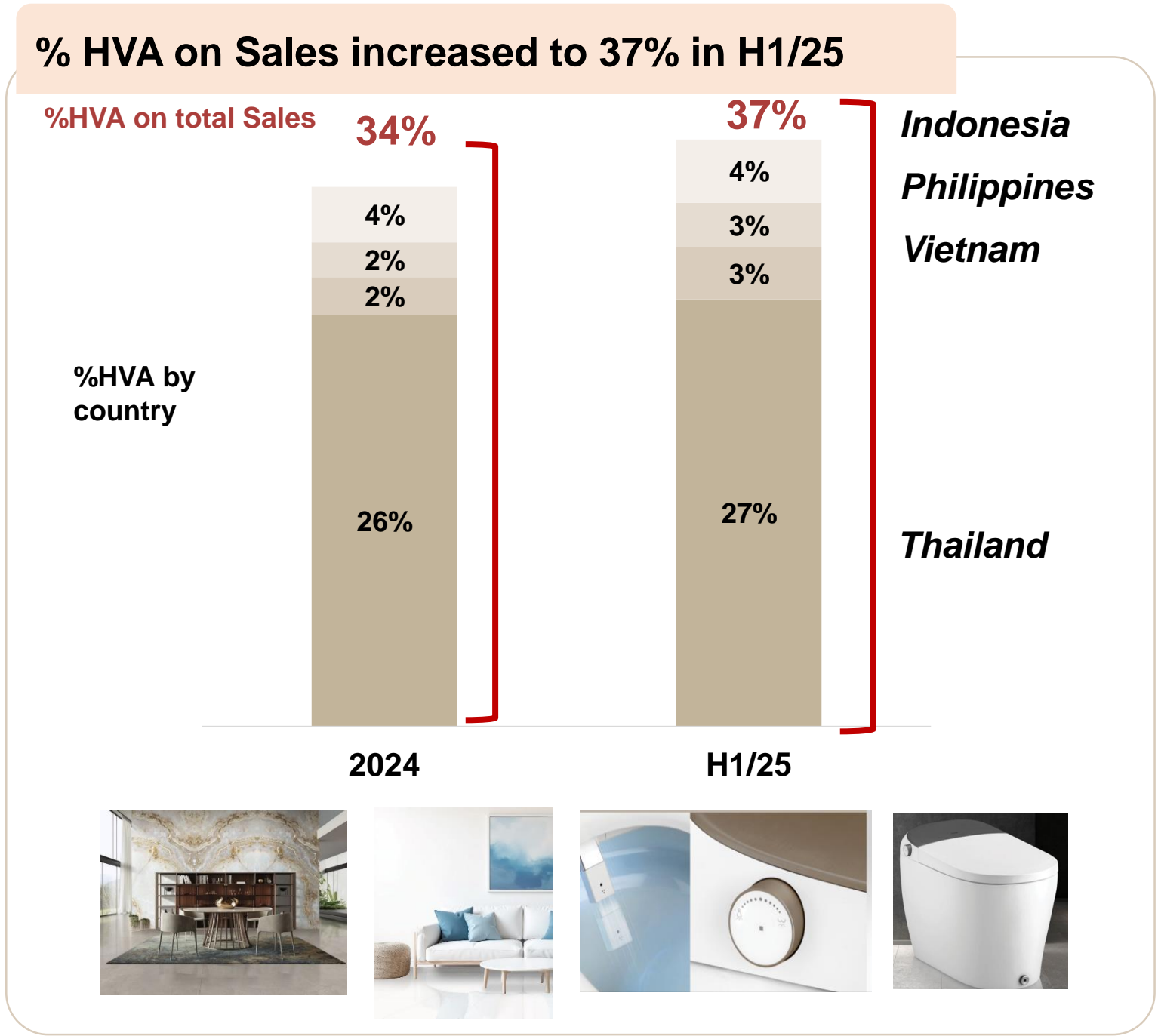
3) Accelerate *New Growth business* in Thailand to mitigate impact of slow domestic market

- Leveraging SCGD strong sourcing capability to procure quality products at affordable prices



4) Continued sales growth in *HVA*

- HVA has net contribution margin at 5-10% over commodity



SCGD 4x4 Strategies to drive Top-line Growth and improve Margin

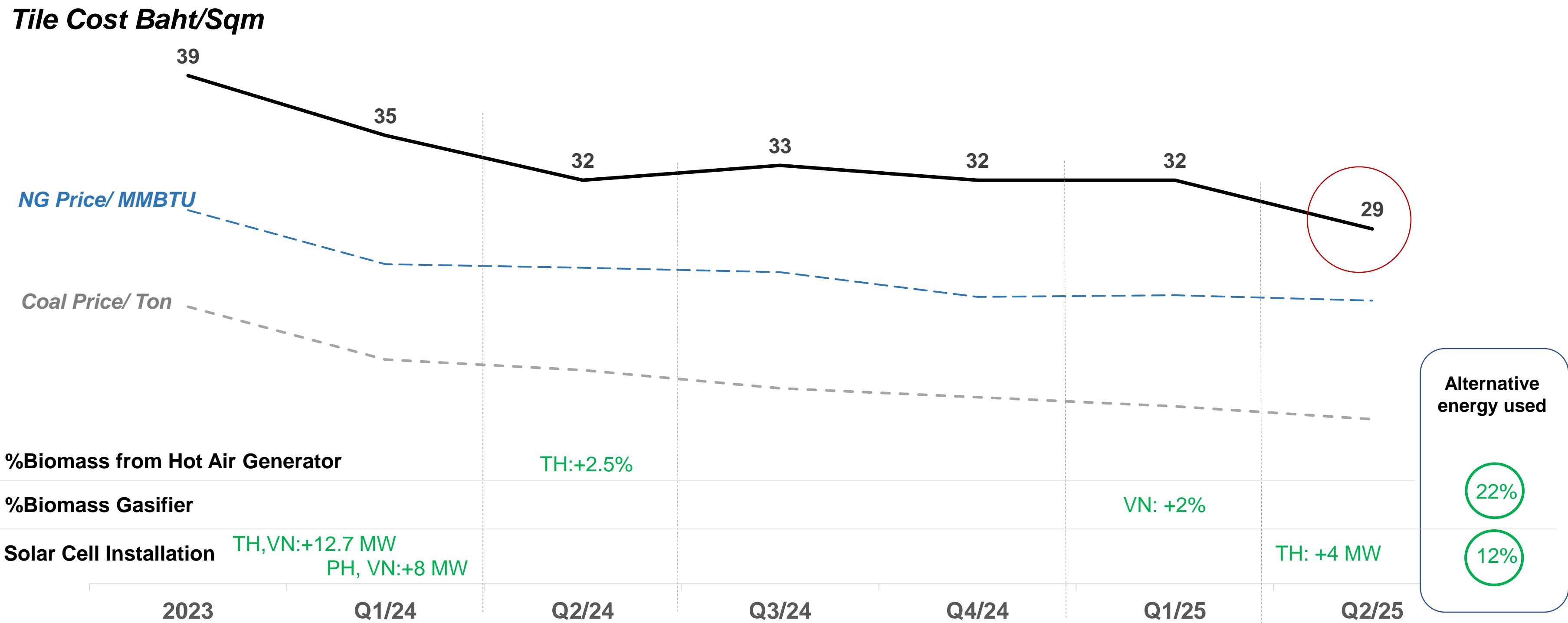
FOUR factors for Competitive Margins

All Countries

- 1) Reduce **Energy cost** by Increasing biomass and solar installation
- 2) Reduce **Raw Material cost**
- 3) Reduce **Working Capital** and continue **Business restructuring**
- 4) Unlock **potential Growth** by collaborating with global partners

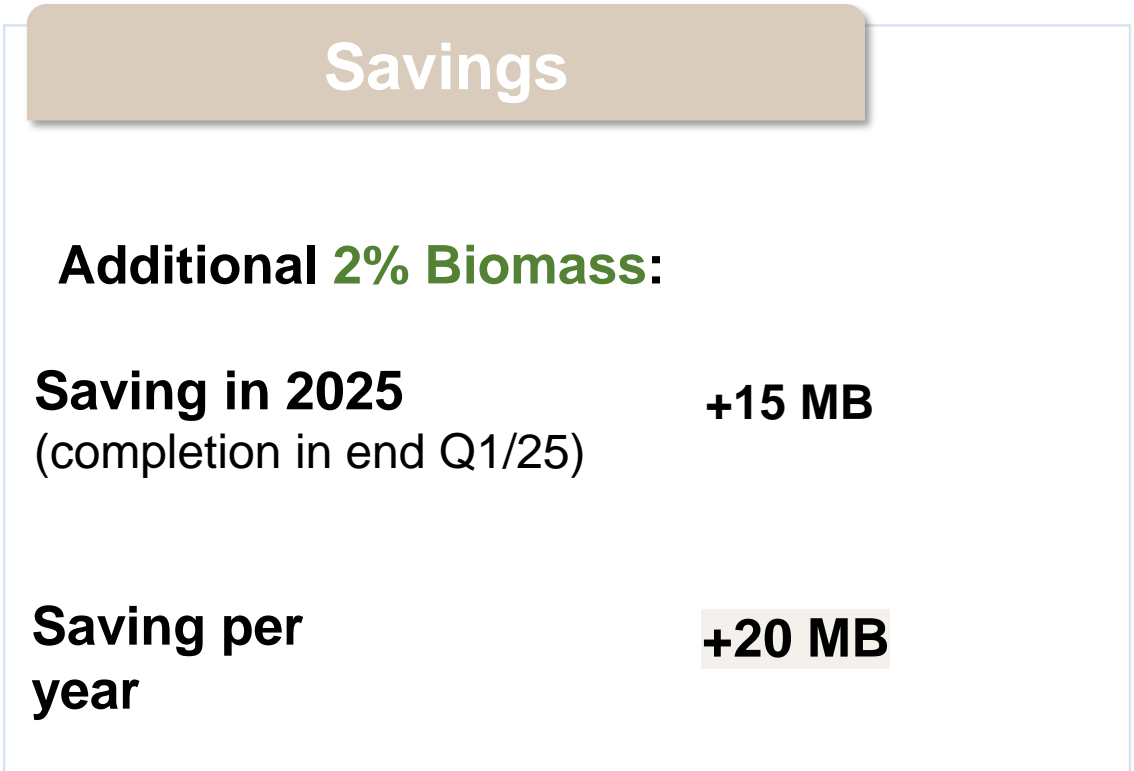
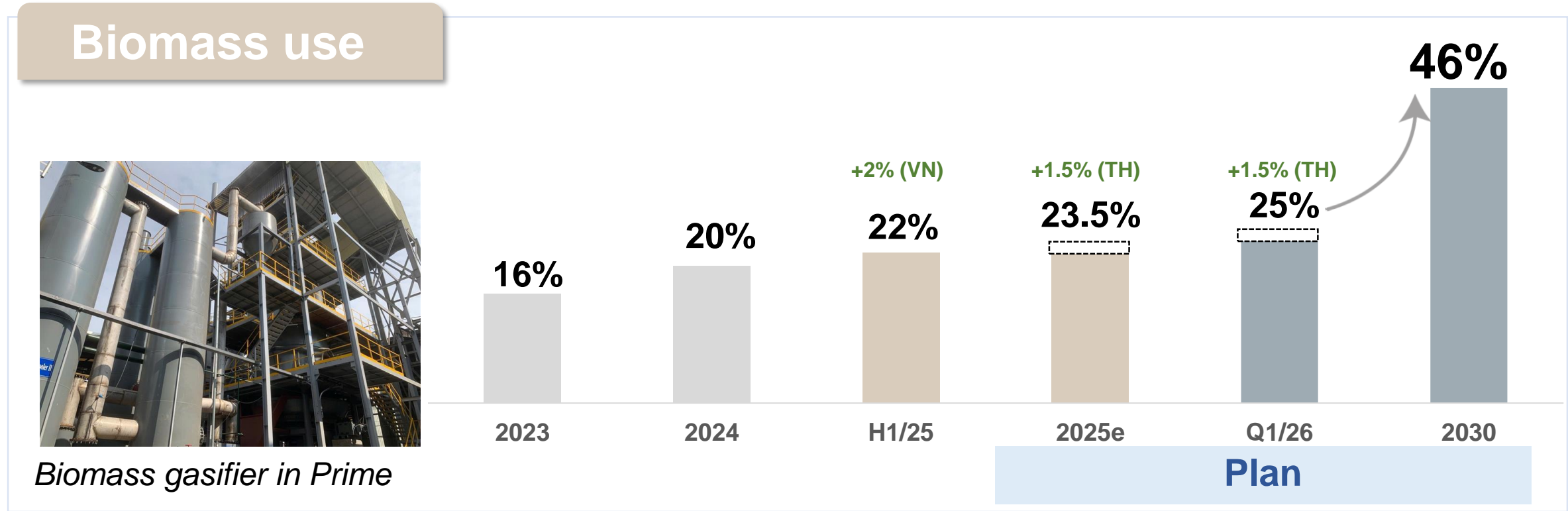
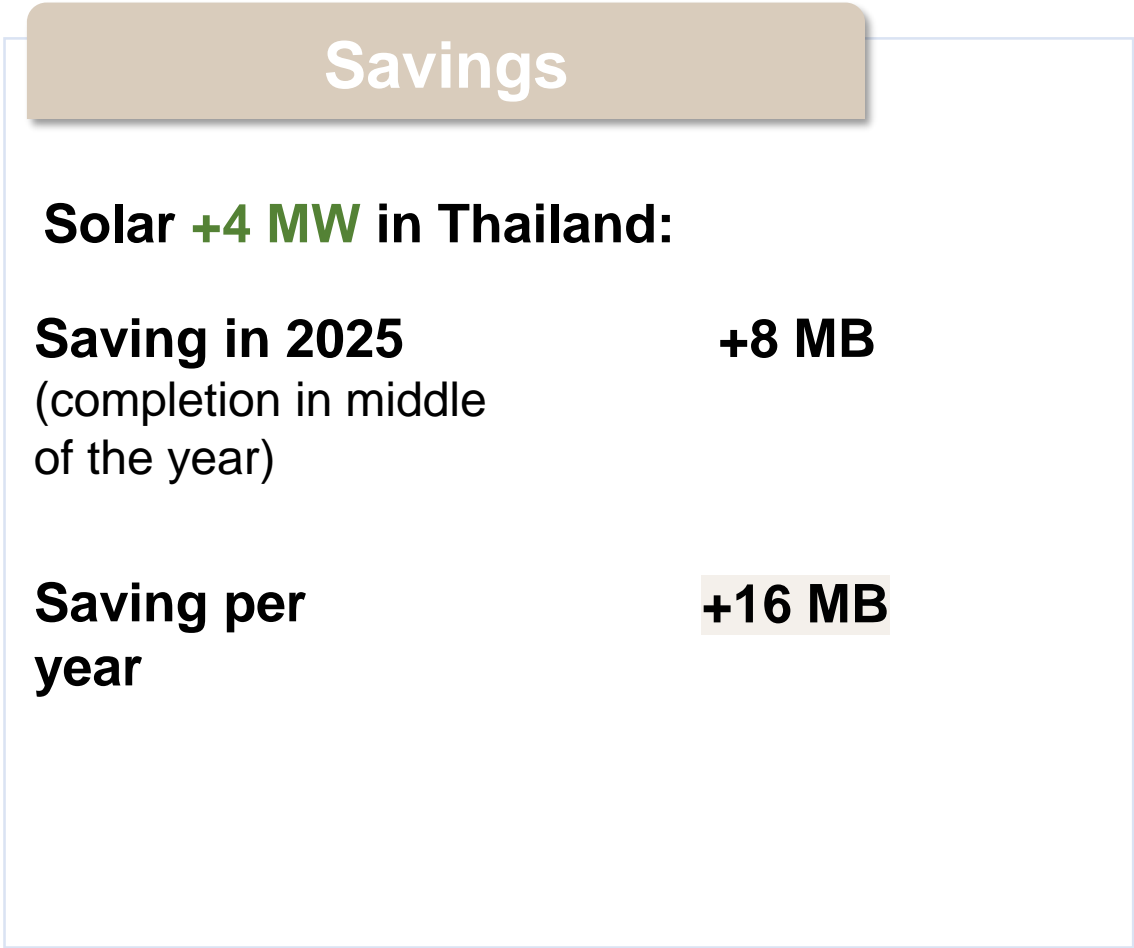
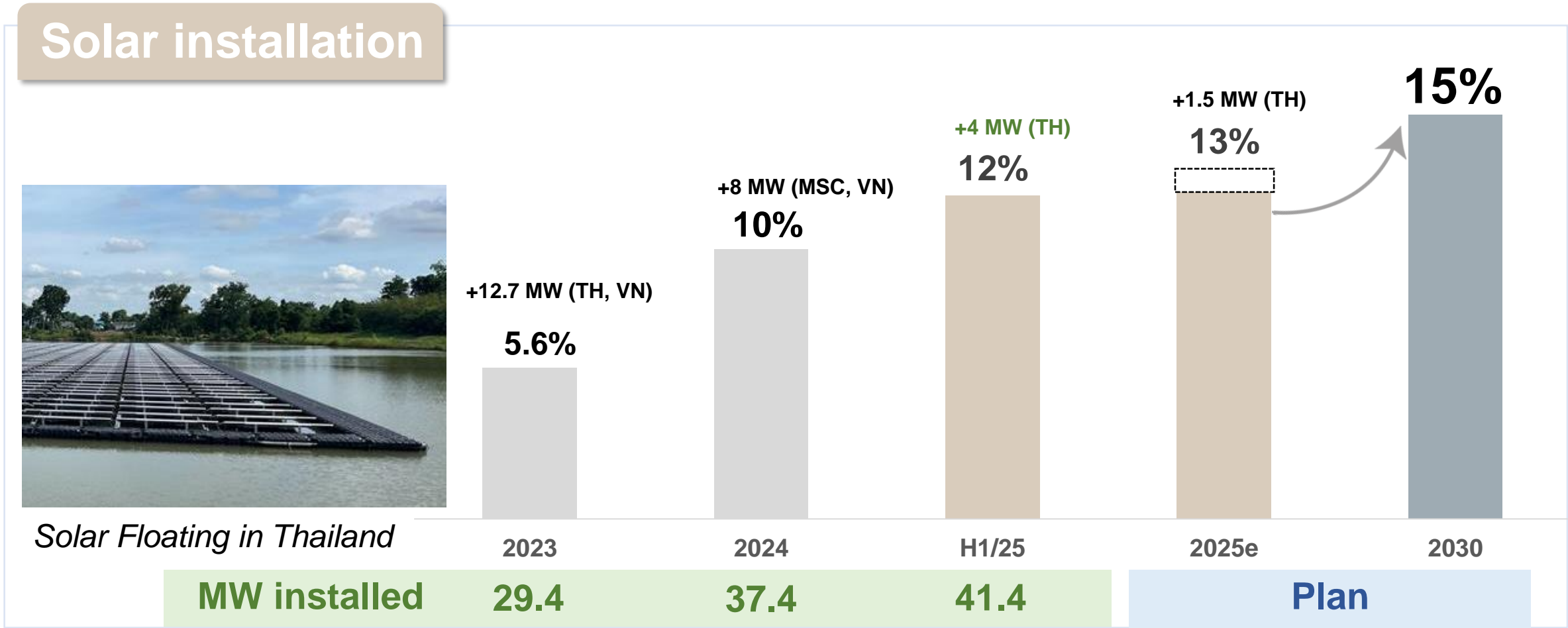
Cost saving projects – The Factor for competitive margins

energy cost is less volatile and become more competitive due to renewable energy initiatives



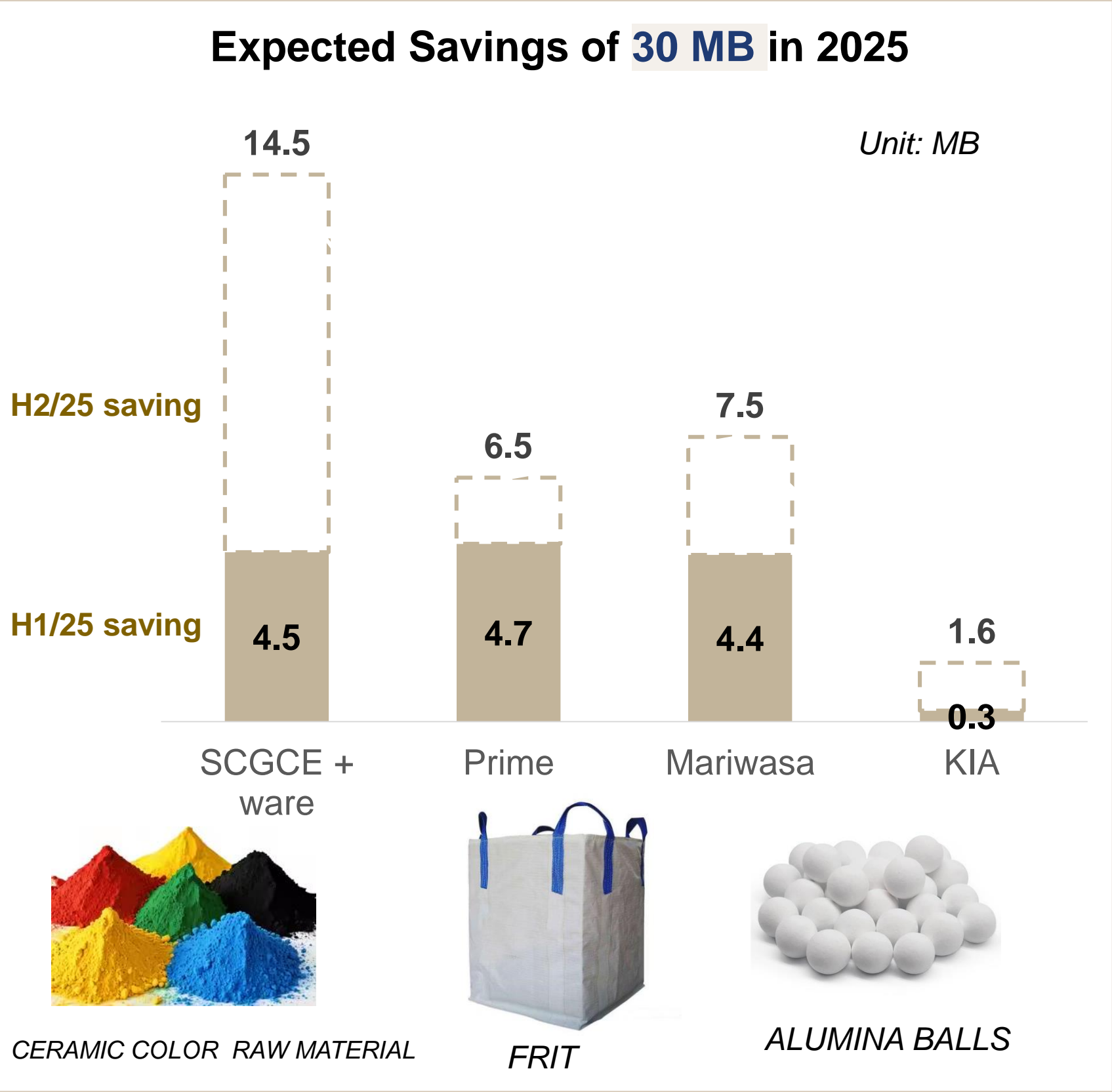
FOUR factors for Competitive Margins

1) Increasing biomass and solar installation, resulting in Energy Cost savings in total of +36 MB per year onwards



FOUR factors for Competitive Margins

2) Reduce *Raw Material cost* through supply chain negotiation



3) Reduce *Working Capital* and continue *Business restructuring* increases competitiveness

unlock in total of **+140 MB** per year onwards



Saving in 2025 from Business restructuring in H1/25 **+36 MB**

Saving per year **+60 MB**

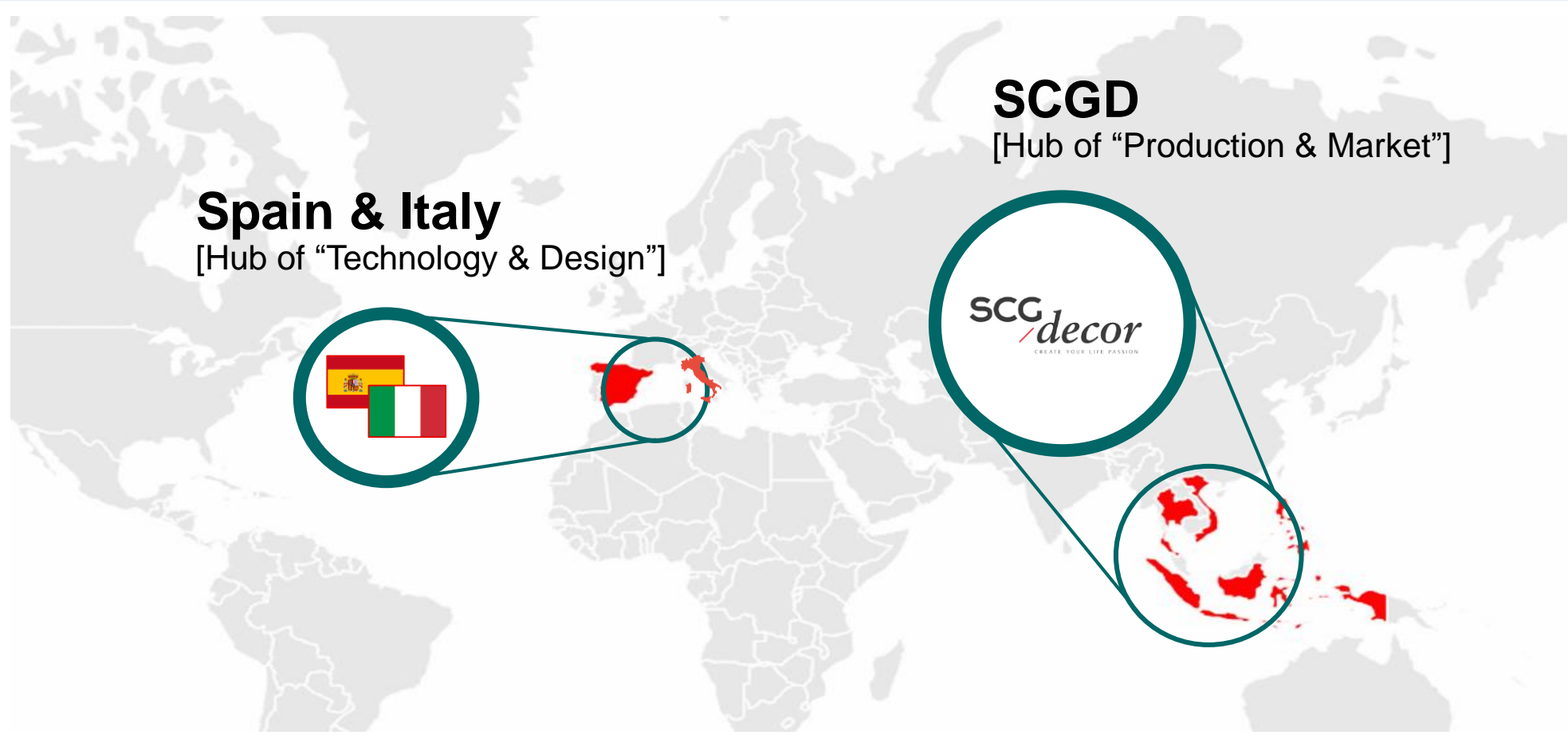


Saving in 2025 from working capital reduction in H1/25 **+50 MB**

Saving per year **+80 MB**

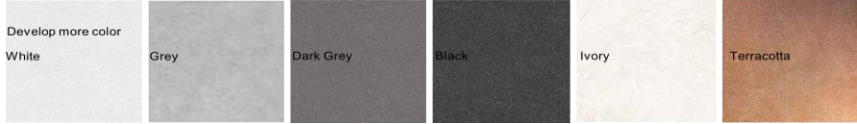
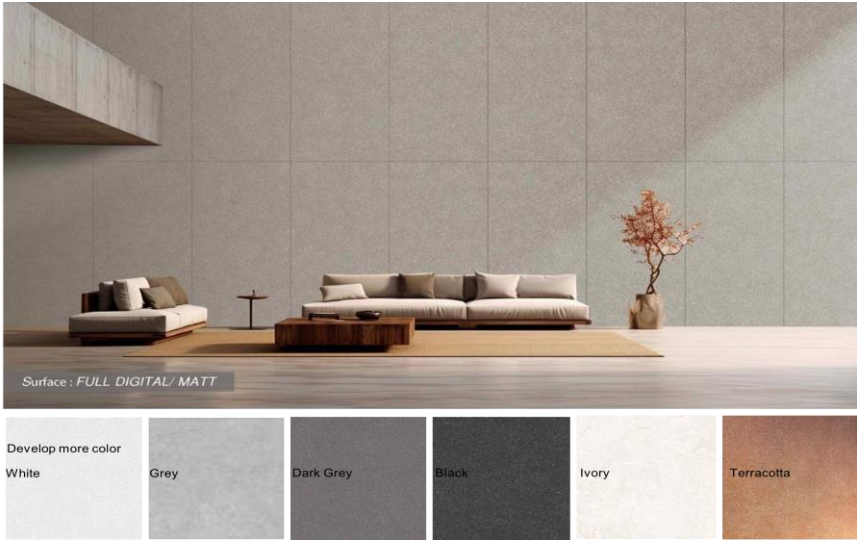
FOUR factors for Competitive Margins

4) Unlock *potential Growth* by collaborating with global partners

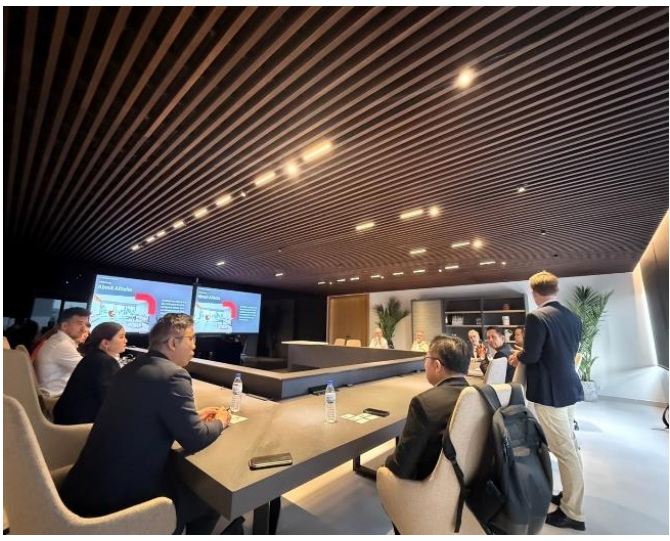


“European design, Japanese quality, World-class competitive cost”

- Collaborating with global partners in technology and innovation sharing, product design
- Combining with SCGD’s cost competitiveness capability, competitiveness is unlocked through wider margins of high-value products from global design



Co- create for product design (Covering Fair 2025)



Co- create trends & develop product in Spain



Growth Execution

Sitichai Sukkitprasert
MD – SCG Ceramic



Influential Brands®
TOP BRAND
2024
SANITARY WARE



COTTO

Growth Strategies and Executions Progress

SCGD
to Double size the
Revenue by 2030

*Vision: To Lead Decor Surfaces and Bathroom
business, Inspire, Create space of Happiness, and
Elevate Living Standards with Design Innovations.*

- s1** Expand Bathroom Business to ASEAN
- s2** Fortify Leading Position in Decorative Surface
- s3** Grow Complementary Product & Service

S1

Expand Bathroom business to ASEAN

Regional Sales growth and Expand Distribution channels to lay foundation for Bathroom Plant

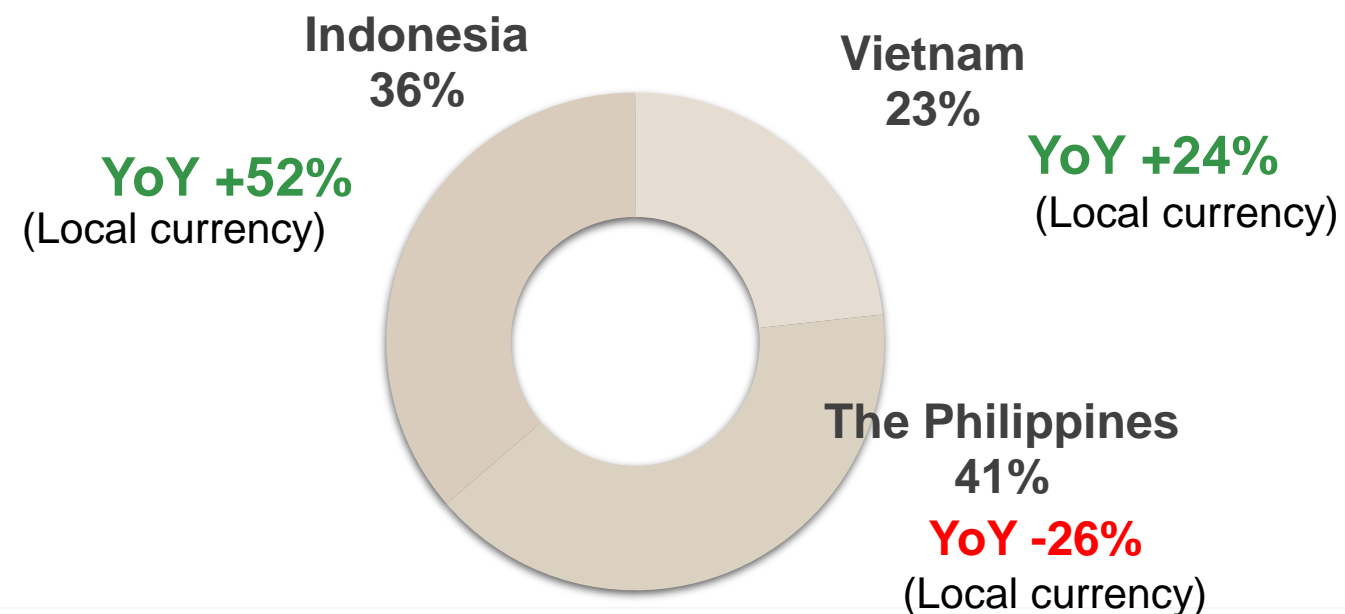
Growing to 177 Bathroom Distributors (H1/25)



MOU Smart sanitary ware: AXENT and SCGD



Total regional Bathroom Sales in H1/25 is 244 MB



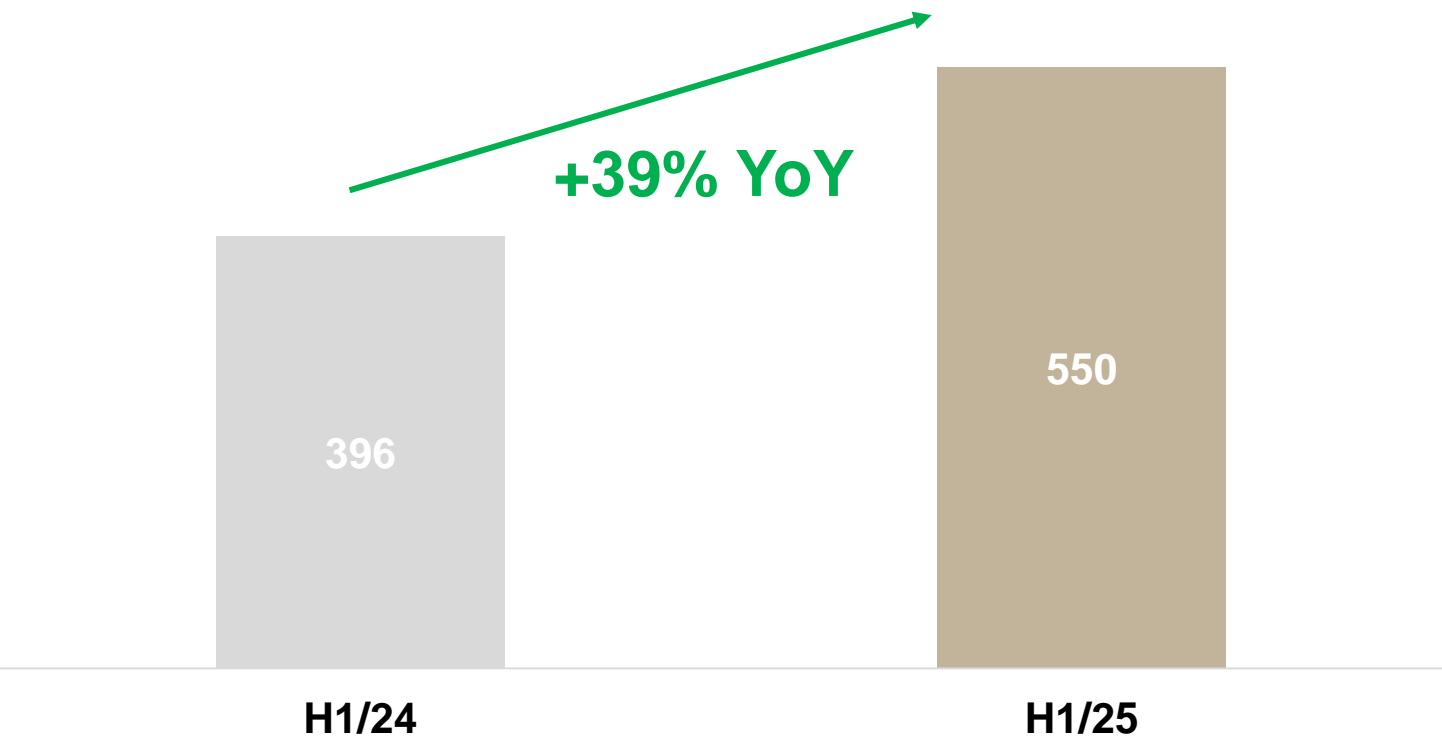
Tankless Toilet System - Powerful flushing experience.

- The Power Flush system uses compressed air pressure technology, requiring only 3.8 liters of water per flush.
- Simple yet elegant in 7 series design
- Wall-hung ultimate edition — easy to install with a mounting height of 450mm, increasing space and cleanliness at the installation site.

Fortify Leading Position in Decorative Surface

Competitive SPC landed cost and M&P in Vietnam

SPC’s Thailand sales volume (‘000 Sqm.)



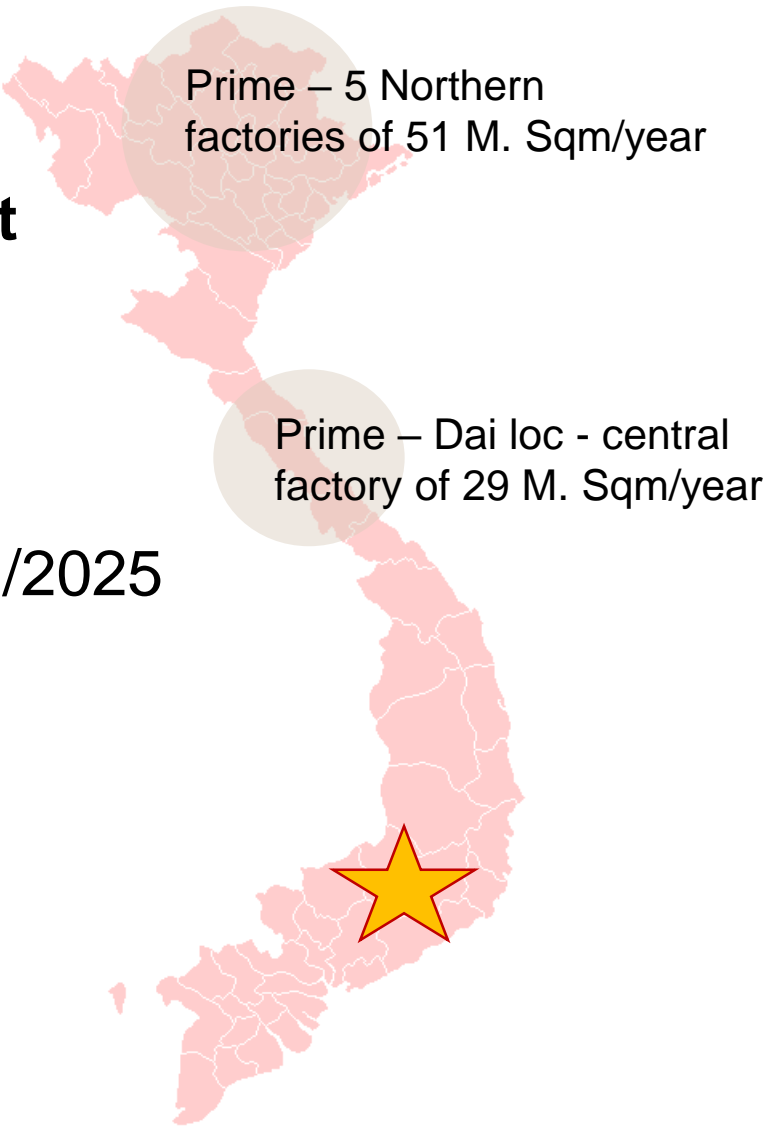
Competitive SPC landed cost compared to China

| | Ex. Fac China | China’s landed cost to Thailand | SCGD’s avg. Q1/25 | SCGD’s avg. Q2/25 |
|---------------|---------------|---------------------------------|-------------------|-------------------|
| Variable Cost | 90x | | 102x | 92x |
| Fixed Cost | 10x | | 14x | 21x |
| Total Cost | 100x | 142x | 116x | 114x |



Merger & Partnership (M&P) Project

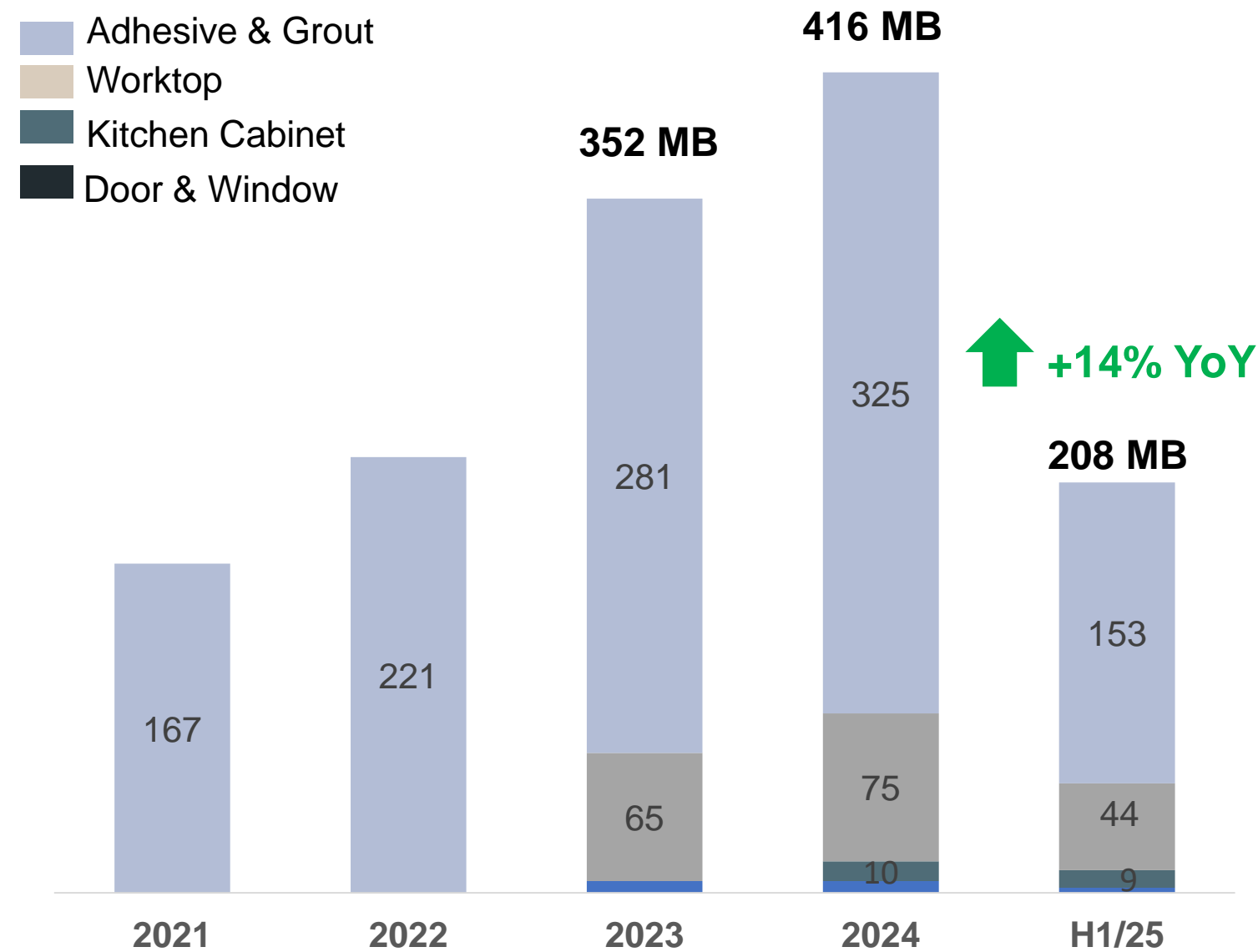
- Glazed Porcelain and other tiles
- Investment budget 2 Bn Baht
- Target M&P announcement in H2/2025



Grow Complementary Product & Service

COTTO's New Complementary Product Line to complete product portfolio and increase cross-selling

Sales of Complementary products 2021-2025



Potential Market:

- Adhesive & Grout: 1 sqm used up to 5 kg
- Potential A&G market 650,000 tons
- Kitchen top: leverage the same customer as Ceramic and Bathroom



Outlook and Updates

Mr. Numpol Malichai
CEO and President



Interim dividend (H1/25)

Raise dividend payouts to take care of shareholders during global and Thai economic volatility, and to demonstrates confidence in a growing business with strong cashflow and financial stability:

- The Board of Directors of SCGD has approved a H1/25 interim dividend payment of 0.15 Baht/ share or 247.5 MB (Dividend Payout Ratio of 56%), which is payable on Aug 27/25

Brighter regional outlook in H2/25:



Thailand: **Stable market** with high household debt continues and slow government project



Vietnam: **Recovering market** with strong domestic demand. H2/25 mainly be driven by the completion of government organizational restructuring, and more construction projects from Land Law implementation



The Philippines: **Stable market.** Stably low inflation.



Indonesia: **Positive** boosted by local demand and government spending

Thank you

For more information, please contact Investor Relations

Email : scgdecor_ir@scg.com

Tel: 02-586-1088



For purchasing or more information



COTTO



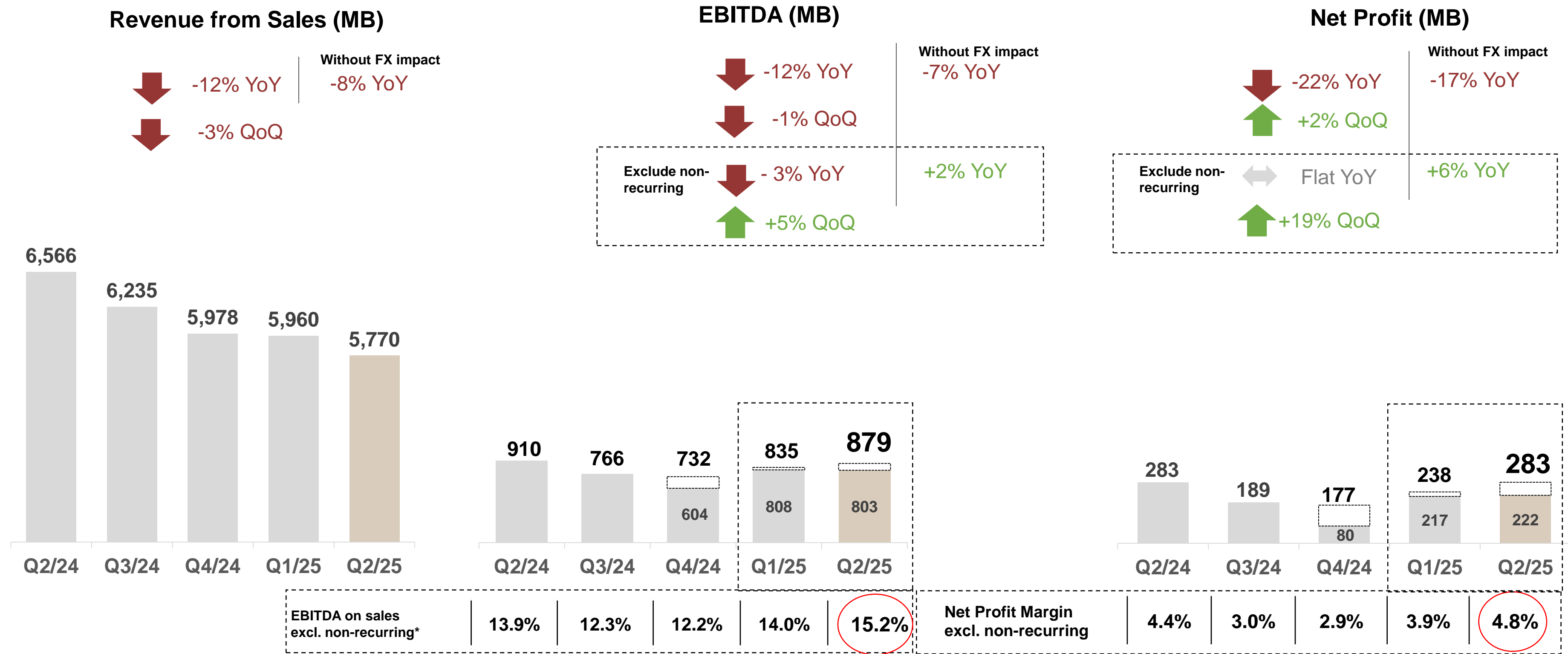
MARIWASA

KIA
PIONEER IN QUALITY

Appendix

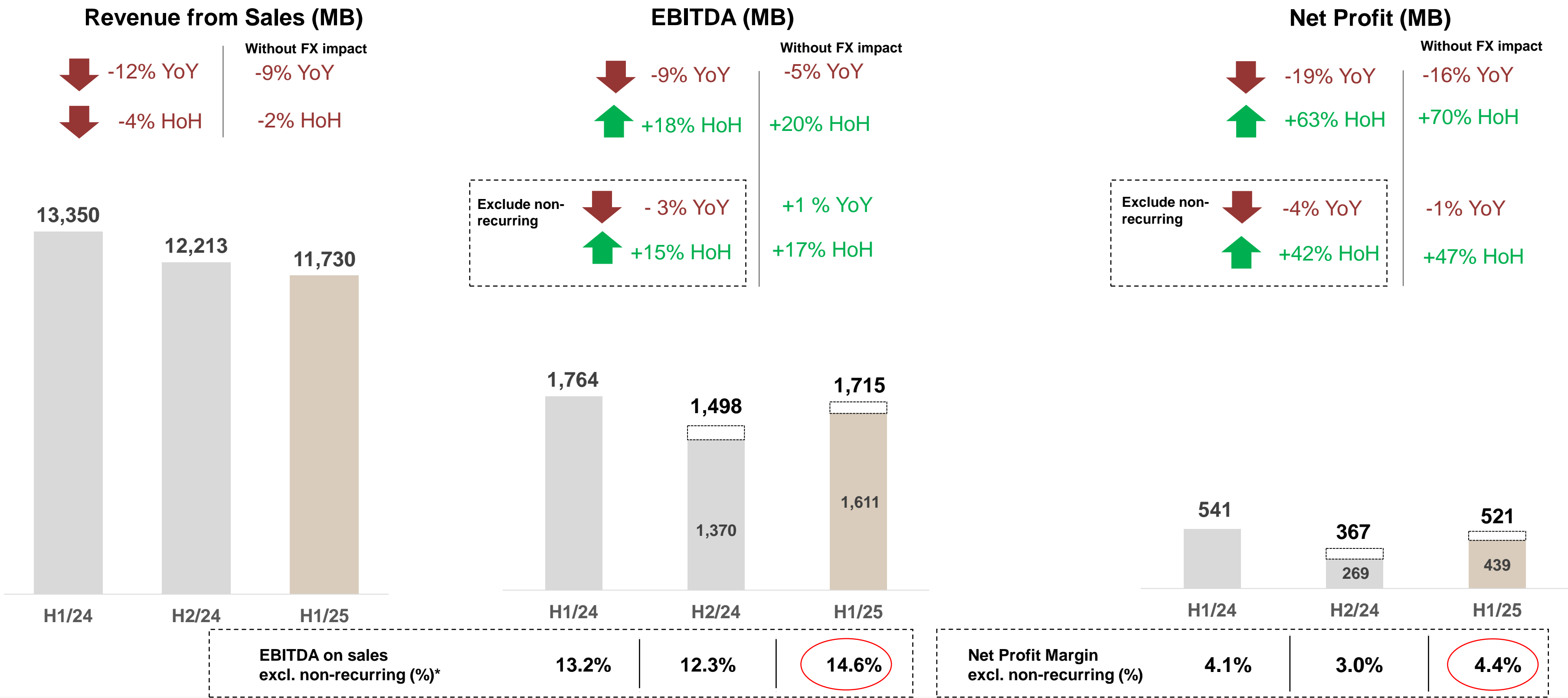
SCG Decor Performance Q2/25

Comparing to the previous quarter, **Vietnam recovery together with continuous competitiveness enhancement results in the increase in EBITDA and Net Profit that exclude non-recurring expense**



SCG Decor Performance H1/25

Comparing to previous year, EBITDA margin and Net Profit margin that exclude non-recurring expense continuously improve due to competitiveness enhancement



Note: *H1/25 non-recurring is restructuring expense of 103 MB (before tax)

Q2/2025 Ceramic Market Demand

Bright Regional demand is seen

| | Q1/2025 (Y-o-Y) | Q2/2025* (Y-o-Y) | Q2/2025* (Q-o-Q) | SCGD's capacity (M. Sqm) |
|-----------------|--------------------|---------------------|---------------------|--------------------------------|
| Thailand | -11% | -9% | -11% | 80 |
| Vietnam | -4% | +0% | +20% | 83 |
| The Philippines | -10% | -11% | -8% | 12.6 |
| Indonesia | -6% | +7% | +9% | 11.6 |

Remark:
* Q2/2025 estimated data

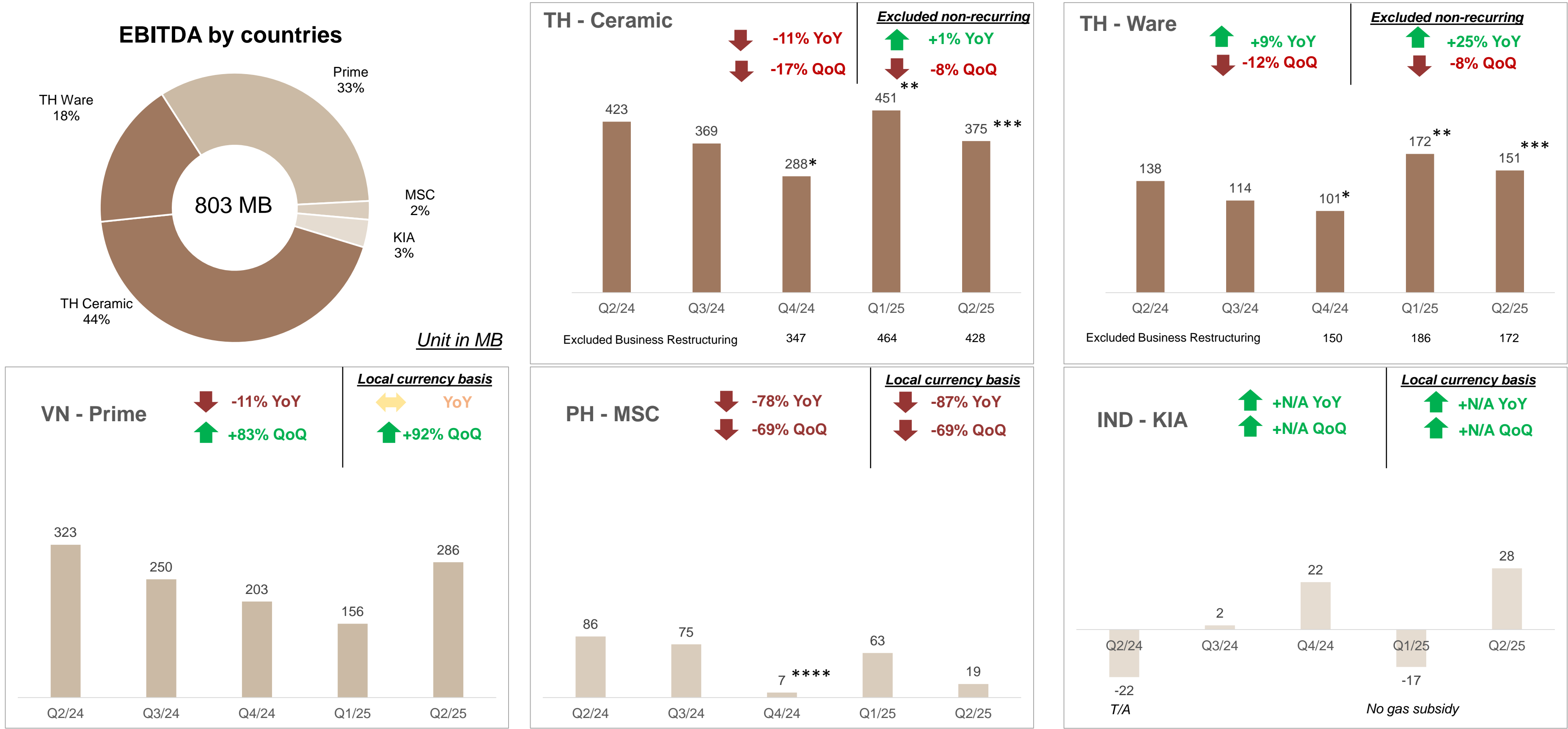
Q2/25 Revenue from Sales by Country

Revenue in Thailand decreased due to the economic slow down while operations in Vietnam experienced an improvement



Q2/25 EBITDA by Country

EBITDA in Vietnam improved QoQ due to sell volume increase and recent completion of Glazed Porcelain project in Pho Yen

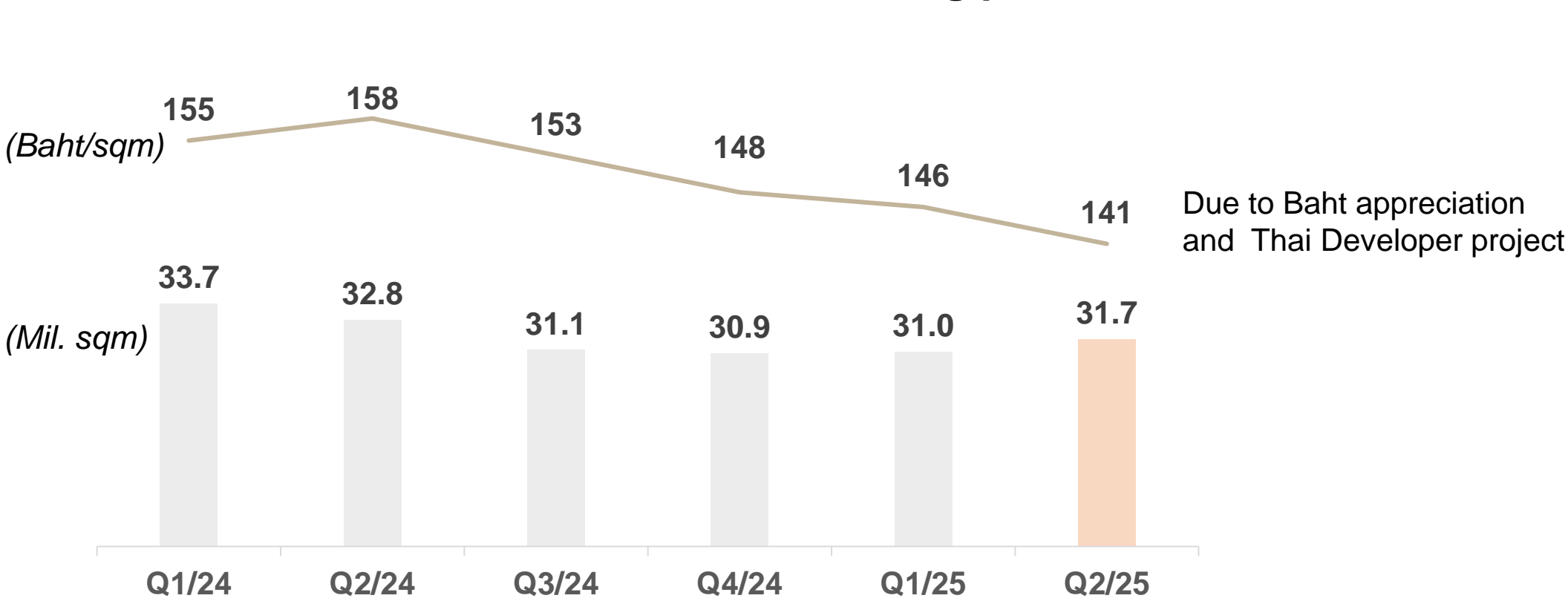


Non-recurring Remark:
*Q4/24 included Business Restructuring from TH-Ceramic 59 MB, Ware 49 MB
**Q1/25 included Business Restructuring from TH-Ceramic 13 MB, Ware 14 MB

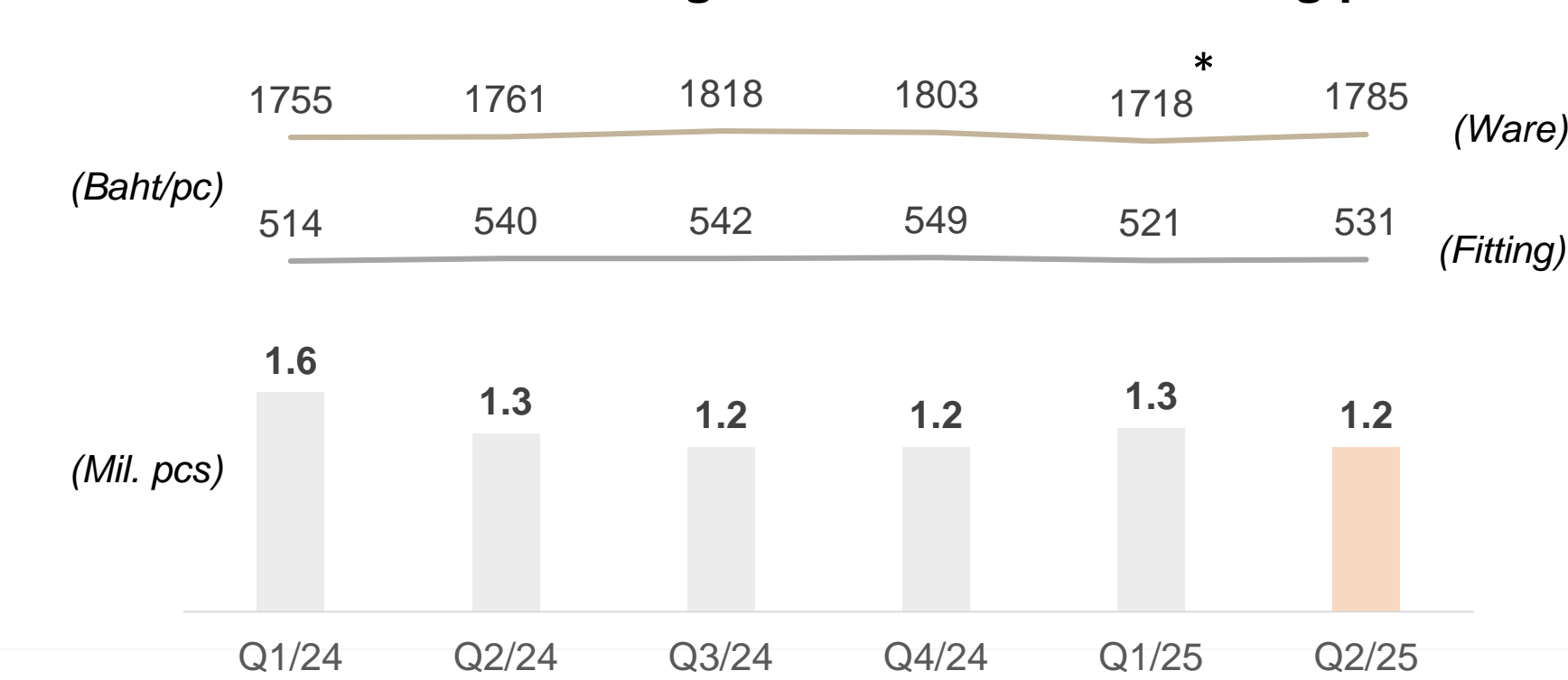
***Q2/25 included Business Restructuring from TH-Ceramic 53 MB, Ware 21 MB, SCGD Holding 2 MB
****Q4/24 MSC flooding damage 19 MB

Q2/25 Sales volume and Selling price

Decor surface sales volume and selling price



Bathroom and Fitting sales volume and selling price



Remark: * Due to change of product mix: rising medium and mass segment

