

INSEE

SUSTAINABLE DEVELOPMENT REPORT 2025

Vietnam

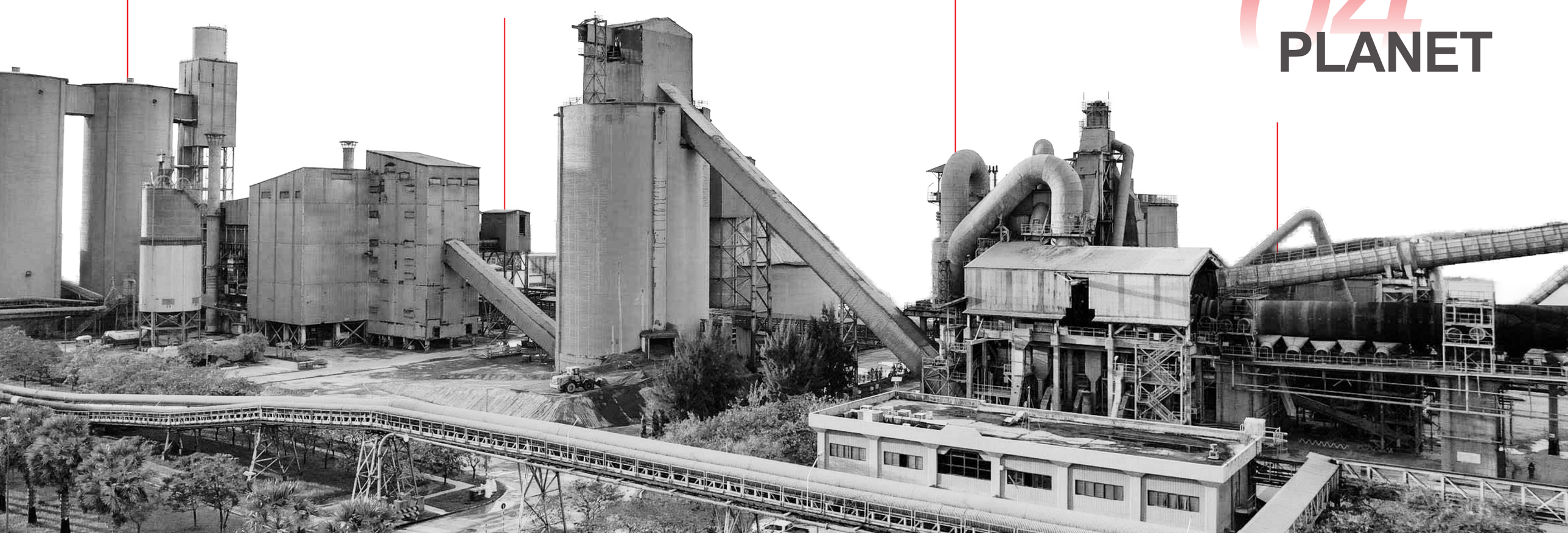
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OUR SUSTAINABILITY COMMITMENT



At INSEE, we commit to the well-being of the communities and environment in which we operate. This commitment is fundamental to our mission of providing world-class construction materials and services that enhance quality of life. We prioritize understanding the needs of our employees, customers, and stakeholders, enabling us to consistently deliver the highest standards and exceed expectations. We recognize that a focus on sustainable development and continuous innovation is critical to realizing this vision and contributing to improved quality of life. Our dedication to sustainability strengthens our competitive position, enhances our corporate reputation, attracts valuable business opportunities, and drives advancements in our products, services, and operational practices.

Sustainability has been integral to INSEE's operations and organizational culture for many years. Whether providing construction project guidance or supplying cement and other materials for residential, commercial, or infrastructure projects, we are committed to ensuring the sustainability and efficiency of both our materials and processes. Over the past decade, INSEE has consistently pioneered new approaches to sustainability in Vietnam. Our innovative developments and contributions to society have solidified our position as a leading supplier, employer, and business partner within the construction industry. This commitment has also earned us recognition from third-party organizations for our environmental stewardship and positive work environment.

INSEE's commits to contributing to prosperity, individual growth, and environmental well-being through our business activities. This approach is designed to ensure long-term profitability and the application of best practices for sustainable development within all our operations in Vietnam.



MESSAGE FROM **GENERAL DIRECTOR**

Mr. Eamon John Ginley

General Director of INSEE Vietnam

INSEE Vietnam measures the performance by how we grow our business, protects people, reduce our environmental footprint, and contribute to the communities around us. This was a year that demanded resilience, sharp execution, and strong alignment across the company. We set ambitious goals for growth, cost competitiveness, and operational excellence, and I am proud to say that our teams delivered. Across our commercial, manufacturing, supply chain, and waste management operations, INSEE Vietnam achieved new records and reinforced our position as a high-performing and future-focused business. But what makes these achievements truly meaningful is not only the scale of performance, it is the way we achieved them: by continuing to integrate sustainability into the center of our decision-making.

During this year, we continued to push forward on our decarbonization journey. Through greater operational efficiency, ongoing clinker factor reduction, and increased use of alternative fuels and raw materials, we further improved the carbon performance of our products and processes. Our net specific CO_2 emissions reached 337 kg per ton of cementitious material, far below the Vietnam cement industry average benchmark of 650 kg CO_2 per ton. This progress reflects years of disciplined transformation and the determination of our teams to turn ambition into measurable impact.

Our environmental responsibility also extends beyond carbon. Protecting and restoring biodiversity remains an important part of our long-term sustainability roadmap. In 2025, we continued implementing actions to support our ambition of creating a net positive impact on biodiversity by 2030. One important milestone was the planting and handover of 12,000 native trees at our biodiversity areas. While there is still much work ahead, this progress reflects our belief that industrial development must go hand in hand with ecological stewardship.

There is, however, one area where our reflection must remain especially honest: safety. Safety is not a metric to celebrate only when results are good. It is a discipline that must be renewed every day, in every task, by every person. We strengthened our resolve to continue building a stronger safety culture, one grounded in risk awareness, accountability, visible leadership, with people that have the confidence to intervene whenever work is not safe. Nothing is more important than ensuring that every person returns home safely.

At the same time, we remained committed to creating shared value through community engagement. We continued investing in programs that support education, skills development, and better living conditions in the localities where we operate. These efforts, together with our broader sustainability strategy, helped INSEE maintain its place among Vietnam's Top 100 Sustainable Businesses for the 10th consecutive year. More than recognition, this milestone is a reminder that consistency matters and that long-term trust is built through action.

As we move forward, our direction remains clear. We will continue to grow responsibly, decarbonize our operations, strengthen our safety culture, and create lasting value for all stakeholders. This commitment is guided by the values that define INSEE: Safety, Integrity, Innovation, and Teamwork.

To our employees, customers, suppliers, partners, local authorities, and communities, thank you for your trust, your support, and your partnership throughout this journey. The progress captured in this report belongs to all of us, and so does the responsibility to build what comes next.

Sincerely,

INSEE GROUP DEVELOPMENT TIMELINE

1969

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

1972

Cement production started

1977

SCCC became a listed company on The Stock Exchange of Thailand

1981

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

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

1993

Became a fully listed company and renamed “Siam City Cement”

1999

Company restructuring was completed. Registered capital of THB 3 billion

2013-2014

The Company acquired Superblock Company Limited, lightweight concrete plant in Singburi Province and Prosperity Concrete Company in Ratchaburi Province

2015

Invested with a 40 percent stake in a joint venture, Chip Mong INSEE Cement Corporation in the Kingdom of Cambodia to build the most modern cement plant in the country

2016-2018

Cement Business Expansion in Bangladesh, Sri Lanka, Vietnam, asset acquisition in the industrial cleaning service business and forming the trading business

2019

50th Anniversary of Siam City Cement Public Company Limited

2021

Established “INSEE Sustainability Ambition 2030” and identified roadmaps to deliver our promises

2023

SCCC Group accelerated decarbonization of its products in Thailand, Vietnam and Sri Lanka

2024

Business portfolio restructured, Lanna Resources Public Company Limited become a subsidiary

ABOUT INSEE VIETNAM

INSEE Vietnam, a member of Siam City Cement Public Company Limited (SCCC), has established itself as a leading provider of cement, dry mortar and tile adhesive, fiber-cement, and waste management services in southern Vietnam since its founding in 1994. The company has played a vital role in the region's development, contributing to the construction of landmark structures, significant infrastructure projects, and numerous residential and commercial developments. Guided by its "Build for Life" brand philosophy, INSEE Vietnam pursues sustainable growth while prioritizing safety, fostering innovation, and investing in its more than 700 skilled employees. With a presence that includes three grinding stations, a cement dispatch station, an integrated plant, and its Ho Chi Minh City headquarters, INSEE Vietnam is a pioneer in both building materials production and waste management in southern Vietnam. The company is committed to minimizing its environmental impact and actively contributing to the well-being of its communities, driving sustainable development and shaping a prosperous future for the nation.



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 the outstanding 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.

Commitment

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.

INSEE VIETNAM SUSTAINABILITY AMBITION 2030

In line with the Group's Sustainable Development Ambition, each country develops and implements its own sustainability roadmap, with progress monitored and evaluated monthly and reported on a quarterly basis. By remaining steadfast in delivering its commitments, INSEE Vietnam achieved significant progress in 2025, particularly in environmental performance and community engagement, while also transparently acknowledging the challenges that remain in occupational health and safety.

In 2025, INSEE Vietnam achieved a clinker factor (CF) of 53.4% and maintained a thermal substitution rate (TSR) of 35.5%. These two key performance indicators played a critical role in reducing the company's net specific CO_2 emissions to 337 kg per tonne of cementitous, calculated in accordance with the methodology of the Global Cement and Concrete Association (GCCA)—the lowest level ever recorded by the company. INSEE Vietnam also managed its water resources efficiently, limiting water consumption to 90.7 litres per tonne of cement, exceeding its 2025 target by 22 litres per tonne. At the same time, the company successfully completed 100% of its strategic biodiversity actions for the year, including planting 12,000 native trees, eradicating invasive species in the Phu My Habitat Reserve, providing biodiversity conservation training for local government officials, and continuing to support market access for handicraft products made from Lepironia grass by local cooperatives.

On the social front, INSEE employees contributed an average of 5.8 volunteering hours per full-time equivalent (FTE) through various corporate social responsibility (CSR) initiatives organized by the company, surpassing the annual target and further demonstrating the company's strong commitment to community engagement.

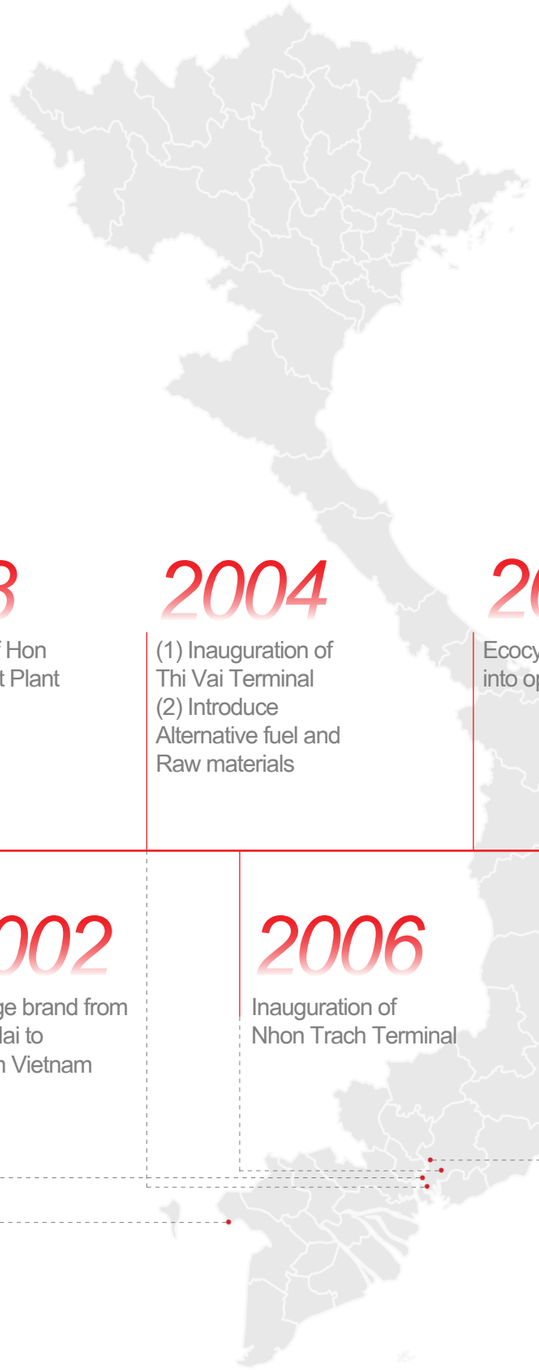
In terms of occupational health and safety, INSEE Vietnam recorded a Lost Time Injury Frequency Rate (LTIFR) of 0.27 in 2025, falling short of its "Zero Harm" ambition. This result highlights that further efforts are required to achieve the company's goal of eliminating workplace injuries. Going forward, INSEE Vietnam will continue to strengthen safety leadership, enhance the quality of risk assessments, and reinforce a proactive safety culture across all operations.

These achievements, together with the company's transparent acknowledgment of areas requiring further improvement, reflect INSEE Vietnam's consistent commitment to sustainable development through continuous progress across the three pillars of environmental stewardship, social responsibility, and good governance (ESG).

OUR 2030 SD PERFORMANCE HIGHLIGHT

		2030 Group Target	2025 Actual Group Performance	2025 Actual Vietnam Performance
Environment	*CO2 Emission*	< 470 kg CO2/ton cementitious material	526 kg CO2/ton cementitious material	337 kg CO2/ton cementitious material
	% Clinker Factor	< 65%	67.3%	53.4%
	% Thermal Substitution Rate (TSR)	> 40%	28.9%	35.5%
	Usage of Waste Derived Fuels	> 1.4 mil ton/pa	0.91 mil ton/pa	0.198 mil ton/pa
	Absorption of By-products	> 1.7 mil ton/pa	1.45 mil ton/pa	0.77 mil ton/pa
	% Surface Water Utilization	> 45%	39.9%	52%
Social	*Lost time Injury Frequency Rate (LTIFR)*	Zero	0.2	0.27

DEVELOPMENT TIMELINE OF INSEE VIETNAM



1994
Investment certificate to implement cement plant project in Vietnam

1997
Inauguration of Cat Lai Terminal

1998
Inauguration of Hon Chong Cement Plant

2002
Change brand from Sao Mai to Holcim Vietnam

2004
(1) Inauguration of Thi Vai Terminal
(2) Introduce Alternative fuel and Raw materials

2006
Inauguration of Nhon Trach Terminal

2007
Ecocycle officially put into operation

2008
(1) Inauguration of Thi Vai Terminal
(2) Introduce Alternative fuel and Raw materials

2012
“Waste Heat Recovery” power plant begin operation

2015
Lafarge and Holcim Group merged into Lafarge Holcim

2017
Change brand from Holcim Vietnam to INSEE Vietnam

2022
15th Anniversary of INSEE Ecocycle Vietnam

2023
Revise local Sustainability & 25th anniversary of Hon Chong integrated cement plant establishment

2024
FIT+ project successfully achieved company ambition & Top 1 market share in core markets

2025
05 Pioneer Enterprises in Circular Economy & Emissions Reduction 2025

MANAGEMENT STRUCTURE 2025



Eamon John Ginley
General Director



Nguyen Thanh Phuc
Deputy General Director



Fabio Martins Cesconetto
Manufacturing Director



Tran Phuong Hong
Finance Director



Pham Ngoc Anh Duy
Supply Chain, Health & Safety Director



Duong Thi Kieu
Ecocycle Director



Vo Thi Thanh Truc
Human Resources Director



Ngo Thi To Quyen
Head Of Sales



Nguyen Thi Kim Phung
Head Of Marketing



Dao Nguyen Khanh
Head Of Sustainability & Corporate Communications

BUSINESS SEGMENTS

INSEE HOUSING SOLUTION

For millions of long-lasting durable residential projects

A stable home has always been a dream for every Vietnamese family. As a leader in the construction materials, INSEE provides comprehensive solutions for millions of residential projects across Vietnam. Our durable and resilient products are specifically designed to withstand the country's diverse climate conditions, ensuring that homes built with INSEE's cement remain strong and reliable for generations to come.



INSEE INDUSTRIAL SOLUTION

For sustainable infrastructure

Each construction has its own specific materials requirements to ensure durability. As the preferred choice of key projects, INSEE provides diverse and tailor-made construction solutions, that optimizes durability in any weather condition and each region in Vietnam. We are making an effort to enhance our products which are adapting to the requirements for sustainable materials. INSEE cement CO_2 emission is the lowest compared to others, and all our products have achieved the Green label (LEED version 4, Green Mark, VGBC).



INSEE MORTAR

Comprehensive solutions for smarter home

Comprehensive solutions for smarter home
Understanding the expectations of customers for quality and construction life, as well as saving construction time and costs, INSEE provides comprehensive solutions for wall, and floor tilling, swimming pools, and even water-permeable areas. Products include INSEE Tilefix, INSEE TileGrout and INSEE FlexShield.



INSEE ECOCYLCE

Because tomorrow matters

As a leading provider of sustainable waste management solutions and a partner of more than 300 large corporations in a wide range of manufacturing industries in Vietnam, INSEE Ecocycle is proud to offer co-processing technology in cement kilns to safely and thoroughly handle wastes, indirectly reduce greenhouse gas emission during more than 18 years of operation.



2025 KEY PERFORMANCE HIGHLIGHTS

PROSPERITY

Delivering to the market

4.42

million tons of cement

The market grew 19%, but INSEE achieved a remarkable

29%

growth rate

By the end of Q4/2025, our total retail network reached

5,746

outlets

Overall shares increased from 2024 to 2025

26.4% to 28.7%

PEOPLE

Total volunteer hours in 2025 achieved was

4,492 *hours for* **778 FTE**

Training hours across functions

32,765

training hours

Engagement survey in 2025 recorded

80% *score*

PLANET

Achieved

28-year low

in net CO_2 emissions at

337 *kg/ton* of cementious materrials

Highest hazardous waste consumption in last 18 years

23,134

tons

In key biodiversity areas,

12,000

trees planted

AN OVERVIEW OF THE REPORT 2025

To ensure comprehensive reporting, our Sustainable Development Report follows the "GRI Standards" established by the Global Reporting Initiative (GRI), with the GRI Index prominently featured in our disclosure. This reporting and disclosure commitment underscores our dedication to transparently communicating our sustainability efforts and achievements. We follow ISO 14001 standards in our environmental management, based on the latest ISO 14001:2015 version, which includes all significant processes of our organization. This commitment aligns with our Sustainable Development Policy, establishing benchmarks for corporate governance and generating economic, environmental, and social value.

Sustainable Development Report 2025
Overall Information

Reporting Framework	Global Reporting Initiative (GRI) Standard
Reporting Period	2025
Reporting Cycle	Annually
"In accordance" Option	Core

List of stakeholder group



1. Mass community
2. Academic
3. Universities
4. NGOs
5. Cement Industry
6. Government
7. Financial Institutions
8. Ministry
9. Contractors
10. Students
11. Suppliers
12. Local community
13. Local authorities
14. Media
15. VICEM
16. Employees' family
17. Employees
18. Customers
19. Consumer

Level of influence (impact) in INSEE

Low — High

Level of interest in INSEE

Low — Medium — High

Sustainability reporting at INSEE Vietnam was implemented in response to greater transparency for both internal and external stakeholders. This report has been prepared in accordance with the GRI Standards: Core option. On a broader scale, it has taken into account the United Nations Sustainable Development Goals (SDGs), which aim to address the world's biggest challenges, inequality, climate change, and responsible production INSEE Vietnam believes that the SDGs provide a framework for business to ensure that its sustainability journey is part of the global development agenda.

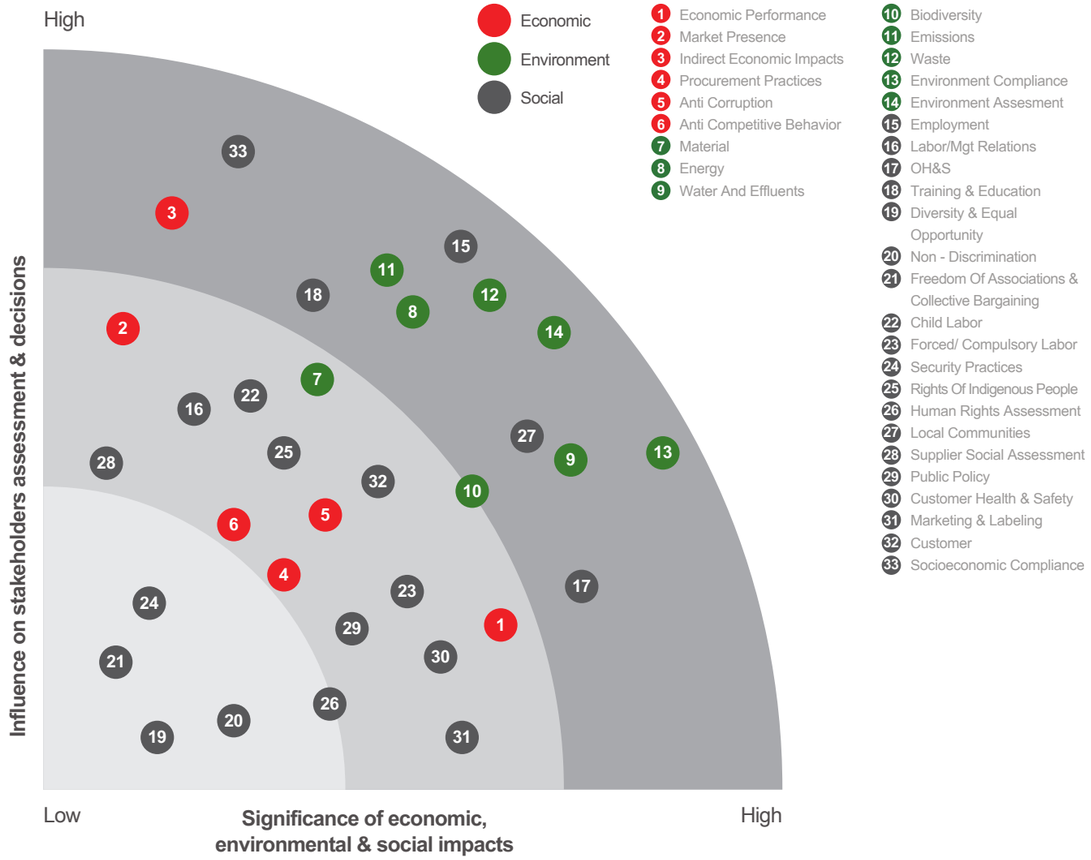
The SDGs allow us to ensure that we provide meaningful products and services, promote innovation, create more jobs and, overall, ensure the long-term viability of economies. INSEE Vietnam will act through its core business to implement initiatives for supporting these SDGs.



2025 MATERIALITY TOPIC MATRIX

Our materiality process
In preparing this report, INSEE conducted stakeholder engagement and a materiality assessment to define our material issues and report content in line with the GRI Standards. The data utilized was drawn from direct discussions with stakeholders in regular meetings and survey results.

Fight for sustainable development
Our organizational structure integrates various sustainability aspects including 2025 Materiality Topic Matrix Sustainability reporting at INSEE Vietnam was implemented in response to greater transparency for both internal and external stakeholders. This report has been prepared in accordance with the GRI Standards: Core option. On a broader scale, it has taken into account the United Nations Sustainable Development Goals (SDGs), which aim to address the world's biggest challenges, inequality, climate change, and responsible production INSEE Vietnam believes that the SDGs provide a framework for business to ensure that its sustainability journey is part of the global development agenda. The SDGs allow us to ensure that we provide meaningful products and services, promote innovation, create more jobs, and, overall, ensure the long-term viability of economies. INSEE Vietnam will act through its core business to implement initiatives for supporting these SDGs. Financial performance, operations, environment, occupational health and safety, stakeholder engagement, personnel development, compliance, and customer relations, represented by the members of our sustainability technical working group. As heads of their respective departments, they report directly to the CEO on the sustainability of KPIs relevant to their areas and are responsible for the accomplishment of these KPIs and championing the sustainability agenda among their employees. Moreover, the Company has its own Sustainability Department, which oversees, monitors consolidates and reports on all aspects related to sustainability.



INTEGRITY, COMPLIANCE & ANTI-CORRUPTION

INSEE Vietnam's reputation is shaped by the trust and confidence of the people who we interact with. The Code of Business Conduct comprehensively shows INSEE's legal and moral rules which define Integrity as one of the core values of our business. We believe that acting with integrity not only strengthens the company's long-term development but also lays the foundation for sustainable success in the future.

Code of conduct

We believe that building trust with stakeholders requires more than simply complying with legal requirements. It calls for a broader commitment to responsible and ethical business conduct. This commitment, which forms the foundation of our reputation as a trusted and dependable partner, is embedded in our Code of Conduct. More than a set of principles, our Code of Conduct reflects our values in practice. It serves as a clear and unified reference point for everyone connected with our business, bringing together the commitments, standards, and expectations that guide the way we work. It outlines the essential behaviors and responsibilities we are all expected to uphold every day.

The Code also acts as a practical guide, connecting our people and stakeholders to relevant policies, standards, and additional resources that support informed decision-making and help ensure we consistently do what is right.

Conducting business with integrity policy

Our conducting business with integrity policy sets out the standard of ethical business conduct that we require at every level within our business in combating corrupt behavior.

Whistleblowing policy

At INSEE, we are committed to an environment of integrity and honest communication. Our ways have a significant impact on our customers, suppliers, authorities, and communities we interact with. And we believe in a workplace where open and honest communication is expected, not the exception.

INSEE Speak up is a keyway to ensure this. We deeply encourage our employees to protect INSEE's value, standards, and code of conduct.INSEE Speak up is a channel to report concerns about wrongdoing or violations of INSEE Group's Code of Business Conduct. It is an independent and anonymous (if desired) means by which employees can confidentially report concerns or knowledge of wrongdoing, such as fraud, illegal activities that may occur within the INSEE Group. By enabling early reporting and responsible action, the platform contributes to a safe, respectful, and ethically governed workplace. INSEE Speak up is designed to be easy to access and use, supporting employees in reporting a wide range of issues, including discrimination, retaliation, wage and working hour concerns, fraud, theft, falsification of company records, insider trading, conflicts of interest, safety and sanitation issues, substance abuse, sexual harassment, workplace violence, product quality concerns, and other violations of internal policies or standards of conduct. More than a reporting channel, INSEE Speak Up is an important safeguard for both employees and the organization. All reports are handled with due care, discretion, and strict confidentiality, reinforcing a culture of integrity, accountability, and trust across the company.

INSEE

SPEAK UP

> We promise that any kind of report and concern will be heard as soon as possible and dealt with in the right way.
>
> By working together, we can maintain a healthy and productive environment.
>
> *Mr. Eamon John Ginley*

STAKEHOLDER ENGAGEMENT & RESPONSIVENESS



Employees

We foster a safe, inclusive, and engaging workplace that promotes employee wellbeing, equal opportunities, continuous development, strong leadership, and open communication, while nurturing a culture of safety, environmental awareness, and active community contribution through more than 4,000 volunteer hours.



Customers

We build and strengthen long-term customer relationships through regular in-person and virtual engagement, while enhancing communication channels, online sales, and support systems to deliver faster, more convenient, and more effective service. We also provide training and knowledge-sharing opportunities for customers, and continuously gather their feedback through regular surveys to drive ongoing improvement.



Communities

We support communities through responsible operations, regular dialogue and impact assessments, inclusive engagement in key projects, and dedicated initiatives that advance long-term community and environmental development.



Goods & Service Suppliers

We foster responsible and mutually beneficial partnerships with suppliers through strong collaboration, clear standards and policies, open communication, and ongoing engagement and training.



Shareholders

We create long-term value for shareholders through strong corporate governance, sustainable business performance, transparent communication, and meaningful engagement opportunities.



Media

We connect with the media through transparent and timely communication, regular sharing of operational updates and key facts, and opportunities to connect with senior management and sustainability initiatives, helping promote accurate understanding of our business and major projects.



Government Agencies & Independent Organizations

We engage proactively with government agencies and independent organizations through full legal compliance, transparent collaboration, and participation in initiatives that contribute to society and national development.



Partners

We foster strategic partnerships built on trust, shared values, and long-term collaboration, co-creating sustainable solutions & deliver positive impact for society and the industry. Through knowledge sharing, innovation, and joint initiatives, we strengthen collective capabilities & drive meaningful progress toward a more sustainable future

AWARDS AND RECOGNITION

TOP 100

Corporate Sustainable Businesses in Vietnam

INSEE Vietnam was named among the Top 100 Sustainable Businesses (Top 100 CSI) for the 10th consecutive year, reaffirming a decade-long commitment to sustainability. In 2025, the company was also recognized as one of the "Top 05 Pioneering Enterprises in Circular Economy & Emissions Reduction," highlighting its leadership in resource efficiency, emissions reduction, and support for Vietnam's green growth mission.

TOP 100

Best Place to Work

In 2025, INSEE Vietnam continued its position among the "Top 100 Best Places to Work in Vietnam" for the sixth consecutive year. The company also ranked in the Top 3 of the Materials sector (Industry, Construction, etc.), highlighting a strong employer brand, high employee trust, and its enduring commitment to a professional and motivating workplace.

TOP 50

Corporate Sustainability Awards

INSEE is once again proud to be named among the Top 50 Corporate Sustainability Awards in Vietnam, specifically recognized for "ESG Leadership" category. This award is a testament to INSEE's relentless efforts in integrating sustainability standards across our entire business operations — from circular economy practices and environmental protection to spreading long-term social values.

TOP 50

Best Employers of Choice

INSEE is once again proud to be named among the Top 50 Corporate Sustainability Awards in Vietnam, specifically recognized for "ESG Leadership" category. This award is a testament to INSEE's relentless efforts in integrating sustainability standards across our entire business operations — from circular economy practices and environmental protection to spreading long-term social values.



THE GREEN STAR MERRIT

from Saigon Times Magazine

Receiving the "Green Star" Merit from Saigon Times Magazine carries a truly special meaning for INSEE. This recognition not only affirms our relentless efforts in pursuing green production and sustainable development but also serves as a strong motivation for us to keep innovating and delivering more sustainable products and solutions to the building materials industry.

SAIGON TIMES CSR AWARD

INSEE Vietnam is proud to receive the CSR Award for the 7th consecutive year, recognizing its consistent contributions to the community through meaningful corporate social responsibility (CSR) initiatives. Under the theme "Toward a Sustainable Society", the program honors 40 pioneering companies that promote balanced development across the three pillars of economy, environment, & society.



PROSPERITY

Driving sustainable growth, empowering the employees,
and innovating for a better life.

MARKET DYNAMICS IN 2025

The year 2025 was marked as a challenging yet pivotal period for the building materials industry in Vietnam. The market continued to be affected by global uncertainties and ongoing pressure across the construction value chain. Although the market volume experienced certain growth—driven primarily by the industrial cement segment and large-scale infrastructure projects—pricing remained at low levels, leading to intense competition.

However, this context also presented new opportunities as the Government accelerated public investment and administrative mergers, sparking a robust wave of infrastructure development. Trends in construction materials shifted significantly from a focus on volume to sustainable solutions and digital transformation. By re-segmenting its product portfolio and focusing on specialized technical solutions, INSEE Vietnam successfully competed beyond pricing, ensuring stable performance and meeting the stringent standards of key projects.

While the overall market grew by 19%, INSEE achieved an outstanding growth rate of 29% year-on-year. Notably, this result was accomplished despite the temporary suspension of the Nhon Trach Station due to jetty damage at the end of 2023. This achievement significantly increased INSEE's market share in key regions from 26,4% in 2024 to 28,7% in 2025. Growth was balanced across segments, with bag cement increasing by 401,000 tons and bulk cement surging by 600,000 tons, clearly reflecting the effectiveness of INSEE's focus strategy.



DEMAND GENERATION

From Site Engagement to Sales Impact

The Demand Generation team, established in late 2024, has proven its vital role with more than 20 dedicated staff across 16 provinces. The team provided direct consultancy to over 3,000 contractors and established a presence at more than 8,600 construction sites. This close coordination directly contributed to a consumption volume of over 60,900 tons of cement in 2025.

Beyond technical consultancy and site support, the team also strengthened both professional and emotional connections between INSEE and the contractor community through initiatives such as Lab2Site, the Loyal Contractor Club, and Plant Site Tours. These activities have helped customers and contractors gain a deeper understanding of INSEE's operations and quality standards.





INSEE TALKS (INCLUDED i2i & TAX TALKS)

In 2025, the INSEE Talks series (including i2i, Tax, and Eco Talks) continued to solidify INSEE's leadership position by providing a trusted platform for dialogue, knowledge sharing, and ecosystem connection. Through 10 sessions involving 21 technical partners, the program attracted over 620 customers, offering practical insights, policy updates, and useful industry information. More importantly, INSEE Talks reaffirmed its value by celebrating shared achievements and positioning INSEE as a dedicated partner, standing side-by-side with stakeholders to solve real-world challenges and co-create a sustainable future.





CO-LEADERSHIP PROGRAM

The INSEE Co-Leadership program delivered tangible value to distributors, particularly during this crucial generational transition phase. Through four specialized modules featuring 9 professional speakers and 135 "Next-gen" participants, the program presented real-life case studies and concrete action plans regarding business governance and succession leadership. Moving beyond mere knowledge exchange, Co-Leadership helped build confidence for the next generation of leaders, reinforced trust between INSEE and its partners, and supported distributors in proactively adapting to change for long-term sustainable growth.





SEMINARS & TOURMINARS

The Seminars & Tourminars series brought INSEE closer to its customers, enhancing engagement and strengthening market confidence in our products. By implementing three tailored models - Contractor Engagement, Brand Reinforcement, and Plant Tours—INSEE connected with distributors, retailers, and contractors in practical ways. Across 16 provinces, 30 events welcomed 1,475 attendees, and special ordering incentives at these events resulted in the successful conversion of over 146,000 bags of cement. Notably, Tourminars provided customers with the opportunity to experience INSEE's production process firsthand, receiving highly positive feedback. This initiative serves as a testament to INSEE's commitment to product quality, further strengthening the confidence of customers in using and recommending INSEE products to end-consumers.





ENHANCING BRAND VISIBILITY

In 2025, INSEE continued to elevate its brand recognition by focusing on high-impact touchpoints throughout the customer journey. With 161 new signboards and 35 silo/tanker painting projects, the INSEE brand maintained a strong and consistent presence across distribution networks, key retail outlets, and commercial concrete stations. These activities went beyond increasing visual coverage; they demonstrated the effectiveness of co-branding efforts with strategic partners, thereby reinforcing brand reputation, enhancing commercial synchronization, and ensuring a distinct INSEE presence in daily business activities.





CUSTOMER CONVENTION 2026

The Customer Convention 2026, themed “TRẨY HỘI INSEE” (INSEE Spring Festival) and held in Phan Thiết, honored a journey of resilient partnership and shared the ambition for prosperity in the new year. The convention spread a festive spirit blended with the “INSEE Quality” (Chất INSEE) through three core values: Chất Vững (sharing sustainable values), Chất Gắn (appreciating companionship), and Chất Sống (connecting for breakthroughs).

The event successfully attracted a total of 361 participants, including:

144
distributor representatives.

150
customers
from the Bulk (Industrial) and MBD segments.

67
internal staff members

The conference received 70 feedback entries, with both customers and employees highly praising the meticulous and professional organization, which delivered an impressive experience and fostered deep engagement for all of INSEE’s valued partners.





CONNECTING WITH THE THAI COMMUNITY IN VIETNAM FOR SHARED GROWTH

INSEE engaged in the Thailand–Vietnam Business Forum 2025: One Plus One on Three Connects

On May 16, 2025, INSEE was honored to participate in the Thailand–Vietnam Business Forum 2025, held in the presence of Vietnamese Prime Minister Pham Minh Chinh and Thai Prime Minister Paetongtarn Shinawatra.

As a member of Siam City Cement Group, INSEE is proud to contribute to strengthening Thailand–Vietnam relations through innovative, environmentally friendly, and sustainable construction solutions, while supporting shared economic and sustainable development goals between the two countries.

Strengthening
friendship
& advancing our shared
sustainable future
with the
Thai community in Vietnam



Strengthening Thai–Vietnam Community Connections through Thai festival 2025

Thailand Festival 2025, organized by the Royal Thai Consulate-General in Ho Chi Minh City, provided a meaningful platform to foster Thai–Vietnam cultural exchange and strengthen ties with the Thai community in Vietnam, with INSEE Vietnam joining the event through its booth activities.

Through interactive mini-games and awareness-building activities, INSEE introduced visitors to its green building materials and waste co-processing solutions. This initiative supported a broader understanding of sustainable construction while further enhancing community connection and cross-cultural engagement.









PEOPLE

Driving a culture of safety, growth, and empowerment

INSEE GEARS UP FOR ENHANCED SAFETY IN 2025 WITH FOCUS ON PEOPLE, PROCESS, AND PLANT

At INSEE, our journey toward Zero Harm is driven by the conviction that safety is not just a priority, but a core value integrated into every action. As part of our 2025 Sustainable Development milestones, we have focused on three strategic pillars: People, Process, and Plant to ensure operational excellence across all facilities. The initiative aims to build an even stronger safety foundation across all INSEE operations, empowering employees to make safe choices, and fostering a culture where safety is paramount.



Safety Mindset & Behavior Change project

Our “Safety Mindset & Behavior Change” project has yielded measurable results, as evidenced by our latest Safety Culture Survey:

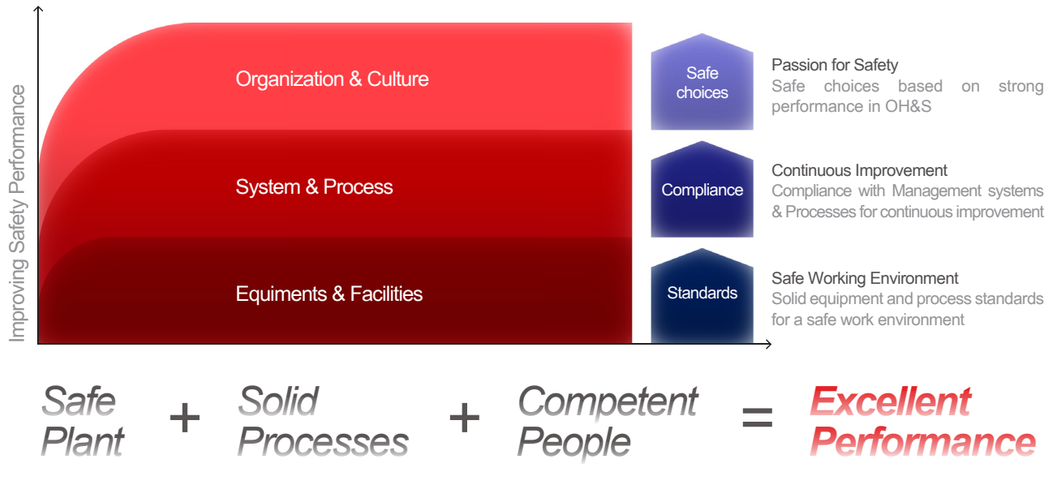
- The 2025 survey recorded a 7% increase in the overall safety culture score compared to 2023, with a participation rate of 92% across the organization.
- Significant progress was noted in the three dimensions that scored lowest 18 months prior, particularly in Management Commitment and Peer-to-Peer Feedback.
- Empowerment in Action: The Right to Stop Work survey confirmed high awareness. Employees are actively documenting stories of hazard prevention, a clear sign that our safety culture is maturing

To address the human factor which accounts for 78% of incident root causes, we reinforced the Last Step Behaviors (LSB). By asking five critical questions before starting any task: Eyes On Hands, Line of Fire, Eyes on Path, Assess Area, and Communication - we ensure every team member remains out of harm’s way.



H&S Strategy

Developing the key Elements in Health & Safety





Maintain System Compliance: Regional & Internal audit

Compliance remains the backbone of our operations. Our annual Occupational Health and Safety Management System (OHSMS) Audits have evolved into a platform for regional learning. This year, experts from Thailand and Sri Lanka joined our internal teams to provide a multidimensional perspective on risk management and regulatory compliance. These peer reviews allow us to adopt “best-in-class” models across the Siam City Cement Group.team member remains out of harm’s way.



2025 Performance Highlights

Our commitment to transparency is reflected in our safety metrics in 2025:

	SCCC Group	SCCVN
LTIFR	0.18	0.27

TIFR	1.07
Occupational Disease	0
Safety training hours	28,328

As we move forward, the focus remains clear: Safety starts with you. By fostering a culture where every employee returns home safe to their loved ones, INSEE Vietnam continues to build a sustainable and resilient future.

TOGETHER WE CREATE SUCCESS

Our commitment to sustainable development is deeply rooted in our belief that people are the driving force behind long-term success. In a rapidly evolving business environment, the ability to adapt, lead, and grow hinges on the strength of our human capital. Our strategic approach to Human Resources is built on four key pillars designed to shape a winning organization defined by agility, resilience, and purpose.

• Organizational Effectiveness

We focus on refining our organizational structure and aligning it with future objectives. Through strategic people planning, we ensure that the right individuals are in the right roles, establishing a strong foundation to proactively navigate future challenges and opportunities.

• Talent Management

Our succession planning process — featuring Development & Leadership Quality (DLQ), People Day, and individualized career roadmaps — ensures we consistently build a robust leadership pipeline. Individual Development Plans (IDPs) are crafted to support employees’ professional growth, preparing them for future leadership and critical roles.

• Employee Engagement

We are committed to cultivating a workplace where employees are genuinely connected to our purpose. Through structured engagement action plans and regular assessments at both company-wide and functional levels, we strive to foster an inclusive, motivated, and high-performing environment.

• Workforce Capability Improvement

With targeted capability-building initiatives in our Commercial and Manufacturing functions, we continue to strengthen the skills and competencies essential for our business growth and competitiveness.

These pillars are guided by INSEE’s Employee Value Proposition (EVP):

Care at Work – Happy at Home

Learn Fast – Grow Further

Together Making Life Worth Living

These values underpin a supportive and empowering culture that nurtures both personal well-being and professional excellence. At the heart of our strategy lies a firm belief in the power of leadership, agility, and coaching. By embedding these mindsets into every level of the organization, we aim to build a future-ready workforce capable of driving INSEE toward continued, sustainable success.

Overview of INSEE's labor:

		Vietnam (2025) Index
Number of employees	Person	763
Number of employees by level		
Top & senior management (TML & SML)	Person	26
Middle level management (MML & FML)	Person	427
Other employees (NML)	Person	326
Number of female employees by level		
Top & senior management	Person	10
Middle level management	Person	133
Other employees	Person	19
Portion of local employees	%	99
Total Number of New Employees	Person	95
Employee turnover	%	7.6
Average hours of training per employee	Hours	43.9
Total hours of safety training	Hours	12,786

Talent management (LDP course, SDP course, CTC, GDP&JET course)

Employee capability development is a key priority in INSEE's human resource management strategy. Through targeted training and structured development pathways, the Company enhances workforce capability, supports career progression, and prepares future talent across the organization.

• Leadership Development Program

In 2025, nine senior leaders from across various departments came together to explore and elevate their management capabilities through a comprehensive series of learning modules. The program covered a wide range of critical leadership competencies, including team management and guiding teams through periods of rapid change to meet evolving market trends and customer demands; financial management and budgeting; professional project planning, execution, and risk control; as well as delivering high-quality, professional services to clients.

To ensure immediate application of newly acquired knowledge, participants were given the opportunity to bring their own ongoing projects to the table — engaging in collaborative discussions with peers and facilitators to develop the most effective implementation strategies. Beyond the classroom, the program was further enriched by dedicated 1-on-1 Coaching and Group Coaching sessions, where each participant could openly share challenges, raise questions, and receive personalized guidance throughout their learning journey and real-world application.



• Coach the Coach

Coaching has been steadily becoming an integral part of INSEE's culture — and for good reasons. The benefits of coaching ripple across every level of the organization. For the company, coaching drives productivity, fosters innovation, improves employee retention, and builds a strong, cohesive workplace culture. For employees, being regularly coached is not only a meaningful expression of care from their managers, but also a powerful catalyst for enhancing skills, boosting confidence, and accelerating career growth. For leaders and managers in particular, coaching strengthens leadership abilities, sharpens decision-making, and elevates overall team performance.

In 2025, multiple Coaching Skills Refresh Sessions were rolled out in response to needs identified across the MNF, COM, FIN, PRC, SDCC, COM and ECO departments. Through these sessions, managers and leaders had the opportunity to revisit core coaching techniques, update their skills in line with the latest trends, and engage in peer learning through the sharing of real-world case studies — turning every session into both a refresher and a collaborative learning experience.





Among the most essential annual training activities for employees are soft skills development and business acumen enhancement. These courses are thoughtfully designed not only to address employees identified training needs, but also to incorporate the behavioral indicators embedded in INSEE's Core Competency Framework — ensuring that learning is both practical and aligned with the company's people's standards. INSEE rolled out a rich and diverse training menu, delivering learning opportunities to over 300 employees across all levels of the organization. Alongside well-established favorites such as Problem Solving, Presentation Skills, and Collaborate & Influence, the year also saw growing employee interest in a broader set of capabilities — including Fostering Innovation, Logical Thinking, and Project Management — reflecting an evolving workforce that is hungry for deeper, future-ready skills.

• Functional Training

Guided by the overarching commitment to "Zero Harm", Functional Training has become the cornerstone of INSEE's training agenda. The program encompasses a comprehensive spectrum of learning initiatives — from onboard training for new employees and upskilling programs for existing staff, to periodic safety training — all designed to ensure that the workforce remains consistently ready to meet operational demands while maintaining the highest standards of workplace safety.

In 2025, over 100 training topics were delivered across all departments, reaching more than 3,400 participants across all levels of the organization. Training content is continuously refreshed to incorporate the latest techniques, emerging technologies, and real-world scenarios — enabling employees to immediately apply what they learn on the job, driving tangible improvements in both competence and operational performance.





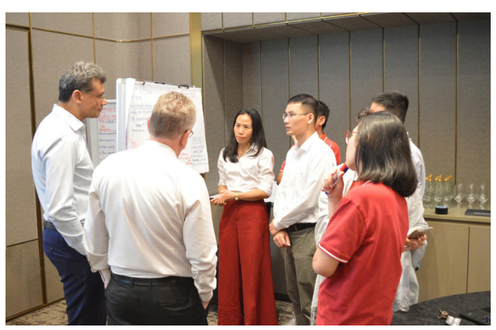
Workforce Capability

At the heart of INSEE's commercial development agenda lies a bold transformational goal — to shift the mindset of the commercial team from being a material supplier to becoming a trusted construction solution provider. This shift represents not just a change in approach, but a fundamental evolution in how INSEE creates and delivers value to its customers.

To drive this transformation, a structured Training & Coaching Master Plan was implemented, carefully aligned with Commercial Capability assessment results and business objectives — ensuring that every learning initiative was purposeful, targeted, and measurable.

Continuous improvement was woven into every aspect of the program. Learning went beyond the classroom through monthly follow-ups, role-play exercises, Group Coaching sessions, and real-case and project-based assignments — creating a dynamic environment where skills were consistently practiced, refined, and applied in real-world contexts. In 2025, the program delivered strong results: over 340 coaching sessions were conducted, and more than 20 training topics were deployed to close identified competency gaps. Among the most in-demand topics were product knowledge, sales & marketing techniques, problem-solving, and analytical skills — all directly tied to building a sharper, more solution-oriented commercial team.







Employee Engagement

• INSEE Awards

At the end of the year, INSEE Vietnam continued to foster a culture of recognition that celebrates not only strong performance, but also the values and behaviors that drive long-term business success. Through this annual recognition platform, the Company acknowledged outstanding contributions from individuals, teams and sites across a wide range of areas, including operational excellence, commercial performance, innovation, safety, environmental stewardship and community involvement.

Throughout the year, many teams demonstrated exceptional results by reaching new milestones in production, logistics, market performance, resource efficiency, and stakeholder trust. These achievements reflected a strong commitment to excellence, cross-functional collaboration, and a shared determination to continuously improve across the organization.

Innovation also remained a key driver of progress. Practical initiatives introduced by employees helped enhance operational efficiency, strengthen workplace safety, improve customer engagement, and support









more effective internal processes. These contributions highlighted the importance of employee-led ideas in creating tangible value for the business while reinforcing a culture of continuous improvement.

At the same time, safety and environmental responsibility continued to be embedded in day-to-day operations. Outstanding site performance in these areas demonstrated how disciplined execution, proactive reporting and sustained improvement efforts can contribute to safer workplaces and cleaner, greener operations across the Company's manufacturing network.

In addition to business and operational achievements, INSEE Vietnam also recognized employees who made meaningful contributions beyond their core roles, particularly in strengthening customer relationships, supporting business growth and advancing community engagement activities. Together, these accomplishments reflect the collective spirit, dedication and sense of purpose that continue to shape INSEE Vietnam's sustainable development journey.

• Workvivo – the platform to connect

To strengthen employee engagement and foster a more connected workplace, the Company has leveraged digital internal communication platforms to facilitate information sharing among employees across all sites. Following the discontinuation of Workplace by Facebook, the Company proactively transitioned to Workvivo through a structured implementation plan to ensure continuity and minimize disruption. Since 2025, Workvivo has served as the Company's core internal communication platform, supporting more transparent, interactive, and connected employee engagement across the organization. More than a tool for corporate announcements, Workvivo enables two-way communication, encourages employee participation, and supports a more inclusive and transparent flow of information across functions and locations. Through the platform, employees are empowered to share achievements, exchange ideas, contribute content, and engage in topic-based communities, while also promoting important updates related to safety, business operations, and field insights from commercial teams. The successful rollout resulted in a user activation rate of over 90% within a short period, reflecting strong adoption across the organization. By enhancing connectivity, strengthening internal dialogue, and reinforcing a shared corporate culture, Workvivo contributes to a more engaged workforce and supports the Company's broader sustainability ambitions.



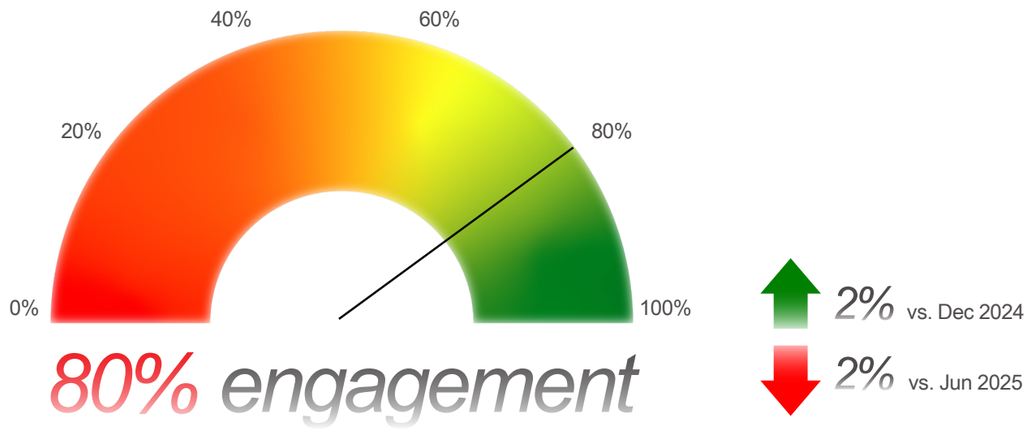
INSEE Trade Union

In 2025, the INSEE Vietnam Trade Union continued to affirm its role as a solid pillar, accompanying the company's sustainable development while protecting the legitimate rights and interests of employees. By promoting creative labor emulation movements and technical innovations, the Trade Union contributed significantly to optimizing production processes, closely aligned with INSEE's core commitment to environmental protection.

Notably, the Trade Union successfully organized numerous meaningful welfare programs, highlighted by vibrant sports activities such as badminton, soccer, and swimming, which helped enhance physical health and strengthen team solidarity.

Furthermore, the Trade Union focused on employee well-being by hosting warm and thoughtful celebrations for traditional holidays and special occasions, particularly honoring female employees on International Women's Day (March 8th) and Vietnamese Women's Day (October 20th). With the spirit of "Connecting and Spreading," the INSEE Trade Union in 2025 not only built a safe and professional working environment but also continuously nurtured a people-centric corporate culture, empowering every employee to reach their full potential and join the company on its journey toward sustainable development.

Employee Engagement Survey 2025



The Employee Engagement Survey recorded 745 participants, reflecting a strong level of openness and willingness among employees to share their perspectives and contribute to improving the workplace.

The year-end engagement score showed a 2% increase compared to December 2024, indicating continued progress. At the same time, a 2% decrease compared to mid-2025 suggests that maintaining consistent engagement throughout the year remains an area of focus.

Across all key dimensions — including Basic, Supervisor, Collaboration, and Development — results improved slightly, pointing to positive, organization-wide efforts. Core strengths remain consistent. Safety, Reputation, and Great Place to Work continue to be the most favorable areas, underscoring a strong foundation in workplace environment and employee trust. Notably, Communication has emerged into the top tier this year, reflecting improvements in how information is shared and understood across the organization. At a more detailed level, Collaboration and Supervisor-related aspects are among the most positively rated areas.

During 2025, a total of 169 improvement actions were implemented across functions, with 85% directly aligned with key engagement drivers. These efforts have contributed to the positive movement observed in the year-end results. Overall, the 2025 results reflect a stable and gradually improving engagement landscape. The organization remains committed to listening, acting on feedback, and continuously enhancing employee experience as part of its long-term development.

TOGETHER WE CONTRIBUTE TO THE COMMUNITY

Contributing to the well-being of communities is a fundamental pillar of our sustainability journey. We are committed to creating shared value beyond our operations by responding to local needs, fostering resilience, and enabling inclusive development. Through strategic CSR programs and strong stakeholder partnerships, we aim to create a lasting and meaningful impact on society while contributing to a more sustainable future. It is the spirit of “sustainability at the core, long-term in direction” that has laid the foundation for INSEE’s meaningful CSR journey over the years, one that remains consistent, purpose-driven, and focused on delivering practical value to communities.



Infrastructure development

INSEE Vietnam continues to invest in essential community infrastructure to help improve living conditions and strengthen local resilience in areas surrounding its operations. Our support focuses on practical, community-based solutions that respond to local needs while creating lasting shared value.

Green summer – From Rural Roads to Island Communities



Building on its long-standing collaboration with Ho Chi Minh City University of Technology and Ho Chi Minh City University of Technology and Engineering, INSEE continued to make a meaningful contribution in 2025 by supplying over 170 tons of cement to rural areas across Ho Chi Minh City, Dong Thap Province, and Dong Nai Province, where inadequate road infrastructure remains a challenge to safe mobility. Going beyond material support, INSEE employees also worked hand in hand with Green Summer campaign volunteers to directly build these community projects.



INSEE also left its mark on the Nam Du archipelago through the construction of the flagpole grounds as part of the Green Summer Campaign, in collaboration with Ho Chi Minh City University of Technology, VNU-HCM. This meaningful project not only enhanced the local landscape but also affirmed national sovereignty over Vietnam's seas and islands, while inspiring a strong sense of community responsibility among younger generations.

Building bridge – Connecting the community

In partnership with Thanh Nien Newspaper and other stakeholders, INSEE supported for the construction of Kenh Coi Ba Bridge in Tran Van Thoi Commune, Ca Mau Province, contributing to improved rural connectivity in one of Vietnam's southernmost localities. Completed after two months of construction, the reinforced concrete bridge spans more than 39 meters in length and 3.2 meters in width, with a total investment of VND 830 million. Replacing an old, narrow and deteriorated bridge that had become unsafe for daily travel and goods transport, the new structure now provides safer, more reliable access for residents, especially students and farmers, while helping facilitate trade, mobility and socio-economic development in the Mekong Delta's riverine communities.

Beyond the infrastructure itself, the initiative also reflected a broader community support approach. According to Thanh Nien Newspaper, the bridge was the fourth rural bridge completed by the newspaper and its partners in Ca Mau, and the groundbreaking and inauguration activities for Kenh Coi Ba Bridge were accompanied by community assistance programs with a total support value of more than VND 1.3 billion, including scholarships for disadvantaged students and other social support activities. This integrated model demonstrates how cross-sector collaboration can create both immediate infrastructure benefits and longer-term social value for underserved communities.



Low-income houses building

Continuing our mission of “Build for Life,” INSEE Vietnam has completed the sponsorship and handover of 11 Low-income houses in Kien Giang province for families in difficult circumstances in 2025. This annual initiative reflects the strong connection between business, local authorities, and the community, united in the journey toward a more sustainable life.
Among these, 6 houses were built through the collaboration of INSEE Vietnam (as the main sponsor), Nippon Paint (Vietnam), An Giang Newspaper, Radio & Television Station. This joint effort created a powerful synergy, not only providing safe and stable houses but also spreading humanitarian values and the spirit of mutual support within society. Additionally, through the “Eliminating Dilapidated and Temporary Housing” program, INSEE sponsored 5 more houses, worth a total of 300 million VND. With a total funding of over 900 million VND, all houses were built solidly, ensuring safety, comfort, and suitability with the real living conditions of the local people.

These are not just new houses, but symbols of unity, compassion, and social responsibility, values that INSEE Vietnam continues to nurture on our journey toward sustainable development.







Social development

One drop of blood donated, one life kept alive

The 2025 Voluntary Blood Donation Day, co-organized by INSEE Vietnam and the Ho Chi Minh City Humanitarian Blood Donation Center, successfully collected 149 units of blood (including 27 units donated by INSEE employees). Alongside them, INSEE’s dedicated volunteers also played a vital role in assisting and guiding participants throughout the event, contributing to a truly meaningful and heartwarming day.
This event stood as a vivid testament to the spirit of “compassion and solidarity” that lives in every individual present. The atmosphere was lively yet orderly from hopeful glances and encouraging smiles, to simple nods of thanks after each donation. Every gesture, though small, carried a powerful message of human connection. Everyone seemed to understand: a drop of blood given is a message of hope delivered.
149 units of blood may not be a monumental number, but they represent 149 hopes, 149 quiet messages that remind us “we can always do something good for others, starting from the smallest acts”.







Health Check-Up and Medication Distribution Program in Kien Luong Commune

With a shared commitment to standing by vulnerable communities, INSEE Vietnam joined hands with the An Giang Provincial Military Command, the An Giang Provincial Border Guard Command, the People's Committee of Kien Luong Commune, the Hon Chong Port Border Gate Border Guard Station, and Border Guard Flotilla No. 2 to organize a Community Health Check-up Program for disadvantaged elderly people in Kien Luong Commune, An Giang Province.

Through the care of dedicated military medical staff, more than 550 elderly people received free health check-ups and medicines, helping them access timely support and much-needed attention. To further ease daily burdens, INSEE also provided 300 gift packages, each including 10 kg of rice, as a heartfelt gesture of care for those facing difficult circumstances.
For INSEE, meaningful community support begins with empathy and is realized through timely action. Even small acts of care can bring comfort, restore dignity, and create a lasting positive impact in the lives of those who need it most.







Providing support to communities affected by storms and floods

In response to the severe impact of the late-2025 floods in Central Vietnam, INSEE Vietnam launched an internal fundraising initiative, calling on employees and the Company's trade union to join hands in supporting affected communities. Through Tuoi Tre Newspaper, a total of VND 120 million was contributed to help vulnerable households restore their lives after the disaster. Beyond immediate relief, this support also created longer-term social value, including housing assistance that helped an elderly couple in the flood-affected area rebuild their home and welcome Tet in a safer and more dignified living condition. They are an elderly couple in former Phu Yen Province whose decades-old house was severely damaged and rendered unsafe after floodwater rose close to the roof, forcing them to seek shelter elsewhere.

Through connected via Tuoi Tre Newspaper, including support from INSEE Vietnam, the elderly couple received VND 60 million toward the construction of a new home. The new house gave them more than just a safe place to live, it restored a sense of security, dignity, and warmth at a time when they needed it most.





Coloring the green wall of the future

In response to the severe impact of the In response to the call from the Cat Lai Ward Youth Union, INSEE Vietnam participated in a community revitalization initiative on 20 August 2025, supporting the repainting of a 45-meter-long, 2.3-meter-high wall in the local area. The project transformed the previously deteriorated structure into a vibrant environmental mural, promoting awareness of environmental protection and contributing to a greener, cleaner, and more attractive urban landscape.

The activity was an active engagement by INSEE volunteers from both the Head Office and the Cat Lai Grinding Station, whose teamwork and dedication helped create a meaningful community landmark.







Education development

INSEE Prize – A journey alongside students' sustainable ideas

In September 2025, INSEE Vietnam and its partners officially handed over the Huong Duong Library to the Vinh Long Province Center for Inclusive Education Development, creating a modern, accessible and inspiring learning space for children with disabilities and developmental disorders.

Originating from a winning idea of INSEE Prize 2024, the project demonstrates how student creativity can be transformed into a practical solution that brings meaningful value to the community. Designed to meet LOTUS Gold standards, the library integrates accessibility, energy efficiency and sustainable materials to provide a safe, user-friendly and environmentally responsible learning environment.

As the 12th project realized through the INSEE Prize initiative, the Huong Duong Library reflects INSEE Vietnam's commitment to supporting education, encouraging youth innovation and advancing sustainable community development through collaboration with partners.







Also, during the year, INSEE Prize 2025 crowned its Champion project, “Vườn Ươm Mầm,” developed by students from Ho Chi Minh City University of Architecture. The winning idea proposed an integrated facility comprising three interconnected functional spaces, designed to create a more unified living, learning, and play environment for underprivileged children. With its distinctive architectural solutions, practical applicability, and strong humanitarian value, the project impressed the Jury Board and emerged as a compelling example of innovation for sustainable community development.

The Final Round brought together the Top 5 teams to present and defend their projects before a distinguished jury of leading experts, including representatives from the Vietnam Building Materials Association, the Royal Thai Consulate-General in Ho Chi Minh City, TTT Architectural Design JSC, Kingspan Vietnam, and ARDOR Architects. With extensive professional experience and an international perspective, the jury provided multidimensional evaluations of each project’s creativity, feasibility, and social impact before selecting the INSEE Prize 2025 Champion. The Awarding Ceremony was also attended by Mdm. Wiraka Moodhitaporn – Consul-General of the Royal Thai Consulate-General in Ho Chi Minh City, long-term partners of INSEE Prize from the building materials, architecture, and green building sectors, together with university representatives and media agencies. In the presence of these distinguished guests, the Top 5 projects were officially honored, and the final results were widely recognized as a convincing reflection of the competition’s spirit of creativity, feasibility, and community value.



Enterprises Vocational Education program – 24 Years of Nurturing Local Talent

For the past 24 years, INSEE has continuously implemented its Enterprise Vocational Education (EVE) Program with the aim of developing a skilled local workforce that is well-prepared to enter a standardized and professional working environment. In An Giang Province, the program has played an important role in nurturing young local talent, with nearly 270 young people trained to date.

Developed in partnership with Kien Giang College, the EVE Program follows a structured pathway that combines classroom-based learning with hands-on practical training, enabling students to strengthen their technical skills while gaining updated knowledge and real workplace experience. The program is designed for learners aged 18 and above who have completed high school and reside in Kien Luong Commune. Upon successful completion, students are awarded an official College Diploma in Mechanical Engineering Technology, along with a second qualification at Intermediate level in Electrical Engineering.

In 2025, the EVE21 cohort officially graduated, while a new intake was welcomed for the upcoming academic year. Held at INSEE’s Hon Chong plant in An Giang Province, the graduation and opening ceremony marked an important milestone, celebrating the efforts, growth, and achievements of the EVE21 students, while also opening a new chapter of learning and development for the next generation of participants.







PLANET

Driving a sustainable future through innovative waste management and resource efficiency

FROM COMMITMENT TO CLIMATE ACTION

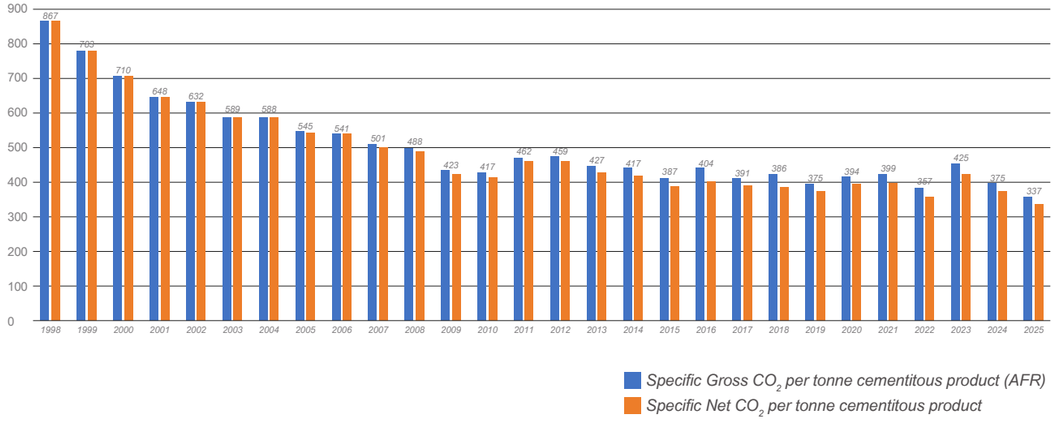
At INSEE, sustainability lies at the heart of our business and shapes the way we create long-term value. At a time when environmental stewardship is more important than ever, we are committed to advancing bold, innovative solutions that reduce our environmental footprint while embedding eco-conscious thinking across our operations. Through initiatives such as renewable energy adoption, circular economy practices, and greater resource efficiency, we continue to transform the way we operate and deliver meaningful, lasting impact. By acting responsibly today, we are helping build a greener, more resilient future for generations to come.

2025 Environmental Results That Matter

With greenhouse gas emission management as a key focus, we continued to deliver strong and consistent results in 2025. Total direct emissions (Scope 1) were maintained at 1.26 million tons of CO_2, while specific net emissions were reduced to 337 kg CO_2 per ton of cementitious material. These outcomes reflect the effectiveness of our decarbonization strategy, driven by increased use of alternative fuels despite a highly competitive market, expanded adoption of alternative materials to reduce the clinker factor, and continuous improvements in energy efficiency across production processes.

In the absence of regulatory limits on CO_2 emission intensity in Vietnam, we continue to benchmark our performance in line with international industry standards while setting internal emission reduction targets, ensuring our pathway remains aligned with long-term climate commitments and a sustainable development strategy.

Specific CO_2 emission, kg/ton Cement INSEE VN



CO_2 Emission		Vietnam (2025) Index	Legal limit
Gross direct (Scope 1) GHG emission	*Million ton CO_2*	1.26	N/A
Specific net CO2 emissions	*kg CO2/ton cementitious material*	337	N/A

By 2025, we achieved a clinker coefficient of 53.4%, marking strong progress in reducing the carbon intensity of cement production and advancing circular economy practices. This result reflects our continued commitment to minimizing reliance on clinker, the most carbon-intensive component in cement, through the expanded use of supplementary cementitious materials (SCMs), including industrial by-products and alternative raw materials. The achievement was driven by optimizing our product portfolio to promote blended cements with lower clinker content, increasing the use of alternative materials to enhance resource efficiency and waste reuse, and continuously improving processes and quality control to ensure product performance while reducing environmental impact. Maintaining a clinker coefficient significantly below the industry average in Vietnam and Southeast Asia reinforces our position among the leaders in low-carbon cement production, directly contributing to Scope 1 CO_2 emission reductions and supporting our long-term climate targets. Looking ahead, we will continue advancing material innovation and expanding low-clinker technologies to further contribute to sustainable construction and climate change mitigation.

		Vietnam (2025) Index	Legal limit
Clinker factor	*%*	53.4	N/A

This year, our kiln emissions were continuously monitored using CEMs and remained fully compliant with QCVN 41:2011. Average concentrations of NOx (566.5 mg/Nm^3), SO_2 (5.8 mg/Nm^3), and particulate matter (9.5 mg/Nm^3) were all below their respective legal limits, reflecting effective emission control and optimized kiln operations.

Other Atmospheric Emissions		Vietnam (2025) Index	Legal Limit QCVN 23:2009 QCVN 41:2011
NOx	*mg/Nm^3*	566.5	640
SO_2	*mg/Nm^3*	5.8	320
Particulate matter	*mg/Nm^3*	9.5	64



The Company's manufacturing operations continued to focus on improving energy efficiency and transitioning toward more sustainable energy sources, with total energy consumption reaching 3,319.9 MJ per ton of clinker. This result reflects sustained efforts to optimize operational performance and effectively control thermal energy consumption throughout the production process.

Electricity consumption was recorded at 73.1 kWh per ton of cement, demonstrating the effective maintenance of equipment performance and energy management practices. In addition, increasing the use of alternative fuels remained a key priority, with the Alternative Fuel Thermal Substitution Rate (TSR) reaching 35.5%, corresponding to 197,821 tons of alternative fuels utilized during the year. This significantly contributed to reducing fossil fuel consumption and lowering CO_2 emissions.

Furthermore, renewable electricity consumption accounted for 12.67% of total electricity use, underscoring the Company's clear commitment to adopting clean energy sources and advancing long-term emission reduction and sustainable development objectives.

Energy		Vietnam (2025) Index
Total energy consumption within the organization	*MJ/ton clinker*	3,319.9
Total electricity consumption	*kWh/ton cement*	73.1
Alternative fuel thermal substitution rate	*%*	35.5
Total alternative fuel consumption	*ton*	197,821
Renewable electricity consumption	*%*	12.67



Scaling Up Co-Processing & Alternative Fuels

In 2025, INSEE Ecocycle continued to reinforce our role as a key environmental solution provider by transforming waste into value through co-processing in cement kilns. As a sustainable waste management model, Ecocycle not only helps divert hazardous and non-recyclable waste from landfills but also contributes to resource conservation and emissions reduction by recovering both material and energy from waste in a safe and efficient manner.

This commitment translated into strong operational and business performance throughout the year. Ecocycle ended 2025 on a high note, achieving its strongest monthly revenue performance since 2010 in December, while total annual revenue reached its highest level for the 2020–2025 period. These achievements reflect the growing trust of customers and partners in Ecocycle's integrated waste management solutions, as well as the increasing relevance of co-processing in supporting more sustainable industrial practices.

Operationally, Ecocycle achieved a major milestone by processing 23,134 tons of hazardous waste in 2025, the highest volume in the past 18 years. This result underscores the Company's continued efforts to provide a reliable, environmentally sound solution for hazardous waste treatment while supporting industries in managing waste more responsibly. At the same time, Ecocycle made meaningful progress in improving resource efficiency, achieving a Thermal Substitution Rate (TSR) of 35.5% and Thermal Energy Efficiency (TEE) of 25%, further demonstrating how waste can serve as an alternative resource in cement production.

Expanding Alternative Fuel Solutions for a Circular Future

A notable achievement in 2025 was the successful development of the Refuse Derived Fuel (RDF) category in its first year of expansion. Through partnerships with two RDF suppliers, Ecocycle received 10,537 tons of inbound RDF volume, opening up new opportunities to enhance alternative fuel use and reduce dependence on conventional fossil fuels. This milestone highlights Ecocycle's proactive approach to advancing circular economy practices and broadening the range of sustainable waste solutions available in the market.

Through these efforts, Ecocycle continues to demonstrate that sustainable waste management can create measurable environmental and business value at the same time. By scaling up co-processing, expanding alternative fuel solutions, and working closely with customers and partners, Ecocycle is making a meaningful contribution to environmental protection and advancing the transition toward a more circular and low-carbon future.

** Refuse Derived Fuel (RDF): is waste that has been sorted from municipal solid waste in order to focus on processing combustible components such as plastic, paper, fabric, and wood, while removing metals and organic waste.*

Materials Used		Vietnam (2025) Index
Non-renewable materials used	*Million ton*	1.08
Renewable materials used	*Million ton*	0.72

Sharing Sustainable Solutions, Scaling Positive Impact

Advancing a greener construction industry is one of INSEE Vietnam's core ambitions. Beyond developing innovative products and exploring new approaches to sustainability, we are equally committed to sharing our knowledge, experience, and practical solutions with the wider construction community. By engaging with industry experts, partners, and professional networks, INSEE aims to promote broader understanding of sustainable cement solutions and help scale positive impact across the sector.

INSEE participated in the 5th Vietnam Green Building & Transportation Week

On October 29, 2025, INSEE Vietnam participated in the 5th Vietnam Green Building & Transportation Week in Ho Chi Minh City, organized by the Ministry of Construction under the theme "Innovation – Driving the Development of Sustainable Green Buildings and Green Transport."

At the event, INSEE's representative shared the company's approach to reducing the carbon footprint of infrastructure projects through blended cement and low-carbon cement solutions, highlighting its role in lowering CO_2 emissions and supporting greener transport infrastructure. Through both expert discussions and a product showcase, including green cement certified with the SGBC Green Label and EPD, INSEE reaffirmed its commitment to advancing sustainable construction in Vietnam.







INSEE shared at the workshop "From Pilot to Policy: Addressing non-recyclable plastic waste through co-processing in the cement industry"

INSEE Vietnam participated in the workshop "From Pilot to Policy: Addressing Non-Recyclable Plastic Waste through Co-processing in the Cement Industry" in Hanoi, co-organized by the Royal Norwegian Embassy in Vietnam, SINTEF, and the Vietnam National Cement Association (VNCA).

Through a presentation by its General Director, INSEE shared practical insights into its co-processing model, highlighting the company's technical capabilities, infrastructure investment, and operational experience under INSEE Ecocycle. The discussion also addressed key opportunities and challenges in scaling co-processing in Vietnam, including waste segregation at source, policy support, and recognition under the Extended Producer Responsibility (EPR) mechanism.

Through this engagement, INSEE reaffirmed its commitment to advancing circular economy solutions by promoting co-processing as a safe, efficient, and lower-carbon approach to managing non-recyclable plastic waste, while contributing to reduced fossil fuel use, lower greenhouse gas emissions, and improved resource efficiency.







TOGETHER TO DELIVER A GREENER TOMORROW

Ecocycle planted tree at Phuoc Buu forest



Ecocycle planted tree at Phuoc Buu forest

With the support and active participation of INSEE employees, business representatives, and trusted partners, the tree-planting program at Binh Chau – Phuoc Buu Nature Reserve became a meaningful initiative to advance our shared greening journey. Through this collective effort, 1,200 trees were planted, contributing to ecosystem protection, landscape restoration, and the creation of habitats for many rare species. INSEE sincerely appreciates every participant for their enthusiasm and commitment to the program. It was this strong spirit of collaboration and shared responsibility that made the activity truly impactful, leaving a lasting green footprint for the community and the environment.



TOGETHER WE BUILD A GREENER MAP

Eco talks series

Through the Eco talks series in 2025, INSEE Ecocycle successfully brought together students, corporate customers, and industrial tenants through a shared knowledge platform focused on sustainability, GHG challenges, and responsible waste management. Across the three sessions, Ecocycle engaged 100 students from HCM University of Technology and Education, around 70 key corporate partners, and 25 participants from Long Duc Industrial Park, delivering expert-led discussions that combined practical insights with real-world applications. From inspiring future engineers to apply circular economy thinking, to helping businesses better understand about GHG accounting, Net Zero pathways and raising awareness of compliant waste management and co-processing solutions among manufacturing tenants, the series reinforced INSEE Ecocycle's role as a trusted sustainability partner. The strong audience response, including a 9.7/10 satisfaction score from the university session, also highlighted the relevance and impact of Eco talks in strengthening Ecocycle's visibility, deepening stakeholder engagement, and creating new opportunities for future collaboration. Building on the success of these sessions, INSEE Ecocycle has expanded the Eco talks series across universities, customers, and industrial tenants, creating a consistent platform for knowledge sharing, stronger partnerships, and collective climate action. These milestones have laid a solid foundation for broadening outreach among businesses, industrial parks, and the young generation, allowing practical insights and green inspiration to spread further. Through Eco talks, Ecocycle has also strengthened strategic relationships, engaged new audiences, and created more opportunities to convert interest into trial collections and concrete collaboration proposals.



Joined in Dong Nai Xanh week

In May, Ecocycle took significant steps to build a brighter future for the community. We reinforced our brand image by actively partnering with both customers and local authorities, all in anticipation of Environment Month. To achieve this, Ecocycle successfully organized environmental programs with our key account customers such as Toshiba and Coats and hosted the Green Dong Nai event in collaboration with local government. These initiatives were a resounding success, attracting hundreds of visitors and new followers to Ecocycle's Zalo Official Account. These events also served to strengthen our partnerships with key customers and deepen our engagement with the Dong Nai Committee, a crucial market for Ecocycle. It was an excellent opportunity to showcase the advantages of co-processing and effectively market the Ecocycle brand and our services. This allowed us to attract businesses actively seeking a sustainable waste treatment vendor.





BIODIVERSITY



Biodiversity: Our Shared Responsibility for a Sustainable tomorrow (overall, identified impacted areas)

At INSEE Vietnam, biodiversity conservation is a key component of our core pillar, one of the three strategic pillars of sustainable development, and a key driver towards achieving the 2030 Net Positive Impact (NPI) on biodiversity. We recognize that our operations – particularly quarrying and land use in clinker and cement production – directly interact with natural ecosystems. Therefore, we are committed to proactively managing impacts on biodiversity while contributing to ecosystem restoration and long-term environmental resilience.

Glow up & Green up competition

"Glow Up & Green Up" is a digital activation campaign designed to spread green awareness from INSEE's internal team to customers and the public. It encourages participants to share eco-friendly moments, creating a sense of collective responsibility for the environment while driving engagement and visibility for INSEE Ecocycle.

Achievements (updated to 07th July and to be continued until 15th August):

24 *participants in total*

- **06** *INSEE internal*
- **03** *customers' staff (Dean Shoes, Apache, Coats)*
- **15** *public participants*

Generated multiple positive eco-stories and emotional posts across social media. Customer employees and internal team actively joined and promoted the campaign. The campaign successfully amplified environmental values via user-generated content and community voice. Launch a monthly green moment challenge to sustain momentum. Push communication by featuring top user stories on INSEE official channels to recruit more participants and inspire broader engagement.



Overview – Affected Areas Identified

A notable achievement in 2025 was the Our biodiversity approach begins with identifying and prioritizing areas where operational activities intersect with sensitive ecosystems, including quarrying and environmental restoration zones such as Hon Chong, where land conversion requires structured ecological restoration of remaining limestone and earthen hill areas; wetland ecosystems, particularly the Phu My Species and Habitat Conservation Area, a vital habitat supporting regional biodiversity and migratory species selected for biodiversity compensation projects related to Hon Chong clay mining operations; and mangrove forests and coastal areas adjacent to rocky, earthen hill, and foothill wetland ecosystems, which play essential roles in coastal protection, carbon sequestration, and marine biodiversity. Across these areas, major biodiversity risks have been identified, including habitat degradation due to clay and limestone quarrying, the proliferation of invasive species, and pressure from human activities such as land-use change for aquaculture and rice cultivation. By 2025, INSEE Vietnam had completed 100% of our planned biodiversity actions, demonstrating a strong commitment to the NPI roadmap. Restoration efforts delivered positive short-term results, with tree survival reaching 81% by 2025; however, long-term monitoring showed a three-year survival rate of 58%, below the 70% benchmark, highlighting ongoing challenges related to natural and human pressures and providing critical insights for improving future biodiversity strategies.

Biodiversity management plan to 2030

To systematically address the impacts on biodiversity and enhance ecological value, INSEE Vietnam has developed a structured biodiversity management plan aligned with the Sustainable Development Goals to 2030.

Strategic actions include:

1. Protecting and restoring degraded ecosystems

Restoring quarry sites and disturbed land through large-scale planting of native species
Improving planting strategies to increase long-term survival and implementing programs to enhance ecological resilience

2. Managing biodiversity risks in selected areas for biodiversity offsetting projects.

Identifying and monitoring high-risk areas affected by operational and external pressures outside the selected project areas.

Implement specific measures to address challenges such as livestock grazing, invasive species, and habitat disturbance in the selected protected areas and conservation zones designated as project sites.

Strengthen the ecological monitoring system, including indicators of vegetation growth and habitat quality in the project area.

3. Collaborate and enhance capacity in the selected areas for biodiversity offsetting projects.

INSEE Vietnam collaborates with conservation agencies, universities, and local authorities to implement biodiversity protection initiatives, while strengthening management capacity in protected areas through technical training for conservation staff. At the same time, the company promotes community-based conservation approaches to help reduce human-induced pressures on ecosystems.



Looking ahead, INSEE Vietnam plans to plant approximately 14,300 trees by 2026, alongside replanting programs of up to 19,000 trees to offset losses and ensure the achievement of NPI targets. The company will also enhance site selection and protection measures to improve tree survival rates, while reinforcing coordination with local authorities to strengthen conservation management at project sites. This long-term roadmap reflects INSEE's commitment to fully integrating biodiversity into its operations and sustainability decision-making.

Community projects

We believe that biodiversity conservation can only be achieved through close collaboration with local communities and stakeholders. In 2025, the company implemented a series of initiatives involving stakeholders.

Ecosystem Restoration and Tree Planting

Over 12,000 trees have been planted in key biodiversity areas, including:

10,000
Melaleuca trees
in Phu My Nature Reserve

1,000
trees in the Hon Chong plant area
for soil restoration

1,000
Rhizophora trees
in the coastal ecosystem



These activities contribute to habitat restoration, improved biodiversity, and carbon sequestration



Controlling Invasive Species

Removing invasive species including Mimosa pigra and Pontederia crassipes, along the canal of the Phu My Species and Habitat Conservation Area in Kien Luong District, Kien Giang Province. These non-native plants grow rapidly, competing for nutrients and sunlight, thereby reducing local biodiversity and severely affecting water quality and the habitats of native species.



Enhancing the Capacity of Conservation Experts

The company has provided specialized training programs for conservation area staff, including:

- *Wetland Ecosystem Management*
- *Biodiversity Monitoring Techniques*
- *Habitat Restoration Measures for Wetlands*





Strategies for engaging and participating with community in biodiversity conservation.

These training programs help enhance the technical capacity of conservation area staff and improve the effectiveness of long-term conservation.

Stakeholder and Community Involvement

• Collaboration with local authorities and conservation organizations to improve biodiversity protection at project sites.

• Promoting environmental awareness through media collaborations and public campaigns on project outcomes.

• Supporting local communities through initiatives such as promoting local handicrafts and sustainable livelihoods in the biodiversity offsetting project area.

Looking Towards the Future

Despite significant progress, INSEE Vietnam recognizes that biodiversity conservation is a long-term journey requiring continuous improvement, adaptive management, and close collaboration among stakeholders for the biodiversity offsetting project.

By integrating science-based strategies, operational discipline, and community engagement, INSEE Vietnam not only minimizes environmental impacts but also actively contributes to ecosystem restoration—moving closer to achieving Net Positive Impacts by 2030 and ensuring a sustainable future for next generations.)

WATER STEWARDSHIP & EFFLUENTS

Responsible Water Management

In 2025, the Company focused on efficient use and responsible sourcing. Total water withdrawal was 520.7 megaliters, mainly from surface water (268.9 megaliters) and third-party suppliers (251.8 megaliters). Through process optimization and ongoing monitoring, specific water consumption was maintained at 91 liters per ton of cement product, supporting effective water stewardship and reduced water-related risks.

Water		Vietnam (2025) Index
Total water withdrawal	*Megaliters*	520.7
Surface water withdrawal	*Megaliters*	268.9
Groundwater withdrawal	*Megaliters*	N/A
Third-party water withdrawal	*Megaliters*	251.8
Specific water consumption	*liter/ton cement product*	91

Responsible Water Management

Recognizing water as a critical shared resource, INSEE Vietnam promoted a water saving challenge across our Plant and Grinding stations to encourage employees to actively identify leaks, report water losses, and propose solutions to improve water-use efficiency. The program aimed to strengthen awareness that even small leaks can result in significant annual water loss, while reinforcing the role of every employee in supporting responsible resource management.

The initiative also created opportunities for employees to contribute practical and innovative ideas, including leak prevention, rainwater harvesting, wastewater reuse, and other efficiency improvements. By recognizing outstanding contributions on a quarterly basis through the Water Guardian and Smart Saver awards, INSEE fostered a culture of accountability, innovation, and collective action in water conservation.

Throughout the year, the program recorded 93 leakage reports and 12 initiatives, enhancing employee engagement, increasing water reuse by 19,123 m^3 compared to the previous year, and achieving saving cost of approximately 230 Mio VND in water consumption.



GRI STANDARDS



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