

Driving Business for Sustainability

(Sustainable Development Report 2024)



Message from the Chairman of the Corporate Governance and Sustainable Development Committee

Saha Pathanapibul Public Company Limited (“SPC”) recognizes and emphasizes conducting business with a strong focus on good governance, social responsibility, and environmental stewardship, in alignment with the principles of sustainable development (ESG). This commitment reflects the United Nations Sustainable Development Goals (UN SDGs) and embodies the vision of Dr. Dr. Thiam Chokwatana, the founder of SPC, who stated, “Create good people, good products, and good society” for the benefit of the nation. In 2024, SPC has revised its business strategy to prioritize value creation and accountability towards stakeholders, society, and the environment as follows:



- **Environmental Responsibility
(Environment)**

In an effort to mitigate its business impact on climate change, SPC has initiated a pilot project by purchasing electric vehicles for transportation in Bangkok and its neighboring areas. The operational phase of this initiative is set to commence in early 2025. Various activities will be launched under the “Green please by SPC” initiative, including the “Share a Bottle, Share with Us” program, which allows employees and local residents to exchange plastic bottles for the company’s consumer products. The collected plastic bottles will be managed responsibly, contributing to waste reduction and promoting the principles of a circular economy. Furthermore, SPC is actively conducting a comprehensive survey of its carbon footprint to strategize for future carbon neutrality.

- **Community and Social Development
(Social)**

SPC has consistently engaged in community and social development initiatives, including the “Sahapat for Kids” program, which instills in Thai youth the value of doing good deeds, and the “Sahapat Admission” initiative, designed to foster equitable educational access within Thai society. Furthermore, SPC prioritizes employee welfare by maintaining a safe and supportive work environment. The company upholds human rights

standards and ensures fair treatment for all workers, which has contributed to its reputation as a desirable employer for young professionals.

- **Good Governance and Ethical Conduct
(Governance)**

SPC is dedicated to conducting its business with a strong emphasis on transparency, fairness, and accountability to all stakeholders. The company prioritizes the fight against corruption by partnering with the Thailand Private Sector Collective Action Against Corruption (CAC). Additionally, SPC has established policies, monitoring systems, and practices to guarantee equitable treatment for all stakeholders.

I would like to express my gratitude to the Board of Directors, management, employees, partners, business allies, and all stakeholders for their contributions to making SPC's business operations sustainable throughout the supply chain. SPC remains committed to advancing the organization, navigating various challenges, and ensuring the delivery of quality products with integrity while fostering sustainable coexistence with Thai society.



Abhisit Vejajjiva

**(Chairman of the Corporate Governance and
Sustainable Development Committee)**

3.1 Sustainability Management Policies and Goals

Guidelines for Sustainability Reports

This report presents the performance of Saha Pathanapibul Public Company Limited (“Company” or “SPC”) for the year 2024, covering the period from January 1 to December 31, 2024. It provides a comprehensive overview of the company’s sustainability management efforts, encompassing economic, social, and environmental considerations, as well as a description of the Environment, Social, and Governance (ESG) framework. The company has developed and published the sustainability report on an annual basis in order to convey sustainability policies, operational procedures, and performance on matters crucial to businesses to all stakeholders. The report aligns with the indicators of the Global Reporting Initiative (GRI) Standards 2021 and in line with the United Nations Sustainable Development Goals (SDGs).

The 2024 report focuses on sustainability concerns that hold significance for every stakeholder involved and are related to business direction, corporate vision and strategy, good corporate governance principles, and the continual and tangible implementation of organizational values. Furthermore, this report emphasizes the significance of human resource development as the critical element. By developing employees’ abilities and skills and retaining them to grow with the company, this will result in sustainable organizational success.



Hall of Fame in 2024 

1.



SPC received the 'TOP 50 Companies in Thailand 2024' award from WorkVenture, ranking 28th out of 50 as one of the most desirable companies for young professionals. This marks the second consecutive year that SPC has received this recognition.

2.



SPC received an honorary plaque in recognition of its support for various activities organized by the Federation of Thai Industries, alongside other private sector partners. This collaboration aims to drive sustainable development in Thailand's economy, society, communities, and environment.

3.



The Thai Institute of Directors (IOD) awarded the company a 5-star ('Excellent') rating for the second consecutive year for outstanding corporate governance under the Corporate Governance Report of Thai Listed Companies (CGR) program. For the third year in a row, the Thai Investors Association (TIA) awarded the company the highest rating of 5 medals, equivalent to a perfect score of 100 points, for excellence in hosting its Annual General Meeting (AGM Checklist) or shareholder meeting.

4.



"Mama," the trusted instant noodle brand among consumers, has been awarded the "2024 Thailand's Most Admired Brand" in the instant noodle category by BrandAge magazine.

5.



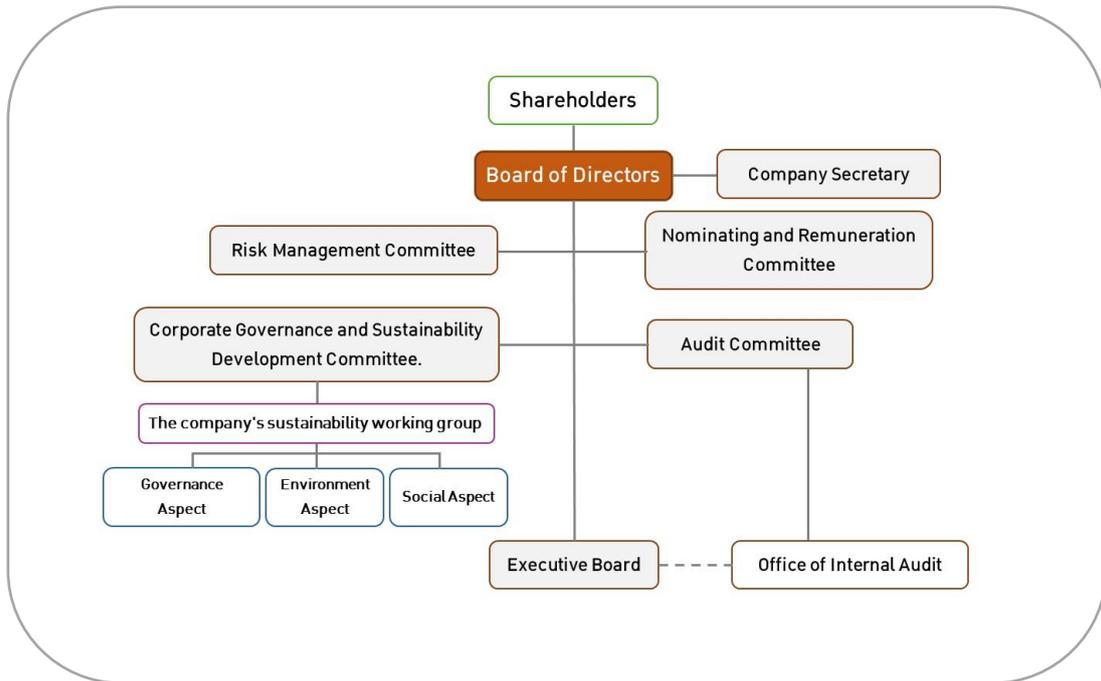
SPC, the distributor of 'Mama' instant noodles, has been recognized as Thailand's No.1 most popular brand for 13 consecutive years with the 'Marketeer No.1 Brand Thailand 2024' award in the instant noodle category by Marketeer magazine.

6.



SPC, on behalf of the 'Mama' brand, received the 'The Most Powerful Brands of Thailand 2024' award, recognizing it as the most powerful brand in Thailand for 2024.

Sustainability Development Structure



Business Direction



Key Business Goals

Our goal is to drive sustainable growth, increase sales and profits, and pay regular dividends to our shareholders.



Main Business Strategies

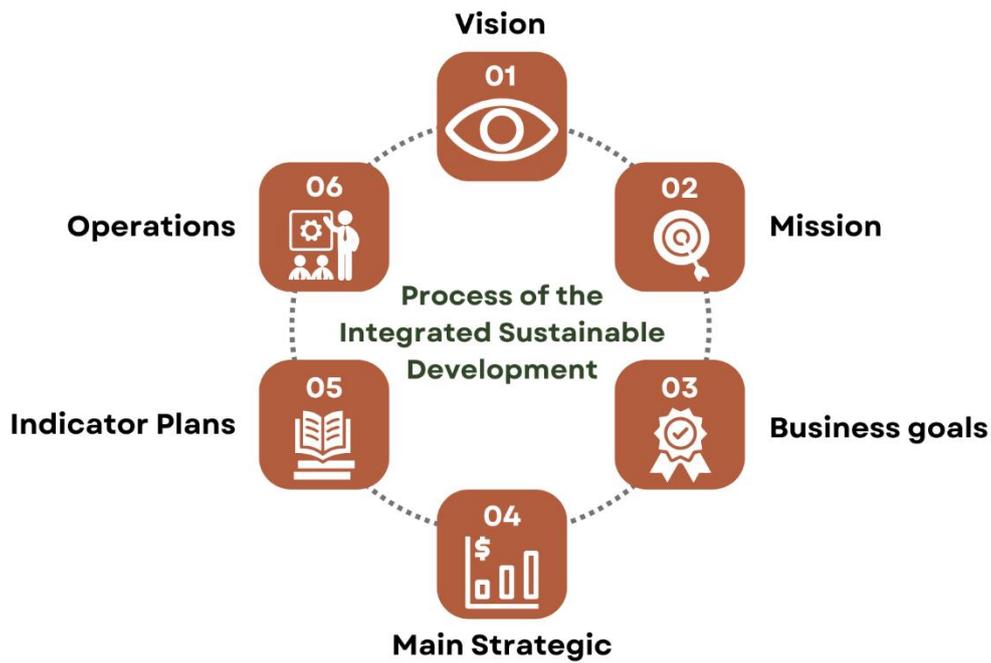
1. Develop a diverse range of high-quality products, brands, and services, both independently and in collaboration with business partners, to meet the needs and expectations of consumers.
2. Providing good and suitable products for consumers by importing products from other countries while also encouraging small enterprises within the country.
3. Expand distribution channels and adopt innovative marketing strategies that are appropriate for the current era and meet the evolving needs of consumers.
4. Invest in new business ventures that have the potential to support and enhance future growth and competitiveness.
5. Develop and leverage technology and data to maintain the market leadership and quickly respond to the changing demands of customers.



Core Values

- : Social Responsibility
- : Advancement
- : Harmony
- : Passion for Excellence
- : Truthfulness

Process of the Integrated Sustainable Development



Social Responsibility Policy for Sustainable Development

“Our goal is to support and encourage the community to live together happily by developing the quality of life to promote a strong and sustainable society.”

 <p>Goal</p> <p>Living happily together</p> <ol style="list-style-type: none"> Integrity: discipline, fairness honesty, and punctuality. Self-Development: continuous learning, volunteering, and self-improvement 	 <p>Action Plan</p> <p>Improving basic quality of life</p> <ol style="list-style-type: none"> Promote and provide assistance to community and society to improve their basic quality of life. (Financial) Support and provide assistance to the community and society to enhance their knowledge and skills. (Non-Financial)
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Sustainable Development Strategies

The company operates under the belief that in order for the organization to grow sustainably, it must have a vision, mission, strategy, and operational plan that are all driven together to produce good results, as well as caring for society and the environment and conducting business with transparency, good governance, and support for the surrounding communities.

<p>The company's 3 sustainability strategies are:</p>	<p>1. Require all directors, executives, and employees at every level to adhere to the company's principles of good corporate governance, business ethics, and other policies. Ensure that relevant departments convey these policies to all stakeholders, both internal and external to the organization.</p>
	<p>2. Formulate a comprehensive organizational sustainability strategy that includes good governance, enterprise risk management, and measures to address potential future risks.</p>
	<p>3. Implement assessments and responses to sustainability-related risks impacting the company across economic, social, environmental, and governance dimensions. Ensure these key issues are considered in business planning, decision-making, and operational processes to maintain organizational stability and sustainability.</p>

The Board of Directors demonstrates a strong commitment to social responsibility and prioritizes environmental issues, dedicating itself to sustainable development across its entire value chain. This practice is in line with the expectations of its stakeholders and adheres to essential principles of Environmental, Social, and Corporate Governance (ESG). The company has implemented the "**7 Sustainability Practices**," which are outlined as follows:

7 Sustainability Practices	Commitment	Goal
1. Good Corporate Governance	To be an organization recognized as a leader in good corporate governance.	The company provides comprehensive disclosure of its governance practices.
2. Instilling Awareness and Developing Human Resources	To be a leading organization in developing knowledgeable and skilled human resources throughout the value chain, with a focus on sustainable development.	Ensure that the company's executives and employees receive annual training and development in sustainability.
3. Respecting Human Rights and Labor Practices	To be an organization recognized for respecting human rights by all stakeholders.	Complaints and/or lawsuits related to human rights violations, including violations of labor protection laws, are "zero".
4. Workplace Safety, Occupational Health, and Work Environment Management for Employee Health and Well-being	To be an organization recognized as a leader in occupational health and safety management in the workplace, and to enhance the health and well-being of employees.	<ol style="list-style-type: none"> 1. Zero work-related accidents. 2. Increased employee engagement evaluation results every year.

7 Sustainability Practices	Commitment	Goal
5. Anti-Corruption Measures	To be an organization trusted by all stakeholder groups in matters of anti-corruption.	The company shall have no complaints and/or lawsuits related to corruption in any department, including within the organization and among key partners.
6. Economic Growth for Community and Social Development	To be an organization trusted by all stakeholder groups.	<ol style="list-style-type: none"> 1. The company shall have no complaints and/or lawsuits from customers, partners, government agencies, business allies, and other stakeholders. 2. Foster local communities to leverage their expertise for enhancing regional prosperity. 3. Initiate projects or events that strengthen and nurture partnerships. 4. Expand initiatives and projects focused on Corporate Social Responsibility (CSR), engaging employees at every level and involving all stakeholders.
7. Encourage Environmental Responsibility	To be recognized as an organization that supports and advocates for the reduction of greenhouse gas emissions.	To reduce environmental impacts and engage in activities aimed at reducing greenhouse gas emissions every year.

Policies for Sustainable Business Development (Years 2025-2027)



01

Conduct Business with Short-term and Long-term Strategies

The company has developed strategies for both short-term and long-term growth while remaining flexible to adapt to all internal and external risks.



02

Conduct Business with Transparency

The company adheres to the policy of conducting business with transparency and verifiability, as well as applying ethical principles and rejecting fraud and corruption at all stages of business operations.



03

Conduct Business with regard to all stakeholders

The company has a policy for conducting business that emphasizes having minimal or no negative impact on stakeholders, whether near or far, direct or indirect, and strives to create shared value with sincerity.



04

Conduct Business with Environmental Responsibility

The company has a policy of managing natural resources for maximum efficiency and creating awareness in its operations to minimize or eliminate negative impacts on the environment and community.

3.2 Managing the Impact on Stakeholders in the Business Value Chain

The company is aware of essential components of business operations, which include economic, social, and environmental (ESG) aspects involving the company's stakeholders. Understanding how to respond to stakeholder expectations is critical for maintaining competitiveness and providing long-term value that will ensure the company's business operations are sustainable.

Supply chain management

The company has a policy for sustainable supply chain management, adhering to an ethical framework for collaborating with partners based on principles of good governance. This includes prioritizing transparency, fairness, and accountability. Work processes are adjusted throughout the supply chain to enhance agility and responsiveness to customer needs. The supply chain management process encompasses activities from pre-production to product delivery, with the aim of achieving maximum customer satisfaction. The process unfolds as follows:

- Purchasing process (Procurement)
- Production process (Manufacturing)
- Storage process (Storage)
- Information Technology (Information Technology)
- Distribution (Distribution)
- Transportation (Transportation) to reach the consumer. All of these will be interconnected through

information and internal communication within the organization.

In 2024, the company formulated and announced the **"Ethical Guidelines for Suppliers: Supplier Code of Conduct and Guidelines"**. This initiative underscores the commitment to fostering strong partnerships with suppliers, emphasizing an understanding of various risk factors within business operations, encompassing legal, regulatory, social, and environmental dimensions. The primary objectives are to mitigate potential disruptions that could tarnish the collective business reputation. The guidelines outline the following principles:

1. Establishment of a systematic partner selection process within the value chain, ensuring adherence to legal requirements, respect for human and children's rights, compliance with occupational health and safety standards, and a commitment to environmentally sustainable practices. The approach fosters fair competition and promotes equality and mutual respect among trading partners.

2. Preservation of the confidentiality of trading partner information, refraining from its exploitation for personal or associated gains.

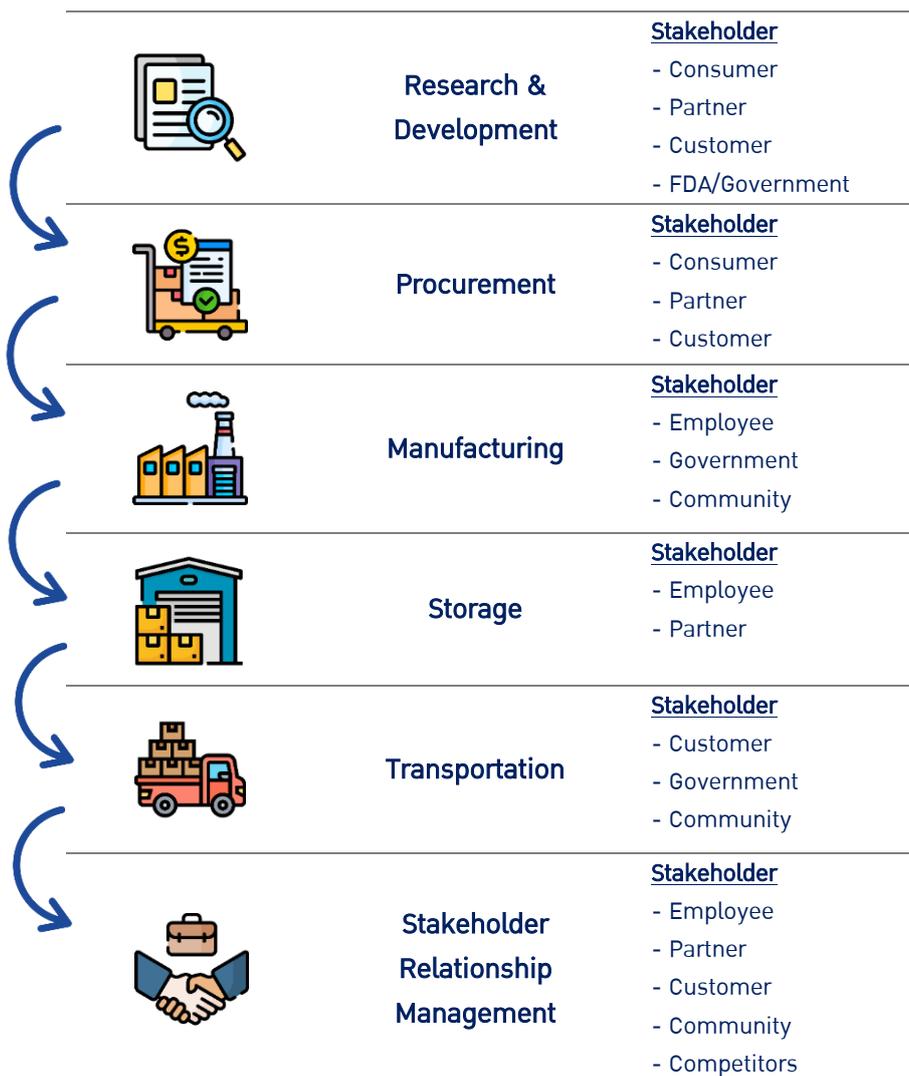
3. Cultivation of robust relationships built on mutual understanding, knowledge exchange, and collaborative efforts to enhance product and service value, facilitating mutual growth.

4. Adherence to trade agreements and the provision of accurate information. In cases where adherence becomes challenging, proactive negotiation with trading partners is encouraged to find mutually beneficial solutions and prevent potential harm.

5. Prohibition of soliciting or accepting bribes, kickbacks, or any form of undue advantage beyond the scope of the commercial agreement.

Examples of supply chain management and transportation systems: aimed at mitigating the impacts of severe disasters, such as flooding resulting from continuous heavy rain; Branch Network Utilization: The company leverages its network of branches spread throughout the country. In the event of flooding or other disruptions, the company can adjust receiving points and distribute products to branches that are not affected. This ensures continuous operation of the business despite localized disruptions; Technology Integration for Route Optimization: The company develop technology systems to quickly change transportation routes in response to disaster events. By avoiding fragile areas affected by flooding, the company can ensure the safe and timely delivery of products to customers and branches; Inventory Management System: The company maintains a robust inventory management system to ensure sufficient stock of products across distribution centers and branches. By closely monitoring inventory levels and sales forecasts, the company can proactively replenish stock to meet customer demands even during supply chain disruptions caused by severe weather events; Collaboration with Suppliers and Logistics Partners: The company collaborates closely with suppliers and logistics partners to develop contingency plans for managing supply chain disruptions. This may involve establishing alternative sourcing options, diversifying transportation modes, and implementing emergency response protocols to address unforeseen challenges; Emergency Response Planning. By implementing these strategies and systems, the company can effectively mitigate the impacts of severe disasters on its supply chain management and transportation systems, thereby ensuring the uninterrupted flow of products to meet customer needs.

Value Chain



Value Chain Management

Principle: Supplier (Manufacturer)

The company is dedicated to ethical sourcing and is conscious of the potential effects that the procurement of raw materials may have on society and the environment. In order to reduce risk and encourage sustainable sourcing practices, it has set **"Green Procurement"** as a guideline for relevant departments. It encompasses all pertinent aspects, such as selecting business partners who uphold the law and protect human rights. It also actively supports and encourages those who are dedicated to combating corruption.

The company takes into account a number of factors when selecting partners to ensure that they meet quality requirements, have a solid financial history, use environmentally friendly production methods, respect society and human rights, and are focused on mutual gain. When conducting a quality inspection, the company checks the financial reports provided by the factory and compares them to data from the Ministry of Commerce's Department of Business Development (DBD). The company also conducts an audit of the factory's distributors to ensure that their products are high quality, clean, safe, and in compliance with standards. Furthermore, the factory's principal certifications, which include ISO 14001, ISO 9001, GHPS,



Inbound Logistic

As a distributor of consumer goods, the company's primary activity that emits air pollution was the transportation of goods utilizing different kinds of transport vehicles. As a result, the company prioritizes acquiring and preparing high-quality, environmentally friendly transportation vehicles and equipment under the Green Procurement concept. It is the company's policy to train transportation staff members in freight transport route planning, with the goal of lowering fuel consumption and greenhouse gas emissions. Additionally, it is the company's policy to check the cars' condition before transporting them and to prevent vehicles from being used if the black smoke test fails. Furthermore, the company prioritizes road safety for community and society and works to minimize its environmental impact in order to effectively limit the greenhouse gasses emitted during the transportation of goods by principal suppliers or manufacturers to warehouses.

Warehouse

The company's warehouses are essential to the business operations. A high-quality warehouse will be able to better serve customers and react to their needs faster and more conveniently. The company runs more than 76 main warehouses and smaller warehouses throughout the country in every region. The distribution of a wide range of consumer goods is carried out from the large distribution center ("G080 Central warehouse"), a new warehouse located in Sriracha District, Chonburi Province, to over 90,000 sales channels nationwide. This includes more than 84,000 traditional retail and wholesale outlets (Traditional Trade), and over 6,000 modern retail and wholesale outlets (Modern Trade), which include supermarkets, convenience stores, and special channels. This distribution model aims to meet the diverse lifestyles of consumers and is committed to growing alongside Thai society, adhering to the principles of integrity and honesty.

Distribution and Marketing

The company's core business is distribution and marketing. The goal is to achieve growth and the ability to drive the business by implementing a product distribution system containing fair pricing and comprehensive product information while adhering to strong corporate governance policies. Since the company distributes a wide range of products, it has tailored its marketing strategy to be appropriate, employing the OEM (Original Equipment Manufacturing) strategy to cut production costs and relocate its manufacturing base to lower-cost locations. Moreover, the company manufactures its own products utilizing the Original Design Manufacturing (ODM) approach, which permits it to produce innovative products and services (Product & Service Innovation) to satisfy customers in every aspect. However, before a product is put on the market, it must undergo testing and be of a high standard in order to compete.

The company encourages innovation and responsible business practices, with the goal of being an inventive organization in the future. It begins with fostering an organizational culture that embraces the use of technology and innovative work procedures (Process Innovation). Furthermore, employees can submit feedback or ideas for future innovations through the New Thinking activity to achieve optimal work efficiency.

Outbound Logistic

The company distributes products to both domestic and international customers, and in order to do so efficiently, it provides high-quality, environmentally friendly vehicles and transportation equipment. The company also takes into account speed, safety, and punctuality when delivering high-quality products to customers or consumers.

Customer / Consumers

The company believes that building customer satisfaction, trust, and relationships is essential to guiding the business toward long-term success. As a result, the company has set up a number of channels through which it can receive complaints, feedback, and suggestions regarding its products and services. These channels include a procedure and system for checking in on customer satisfaction via its Facebook pages, Sahapat, Mont Fleur and Mamalover, or by contacting the Consumer Coordination Center at 02-314-4444 or 02-318-0062

Engagement with Stakeholders

The company identifies key stakeholders, conducts stakeholder analyses, and integrates stakeholders' interests and concerns into sustainable plans and initiatives. In order to effectively address the needs and expectations of stakeholders, it has also established the following channels, both formal and informal, with the aim of seeking comments and recommendations and encouraging engagement with them:

Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
Partners 	<ul style="list-style-type: none"> • Adhere to ethical and equitable trade terms. • Provide a well-defined purchasing procedure. • Share and exchange knowledge, collaborate in the development of one another, and enhance the value of products and services. • Adhere to the legal framework while conducting business fairly. • Comply with the agreed-upon contracts or agreement conditions. • Encourage positive relationships and mutual understanding. • Follow human rights standards and offer equitable services. • Ensure open and fair trade competition while prioritizing production standards. • Act ethically. • Enhance partners' sustainability through collaborative projects and activities. • Encourage engagement in anti-corruption networks. • Encourage sharing economies among commercial partners. • Promote the use of labor that adheres to human rights principles. • Listen and respond to complaints. • Develop a customer information management system that protects personal information and security. 	<ul style="list-style-type: none"> • Establishing a transparent, auditable procedure for the selection and assessment of suppliers. • Planning and organizing meetings. • Collaborating on product development. • Paying attention to feedback and suggestions. • Establishing channels for receiving opinions or complaints.
Shareholders / Investors 	<ul style="list-style-type: none"> • Provide equal treatment to all shareholders. • Maintain solid operational outcomes and steady returns. • Follow the principles of good corporate governance to manage work fairly and transparently, and conduct business in a way that upholds good governance. • Provide information in a transparent, accurate, complete, and timely manner. • Maximize the overall benefit to shareholders. 	<ul style="list-style-type: none"> • Holding a general meeting of shareholders to allow shareholders to express their points of view. • Publishing quarterly operating results within the timeframe specified by law. • The publication of the company's information in Form 56-1 One Report. • Giving responses to inquiries by telephone and email. • Contacting the Investor Relations Department at 0 2832 1416, email ir@sahapat.co.th, or www.sahapat.co.th.

Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
<p>Customers/ Consumers</p> 	<ul style="list-style-type: none"> • Receive high-quality, safe products. • Provide accurate and comprehensive product information. • Set acceptable prices for products and services. • Provide alternative products that have a lower environmental impact. • Protect the confidentiality of consumer information. • Provide equitable services. • Offers pre- and post-sales services, as well as sales promotions. • Create a customer information management system that protects personal information and security. • Establish channels for receiving and dealing with complaints. • Listen and respond to complaints. 	<ul style="list-style-type: none"> • Visiting customers. • Engaging in activities with customers. • Organizing exhibits and distribution. • Communication through multiple channels. • Creating a method for customers to complain about service quality and product safety.
<p>Employees</p> 	<ul style="list-style-type: none"> • Get employed and treated fairly. • Receive adequate and fair wages and benefits. • Maintain a safe and healthy work environment. • Receive training to expand employees' expertise and boost their profession. • Treat employees according to human rights principles. • Strike a balance between employees' professional and personal lives. • Provide equitable opportunity for promotion. • Encourage participation in deciding the company's operational orientation and future development. 	<ul style="list-style-type: none"> • Providing information to employees. • Training to broaden knowledge and abilities in accordance with the annual plan. • Satisfaction Survey. • Regular line meetings. • Establishing a complaint-reception unit within the Human Resources department. • Filing a complaint directly with the management team. • Communication through multiple platforms, including Line and email. • Listening to feedback or complaints.
<p>Financial Creditors</p> 	<ul style="list-style-type: none"> • Pay debts on time. • Treat all types of creditors similarly and equitably. • Adhere strictly to contracts or other agreed-upon terms. • Responsible for ensuring that the ratio of interest-bearing financial debt to shareholder equity meets the regulatory criteria for debentures and bank loans. 	<ul style="list-style-type: none"> • Making contact with the management team. • Visiting the company website. • Listening to recommendations and complaints and reporting issues in advance.
<p>Competitors</p> 	<ul style="list-style-type: none"> • Conduct business and compete fairly and transparently, adhering to the principles of good competition and honesty. 	<ul style="list-style-type: none"> • Adhering to the framework of fair competition among each other. • Avoiding harming competitors' reputations.

Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
Community / Society 	<ul style="list-style-type: none"> Do not violate the rights of others in community or society. Run the business responsibly, considering the company's impact on community and society. Maintain vital ecosystems in areas where buildings and warehouses will be constructed. Pay attention to community opinions and suggestions. Support community-based activities. 	<ul style="list-style-type: none"> Communication through various channels. Providing channels for receiving suggestions or complaints. Making contact with the management team.
Environment 	<ul style="list-style-type: none"> Conduct business with care for the environment and minimize pollution. Reduce energy consumption by implementing internal management. Control effluent, waste, and air pollution. 	<ul style="list-style-type: none"> Channels for receiving complaints and listening to stakeholders' feedback. Communication via various platforms, such as the website, Line, and email.
government and non-governmental organization 	<ul style="list-style-type: none"> Follow the required rules and regulations. Collaborate and contribute to public-benefit programs, activities, and initiatives. Pay taxes accurately, completely, and on time, as required by law. 	<ul style="list-style-type: none"> Assisting government activities. Communicating with the management team and government.

Tracking and Enhancing the Process of Stakeholder Engagement

After the stakeholder analysis has been assessed, the company will monitor and assess the stakeholder engagement process to enhance future process efficiency and develop an integrated plan based on stakeholder recommendations and information on critical issues for the company. This is to demonstrate that the company values stakeholder input and the engagement process when developing strategy, carrying out projects, and disclosing information to the public.

Analysis of Material Sustainability Issues

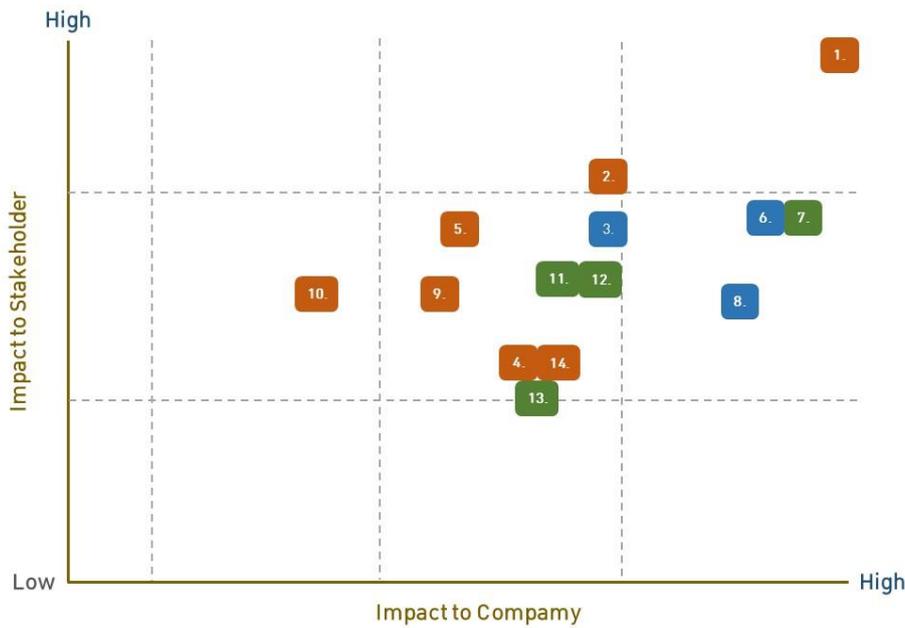
The company uses the sustainability materiality assessment to identify priority sustainability impacts across its stakeholders and business, the United Nations Sustainable Development Goals (SDGs), and the Stock Exchange of Thailand's ESG Metrics in the industrial services group, in order to analyze the material sustainability issues that are most consistent with the company's business. By analyzing the impacts of the company's operations on the economy, society, and environment, the company has identified significant issues, which can be ranked as follows in priority order:

01	Identifying material issues The company has analyzed, considered, and compiled material sustainability issues by taking into account issues that align with the business's operating framework, which is split into two sections: the expectations and interests of stakeholders and communication channels or information-gathering methods.
02	Assessment of material sustainability The company evaluates essential sustainability issues for the company and its stakeholders in three dimensions: economic and corporate governance, social, and environmental.
03	Review of material issues Issues are examined and prioritized using the Global Reporting Initiative's (GRI Standards) reporting framework.

Guidelines for Managing the Material Sustainability Issues

Identifying Material Issues	Prioritizing Material Sustainability Issues	Validation of Material Sustainability Issues and Review for Continuous Improvement
<p>The Corporate Governance and Sustainable Development Committee compiles material sustainability issues based on strategic alignment and decision-making resources to identify issues related to business operations and stakeholders covering economic, social, and environmental dimensions, including:</p> <ul style="list-style-type: none"> - Global Sustainability Reporting Initiative (GRI) - United Nations' Sustainable Development Goals (SDGs) - Environment, Social, and Governance (ESG) - Other key issues in the same business group or related business groups, such as retail business groups, food business groups, e-commerce and digital technology business groups, etc. 	<p>The company gathers significant sustainability issues from multiple divisions to perform an initial analysis. This analysis is then evaluated by experienced consultants, and the company also uses questionnaires to gather stakeholder perspectives and interests that have a degree of influence on decision making in evaluating sustainability issues among stakeholders and organizations, as well as other important issues from the same business group that are relevant. Stakeholders, executives, and staff members of the company are involved in the assessment of the sustainability issues.</p>	<p>The company's sustainability working group has presented key sustainability analysis issues to The Corporate Governance and Sustainable Development Committee, which is composed of directors and senior management representatives, to ensure that sustainability issues are ranked based on the degree of influence they have on decisions about how to assess them among stakeholders and the organization, as well as the significance of their impacts on the economic, social, and environmental dimensions. Opinions from stakeholders were gathered, and internal meetings were carried out to discuss the information collected through the process of sustainability materiality assessment. The annually key sustainability issue assessment results for 2024 have been examined and approved by The Corporate Governance and Sustainable Development Committee, which are presented as the matrix format.</p>

Materiality Assessment



Environment	Social	Governance
7. Take care of the environment. 11. Address climate change. 12. Manage energy consumption. 13. Control waste and trash.	1. Offer high-quality products and services that meet consumer needs. 2. Ensure the health and safety of customers and employees. 4. Enable access to products and services. 5. Support staff training and development. 9. Build and maintain business alliances. 10. Strengthen the community and society. 14. Recruit talented employees.	3. Implement safeguards to ensure the protection of personal information. 6. Risk management. 8. Conduct good corporate governance.

Based on the outcomes of material issue management, the company has categorized different issues and utilized these to organize sustainability plans that align with the company's strategies, which encompasses the following areas:

1. Quality products and services
2. Employee Care
3. Optimization
4. Environmental Management
5. Concern for society and the community

The increasing reliance of consumers on technology and the need for the company to handle data from multiple sources, such as partners and customers, have led to a focus on personal data security and information technology system management in order to maintain information security, stability, and transparency while also respecting customers' and all stakeholders' rights to privacy.

3.3 Sustainability Management in the Environmental Dimension

The company has an internal environmental management system that can assist with operational planning and the methodical archiving of environmental data. Additionally, the company has an environmental management system in place that aims to consistently enhance environmental performance, cut expenses, and lower financial risks associated with breaking environmental regulations. In addition, the company has established environmental care and management guidelines that address significant operational concerns. The company controls environmental consequences that may result from business activities such as pollution, waste, resource consumption, etc., in order to operate in conformity with environmental legislation and environmental issues that are material to the business. Furthermore, the company promotes employee involvement in environmental management within the company and establishes environmental performance as a goal or one of the company's KPIs. In addition, in 2024, the company has intensified its efforts to assess the carbon footprint generated by both internal operations and external activities. The scope has been expanded to cover all company departments, accelerating the calculation of the organization's Carbon Footprint (CFO). This initiative will enable the company to develop a Carbon Neutrality Plan in the future.

1. The Management of Energy Consumption
2. Water Management
3. Managing Garbage, Waste, and Pollution
4. Greenhouse Gas Management



1. The Management of Energy Consumption



The company is conscious of and dedicated to controlling energy consumption to be as efficient as possible, using natural resources effectively, minimizing its impact on the environment, and being able to lower its energy expenses.



Goals

1. By 2027, the company can switch to 100% LED light bulbs.
2. By 2027, the company can reduce its paper usage by 40% compared to the baseline year.
3. Maintain solar rooftop electricity generation at no less than 100,000 kWh/year.
4. Increase the use of electric delivery vehicles.



Strategies

1. Foster awareness and promote energy conservation among employees.
2. Utilize electricity generated from solar rooftops to reduce costs and greenhouse gas emissions.
3. Implement activities that encourage energy conservation among business partners.
4. Research technologies to implement and enhance the company's operational efficiency.

In 2024, the company had accomplishments from energy management operations through the following key projects and activities:

1. Care The Bear Project

In 2024, the company continued to carry out the Care the Bear project for the third consecutive year with support from the Stock Exchange of Thailand. The Care the Bear project involves the following activities:



- **Encouraging Employees to Take Public Transportation or Carpool to Work**

In 2024, the company continued to encourage employees to use public transportation to get to work. To serve this purpose, the company has set up buses to pick up and drop off staff members who have used the subway for over 11 years. The buses make 5 rounds in the morning and 4 rounds in the evening after work. These are intended to make life easier for employees, lessen the amount of gas used for commuting, encourage timely use of public transportation, and significantly lessen the amount of greenhouse gas emissions produced during peak hours.



Furthermore, the company actively promoted a campaign encouraging employees who commute along similar routes or nearby areas to synchronize their travel times and meeting points for shared rides. A survey was conducted to gauge interest in the initiative titled 'Carpool: Same Route, Ride Together.' This concept won first place at the 'Sustainability Ideas for SPC' event during the 7th/2024 Marketers' Seminar on 19 August 2024. The Sustainability Development Working Group researched various approaches and consulted relevant organizations to implement this idea. Initially, a questionnaire was created to assess interest in the project. To launch the "Carpool: Same Route, Ride Together" initiative in 2025, the company plans to support parking fees for participants as part of a pilot program. This effort is viewed as a strategy to combat global warming by encouraging shared transportation instead of individual car trips.

2. Minimizing the Use of Paper and Plastic in Documents and Packaging

Various items of office equipment make work easier, such as preparing vital documents for the company. "Paper" is a useful resource that is regularly utilized. Workplace equipment also includes products or packaging made of "plastic," which is useful in today's daily routines due to its ease of use and durability. The more plastic is used, the more greenhouse gas emissions from plastic production will be released into the earth's atmosphere. It takes the world 450 years to decompose plastic. Furthermore, improper disposal will result in pollution and an excess of plastic garbage throughout the planet. The following are some of the projects and initiatives that the company conducted in 2024 to help prevent global warming:

- **Mama's 'Caring for the Earth' Campaign: Giving Away Millions in Gold!**



The company partnered with Thai President Foods Public Company Limited ("TFMAMA") to promote environmental sustainability through the initiative 'Mama's Caring for the Earth: Giving Away Millions in Gold.' This campaign encouraged consumers to participate in eco-friendly practices by sending parts of Mama product packaging to 'Wat Chak Daeng,' with an opportunity to win gold prizes totaling over 4,500,000 baht. Held from 15 September to 15 December 2024, the campaign resulted in consumers submitting 1,200,000 pieces of Mama product packaging, including sachets and cup lids, weighing a total of 4,200 kilograms. This effort successfully reduced greenhouse gas emissions by 4,330.20 kilograms of carbon dioxide equivalent (KgCO₂eq), which is equivalent to planting 481 trees. Moreover, the collected packaging can be repurposed into various valuable items such as oil, aluminum, tables, and chairs.

- Green PLEASE Project by SPC @Community



To provide tangible and sustainable support to the community surrounding the company's headquarter, the company initiated the 'Green Please by SPC @Community' project at the Ban Don Mosque community for the first time in November 30, 2024. This project focused on educating residents about the significance of waste reduction and effective waste segregation. The event also included the sale of affordable household items and halal-certified products. Furthermore, a 'Bottle for Goods' program enabled local residents to trade plastic bottles for the company's products. After the event, the company assessed the results and noted a favorable response from the community, successfully collecting 103.5 kilograms of plastic bottles—surpassing the initial goal. As a result, a second event was organized in February 1, 2025, led by Mr. Abhisit Vejajiva, Vice Chairman and Chairman of the Corporate Governance and Sustainable Development Committee, along with other company executives. This second event also garnered positive feedback from local and nearby residents, leading to the collection of 195.40 kilograms of bottles. In light of these outcomes, the company intends to extend the project throughout 2025, with the goal of fostering community support and sustainability through various initiatives. This project underscores the company's strong commitment to environmental stewardship and highlights its focus on socially and environmentally responsible business practices.

- Paper Reduction to Digital Transformation



Statistics on Paper Usage

Paper Consumption	2022	2023	2024
Quantity (Ream)	5,016	10,847	17,500

In 2024, paper orders rose by 6,653 reams, marking a 38.02% increase from the previous year. This increase in orders, relative to 2023, was due to employees fully returning to the workplace and needing paper for preparing essential documents for operations. The company has proactively addressed the increase in paper usage by streamlining its workflows, emphasizing online document submissions, advocating for double-sided printing, and incorporating technology into its operations. These measures aim to facilitate convenience for employees and help the organization save costs on paper procurement moving forward.

• Digital name card



The company prioritizes internal campaigns aimed at cultivating a culture of environmental consciousness and minimizing paper usage. As part of this effort, the company has launched "Digital Name Cards" to replace conventional paper business cards. These digital alternatives are contemporary, convenient, user-friendly, and environmentally friendly, leading to a significant decrease in paper consumption. Employees can customize their digital name cards, embodying the concept of "Say Goodbye to Paper" as the company steps into its true future. This initiative not only lowers operational costs but also enhances awareness among executives, management, and staff regarding the importance of reducing paper usage. Additionally, it plays a role in decreasing greenhouse gas emissions, in line with the company's commitment to sustainable development, thereby reinforcing its status as a future-oriented sustainable organization.

3. Procurement

The company requires its procurement department to purchase sustainably produced items and office supplies, adhering to criteria for acquiring products bearing various certification symbols such as the PEFC mark, Green Basket, Self-declared Environmental Claims, etc.

The company has chosen Pareast Peerless (Thailand) 1968 Co., Ltd. to provide cleaning services within its boundaries since the contractor meets ISO9001:2015 and ISA ACCREDITED MSCB-166 requirements. Additionally, the company chooses cleaning products that fulfill specific requirements, such as being granted the Green Basket logo. When hiring security guard service, the company seeks out contractors that meet legal requirements, adhere to the Business Security Act B.E. 2558 (2015), and hold a license to operate a security business, etc.

• Energy Conservation and Renewable Energy Utilization Project

Statistics on Consumption of Electricity



Consumption of Electricity	2022	2023	2024
Number of unit (Unit or kWh)	667,000	777,000	855,000
Number of kilowatts (kW)	3,052	3,315	3,832

Statistics on the Production of Electricity



Volume of Electricity Production	2022	2023	2024
Number of kilowatts (kW)	111,780	116,990	101,011.74

In 2024, the company utilized 3,832 kilowatts (kW/year) of energy, marking a 13.49% increase from the previous year. This uptick can be attributed to the full return of employees to the office and the creation of new departments, which resulted in increased electricity consumption over the past year. Nevertheless, the company remains dedicated to renewable energy, continuing to harness electricity from its Solar Rooftop system, which contributes to powering its office buildings. This renewable energy initiative has led to a reduction in electricity purchases by 101,011.74 units (kWh/year), translating to an energy savings of 11.81% compared to the overall electricity costs for the office. Furthermore, the company has installed Solar Rooftop systems at the Sriracha Distribution Center (SPC Central Warehouse) in Nong Kham Subdistrict, Sriracha District, Chonburi Province, the primary distribution center, and at Navavej International Hospital, which is both a joint venture and a key partner in the company’s value chain, responsible for the health of company employees. The Solar Rooftop technology plays a pivotal role in renewable energy and effectively reduces environmental impacts. It serves as a sustainable energy source with no expiration date and can be further developed for various uses.

- Internal Communication Campaign to Promote Energy Conservation and Environmental Protection



The company continues to encourage employees and management to conserve energy within the organization by adopting the “3 Ps for Energy Saving” principle, which includes: Put out: turning off lights when not in use; Plug Out: unplugging electrical devices after use; and Preserving: conserving water usage. Additionally, the company has initiated the “Green Challenge!” to inspire employees to participate in eco-friendly actions, such as carrying reusable bags or bottles to reduce plastic waste, practicing proper waste segregation, finishing meals to prevent food waste, and turning off lights and unplugging devices when not in use. These activities can be practiced both in the office and at home. The initiatives have been communicated through the company’s intranet system and the employees’ official Line group. Furthermore, every working day at around 10:00 AM, announcements are made via the office intercom, reminding employees and management to turn off electrical devices and computers during lunch breaks or after use, as well as to switch off air conditioners in unused areas.

- The Use of Electric Vehicles (EVs) for Goods Transportation.



Freight transportation is a core activity of the company's business operations. Consequently, the company has adopted the concept of managing its transportation system to maximize efficiency while being environmentally friendly and reducing greenhouse gas emissions. This aligns with the organization's sustainability development (Sustainability Organization) and drives tangible progress toward the goal of Net Zero. In 2024, the company acquired four 100% electric transport vehicles as a pilot initiative. These vehicles commenced operations in early 2025, transporting goods from distribution centers to retail stores within Bangkok and its surrounding provinces. It is estimated that this initiative will reduce carbon dioxide emissions by 64,800 KgCO₂eq per year, equivalent to planting 7,200 trees annually. This demonstrates the company's commitment to elevating its business toward sustainable operations, with a sense of responsibility and consideration for the environmental impacts of its activities. Simultaneously, the company implements projects that benefit society and stakeholders while preserving nature and the environment. This is consistent with the ESG (Environment, Social, Governance) framework, fostering balanced and sustainable growth for all lives within the community.



2. Water Management



Water is a vital resource, as organizations utilize it for both production and consumption. However, climate change is currently exceedingly unstable as a result of global turmoil, which therefore impacts all organizations' water resources. As a result, the company has recognized the importance of water management in dealing with the prospect of a shortage of water in its business operations and several internal departments.

In accordance with the standard regulations of the Ministry of Natural Resources and Environment and the Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992), the company has developed a water management system and a wastewater treatment system with well-defined management procedures. Additionally, the company has run campaigns to build awareness among staff about how to use water to its fullest potential. Some of these campaigns include replacing faucets with sensor models, choosing water-saving bathroom fixtures, modifying water pressure and flow timing, and using drip irrigation systems to irrigate plants. The campaigns allow for precise control over water usage. The company has collaborated with authorities to treat wastewater in order to meet the required standard.



Goals

1. To reduce water usage by 20% by 2027 compared to the base year.
2. The discharge of water back to its original source or natural environment must comply with the standards set by the law.



Strategies

1. Instill water conservation awareness among the company's executives and employees.
2. Annually measure and increase the amount of water discharged back to its original source or natural environment.
3. Collaborate with partners in activities related to water management.

Process for Using Water



Statistics on the Use of Water



	2022	2023	2024
Tap water (cubic meter)	12,367	11,031	11,905

Wastewater Treatment

The company developed a wastewater treatment system that complied with government agency standards, with the purpose of lowering biological oxygen demand (BOD) levels and restoring water balance. Furthermore, the company concentrates on the following key standards: pH, biochemical oxygen demand, suspended solids, and fat, oil, and grease. The implementation of wastewater treatment systems follows criteria for managing wastewater drainage. The company ensures that the management process follows the directions of government authorities, as follows:

1. Wastewater Treatment Tank (Sats)

- Oxygen filling system
- System for extracting foreign objects and waste from water
- Wastewater treatment system

2. Grease Trap

- Food waste trap
- Fat and water separator
- Grease drain pipe

A grease trap employs a water replacement method in which the water in the tank is gradually replaced with water that flows in, and the water in the tank must be given sufficient time to separate the fat and bile. The company conducts a weekly cleaning session in the building area for two days every week and a daily cleaning of the company's shop sections.

3. Installing a Barrier System for Grease Traps in between the Water Retention Ponds

In order to comply with the criteria set by the Ministry of Natural Resources and Environment, the company has consequently installed a water barrier system between cesspools to catch grease from water that has previously been filtered. When water penetrates through the first barrier, it precipitates. Every week, staff members are assigned to scoop up and clean away the fat that floats up.

4. Effective Microorganisms for Modifying Water Conditions (EM Ball and EM Liquid)

Microorganisms are an effective technique for preparing water to meet requirements. This concept is gaining traction in Thailand, where microorganisms may reduce methane gas in water while increasing oxygen levels

Managing Water Pollution and Wastewater

The company consistently conducts regular monitoring of its effluent quality. In 2024, it engaged Environment & Laboratory Co., Ltd. (EnviLab), a leading expert in water quality monitoring, analysis, and testing, to carry out these assessments. The standards applied adhere to the guidelines established by the Ministry of Natural Resources and Environment, specifically the "Effluent Standards for Certain Types and Sizes of Buildings, B.E. 2567 (2024), Type C." The analysis of water samples collected from **the company confirmed full compliance with the required standards**, ensuring that the discharged water does not negatively impact the surrounding community. Furthermore, the company reaffirms its commitment to ongoing effluent quality monitoring, underscoring its societal responsibility and alignment with the principles of sustainable organizational development.

Item	Unit	Method of Analysis	Standard	Result
pH at 25 deg C	-	APHA:4500-H(B)	5.5-9.0	7.2
BOD 5 Days*	mg/L	APHA:4500-O(C)5210 B	≤40	9.8
TSS	mg/L	APHA:2540 D	≤50	6.2
#TDS	mg/L	APHA:2540 C	≤1,300	185
#Fat, Oil & Grease	mg/L	APHA:5520 B	≤20	<0.5
#N-TKN	mg/L N	APHA:4500-Norg(B)	≤40	1.7
#Sulfide	mg/L S	APHA:4500-S(F)	≤1.0	<1.0

* Standard: The guidelines established by the Ministry of Natural Resources and Environment, specifically the "Effluent Standards for Certain Types and Sizes of Buildings, B.E. 2567 (2024), Type C."

- **"Mont Fleur" Mineral Water: Dedicated to Global Water Conservation, Advocating Responsible Usage, and Ensuring Access to Clean Drinking Water for All**



In an effort to promote responsible water consumption and ensure consumers have access to clean and safe drinking water, Big C Supercenter partnered with the Ministry of Natural Resources and Environment to host the "World Water Day" event. As a distributor of Mont Fleur mineral water, the company was recognized as one of the 13 leading Thai drinking water brands actively involved in water resource management through this initiative. This event makes a meaningful contribution to the well-being of consumers, society, and the environment, aiming to safeguard resources and the ecosystem for future generations.

3. Managing Garbage, Waste, and Pollution



The company has continuing waste management programs that began in 2023 and aim to increase staff awareness, knowledge, and discipline in order to make the environment inside and outside the organization more desirable. The efforts also lessen the company’s waste disposal expenses, ease the strain on storage, and slow down global warming.



Goals

1. Enhance the organization’s waste management practices.
2. Broaden the scope of activities focusing on waste management, material recovery, and pollution control.
3. Implement a well-defined system for categorizing waste by type.



Strategies

1. Develop and advocate for initiatives focused on the management of waste, waste materials, and pollution, both internally and externally.
2. Instill awareness among executives and employees regarding waste and pollution management.

In 2024, the company implemented the following waste management initiatives and activities:

1. Care The whale, Year 4



The company has united forces with networks from the business, social, and community sectors, including Wat Chak Daeng, the Stock Exchange of Thailand, Osotspa Public Company Limited (“OSP”), and Principal Capital Public Company Limited (“PRINC”), to continue the project “Invisible Waste Station: Uniting a Great Community in Bang Kachao” for the fourth consecutive year. The initiative remains focused on raising awareness about waste management and preserving the community’s environment. The project has expanded the types of waste accepted to include “MLP (Multi-Layer Plastic)” and transitioned from orphan waste to invisible waste within the Bang Kachao area. The waste management efforts have processed a total of 601,530 units of waste, reducing carbon emissions by 363,460.91 KgCO2eq—equivalent to planting 40,385 trees.



Table Illustrating the Performance of the Care the Whale Effort in year 4

	2022	2023	2024
Amount of garbage (kilograms)	19,734	354,265	601,530
Equivalent to planting trees (trees)	3,825	33,671	40,385

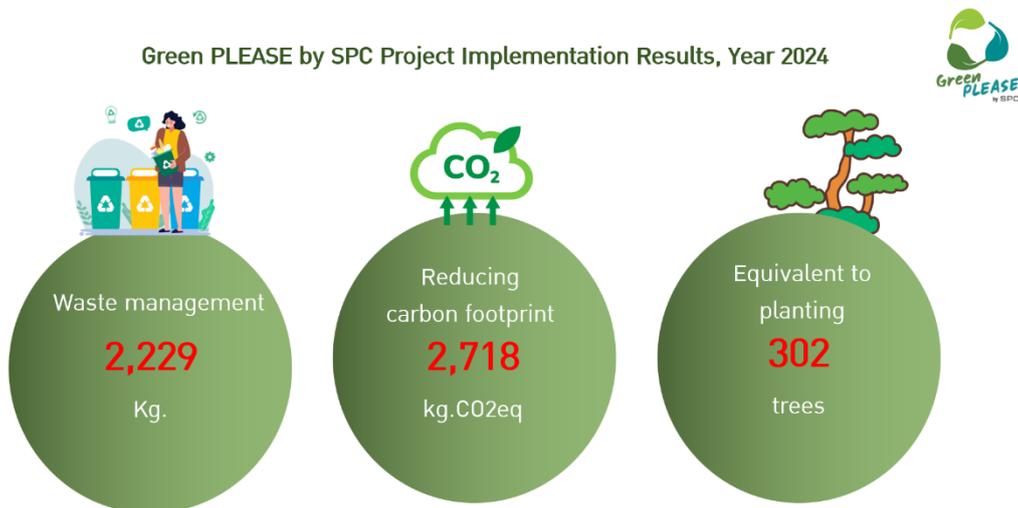


To promote awareness of waste management and environmental stewardship within the community, the company launched a **'Waste Segregation'** training program for students at five schools in the Bang Kachao area of Samut Prakan Province. The participating schools were Wat Pa Ket School, Wat Bang Nam Phueng Nai School, Wat Songtham School, Wat Rat Rangsarn School, and Wat Samran Wittaya School. The program emphasized fostering mindfulness and imparting knowledge about waste management through the initiative 'Collect, Sort, Exchange, Quick!' This campaign encouraged community members to trade waste for consumer goods. The objective was to shift perceptions regarding waste management, enhancing understanding of waste segregation by type to facilitate recycling into various products. This strategy aligns with the company's commitment to sustainable development, addressing both social and environmental dimensions while adhering to the principles of a Circular Economy

2. Green PLEASE by SPC Project

"Green PLEASE by SPC" is an activity under the New Thinking project that received an award in the 2022 Saha Group Innovation Contest. For the third year, the company actively pursued this activity, collecting PET bottles to donate to other agencies. It is one of the missions the company has always pursued in tandem with its commercial endeavors, seeking to raise awareness among staff members about the value of the environment. Apart from the "Green PLEASE by SPC" initiative, the company has arranged an activity named "Our Bottles," wherein employees are encouraged to bring plastic bottles on the 2nd and 4th Thursday of each month, which they can redeem for mementos. This is to raise awareness of environmental issues and the overwhelming amount of plastic waste in the world. It focuses on raising employee awareness and developing their skills to reduce the generation of trash and correctly sort garbage so that it can be recycled properly.

Green PLEASE by SPC Project Implementation Results, Year 2024



the Results of the Green PLEASE Project's Plastic Bottle Collecting

	2022	2023	2023
Plastic Bottle (Kilogram)	206	486.50	2,229



In 2024, the company significantly enhanced its internal initiatives. These included introducing the mascot "Nong Khajee," created to represent the company in its ESG communications with a particular focus on environmental issues, as well as organizing troop-based promotional activities. Other key initiatives included hosting a quiz on waste segregation and acquiring food waste processors, which produced 216.5 kilograms of organic fertilizer distributed to employees. The company also collaborated with the Huai Khwang District Office to host various events. Furthermore, the program was extended to the Ban Don Mosque community, a neighboring area of the company's operations. As part of the plastic bottle collection efforts, a total of 2,229 kilograms of plastic bottles were gathered, achieving 78.17% of the target and marking an improvement from the previous year. This initiative resulted in a carbon footprint reduction of 2,718 KgCO₂eq, equivalent to the environmental benefit of planting 302 trees.

3. Recycling Station: Effective Waste Segregation



The company recognizes the importance of waste segregation and acknowledges that waste issues are one of the critical factors contributing to global warming, which significantly affects ecosystems and leads to

increasingly severe climate fluctuations. To address this, the company has set up a "Recycling Station" at the cafeteria entrance, a prominent location for all employees. This initiative is designed to enhance awareness and foster a sense of accountability among employees regarding appropriate waste disposal practices. Proper waste disposal is essential for minimizing waste volume, facilitating efficient waste management, and optimizing the potential benefits from waste materials.

4. SPC Zero #GoGrowGreen Mangrove Planting Initiative in Bang Khun Thian District



Under the leadership of its executives and staff, the company partnered with the Bang Khun Thian District Office in Bangkok to initiate the "SPC Zero #GoGrowGreen" campaign. The main focus of this initiative was the planting of mangroves to enhance green spaces, with the goal of restoring and safeguarding the mangrove forests in the Bang Khun Thian District. These ecosystems are crucial for maintaining ecological balance and mitigating coastal erosion. Alongside the mangrove planting efforts, the company also provided essential goods to at-risk groups in seven local communities: Khlong Phitthayalongkorn, Luang Pho Tao, Khlong Sam, Si Kumarn, Saen To, Sao Thong, and Bang Khun Thian Coastal Community. This effort was part of the "BKK FOOD BANK" project, which seeks to promote food safety for urban populations. This initiative represents a significant aspect of the company's commitment to supporting stakeholders throughout its value chain.

4. Greenhouse Gas Management



The company understands how critical it's becoming to minimize the greenhouse gas emissions that come from its activities because these emissions affect the environment directly and indirectly. Thus, in order to determine the company's total greenhouse gas emissions, the company went ahead and created the "Carbon Footprint Organization (CFO)" in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). This assessment serves as a foundation for planning environmental improvements and establishing strategies to reduce the company's greenhouse gas emissions. It also prepares the organization for future trade regulations, enhances its competitiveness, and supports the achievement of net-zero greenhouse gas emissions in the future.



Goals

Achieving the goal of net-zero greenhouse gas emissions by 2050.



Strategies

Calculate the organization's carbon footprint to cover all activities and areas related to the company's operations by 2030.

Carbon Credit Accumulation

	2022	2023	2024
Care The Bear (kgco ₂ eq)	2,918.67	3,475.26	-
Care The Whale (kgco ₂ eq)	34,427.00	303,039.44	363,460.91
Total	37,345.67	306,514.70	363,460.91

In alignment with the company's greenhouse gas management strategy, in 2024, the company expanded the scope of its Carbon Footprint for Organization (CFO) assessment. This expansion includes Saha Pathanapibul Public Company Limited (Head Office) in Bangkok, 10 company-owned warehouses across Thailand, and four key subsidiary partners: Chokchai Piboon Co., Ltd. (Head Office), Thipwarin Wattana Co., Ltd. (Head Office), Bangkok Tower (1999) Co., Ltd. (Head Office), and Dairy Thai Co., Ltd. (Head Office). Additionally, one factory operated by Chokchai Piboon Co., Ltd. (Kabin Buri Factory Branch) was included in the assessment across all three scopes. In addition, the assessment is conducted with the support of the Water and Environment Institute for Sustainability (WEIS) under the Federation of Thai Industries as the consultant, and ECEE Co., Ltd. as the third-party verifier. ECEE Co., Ltd. is a registered verifier accredited by the Thailand Greenhouse Gas Management Organization (TGO) for corporate-level carbon footprint assessments.





From the implementation of the Carbon Footprint for Organization (CFO) assessment across the 16 designated locations, it was found that the majority of the organization's direct greenhouse gas emissions under Scope I result from fuel combustion, primarily due to the company's core activity of transporting goods by vehicles. Indirect greenhouse gas emissions under Scope II originate from electricity consumption, while Scope III emissions are attributed to transportation and distribution activities. The details are as follows:

The Scope for Measuring an Organization's Carbon Footprint in 2024

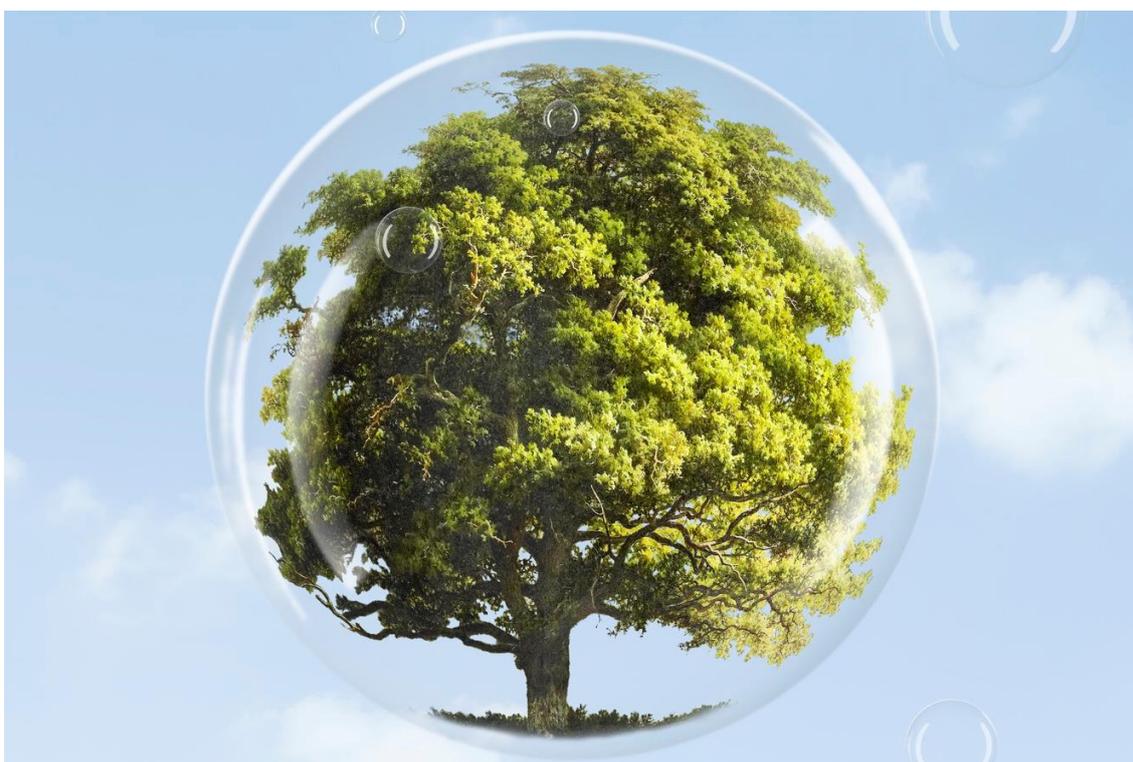
Scope 1	Scope 2	Scope 3	Other
<ul style="list-style-type: none"> ● Diesel (the company's vehicles) 	<ul style="list-style-type: none"> ● Electricity use 	<ul style="list-style-type: none"> ● Cat.9 Downstream transportation and distribution 	<ul style="list-style-type: none"> ● Leakage of R22 refrigerants

Year	The number of areas for calculation	Details of greenhouse gas emissions (tonCo2eq/Year)		
		Scope 1	Scope 2	Scope 3
2023*	2	12,778	1,538	-
2024**	16	16,639	4,063	9,597

*In 2023, the organization was certified for Carbon Footprint registration and received the Carbon Label from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.

**Due to differences in the number of areas and scope for calculating the CFO between 2023 and 2024, the data from 2023 cannot be used as the base year.

In 2025, the company plans to calculate the organization's carbon footprint in additional areas, in collaboration with key business partners across all locations, including the factories of key subsidiary partners that produce goods for the company. This will enable effective management and reduction of greenhouse gas emissions from the organization.



3.4 Sustainability Management in the Social Dimension

As the largest distributor in Thailand with over 83 years of experience, the company has been committed to developing the organization to bring happiness to people across Thailand through high-quality products. In 2024, the company emphasizes and prioritizes business operations with consideration for its duties and responsibilities to the country, communities, and society. The company also contributes to and develops society through various activities and projects, while preserving local customs and traditions to maintain a good society. This demonstrates the company's ongoing commitment to transparency with its stakeholders. Furthermore, the company extends its values from within the organization to the outside. The company values its employees, treating them fairly and respecting human rights. It fosters strong connections between the company and its employees while also developing their knowledge through training programs to enhance their capabilities. This allows employees to apply what they have learned in their work and become key contributors to improving the company's business moving forward.

1. Customer Care
2. Associates Care
3. Engagement with the Community and Society
4. Engagement of Stakeholders



1. Customer Care



Goals

By 2030, reduce customer complaints and increase product and service satisfaction by 20%.



Strategies

1. Expand and increase channels for accessing products and services.
2. Improve and address customer complaints to enhance the service.



To adapt to the evolving consumer lifestyles that increasingly favor online shopping, the company has revised and enhanced its sales strategies. It has introduced an online sales platform named "Sahapat Delivery," including home delivery options. Customers can conveniently place their orders at www.sahapatdelivery.com. Furthermore, the company aims to reach younger demographics by expanding its sales channels through applications like "Shopee," branded as "sahapat_official," and "Lazada," under the name "Sahapat." This initiative aligns with contemporary consumer habits, broadening sales avenues, and increasing the customer base to ensure wider access to the company's offerings. Beyond online sales, the company maintains its presence in major department stores throughout Thailand. It is also committed to engaging with customers by welcoming feedback, addressing complaints, and considering suggestions regarding its products and services. Customers can connect directly through the Consumer Coordination Center at 02-314-4444 or 02-318-0062, or via online platforms, including Facebook Pages: Mamalover, Mont Fleur, and Sahapat.

In 2024, the company received complaints from several customers through various online channels and the Consumer Coordination Center, which falls under the Quality Management Representative (QMR) department. The number of complaints increased **by 111 cases, or 26.43%**, indicating the company's expansion of distribution channels, leading to a larger customer base. As a result, more customers have access to the company's products, showcasing the company's growing business potential. The company welcomes these complaints and will use them to improve the production of products and services. The Consumer Coordination Center has received praise from customers for resolving issues quickly, providing updates on problem resolution, and following up on the process to ensure effective solutions for customers.

Performance in Handling Complaints and Consumer Satisfaction

	2023	%	2024	%
Total number of customers who complained (persons)	309	100.00	420	100.00
Facebook Page: Mamalover	248	80.26	291	69.29
Facebook Page: Mont Fleur	-	-	30	7.14
Facebook Page: Sahapat	4	1.27	-	-
Sahapat Delivery Call Center	-	-	15	3.57
Consumer Coordination Center	57	18.47	47	11.19
Impolite driving cases	-	-	37	8.81

2. Associates Care



Goals

1. Reduce the rate of workplace accidents to zero.
2. Increase employee engagement score to over 70% by 2025.
3. Maintain employee development by focusing on enhancing skills and knowledge in current responsibilities and creating new skills necessary for the job (Upskills - Reskills).

Strategies

1. Take care of, maintain, and enhance employee engagement by providing adequate benefits for their livelihood and respecting human rights.
2. Training and developing employees in the essential skills required for their roles.
3. Provide knowledge, reduce risks, and promote safe working behaviors to prevent accidents.
4. Instill and cultivate awareness of sustainability management practices.

1. Fair Treatment of Labor and Respect for Human Rights

The Board of Directors consistently acknowledges that maintaining social responsibility, defending human rights, and conducting business ethically are essential elements of running a business. Consequently, the Corporate Governance and Sustainable Development Committee and the Executive Committee was tasked with revising the "Human Rights Policy and Guidelines on Respecting Human Rights (2024 revised edition) " in 2024. This is a commitment from the company to uphold, support, and encourage the respect and protection of fundamental human rights and dignity for all parties involved in the business's operations, including both employees and stakeholders. This is in line with international human rights laws and principles according to the Universal Declaration of Human Rights (UDHR) to share social responsibility under the concept of sustainable corporate development.



Human Rights Policy

The Board of Directors, executives, and employees respect the dignity of human beings, treat all groups of stakeholders equally, and allow everyone to have equal opportunities without discrimination, regardless of differences in race, skin color, gender, age, religion, language, education, disability, social status, political opinions, or any identity. Furthermore, they adhere to applicable legal restrictions and international human rights standards. The company conducts its operations with extreme caution to avoid human rights breaches during the labor process.



*For more information, please see the section titled "Guidelines for Respecting Human Rights" on page 132-134

In 2024, the company treated workers fairly and respected human rights in a variety of ways, including hiring disadvantaged people in society, such as disabled people, allowing employees to participate in negotiations about benefits and agreements, not using child labor, legally employing foreign workers, having a termination process that complies with the law.

Human Rights Management

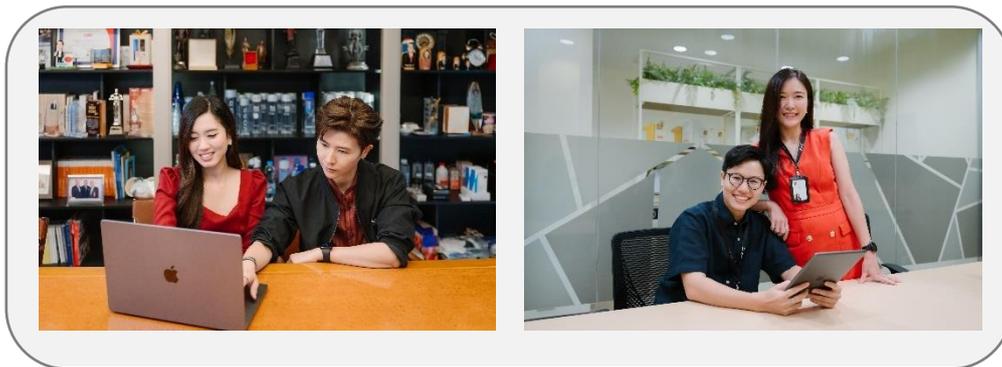


The company adheres to its human rights policy and upholds strong corporate governance principles. It implements Human Rights Due Diligence processes to ensure equitable selection of business partners while emphasizing human rights issues for employees, alongside social and environmental considerations.

In the past, the company tasked the Human Resources department with forming the "Employee Welfare Committee". This committee comprises relevant C-Level executives and mid-level managers, chosen by their teams to serve as representatives. The Employee Welfare Committee acts as a voice for employees in discussions with management regarding suitable benefits for all staff levels. Furthermore, it functions as a communication and advisory entity, gathering and summarizing employee feedback for presentation to management.

The company organizes independent meetings for representatives from all departments and conducts employee surveys to recommend competitive and appealing benefits. In 2024, efforts were made to introduce and consider Flexible Benefits tailored to the diverse need of employees, such as Plan A: Employees can choose a benefits plan for healthcare expenses for themselves and their families and Plan B: Employees will continue to receive a healthcare benefits budget for themselves and their families, with additional options available, as well as adding life insurance. Importantly, the healthcare benefits can also extend to immediate family members, such as spouses and children, within the shared coverage limit. Employees are encouraged to select benefits that best meet their individual needs. The committee also prioritizes employee relations and represents staff in discussions regarding the scheduling of annual holidays.

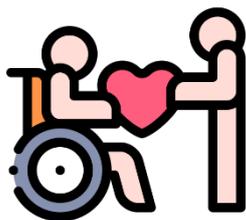
- **Diverse gender identities (LGBTQIA2S+)**



In the present era, people with diverse gender identities (LGBTQIA2S+) are tolerated; they can play roles and express more of who they are. However, views toward people with diverse gender identities (LGBTQIA2S+) vary depending on the society and culture of the place in which one lives. In some locations, people with diverse gender identities are denied some basic rights that they should have and treated unfairly, such as being denied work, being bullied, being mocked, being denied medical treatment, etc.

The company embraces and respects diverse gender identities because these are considered fundamental human rights. In 2024, the company supported a policy that allows employees of different genders to openly participate in the workplace. The company has supported this group of employees so that they can show their full potential in the workplace, have confidence, and be proud of themselves, in accordance with the moral philosophy of Saha Group's founder, Dr. Thiam Chokwatana: "Having many talented people working together fosters a culture of merit, which encourages the company to keep improving." The company advocates equality among all employees, regardless of gender or sexual orientation.

● People with Disabilities



The company has a policy of non-discrimination and equality for employees since it values people with disabilities. The company employs individuals with disabilities, thereby establishing rights and equality for them. This is accomplished by adhering to the hiring criteria outlined in the Empowerment of Persons with Disabilities Act, B.E. 2 5 5 0 (2 0 0 7) , which encourages employment opportunities for people with disabilities, improves their quality of life, ensures that they have enough money to support themselves and their families, reduces inequality among people with disabilities, promotes the value of disabled people in society to the public, and allows them to be seen as equals with others.

The company has collaborated with the Vulcan Group to enhance the education of people with disabilities. Graduates have worked with foundations, including the Thai Health Promotion Foundation (ThaiHealth). In 2024, **33 people** with disabilities were hired as employees or cared for by the company, representing **2.12 percent of the total of 1,551**.

Organizations	Details	2022	2023	2024
1. Guidelight (2018 - 2019) Vulcan (2020 - 2024)	1) Created media to assist visually impaired students in studying and searching for academic information. (Person) 2) Transcribed audio articles for AI development (beginning in 2020). (Person)	30	30	30
2. Nong prue municipality	Community shops (Person)	2	2	2
3. Royal Thai Army	Community shops (Person)	1	1	1
Total (Person)		33	33	33



Additionally, in 2024, the company continued organizing the "**Sahapat Massage by the Blind**" initiative, aimed at empowering visually impaired individuals who have received training in massage therapy. Each month, at least 5 trained visually impaired therapists provided massage services to employees in the office. This program not only enhanced the livelihoods of these individuals but also allowed employees to enjoy massages during work hours, effectively reducing symptoms associated with office syndrome. The initiative garnered positive feedback from employees, achieving a satisfaction rate of 91%. It played a significant role in fostering social development by creating job opportunities for visually impaired individuals while also promoting the health and well-being of employees. This effort is in line with the company's vision of sustainable organizational growth.

- **People with Disabilities**

The company has always valued the elderly because they provide valuable human resources such as knowledge, abilities, and collected experience that help the organization grow. They also help pass on the organization's positive culture to future generations of employees. As a result, the company has hired elderly people as contract employees, arranging for their working days to be shorter than full-time hours (part-time), which corresponds to the aging society crisis that Thailand is currently experiencing. In 2024, the company had 31 elderly employees, or 1.68 percent of its total of 1,551 full-time employees.

2. Developing Employee Potential

The company believes that potential employees are a key aspect in driving corporate strategy. As a result, it has devised systematic standards for growing employee potential, including an assessment of training needs based on job duties or employee evaluation findings. Furthermore, the company determines the path for expanding employee potential through a systematic knowledge promotion project in order to track training results and maintain complete statistical data on employees' average number of training hours each year.

- **Employees**



Enhancing employees' knowledge and abilities in line with the organization's strategic plan for 2022-2024 is a significant challenge in growing potential. Other challenges for the company include properly caring for employees, retaining knowledgeable and talented personnel to work with the company in the long run, providing appropriate career growth opportunities, fairly managing employee benefits, constantly developing employees' potential, allocating useful benefits, and providing a good working environment. The company's human resources management policy is consistent with the principles of good corporate governance since the company values human resources and believes that employees are an enormously significant aspect of driving success for the company in every aspect. The company likewise prioritizes employee advancement in all areas. Future more, the company believes that having skilled employees is critical to leading the organization to growth and long-term success.

Table Illustrating the Total Number of Employees

Monthly employees

List of Employee Classifications	2022	2023	2024
Classified by Employment Term			
Monthly employees	1,556	1,585	1,551
Classified by Gender			
Male	1,011	1,035	998
Female	545	550	553
Total	1,556	1,585	1,551
Classified by Workplace			
At the head office	752	681	658
Not at the head office	804	904	893
Total	1,556	1,585	1,551
Classified by Region			
Bangkok / Perimeter	948	995	942
Other provinces	608	590	609
Total	1,556	1,585	1,551
Classified by Primary Line of Work			
Sales department	781	792	795
Marketing department	194	217	218
Support department	581	576	538
Total	1,556	1,585	1,551

Daily Employees

List of Employee Classifications	2022	2023	2024
Classified by Employment Term			
Daily Employees	1,611	1,589	1,518
Classified by Gender			
Male	648	632	602
Female	963	957	916
Total	1,611	1,589	1,518
Classified by Workplace			
At the head office	0	0	0
Not at the head office	1,611	1,589	1,518
Total	1,611	1,589	1,518
Classified by Region			
Bangkok / Perimeter	367	346	320
Other provinces	1,224	1,243	1,198
Total	1,611	1,589	1,518
Classified by Primary Line of Work			
Sales department	0	1	0
Marketing department	1,580	1,557	1,490
Support department	31	31	28
Total	1,611	1,589	1,518

Total Employees: Overview

List of Employee Classifications	2022	2023	2024
Classified by Employment Term			
Total Employees	3,167	3,174	3,069
Classified by Gender			
Male	1,659	1,667	1,600
Female	1,508	1,507	1,469
Total	3,167	3,174	3,069
Classified by Workplace			
At the head office	752	681	658
Not at the head office	2,415	2,493	2,411
Total	3,167	3,174	3,069
Classified by Region			
Bangkok / Perimeter	1,315	1,341	1,262
Other provinces	1,832	1,833	1,807
Total	3,167	3,174	3,069
Classified by Primary Line of Work			
Sales department	781	793	795
Marketing department	1,774	1,774	1,708
Support department	612	607	566
Total	3,167	3,174	3,069

Annual Employee Turnover Rate as a Percentage of Total Employees

Monthly employees

List of Employee Classifications	2022	2023	2024
Monthly employees	2.6 %	2.0 %	1.6 %
Classified by Primary Line of Work			
- Sales department	1.58 %	1.29 %	1.04 %
- Marketing department	0.29 %	0.28 %	0.24 %
- Support department	0.73 %	0.43 %	0.32 %
Classified by Age			
- Under 30 years old	0.96 %	0.71 %	0.66 %
- 30–50 years old	1.53 %	1.21 %	0.87 %
- Over 50 years old	0.11 %	0.08 %	0.07 %
Classified by Gender			
- Female	0.56 %	0.49 %	0.35 %
- Male	2.04 %	1.51 %	1.25 %

Daily Employees

List of Employee Classifications	2022	2023	2024
Daily Employees	5.4 %	5.7 %	5.2 %
Classified by Primary Line of Work			
- Sales department	0.01 %	0.00 %	0.00 %
- Marketing department	5.23 %	5.49 %	4.88 %
- Support department	0.16 %	0.21 %	0.32 %
Classified by Age			
- Under 30 years old	2.98 %	3.24 %	2.76 %
- 30–50 years old	2.39 %	2.41 %	2.43 %
- Over 50 years old	0.03 %	0.04 %	0.02 %
Classified by Gender			
- Female	2.89 %	3.34 %	2.67 %
- Male	2.51 %	2.36 %	2.53 %

Total Employees: Overview

List of Employee Classifications	2022	2023	2024
Total Employees	3.3 %	3.5 %	3.4 %
Classified by Primary Line of Work			
- Sales department	0.35 %	0.38 %	0.39 %
- Marketing department	2.71 %	2.88 %	2.72 %
- Support department	0.24 %	0.24 %	0.29 %
Classified by Age			
- Under 30 years old	1.77 %	1.89 %	1.73 %
- 30–50 years old	1.51 %	1.58 %	1.63 %
- Over 50 years old	0.02 %	0.03 %	0.04 %
Classified by Gender			
- Female	1.59 %	1.86 %	1.57 %
- Male	1.71 %	1.64 %	1.83 %

• **Employee Satisfaction Survey**

In a time of swift transformation, employee engagement stands out as a crucial element that allows the organization to attain sustainability and ongoing growth. Acknowledging its significance, the company initiated the 2024 Annual Employee Engagement Survey. The goal was to assess and discover methods to further improve the employee experience.



The company utilized advanced tools and platforms to streamline the collection and analysis of the Employee Engagement Survey. Mercer (Thailand) Company Limited served as the representative for gathering and summarizing the survey findings, which were then shared with all employees via email. This year, 1,241 out of 1,319 employees participated, yielding a response rate of 94%. The survey indicated that overall employee engagement for 2024 was at 63%, largely due to initiatives and policies that resonate with employees' needs. The primary factors contributing to engagement included work tasks (71%), performance management (67%), and collaboration (66%).

The results will be examined to further improve employee engagement, aiding in the planning and implementation of strategies for organizational development. The company has established a solid foundation through enhancements in infrastructure, the cultivation of organizational culture, and ongoing support for employee development. Its aspiration is to be recognized as one of "Thailand's Best Employers" and to foster an organization that employees take pride in being part of.

2.1 Recruitment

The company intends to retain top-tier employees in order to increase its competitiveness. To achieve this goal, the company begins by managing the recruitment and selection process, developing employees to maximize their ability to work toward their goals, caring for employees to ensure that everyone has equal opportunities regardless of gender, race, or religion, and managing compensation fairly.

2.1.1 In 2024, the proportion of recruiting new employees to support expanded work and fill vacated positions were as follows:

Performance	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2023	28	15	18	17	31	29	34	15	21	21	24	24	277
2024	11	23	21	18	30	26	37	26	30	18	24	19	283

2.1.2 The company prioritizes taking care of new employees from the moment they start working. To embed company values in new employees, they will receive orientation on their first day of work as well as on-the-job training planning. For the sales department, it is the primary unit where the company conducts systematic training with a training program to build basic sales abilities so that new employees are prepared and have the information and understanding required for their jobs. Throughout the probationary period, the company provides coaches to train new employees.

2.2 Employee Development and Promotion

The Human Resources Department, which is in charge of managing the organization's human resources, is committed to promoting and supporting employees' continuous development, strengthening culture, promoting both physical and mental health, creating a positive working environment, and encouraging teamwork to boost employee confidence.

In 2024, the company established personnel development guidelines, focusing on improving skills and knowledge in their current work responsibilities, as well as upskilling and reskilling them to support the needs and direction of business growth, based on instilling organizational values and creating a learning environment appropriate to the organization's strategic direction.

- **Training Courses for Employee Development**

For the annual employee training and development planning in 2024, the company analyzed and prepared several courses based on the organization's strategy and direction, each department's business plan, and organizational values. The company provided training both inside and outside the organization, both online and onsite (in the classroom), and allowed training attendees to complete questionnaires to rate their satisfaction with each course.



Training Courses for New Employees

marketing department	28 person	10%
sales department	187 person	64%
support department	76 person	26%
Total	291 person	100%

- **Training Courses for Updating Abilities and Knowledge in Current Job Duties and Establishing New Talents Required for Work (Upskills - Reskills)**

In-house Training Courses Organized in 2024 (All Courses)

Number of training courses	53	courses
Number of employees who have completed the training	5,210	persons
Number of training hours	28,514	hours
Overall satisfaction	93.39	%

1. The "Advanced Microsoft Excel" training courses, batches 1-3, were held on 23 February, 26 February 2024, and 1 March 2024, at Training Room M14, 10th Floor, Bangkok Tower.



2. The "Business Visualization with Power BI for Users" training course, batches 1 and 2, took place on 28-29 October 2024, and 7-8 November 2024, in Training Room M14 on the 10th Floor of Bangkok Tower.



3. The "Design Thinking Through Innovation Project" training course, took place on 18 September 2024, at the Inspire Lounge located on the 10th Floor of Bangkok Tower.



4. The training course, "Retirement Planning: Peace of Mind in the Golden Years," was held on 28 November 2024, at the Training Room, 7th Floor, Bangkok Tower.



Public Training Courses Organized in 2024 (All Courses)	
Number of training courses	12 courses
Number of employees who have completed the training	30 persons
Number of training hours	342.50 hours
Overall satisfaction	92 %

● **Marketing Day Seminar in 2024**

Marketing Day Seminar in 2024	
Number of training courses	8 courses
Number of employees who have completed the training	1,374 persons
Number of training hours	2,061 hours
Overall satisfaction	94 %

1. The session titled **“THE POWER OF DREAM,”** delivered by Dr. Boonchai Tohsuwanwanich, the 34th Senior Executive Director (EDD) of AIA Thailand, took place on 24 January 2024, at the Auditorium, 1st Floor, Bangkok Tower.



2. The session **“SPC Development Projects,”** delivered by Mr. Vathit Chokwatana, Vice Chairman of the Executive Board and President of Saha Pathanapibul Public Company Limited, took place on 28 February 2024, in the Auditorium, 1st Floor, Bangkok Tower.



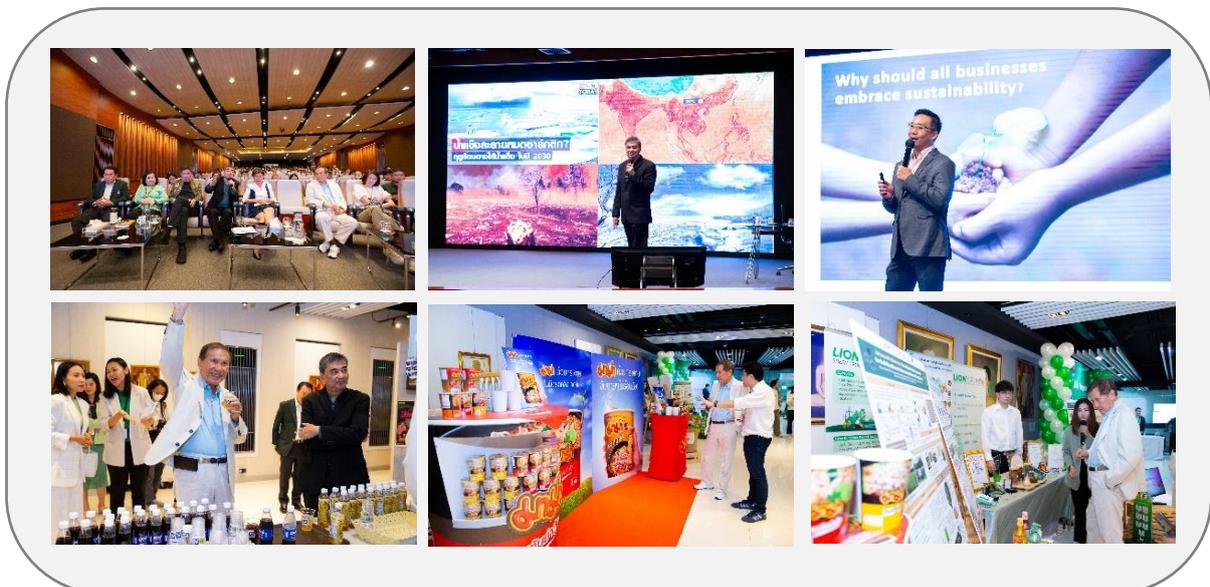
3. The session titled **“The Essence of Developing Marketing Strategies,”** delivered by Mr. Saroj Laohasiri, a Strategy and Marketing Consultant and former Head of Marketing Transformation and Marketing Strategy at Bluebik Group Public Company Limited, was held on 21 March 2024, in the Auditorium, 1st Floor, Bangkok Tower.



4. The session titled **“The Importance of Employer Branding: A Crucial Matter for Team Leaders and Everyone in the Organization,”** delivered by Mr. Jeerawatana Tungborvornpichet, Head of Employer Branding and Senior Employer Branding Consultant at WorkVenture. The session included a special Q&A segment with executives, featuring Mrs. Chailada Tantivejakul, Vice President, and Mrs. Noppawan Klaiopas, Human Resources Director of Saha Pathanapibul Public Company Limited. The event was held on 17 July 2024, in the Auditorium, 1st Floor, Bangkok Tower.4, at the Auditorium, 1st Floor, Bangkok Tower.



5. The session titled **“SPC’s Sustainable Projects,”** delivered by Mr. Abhisit Vejajiva, Vice Chairman of Saha Pathanapibul Public Company Limited, was further supported by Mr. Ekaphong Songkraw, a Sustainability Expert and Consultant, and Managing Director of Splendid Orga Co., Ltd. The event took place on 19 August 2024, in the Auditorium, 1st Floor.



6. The session titled **“Bull or Bear: Economic Upswing or Downswing,”** moderated by Mr.Natthaphon Detwithak, Vice President, featured Mr.Vathit Chokwatana, President of Saha Pathanapibul Public Company Limited, as a panelist. The discussion took place on 23 December 2024, at the Auditorium, 1st Floor, Bangkok Tower.



- **Training Program for Employees to Enhance Knowledge and Understanding of Anti-Corruption Policies and Prevention Measures.**

The company organized a training course for employees titled “SPC Anti-Corruption Policy and Guidelines for Executives and Employees.” The session, presented by the company’s internal team of speakers, took place on 28 November 2024, in Room M15, Bangkok Tower. The training aimed to provide employees with a comprehensive understanding of the organization’s anti-corruption policies and prevention measures. It also sought to raise awareness of combating corruption in all its forms within the organization, emphasizing the harmful impacts corruption has on the organization as a whole. This initiative serves to guide the company toward sustainable and enduring success.



Collective Action Against Corruption (CAC) in 2024

Number of employees who have	34	persons
Number of employees who have completed the training	102	hours
Overall satisfaction	95	%

- **Leadership Development Program**

In 2024, the company organized a training program to develop leadership and management skills for department heads and higher-level leaders across all departments. The program consists of 3 courses, totaling 1,890 hours. Chulalongkorn University will issue certificates to participants who successfully complete the HR for Non-HR and Finance for Non-Finance courses according to the program.

Leadership Development Program

Number of training courses	3	courses
Number of employees who have completed the training	292	persons
Number of training hours	1,890	hours
Overall satisfaction	96	%

1. The training course "HR for Non-HR" was conducted on 24 May 2024, at Training Room M14, 10th Floor, Bangkok Tower.



2. The training course "Finance for Non-Finance" was conducted on 10 June and 12 June 2024, at Training Room M14, 10th Floor, Bangkok Tower.



3. The training course "Performance Coaching and Feedback," batches 1-7, was conducted on 14, 17, 21, 24 June and 2, 4, 3 July 2024, at Training Room M14, 10th Floor, Training Room, 5th Floor, and Auditorium, 1st Floor, Bangkok Tower.



● **Corporate Strategy Workshop**



In today's business environment, companies face numerous challenges, such as the impact of the COVID-19 pandemic and the rapid changes brought about by digital technologies like AI. To overcome these challenges and thrive amidst volatility, organizations must adapt beyond current shifts and continuously develop in all aspects.

In 2024, the company organized a **"Corporate Strategy Workshop"** for senior executives to review the organization's vision, mission, values, strategic goals, and plans for sustainable growth. The workshop was facilitated by an experienced consultant specializing in corporate strategy management and was held from October 5–7, 2025, at Kimpton Maa-Lai Bangkok. A total of 32 senior executives participated. The program received an overall satisfaction rating of 4.5 out of 5, reflecting its success in preparing the company to adapt to global changes and maintain sustainable business operations.

● **Innovation organization**

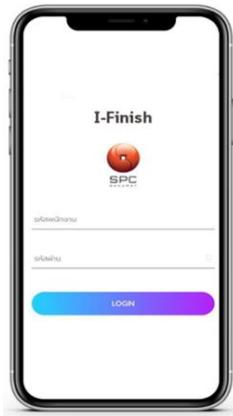


To promote employee understanding and the development of creativity and innovation (Creative Thinking & Innovation Mindset), encouraging employees to think creatively and act rationally (From Fixed Mindset to Growth Mindset), the company initiated a program aimed at fostering creative and innovative ideas. This initiative allowed employees to participate in the "The New Thinking Group" competition, providing opportunities for teams to submit their projects

each year. Projects were evaluated based on innovation criteria established by the program's committee, and awards were given to selected teams as a way to inspire and motivate employees to enhance their work performance continuously.

In 2024, the company held this competition under the theme **“SPC Greenovation: Innovations Creating Business Value for Sustainability.”** The competition aimed to generate ideas for sustainable development projects and featured participation from 41 employees across various departments, divided into 7 teams. Two teams emerged as winners: Team “Go Green Gen,” whose idea focused on “Mont Fleur rPET Label-Free Mineral Water,” and Team “The Earth Rangers,” who introduced a tool for measuring greenhouse gas emissions. These projects showcased the strength of employee collaboration, and the company is committed to further developing the award-winning ideas to drive the organization toward shared success and sustainability.

● **Implementing the Innovation in Practice**

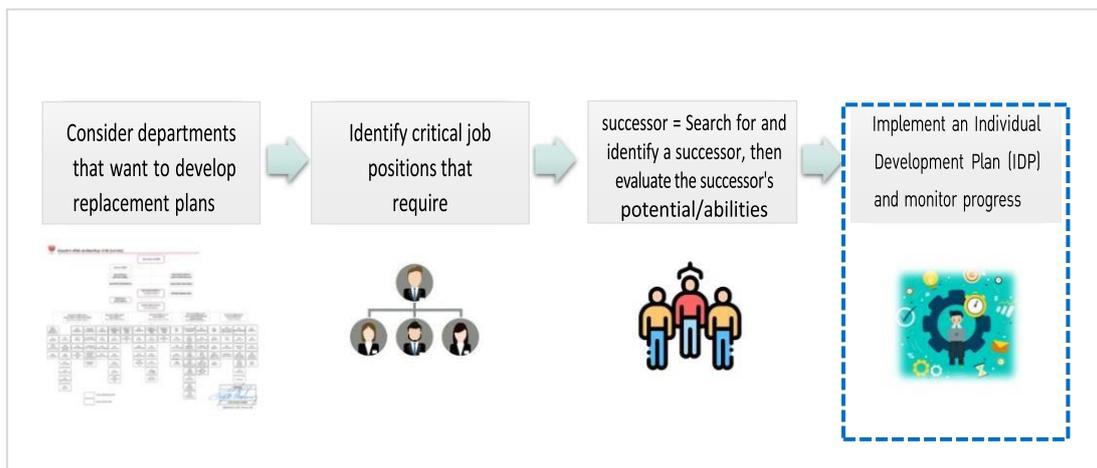


“I-Finish” is a web application that won the New Thinking Group Award in 2022. The working principle of I-Finish is to collect data on out-of-stock products from retail stores, including both modern trade and traditional trade, where the company's employees are distributed nationwide. This allows the company to gather extensive and quick data. This web application was co-designed by the Marketing Promotion Department 3 and the Information Technology Department, with the aim of solving the issue of out-of-stock products in stores and increasing the opportunity for company sales growth.

I-Finish has expanded its usage to other parts of the company, such as marketing and key accounts, where data is used to support decision-making in their sales departments. It serves to enhance the convenience of employees' tasks and improve overall work efficiency.

2.3 Planning for Recruiting and Developing Successors for Key

The company has established a policy for planning and developing successors in order to create continuity in the organization's operations and prepare them to become executives of the organization in the future.



In 2024, Two senior executives resigned and retired, resulting in a total of two positions being vacant. The Human Resources Department implemented the Succession Planning strategy by creating a successor development plan based on the Individual Development Plan (IDP) for one management-level position. Mentoring, coaching, training, and assignments have contributed to the individual's development. The program is still in the process of ongoing development from last year, which involves periodically evaluating and following up to guarantee that the company has a successor with the necessary skills, qualifications, and competencies to carry out the organization's mission and vision. The SPC Succession Planning Step includes the following processes:

3. Engaging and Retaining Employees

The company prioritizes employee retention because it impacts the organization's success. As a result, the company establishes clear evaluation criteria based on successful performance and uses the results to decide compensation levels and provide information for employee performance development projects. In 2024 , the company attracted and retained employees by measuring their level of pleasure or engagement with the company. Furthermore, the company launched a project to develop employee satisfaction and improve care. It conveyed the evaluation results to employees and revealed employee turnover figures to demonstrate its commitment to continuously developing and raising the quality of employee care.

3.1 Birth Month Activities



In 2024 , the company initiated birth month activities for employees to participate in and foster positive interactions among colleagues. Activities include a variety of features, including social activity, environmental activity, volunteering for society, sports, and recreation. The company encourages employees to participate in activities on a regular basis in order to create bonds and satisfaction with the organization. Furthermore, employees were requested to rate their satisfaction and share their thoughts on arranging activities for future development. As a result, all the activities each month were fully subscribed, meeting the target number of participants.

3.2 Emergency Loan Program



In 2024 , the company introduced a new benefit program called the "Emergency Loan Program" aimed at supporting employees facing urgent financial needs. This initiative was designed to alleviate immediate financial burdens that may arise due to emergencies involving employees, their family members, or dependents, such as medical treatment, childbirth, or home repairs. Employees in need can submit requests for financial assistance to the company at any time. A designated committee reviews the requests, and once approved, funds are transferred to the employee's account within 3 days. This ensures timely support to help employees manage pressing expenses efficiently. In 2024, 14 employees were selected according to the established criteria, helping to alleviate their financial concerns. This initiative is expected to enhance their work efficiency and improve their overall quality of life.

3.3 SPC Informal Debt Relief Program



The company places great importance on ensuring a good quality of life for employees and is deeply concerned about their well-being across all levels. Recognizing the financial hardships faced by employees, the company has launched the “**SPC Informal Debt Relief Program**” to assist those struggling with informal debts. The initiative involves debt negotiation processes and aims to improve the quality of life for employees who are unable to resolve such issues on their own and require the company’s support. The program seeks to alleviate employees’ financial burdens caused by high-interest rates exceeding legal limits, where borrowed amounts remain unchanged despite repayments. The company continues to provide ongoing support to reduce social issues and strengthen employees’ financial stability. Additionally, employees are provided with knowledge to prevent future debt accumulation.

In late 2024, the SPC Debt Relief Program was initiated by the company, with criteria established for eligibility, such as having valid loan or repayment documents, being charged high interest rates, or facing aggressive debt collection affecting work performance. In 2024, 47 employees expressed interest in participating in the program. The company plans to continue the program in 2025 to assist employees facing financial difficulties, particularly those who need funds to repay their creditors. This initiative aims to address financial challenges and reduce the financial burden on employees, ultimately improving their quality of life.

3.4 One Item a Day: Instilling Awareness and Cultivating Honesty



To instill a sense of honesty among employees, the company has introduced a welfare program allowing each employee to take one item per day from the company’s designated stock, such as Mont Fleur mineral water, Richesse yogurt drinks, and Tofusan soy milk. This initiative not only helps reduce employees’ daily expenses but also reinforces the value of honesty. So far, there have been no instances of employees taking more than the allocated amount set by the company.

3.5 Establishing a Prayer Room



Prayer is a vital religious practice in Islam, performed 5 times daily to express respect, faith, and loyalty to God. The company values this practice and strives to promote peaceful coexistence among all religions. In 2024, the company planned to establish a "**Prayer Room**" within its headquarters to enable Muslim employees to fulfill their religious duties during the day. This initiative supports cultural diversity and upholds proper religious practices in accordance with Islamic principles.

3.6 Establishing Breastfeeding Rooms



A portion of female employees carry dual responsibilities as working professionals and as mothers. Recognizing the significance of this, in 2024, the company initiated plans to establish a "**Breastfeeding Room.**" The project is currently in progress, focusing on identifying suitable spaces within the company premises for breastfeeding and milk expression. This initiative supports the promotion of breastfeeding and aims to alleviate stress among employees, enabling them to effectively fulfill both their professional duties and maternal responsibilities in harmony.

4. Health and Safety in the Workplace

The company places a high value on employee health and safety in a positive work environment, as well as the most effective safety prevention measures. This is a key component in determining employee engagement with the organization.

4.1 Safety

- **Basic Firefighting Instruction and Drills for Fire Evacuation**



Basic Firefighting Instruction and Drills for Fire Evacuation in 2024

Number of employees who completed the training	41	persons
Number of training hours	246	hours
Overall satisfaction	93	%

- **Basic First Aid and Cardiopulmonary Resuscitation (CPR) Training**



"Basic First Aid and Life-Saving Techniques: CPR & AED" – A lecture conducted by experts from Ruamjai Rak Hospital.

Basic First Aid and Cardiopulmonary Resuscitation (CPR) Training 2024

Number of employees who completed the training	49	persons
Number of training hours	147	hours
Overall satisfaction	98	%

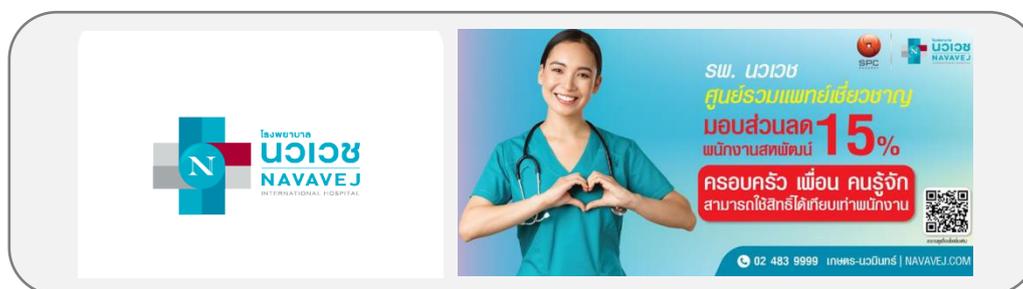
4.2 Occupational

• Statistical of Accident Rate

Accident Rate	2022	2023	2024
Lost time Injury Frequency Rate- LTIFR (%) (case / 200,000 working hours) *	0.05	0.15	0.10
Fatalities (%)	0.0	0.00	0.00

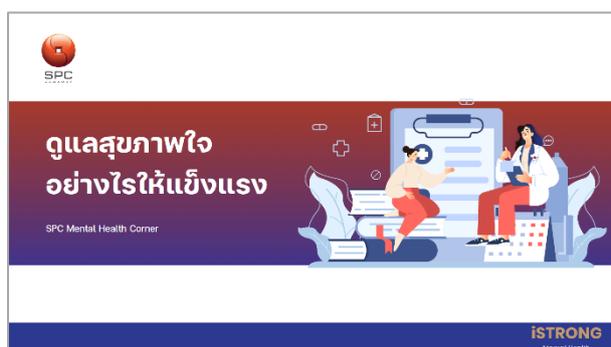
* Lost time injury rate = (number of accident/total working hours x 200,000)

• Provision of Medical Benefits at Navavej international Hospital



Apart from the healthcare benefits provided through Social Security, the company offers annual medical coverage at Navavej Hospital, a modern and fully equipped medical facility. To ensure convenience, a shuttle service runs twice daily between the office and the hospital. This benefit also extends to employees' spouses and children, providing comprehensive healthcare support. Additionally, employees enjoy exclusive discounts on medical treatments and health check-ups. This initiative helps reduce medical expenses while ensuring access to high-quality healthcare. Employee satisfaction surveys indicate a high level of appreciation for the services and treatment at Navavej Hospital.

• SPC Mental Health Corner



The capability and readiness of employees are crucial for business operations. The company encourages its workforce to care for their physical health to remain strong and their mental health to stay consistently positive. With the belief that good mental health equips employees to work efficiently and enhances their potential, the company has introduced mental health advisory services for employees through I-Strong, a team of specialized consultants. This service provides a listening ear, helps alleviate concerns, reduces stress, fosters a sense of comfort, and supports happier living. All employees can access this service through a safe and inclusive system designed to meet their individual needs. In 2024, the program saw employee participation and achieved a satisfaction rate of 96%, demonstrating its success in supporting employees' well-being effectively.

- **SPC Healthy Organization**



The SPC Healthy Organization initiative was ongoing for the third year in 2024. The company prioritizes its employees' physical and mental well-being. Furthermore, the company intends to assist people in developing their creativity, harmony, and confidence in their work and personal lives. In 2024, the company organized various sports activities such as yoga, badminton, Zumba dance, and soccer events. Executives and staff were divided into groups, and rules were established for round-robin tournaments to foster genuine bonding and organizational solidarity

4.3 Workplace Environment

- **Green space in the office**



The company created more green space in the office to improve air quality. Plants were set up throughout the workspace.

- **Chair Replacement for Better Health**

Office syndrome is a common health issue among office employees due to prolonged sitting during work hours. Recognizing the importance of long-term employee well-being, the company implemented a workplace improvement initiative in 2024 by replacing office chairs to enhance employee comfort. High-quality ergonomic chairs help reduce the risk of chronic pain caused by extended sitting, promoting better health and minimizing the likelihood of office syndrome. This initiative not only benefits employees' physical well-being but also contributes to a more comfortable and productive work environment.

• Inspire Lounge



The Inspire Lounge is a space created by the company for employees to use as a shared area. Employees can access this facility during the company's operating hours. With its modern and contemporary interior design, the Inspire Lounge fosters creativity and inspires new ideas among employees

3. Engagement with the Community and Society



The company collaborates with and supports local communities as well as the government sector in an effort to constantly minimize impacts on communities and society. It focuses on executing in-process initiatives that contribute to community development or find sustainable solutions. In 2024, the company arranged key events as follows:



Goals

Develop and drive initiatives and projects to build a sustainable and thriving community and society.



Strategies

1. Foster awareness and encourage active participation from employees and stakeholders to contribute to the growth of a sustainable community and society.
2. Expand the reach of initiatives and projects to enhance the well-being and quality of life within the community and society.

- The "Honesty for the Nation" project



The company launched the "Honesty for the Nation" project in 2018 to address corruption issues in Thai society. The goal is to instill the values of honesty and integrity in Thai youth, who are the future of the country, and to promote a society that rejects corruption. The initiative also aims to foster a culture of integrity among the public. The project has been actively promoted through multiple platforms, including the Facebook page "Honesty for the Nation," which has over 49,000 followers, billboards in Bangkok and other provinces, news articles in print media, and the distribution of "Honesty for the Nation" stickers for public awareness. In addition, during the COVID-19 pandemic, the project also contributed by providing alcohol gel to members of the Senate for public use to help prevent the spread of the virus. In 2024, the project hosted the "Thailand's Got Honesty: Honest Show" event, encouraging participants to create videos based on the song "Integrity," with cash prizes totaling 110,000 baht. This initiative was designed to raise awareness of honesty in a fun and engaging way, making the message accessible to people of all ages and driving forward the vision of a corruption-free Thai society.

- The 27th "Sahapat Admission"

In light of the intense economic competition currently present in Thailand, developing human resources is essential for establishing a competitive edge in the economy. To support students preparing for university entrance exams and to ensure equitable educational opportunities nationwide, the company has initiated the "Sahapat Admission" project. This initiative provides complimentary review sessions to help students refresh their knowledge prior to their university entrance examinations.



Currently, the company continues to organize the "Sahapat Admission" activity to equip Thai students and prepare them before the real entrance exams. As in every year, the company is preparing students for the upcoming academic challenges. In 2024, the company organized the "the 27th Sahapat Admission," the most comprehensive coaching session of the year, focusing on both "academic knowledge" and "fun activities." The program includes four main activities: Orientation on the exam system, Regional tutoring sessions, Live coaching sessions, and Final Q&A session. These activities are designed to help Thai students feel ready and confident before the actual entrance exams. Additionally, the program includes career booths showcasing new career fields and academic departments, aligned with the global trends and changes in the job market. The full list of activities organized is as follows:

- Inspire Talk Activity



The Inspire Talk event took place on the launch day of the project, 23 July 2024. This gathering aimed to motivate students who are preparing for university entrance exams. Renowned tutors were invited to share their insights and provide inspiration, assisting students in boosting their confidence as they prepare for the TCAS68 exams. The activity was streamed live on the Sahapat Admission Facebook Page.

- Regional Tutoring Sessions



In August 2024, regional tutoring sessions were held at five schools across five regions. In the Northern Region, the sessions took place at Phanphittayakom School in Chiang Rai Province. In the Northeastern Region, it was conducted at Nongkipittayakom School in Buriram Province. For the Central Region, the session was held at Pomnakarachsawayanon School in Samut Prakan Province. In the Eastern Region, the sessions occurred at Aranyaprathet School in Sa Kaeo Province, and in the Southern Region, it was held at Nawin Ratchuthit Taksin School in Songkhla Province. These sessions focused on reviewing five core subjects, with the knowledge shared nationwide through live broadcasts on the Facebook page Sahapat Admission.

- Live Tutoring Session Before the Actual Exam!

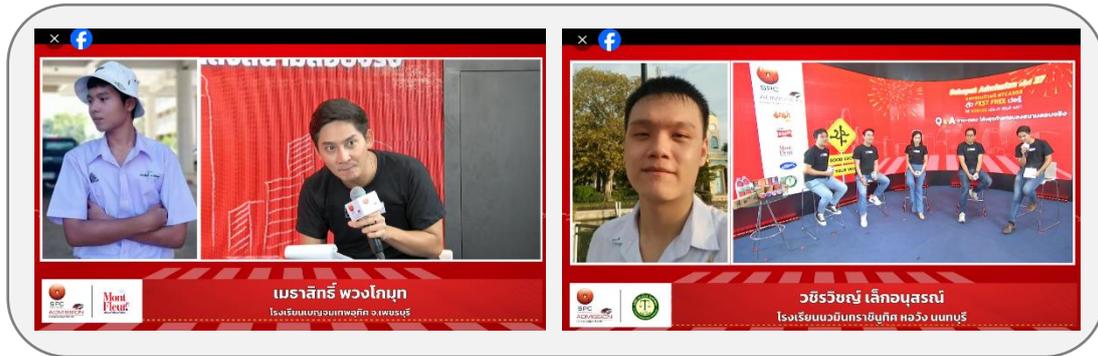


The company organized a content review session with on-site tutoring by renowned tutors, providing comprehensive material in an engaging and interactive format. This live event was held over six consecutive days, from 7-12 October 2024, covering 12 subjects at the auditorium of the Faculty of Communication Arts, Chulalongkorn University. The session was also streamed live on www.sahapatadmission.com, enabling schools to access and share the broadcast with their students.

Furthermore, the event featured additional activities, including "Meet the IDOL," where students could interact with their idols during lunchtime to discuss, share experiences, and find inspiration. The idols offered insights into self-discovery, selecting fields of study, and choosing career paths. Booths showcased various faculties and career options, broadening educational opportunities, assisting with self-exploration, and motivating students to consider diverse career paths and routes to success and fulfillment, aligned with evolving global trends. Additionally, an exclusive clip, "Biology Challenge and Medical Aptitude Test", was available for viewing on www.sahapatadmission.com.

- Final Q&A Session





The Final Q&A session is an interactive question-and-answer event that takes place just before the upcoming exam. It was the last event of the year, held on 9 November 2024. During this session, tutors provided answers to all inquiries and clarified any uncertainties regarding the selection process and university admission exams in Thailand for the 2025 academic year (TCAS68), including details about the exam structure and question types. Students were encouraged to prepare their questions, and all concerns were addressed. The session was streamed live on the Facebook page: Sahapat Admission.

- **Sahapat Provides Scholarships for Employees' Children**



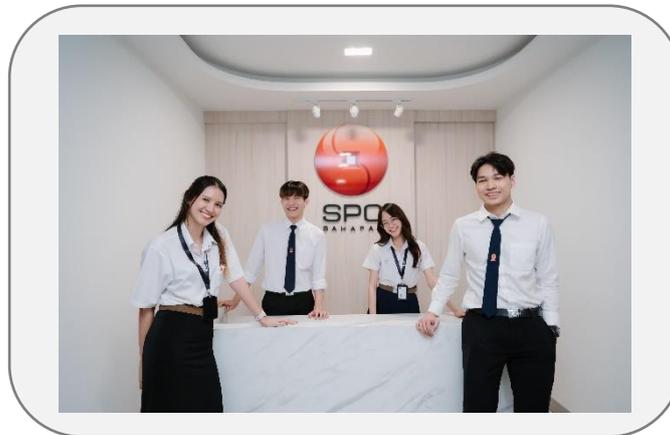
The company is committed to enhancing the educational development of Thai youth, recognizing it as a vital component of the country's advancement. To support this mission, it has established an ongoing educational assistance initiative called the "Scholarship Support Program of Saha Pathanapibul Co., Ltd. (Public)," or SPC. In 2024, marking the program's 11th consecutive year, the company awarded scholarships to the children of its employees and those of its subsidiaries who were enrolled in school but facing financial hardships. A total of 300 scholarships were distributed across various educational levels, including kindergarten, primary, secondary, and higher education. This initiative aimed to ease the financial burdens on employees and enhance educational opportunities for the youth.

- **Nurturing the Seeds of Little Heroes through the “Sahapat for Kids, Year 8” Program**



The company is dedicated to empowering Thai youth to appreciate the significance of altruism, emphasizing the importance of growing into responsible citizens with integrity. The goal is to contribute to the establishment of a better society and sustainable development by sharing motivational narratives through innovative programs that serve the community. In 2024, the “Sahapat for Kids” initiative entered its eighth year. Throughout its history, it has nurtured “little seeds” in 182 schools, offering training designed to instill ethical values in students, guiding them to become virtuous individuals. The program also identifies and celebrates “Little Heroes”—children who exemplify positive behavior, integrity, gratitude, volunteerism, and excellence, particularly in their contributions to their families and communities. The criteria for selecting schools to participate in this initiative emphasize medium-sized institutions with around 200-250 students that have a solid commitment to promoting ethics and moral values. This program acts as a catalyst for social and national advancement towards a sustainable future.

- **SPC Internship Program**



The company has continued its internship program for the second year, providing opportunities for students to gain practical work experience. This initiative allows students to apply the knowledge acquired from their educational institutions in real work settings based on their abilities. In 2024, 39 students participated in the internship program to prepare themselves before entering the workforce. The company is pleased to contribute to their skill development, with employees eager to share the necessary knowledge and expertise to help nurture these students into well-prepared professionals who will contribute to societal development in the future.

- **“Saha Pathanapibul” Recognized as One of the 45 Model Organizations Creating Value for People with Disabilities**



The company was one of 45 organizations honored with the certificate of "Organization Creating Value for People with Disabilities" by the Committee on Social Development and Children, Youth, Women, the Elderly, the Disabled, the Underprivileged, and Social Diversity Affairs ("the Committee on Social Development"). The certificate presentation was organized to recognize and honor organizations that contribute to society, providing encouragement and motivation. The Commission plans to expand this model to other sectors of society in the future.

- **Scholarship Granted for the Children of Saha Group Employees in 2024, with a Commemorative Ceremony for Dr. Thiam at the 28th "Saha Group Fair & Fest" Event.**



Saha Group's companies held a scholarship ceremony for the children of employees within the Saha Group for the year 2024. In 2024, a total of 629 scholarships were awarded. The Dr. Thiam Chokwatana Foundation has been providing the scholarships continuously for over 40 years to honor and continue the legacy and teachings of Dr. Thiam Chokwatana, the founder of the company and Saha Group. The scholarship aims to provide educational opportunities and develop the potential of the Saha Group family, alleviating the financial burden on employees and supporting the youth with greater access to education.

- **“Saha Pathanapibul” Donated Relief Supplies to Flood Victims in the Northern Region.**



The company, in collaboration with the Air Force Disaster Relief Center, led by Air Vice Marshal Prabhas Sonjaidee, Director of the Civilian-Military Operations Center, delivered 500 survival bags to the people affected by the floods, including the elderly and vulnerable patients, in the Chum Saeng Kham sub-district, Bang Rakam district, Phitsanulok province. The donation aims to help the community overcome the current flood crisis together.

- **Saha Pathanapibul Collaborated with the Ministry of Commerce to Provide Assistance to Flood Victims in the Northern Region through Product Support.**



The company, in collaboration with the Ministry of Commerce, supported the provision of consumer goods to assist those affected by the floods in the northern region. The company was one of 45 private organizations participating in the relief project, which involved distributing survival bags containing essential items for daily living. This initiative aimed to address the severe flooding that has heavily impacted several northern provinces, with the goal of alleviating the suffering of affected citizens while providing support and encouragement.

- **Saha Pathanapibul Supplied Mont Fleur Mineral Water to Thailand's Paralympic Champions to Enhance their Health and Well-being.**



The company participated in honoring the champions of The Mall Paralympics during the event "LET'S CELEBRATE THAI HEROES, PARALYMPICS PARIS 2024." This occasion recognized the remarkable achievements of athletes who took part in the 17th Paralympic Games held in Paris, France, where Thailand secured the 21st position, bringing honor and pride to the nation. As a special initiative, the company provided support through Mont Fleur mineral water, offering complimentary drinks for one year to all medal-winning athletes, promoting health and encouraging their continued success.

- **Saha Pathanapibul Partnered with the "Economic Recovery Project" to Offer Consumer Goods at Discounts of Up to 59% to Ease the Cost of Living for Citizens.**



The company, in collaboration with the Ministry of Commerce, launched the "Economic Recovery Project." This initiative, supported by the government through the Ministry of Commerce and the private sector, aimed to reduce the prices of essential consumer goods nationwide. The project sought to "reduce expenses, increase income, and stimulate the economy," helping to alleviate the cost of living for the public.

- **Saha Pathanapibul Powered Up Runners in the "Run Through the City, 7th Edition" at the Amazing Thailand Marathon Bangkok 2024**



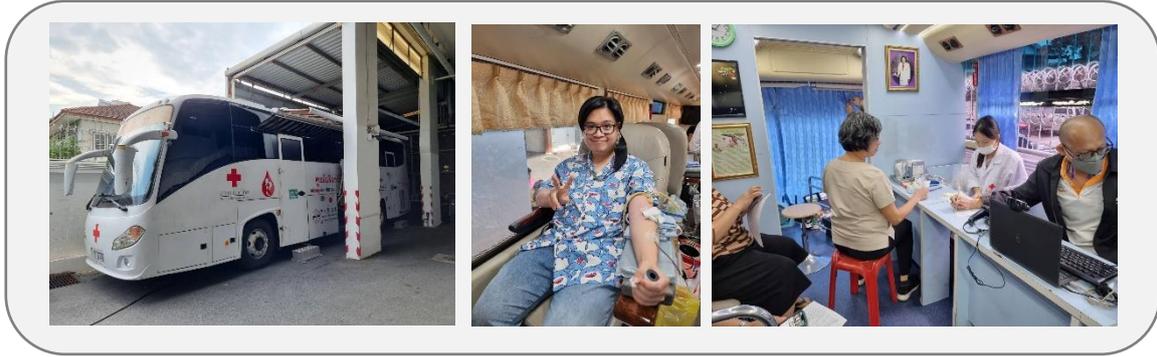
The company, serving as the distributor for the instant noodle brand "Mama," sponsored the marathon event "Run Through the City, 7th Edition," which promoted global tourism as part of the Amazing Thailand Marathon Bangkok 2024 (ATMBKK), presented by TOYOTA. This event included races for the King's Cup, Queen's Cup, and the Her Royal Highness Princess Bajrakitiyabha's Cup.

- **Saha Pathanapibul Donated Syringes and Needles to Hospitals in 13 Provinces Nationwide**



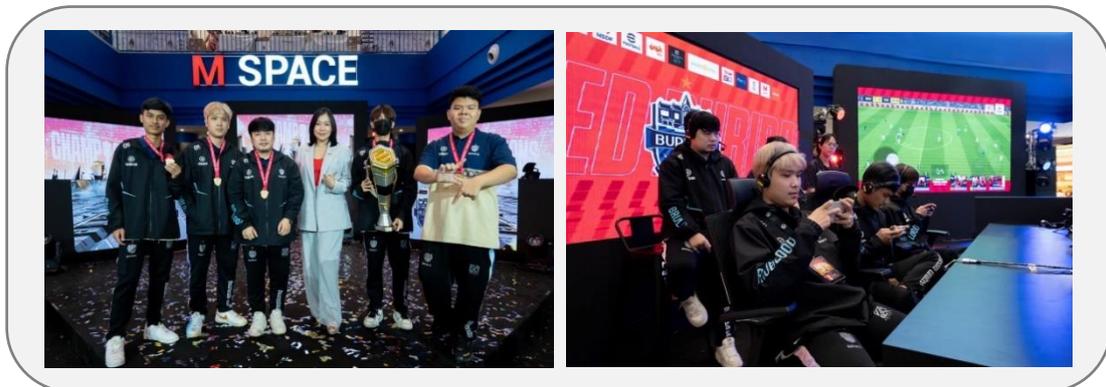
The company recognizes the importance and necessity of public health services in providing medical care to citizens in various provinces across the country. To ensure the public can access healthcare quickly and efficiently, the company remains committed to promoting public health in Thailand. It donated 5,008,000 syringes with 25G needles (1 ml size), valued at 5,884,400 Baht, to 76 hospitals in Health Zone 5, covering eight provinces: Kanchanaburi, Nakhon Pathom, Prachuap Khiri Khan, Phetchaburi, Ratchaburi, Samut Songkhram, Samut Sakhon, and Suphanburi. Additionally, the company provided 3,500,800 syringes with 25G needles (1 ml size), worth 4,113,400 Baht, for distribution to hospitals of all levels in Health Zone 3, encompassing five provinces: Kamphaeng Phet, Chainat, Phichit, Nakhon Sawan, and Uthai Thani.

- **Blood Donation Campaign 2024**



Due to the increasing demand for blood to treat patients in Thailand each year, the company, in collaboration with the Thai Red Cross, organized the annual "Blood Donation Campaign 2024." This initiative has been conducted continuously every year. In 2024, the blood donation event was held three times, with 210 employees and executives expressing their willingness to participate. A total of 165 units of blood were donated. This activity promotes and raises awareness about the importance of blood donation, as it is a noble act of self-sacrifice that helps save lives, brings happiness to those who give, and ensures that the Thai Red Cross has a reserve of blood for medical use.

- **Promoting New Athletes to the E-Sport Industry in Professional E-Sport Competitions on the International Stage**



The company, as the distributor of the instant noodle brand 'Mama,' participated in awarding prizes to E-Sport athletes from the E-Football Thailand Pro League 2024. E-Sport is witnessing significant growth and increasing popularity. Athletes and team managers were honored with certificates from the Sports Authority of Thailand, recognizing their status as professional athletes and managers. This initiative is a source of pride for the company, as it has supported, promoted, and encouraged young Thai individuals passionate about E-Sport, helping them progress toward becoming professional athletes in the industry. The company remains dedicated to laying a strong foundation for the new era of Thai E-Sport and aims to position Thailand as a future hub for E-Sport competitions.

4. Engagement of Stakeholders



Goals

Encouraging collaboration with relevant stakeholders through various activities to promote business partnerships, which ultimately contribute to the sustainable development of the business.



Strategies

Engage stakeholders through activities to foster understanding of the company’s approach to achieving long-term business sustainability.

The company has established a systematic approach to interact with stakeholders, aiming to grasp their expectations and concerns. This engagement is essential for addressing societal demands and generating sustainable value for all stakeholder groups. Over the years, the company has prioritized stakeholder engagement to promote collaboration in tackling challenges, especially during crises. This strategy also contributes to nurturing robust relationships between the company and its stakeholders. In 2024, the company initiated various activities to connect with stakeholder groups, detailed as follows:

- **Annual General Meeting of Shareholders 2024**



The Board of Directors, along with the management team, collaboratively shared the performance results and addressed shareholders' inquiries during the 2024 Annual General Meeting of Shareholders (the 73rd meeting), conducted in a hybrid format on 22 April 2024. The meeting was a success, with all resolutions put forth by the Board receiving approval. Additionally, the event bolstered shareholders' trust in the company's operations, emphasizing ESG principles—environmental stewardship, social responsibility, and effective corporate governance—to guarantee robust business performance and deliver stable, sustainable returns to shareholders.

● **28th Saha Group Fair**



The 28th Saha Group Fair and Fest, commonly referred to as the 'Saha Group Fair,' reinforced its status as a premier distributor of high-quality consumer goods in Thailand by showcasing over 500 products at the BITEC Bangna Exhibition and Convention Center, as well as online, from 27-30 June 2024. The event adopted the theme 'Instagrammable,' highlighting the joy brought by the company's exceptional products. Participants were encouraged to create memorable experiences at booths

designed to replicate a home setting, featuring spaces like a kitchen, bathroom, and laundry room, all decorated with vibrant and engaging aesthetics. Furthermore, a new product zone introduced a range of exciting brands, including MAMA, Richeesse, Salz, Shokubutsu, and many more.

● **Sahapat Launched Platform Connecting Analysts and Investors.**



Saha Pathanapibul, in partnership with the Stock Exchange of Thailand (SET), organized an Opportunity Day event to connect with analysts and investors, showcasing the company's business strategy and future investment plans. The company is committed to ongoing investment expansion in various sectors. Over the past year, it has seen growth driven by key stakeholders in the manufacturing, transportation, and warehousing industries, alongside effective management and planning throughout the entire supply chain.

● **"Saha Pathanapibul" Strengthens Its Position as a Leading Distributor of Consumer Goods in Thailand by Enhancing Its 'Jao Sua' Product Line**



Another advancement for the company as a leading distributor of consumer goods in Thailand is its distribution of products in the rice cracker and processed meat snack categories under the 'Jao Sua' brand through Traditional Trade channels in wholesale stores since 2024. This initiative aligns with the company's 2025 objective to actively expand its snack product market through Traditional Trade channels, catering to the growing consumer preference for healthier snack options and the increasing demand for health-oriented snacks.

● Marketing Day Seminar Focused on 'SPC's Sustainable Project'



The company held a Marketing Day seminar on the topic 'SPC's Sustainable Project' on August 19, 2024, at the Auditorium, Bangkok Tower. The seminar was presented by Mr.Ekphong Songkroe, an expert and sustainability consultant, and Managing Director of Splendid Orga Co., Ltd. The purpose of this seminar was to provide knowledge and raise awareness about the importance of conducting business in a sustainable manner for the company's board members, executives, employees, and business partners. Additionally, the event featured product booths showcasing eco-friendly products from the company and its partners. This event marks another important step towards the company's development into a sustainable business.

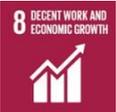
Performance Summary

The company has always recognized the importance of social responsibility and emphasizes conducting business responsibly towards the environment. It supports and participates in the development of society and communities, as well as conducts business with partners and other stakeholders with transparency and accountability in accordance with governance principles. In 2024, the company raised its degree of social responsibility to sustainable development by integrating diverse social activities aligned with the company's strategic direction based on economic, social, and environmental principles. This report was developed using the Sustainability Report Framework, which is based on the GRI Standards and UN Sustainable Development Goals (SDG) concerns. In the future, the company will remain committed to operating in accordance with sustainable development principles. It will seek to create a sustainability report that meets international requirements while also covering the framework of the GRI standards and UN Sustainable Development Goals to the greatest extent feasible.

GRI Content Index

Sustainability Strategy	Significant Issues	GRI	Scope	
			Inside	Outside
High-quality products and services	<ul style="list-style-type: none"> • Offer high-quality products and services that meet consumer needs. • Ensure the health and safety of customers and employees. • Enable access to products and services. • Implement safeguards to ensure the protection of personal information. 	<ul style="list-style-type: none"> • GRI 301 • GRI 416 • GRI 418 	<ul style="list-style-type: none"> • Employee 	<ul style="list-style-type: none"> • Customers / Consumers • Partners • Community / Society • Public sector
Employee support	<ul style="list-style-type: none"> • Support staff training and development. • Recruit talented employees. 	<ul style="list-style-type: none"> • GRI 401 • GRI 402 • GRI 403 • GRI 404 • GRI 405 • GRI 406 • GRI 407 	<ul style="list-style-type: none"> • Employee 	<ul style="list-style-type: none"> • Partners • Public sector
Optimization	<ul style="list-style-type: none"> • Take care of the environment. • Address climate change. • Manage energy consumption. • Control waste and trash. • Greenhouse Gas Management 	<ul style="list-style-type: none"> • GRI 302 • GRI 303 • GRI 305 • GRI 306 	<ul style="list-style-type: none"> • Employee 	<ul style="list-style-type: none"> • Partners • Shareholders • Community / Society • Public sector
Value Chain Management	<ul style="list-style-type: none"> • Build and maintain business alliances. • Manage risk. • Conduct good corporate governance. 	<ul style="list-style-type: none"> • GRI 201 • GRI 204 • GRI 205 • GRI 301 • GRI 414 • GRI 415 	<ul style="list-style-type: none"> • Employee 	<ul style="list-style-type: none"> • Customers / Consumers • Partners • Creditors • Shareholders • Community / Society • Public sector
Social and Community Responsibility	<ul style="list-style-type: none"> • Business Partner • Strengthen the community and society. 	<ul style="list-style-type: none"> • GRI 203 • GRI 413 	<ul style="list-style-type: none"> • Employee 	<ul style="list-style-type: none"> • Partners • Community / Society • Public sector

Sustainable Development Goals (SDGs)

		How SPC is supporting	Page Number
	End poverty in all its forms everywhere	<ul style="list-style-type: none"> Care the whale Activities Supporting Local Occupations Saha Group Fair 	55-56, 64-66, 98
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Support the salary and wage that is suitable and sufficient for living of associates and their families. (Living Wage) 	80, 166-167
	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Quality Product and Service Home Service 	36-44, 83-96
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Increase of Capabilities in Knowledge and Skills SPC Scholarship Program Sahapat Admission 	72-78, 87-90
	Achieve gender equality and empower all woman and girls	<ul style="list-style-type: none"> Responsible for associates in terms of Human Right and respect the diversity 	65-67
	Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Responsible water consumption Responsible waste water management 	52-54
	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Efficiency Energy Consumption Solar Rooftop 	49-50
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Provident fund Saha Group Cooperative inviting savings 	166-167
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<ul style="list-style-type: none"> Innovative Organization The New Thinking Group 	78-79

 SUSTAINABLE DEVELOPMENT GOALS		How SPC is supporting	Page Number
	Reduce inequality within and among countries	<ul style="list-style-type: none"> • Elderly Employment • Disabled Employment • Diverse employment without gender discrimination such as religion, skin color, race, hometown including differences in mindset, including LGBTQIA2S+ 	65-67
	Make cities and human settlements inclusive, safe, resilient and sustainable	-	-
	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Renewable Energy • Green Please Project 	49-50, 56-57
	Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> • Energy Efficiency • Efficient Transportation for loss reduction • Carbon Footprint for Organization • Use of Electric Vehicles (EVs) for Goods Transportation 	55-60
	Conserve and sustainably use the ocean, seas and marine resources for sustainable development	-	-
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> • Garbage and Waste Disposal • Mangrove Planting Initiative in Bang Khun Thian District 	55-60
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> • Respect on Human Right 	63-67, 132-134
	Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> • Value chain 	36-44