



Driving Business for Sustainability

(Sustainable Development Report 2025)



SAHA PATHANAPIBUL PUBLIC COMPANY LIMITED

Message from the Corporate Governance and Sustainable Development Committee

Saha Pathanapibul Public Company Limited (SPC) places strong emphasis on advancing the Company's business operations alongside continuous sustainability development. The Company integrates Environmental, Social, and Governance (ESG) considerations into its corporate strategy to ensure that its operations are aligned with the United Nations Sustainable Development Goals (UN SDGs). Through this integrated approach, SPC aims to create long-term value for all stakeholders while fostering sustainable and responsible business growth.

- **Environment**

SPC is committed to systematically planning and implementing concrete measures to reduce greenhouse gas emissions arising from its business operations. The Company has enhanced the use of renewable electricity across its operations, including offices, warehouses, and subsidiaries within its key partner network, through the installation of rooftop solar power generation systems. These systems provide clean electricity for use within office buildings and operational facilities. In addition, SPC has expanded the scope of its sustainability initiatives to its subsidiaries by strengthening collaboration in greenhouse gas management and assessment. This includes comprehensive monitoring and evaluation of emissions across Scope 1, Scope 2, and Scope 3. This initiative represents an important step in elevating the Company's sustainability standards and supports SPC's commitment to achieving carbon neutrality and net zero greenhouse gas emissions by 2050.

- **Employee, Community, and Social Development**

SPC prioritizes the well-being of its employees, recognizing that its people are a key driver of sustainable business operations. The Company is committed to continuously promoting and enhancing employees' potential through training and development programs aligned with their roles and career paths. These initiatives aim to strengthen employees' knowledge, capabilities, and skills in line with the Company's strategic direction. At the same time, SPC has established employee engagement and retention initiatives while fostering a safe working environment that supports the health and well-being of its workforce. These efforts are designed to enhance work efficiency and strengthen employee engagement with the organization. Furthermore, SPC continues to support the development of surrounding communities through its business activities. The Company regularly implements social and community initiatives, including the **Sahapat for Youth Program and the Sahapat Admission Program among others.

- **Good Corporate Governance**

SPC is committed to conducting its business with transparency, fairness, and appropriate risk management practices in order to build confidence among shareholders, investors, and all stakeholder groups. The Company has established policies, guidelines, and systematic monitoring mechanisms to ensure effective oversight of its operations, covering fair treatment of stakeholders while upholding transparency in all aspects of its business conduct. In addition, SPC has joined the Thai Private Sector Collective Action Against Corruption (Thai CAC) to demonstrate its commitment and determination to combat corruption in all forms. The Company adheres to the principles of good corporate governance in its management and operations, which serve as a key foundation for strengthening trust among all stakeholders.

Through its continued commitment to sustainability, SPC has been awarded an A rating in the SET ESG Ratings by the Stock Exchange of Thailand. This recognition reflects the Company's progress and strong commitment to conducting business with consideration for environmental stewardship, social responsibility, and good governance practices. The achievement represents another important milestone that reinforces SPC's sustainable business direction and serves as an impetus for the Company to further enhance operational excellence, foster innovation, and strengthen its competitiveness while pursuing stable and sustainable growth.

The Corporate Governance and Sustainable Development Committee would like to express sincere appreciation to all stakeholders for their continued support and collaboration in driving the organization toward sustainability across the entire supply chain. SPC remains firmly committed to advancing the organization in a manner that creates balanced economic, social, and environmental value, while delivering quality products and services with integrity for the benefit of Thai society.

The Corporate Governance and Sustainable Development Committee

3.1 | Sustainability Management Policy and Goals

Approach and Framework for the 2025 Sustainability Report

This report has been prepared to reflect the sustainability management performance of Saha Pathanapibul Public Company Limited (“the Company” or “SPC”) for the year 2025, covering the period from 1 January to 31 December 2025. It aims to present information related to the economic, social, and environmental dimensions, as well as the Company’s business operations under the framework of sustainable development (Environmental, Social and Governance: ESG). The Company has continuously developed and published its sustainability report on an annual basis. The content and key highlights of the 2025 report focus on presenting sustainability issues that are considered material by stakeholders across all sectors and are aligned with the Company’s business direction, vision, corporate strategies, operational approaches, and performance related to its business activities. The report also reflects the Company’s commitment to good corporate governance and the continuous and tangible implementation of corporate values in practice. Moreover, this report has been prepared with reference to the reporting framework of the Global Reporting Initiative (GRI Standards 2021) and is aligned with the United Nations United Nations Sustainable Development Goals (SDGs), in order to ensure that the disclosed information is comprehensive, transparent, and consistent with international best practices.

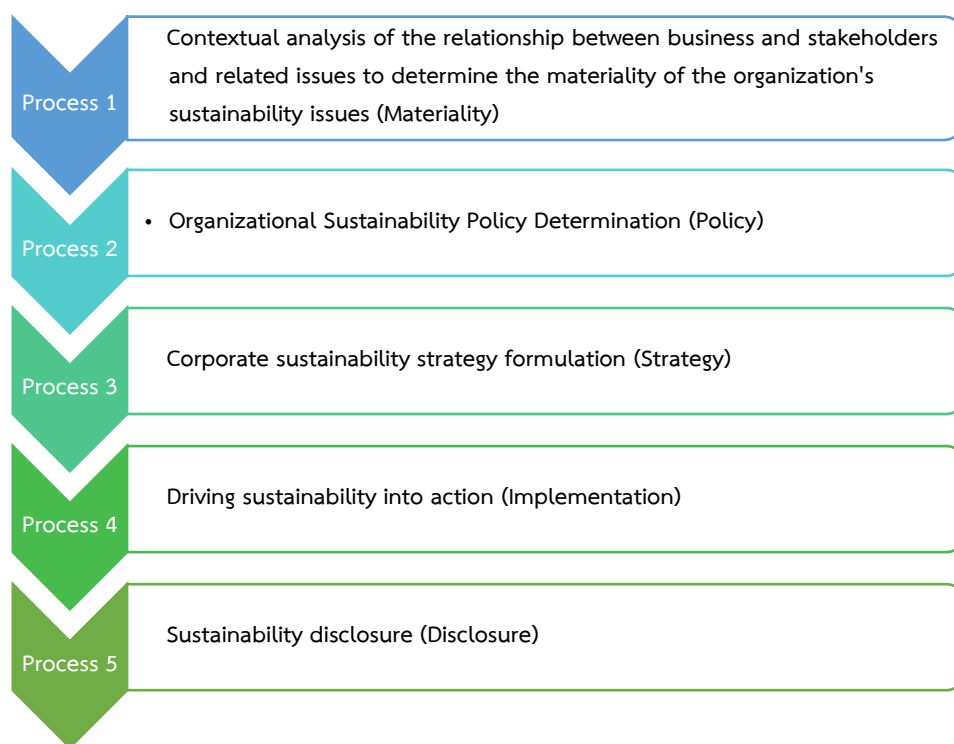


Social Responsibility for
Sustainable Development Policy



Sustainable Business Development Policy

In 2025, the Board of Directors' Meeting No.7 (Board# 32) on October 22, 2025 considered and approved the "Sustainability Policy and Guidelines (Revised 2025)" as proposed by the Governance and Sustainability Development Committee to demonstrate our commitment to conducting business sustainably in accordance with the intention of Dr. Thiam Chokwatana, the company's founder, and the organization's vision that "We are committed to being a leader in meeting the needs and improving the quality of life of consumers" by conducting business with transparency and accountability, being socially responsible, including conserving natural resources and caring for the environment, and taking into account stakeholders as the main focus. We continuously develop technology and develop innovations in social and environmental business to enable the business to grow steadily and sustainably in 3 dimensions: environmental dimension, social dimension, and governance dimension, which can be divided into 5 main processes as follows:



In addition, the Board of Directors has considered the approach to promote morality, ethics, and social and environmental responsibility as an organizational culture by accelerating the implementation of the following 3 points:

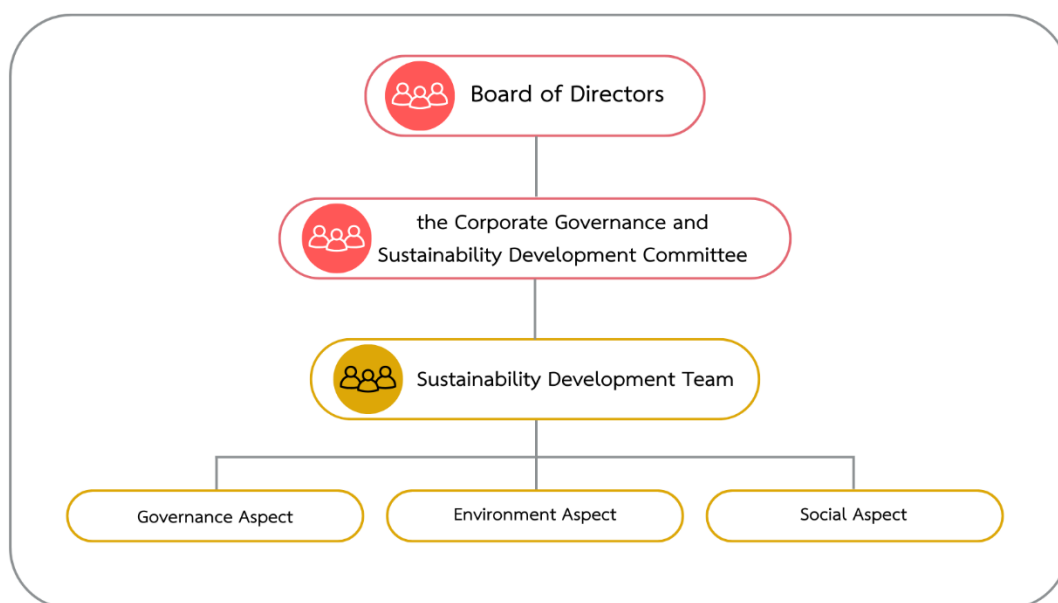
1. Create awareness and instill good conscience among executives and employees by providing comprehensive communication and training to provide knowledge on morality, ethics, honesty and integrity and the manual of good corporate governance principles in operations and business operations every year.
2. Create awareness and instill a sense of social and environmental responsibility among executives and employees through thorough communication and training to provide knowledge on environmental and social issues that are significant to the sustainability of the organization on an annual basis.
3. Employees at all levels must understand and perform their responsibilities in order for the company to achieve its short-term and long-term sustainable development objectives and goals.

Integrated Sustainability Governance Structure



To ensure that the Board of Director's oversight aligns with an integrated approach to sustainable development, the Board has established a governance structure comprising 5 subcommittees: the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, the Executive Committee, and the Corporate Governance and Sustainability Development Committee. The Company integrates economic, social, and environmental considerations into its corporate governance processes, risk management framework, and strategic planning across all levels of the organization through the roles and responsibilities of these subcommittees. In particular, the Corporate Governance and Sustainability Development Committee ("The Committee") is responsible for establishing policies related to corporate governance, economic performance, and corporate sustainability, as well as overseeing the Company's sustainability development across the organization. The Committee also serves as the central body responsible for driving sustainability initiatives, ensuring that business decisions consider stakeholder impacts alongside long-term sustainable growth. The Committee also reviews and assesses key sustainability issues relevant to the Company's business operations by referencing the corporate sustainability assessment criteria of S&P Global, particularly the Dow Jones Sustainability Assessment (DJSI), while also taking into account the goals of the United Nations Sustainable Development Goals (SDGs). In addition, stakeholder perspectives are incorporated into the evaluation process to ensure that sustainability priorities reflect stakeholder expectations. The outcomes of this process support the development of corporate strategies, action plans, and key performance indicators (KPIs) that enable the Company to effectively manage sustainability issues and respond to stakeholder needs. The Committee reports its recommendations to the Board of Directors and provides guidance on key sustainability practices to directors, executives, and employees to ensure adherence to good corporate governance principles and responsible business conduct toward society and the environment, supporting the Company's long-term sustainable growth.

Sustainability Development Structure



The corporate governance and sustainability development committee (“The Committee”) plays a significant role in strengthening the Company’s governance framework as well as supporting the Board of Directors in overseeing corporate governance and sustainability development. The Committee is responsible for establishing corporate governance policies and guidelines to ensure that the Company operates with transparency, proper disclosure, accountability, and fairness toward all stakeholder groups. At the same time, in relation to sustainability development, the Committee is responsible for driving and overseeing the Company’s operations to achieve balanced growth across economic, social, and environmental dimensions under the principles of good corporate governance. This approach aims to strengthen the Company’s long-term stability and sustainability, while continuously fostering confidence among all stakeholders.

As a result of the Company’s consistent and genuine commitment to these practices, in 2025 the Company received an “Excellent” rating (5 stars) in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 from the Thai Institute of Directors (IOD). This recognition reflects the Company’s strong commitment to effective corporate governance practices and to driving organizational growth across economic, social, and environmental dimensions, while reinforcing confidence among shareholders, investors, and all stakeholders, ultimately supporting the Company’s stable and sustainable growth.



Business Direction

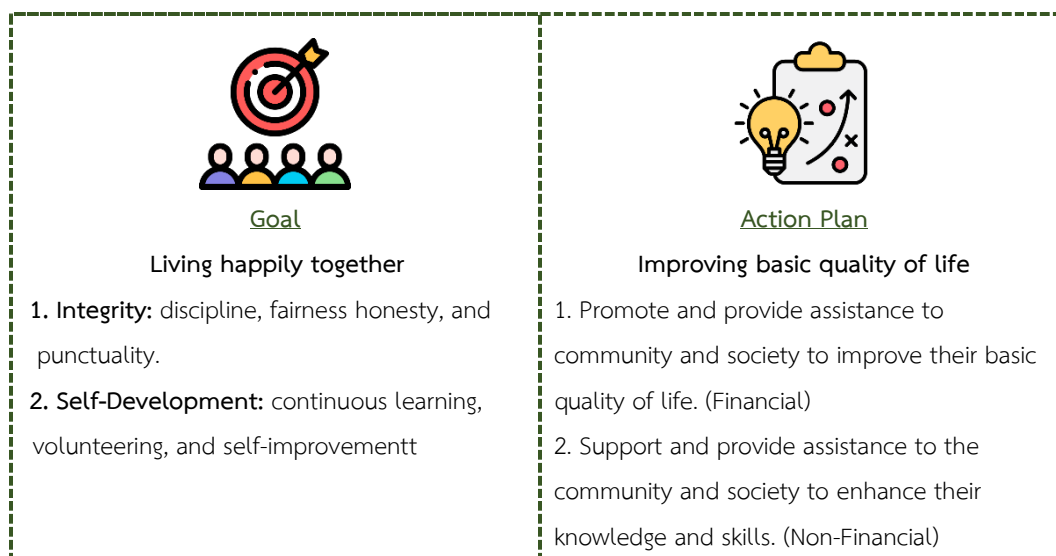
Key Business Goals	Our goal is to drive sustainable growth, increase sales and profits, and pay regular dividends to our shareholders.
Main Business Strategies	1. Develop a diverse range of high-quality products, brands, and services ,both independently and in collaboration with business partners, to 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.”



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.

The company's sustainability strategies	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.
	2. Formulate a comprehensive organizational sustainability strategy that includes good governance, enterprise risk management, and measures to address potential future risks.
	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.

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	Goals
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.	1. Zero work-related accidents. 2. Increased employee engagement evaluation results every year.
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 Develop	To be an organization trusted by all stakeholder groups.	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 2026-2028)



01 Conduct Business with Short-term and Longterm 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

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:



The Board of Directors recognizes the importance of conducting business responsibly throughout the supply chain. Therefore, it has assigned the Corporate Governance and Sustainability Committee to review the “Supplier Code of Conduct (Revised 2025)” to ensure alignment with international best practices, as well as compliance with relevant laws, regulations, and requirements related to responsible supply chain management. 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.

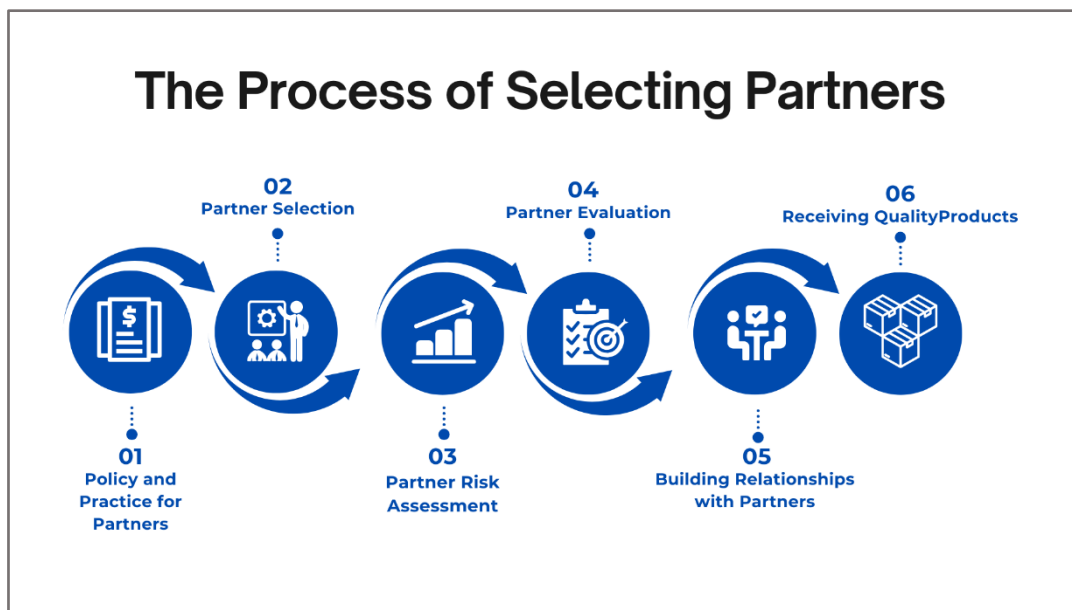




Value Chain Management

Principle: Supplier

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,

- **Supplier Relationship Management**

Suppliers are key stakeholders who play a vital role in the Company's business success. The Company is therefore committed to managing supplier relationships in a fair, transparent, and responsible manner to build trust and achieve sustainable growth throughout the supply chain. The Marketing and Sales departments regularly hold meetings with suppliers across Modern Trade, Traditional Trade, and small-scale supplier segments to communicate business plans, strengthen collaboration, and jointly establish sales targets. In addition, the Company conducts supplier satisfaction surveys to gather feedback on its performance. In 2025, the Company surveyed 10 Modern Trade partners and 10 Traditional Trade partners. The results indicated an average satisfaction score of 4.5 out of 5. Details are as follows:

Evaluation Criteria	Target Satisfaction (Score)	Actual Satisfaction (Score)
Sales Team Service	4.5	4.4
Delivery Quality	4.5	4.4
Quality of Products Received	4.5	4.7
Overall Average Score	4.5	4.5

The overall supplier satisfaction score across the three dimensions was 4.5, meeting the target set by the Company. The Company remains committed to continuously enhancing service quality, while strengthening collaboration to achieve sustainable growth together with its suppliers. This is undertaken alongside responsible business conduct throughout the supply chain and the creation of long-term shared value for stakeholders.

- **Criteria for Identifying Key Supplier Groups**

The Company places importance on selecting high-quality products to deliver to consumers. Clear criteria and standards have been established for evaluating new vendors, including small-scale suppliers. All vendors and suppliers are required to demonstrate business practices that reflect environmental, social, and governance (ESG) responsibility, in alignment with the Company's sustainable business approach.

In 2025, the Company identified key Traditional Trade supplier groups to enable effective analysis, risk assessment, and supplier management planning. These include:

- 1.) **Critical Tier 1 Suppliers:** Direct key suppliers selected based on transaction size and consistency in purchasing the Company's products, including Lion Corporation products and Mama products, in high volumes. Selection also considers the level of cooperation and the ability to achieve sales targets set by the Company.
- 2.) **Critical Non-Tier 1 Suppliers:** Suppliers that do not have direct business transactions with the Company but are engaged in transactions with Critical Tier 1 suppliers.

Supplier Group	Number of Suppliers	%
Critical Tier 1 Suppliers	266	6.89
Critical Non-Tier 1 Suppliers	3,597	93.11
Total	3,863	100.00

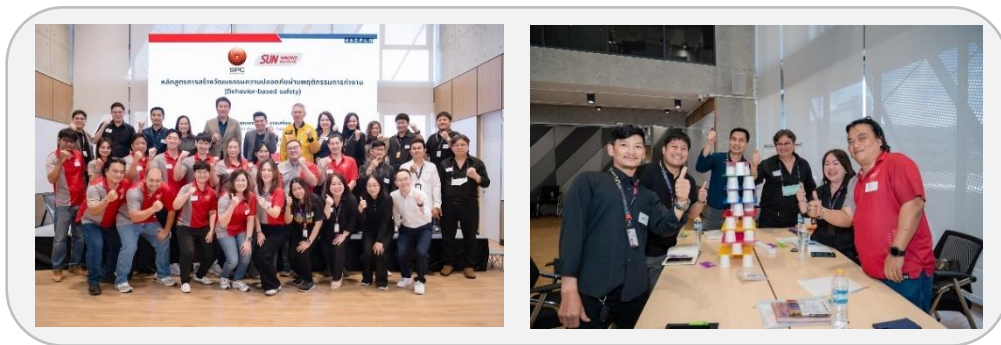
- **On-site Sustainability Assessment of Suppliers**

The on-site ESG audit of suppliers serves as a key mechanism enabling the Company to effectively identify and manage potential risks within the supply chain. The assessment covers suppliers' operational practices across environmental, social, and governance (ESG) dimensions. It also enhances transparency and trust in the procurement process, while encouraging suppliers to improve and align their operations with sustainability standards.

The Company has established criteria and developed ESG-based assessment tools, requiring suppliers to conduct self-assessments in parallel with the Company's audits. The assessment framework covers the following key areas:

1. Product and Service Quality
2. Business Operations
3. Social Aspects
4. Environmental Aspects
5. Social Responsibility
6. Sustainability Disclosure

In 2025, the Company selected Sun Vending Technology Public Company Limited (“SVT”) to conduct an on-site sustainability assessment. The results indicated that both the Company and SVT have opportunities for improvement in occupational safety and the promotion of joint sustainability initiatives. As a result, both parties jointly organized a training session titled “Building a Safety Culture through Behavior-Based Safety (BBS Workshop)” on 22 December 2025 at the Town Hall meeting room of SVT, located on Krungthep Kreetha Road, Hua Mak, Bang Kapi, Bangkok. The objective was to enhance safety awareness and elevate operational standards among both the Company’s employees and those of its suppliers, with a focus on fostering awareness and promoting safer working behaviors. This initiative reflects the Company’s commitment to strengthening supplier capabilities and fostering collaboration across the supply chain to drive sustainable business growth together.



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. Well-standardized warehouses with effective management systems enhance the Company's service capabilities and enable it to respond to customer needs with convenience, speed, and accuracy. The Company operates more than 76 main and sub-warehouses nationwide, covering all regions of the country. These facilities support the storage and distribution of a wide range of consumer products from the main distribution center ("G080 Warehouse") located in Si Racha District, Chonburi Province, to over 90,000 sales outlets across the country. These include more than 84,000 traditional trade outlets and over 6,000 modern trade outlets, including superstores, supermarkets, convenience stores, and other specialized channels. In addition, the Company places strong emphasis on leveraging technology in warehouse management to enhance storage efficiency, inventory control, and systematic distribution planning. Measures are also implemented to maintain product quality under appropriate conditions throughout storage and transportation processes, ensuring that products are delivered to customers and consumers with quality, safety, and in accordance with the Company's standards. The Company remains committed to continuously improving its warehouse management systems to support business growth and respond to evolving consumer demands, while conducting its business with integrity and ethical principles to achieve sustainable growth alongside Thai society.

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.

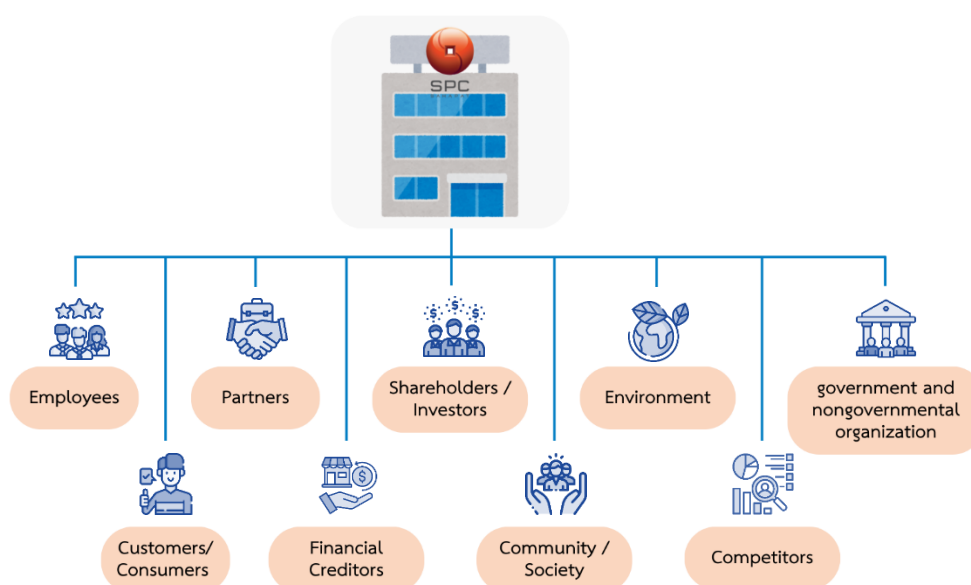
Outbound Logistic

The Company operates distribution centers across multiple locations nationwide, supporting efficient inventory management and the distribution of products to both domestic and international customers. In addition, the Company places importance on procuring high-quality and environmentally responsible transportation vehicles and equipment, alongside effective logistics planning. This ensures that product deliveries are carried out in a timely, safe, and reliable manner, while maintaining product quality in accordance with the Company's standards until they reach customers and consumers.

Customer/Consumers

The Company places importance on managing its customer-related value chain, with a focus on delivering high-quality products and services with integrity. A customer data protection policy has been established, and the Company emphasizes accuracy and transparency in communicating product and service information. Sales personnel (Product Consultants: PCs) receive regular monthly training to enhance their product knowledge and enable them to provide appropriate guidance to customers. In addition, the Company has developed e-commerce channels to align with evolving consumer behaviors and lifestyles, while facilitating convenient and timely access to its products and services. The Company also continuously strengthens its customer relationship management practices to enhance customer satisfaction and build trust, which are key drivers of sustainable success. To this end, channels are provided for customers to submit complaints, share feedback, and offer suggestions regarding products and services. The Company also implements systems and procedures to assess customer satisfaction through its Facebook pages, including Sahapat, Mont Fleur, and Mamalover, as well as through direct contact with the Consumer Coordination Center at 02-314-4444 and 02-318-0062.

Engagement with Stakeholders



The Company conducts an analysis to identify its key stakeholders and integrates their interests and concerns into the Company's action plans and sustainability issues, including the establishment of appropriate communication channels. The Company has established mechanisms to receive feedback and suggestions through both formal and informal channels, while actively promoting stakeholder engagement in order to appropriately respond to stakeholders' needs and expectations. Accordingly, the Company has defined a three-step approach to stakeholder engagement, as follows:

Stakeholder Identification and Prioritization

01

The Company identifies stakeholders relevant to its business operations by considering both internal and external stakeholders who may be affected by the Company's activities or who may influence the Company's operations in economic, social, and environmental aspects. The Company then evaluates the significance and expectations of each stakeholder group by assessing the level of impact on the business and the level of influence stakeholders have on the Company's operations. This assessment is used to prioritize stakeholders and to determine appropriate management approaches for each group.

Establishment of Practices for Stakeholder Groups

02

Following the identification and prioritization process, the Company establishes appropriate practices and guidelines for engaging with each stakeholder group. The Company provides various communication channels and feedback mechanisms to enable stakeholders to conveniently express their suggestions, expectations, or concerns related to the Company's business operations. Such information is subsequently considered in improving operational processes, risk management, and the development of the Company's sustainability strategies.

Stakeholder Engagement

03

The Company promotes stakeholder engagement through activities and communication channels that are appropriate for each stakeholder group. Feedback, suggestions, and key issues received from stakeholders are analyzed and used as input in determining the direction of the Company's business operations, as well as in developing sustainability strategies and action plans. This approach ensures that the Company's business operations appropriately respond to stakeholder expectations.

In 2025, the Company engaged with stakeholders and responded to their expectations. Based on the stakeholder identification and prioritization process, the Company categorized its stakeholders into nine key groups, as follows:

Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
1. Employees 	• 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.	• 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

Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
2. Customers/ Consumers 	• 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.	• 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.
3. Partners 	• 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.	• 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.

Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
4. Financial Creditors 	• 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.	• Making contact with the management team. • Visiting the company website. • Listening to recommendations and complaints and reporting issues in advance.
5. Shareholders / Investors 	• 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.	• 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
6. Community / Society 	• 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.	• Communication through various channels. • Providing channels for receiving suggestions or complaints. • Making contact with the management team.
7. Environment 	• Conduct business with care for the environment and minimize pollution. • Reduce energy consumption by implementing internal management. • Control effluent, waste, and air pollution.	• Channels for receiving complaints and listening to stakeholders' feedback. • Communication via various platforms, such as the website, Line, and email.
8. Competitors 	• Conduct business and compete fairly and transparently, adhering to the principles of good competition and honesty.	• Adhering to the framework of fair competition among each other. • Avoiding harming competitors' reputations.

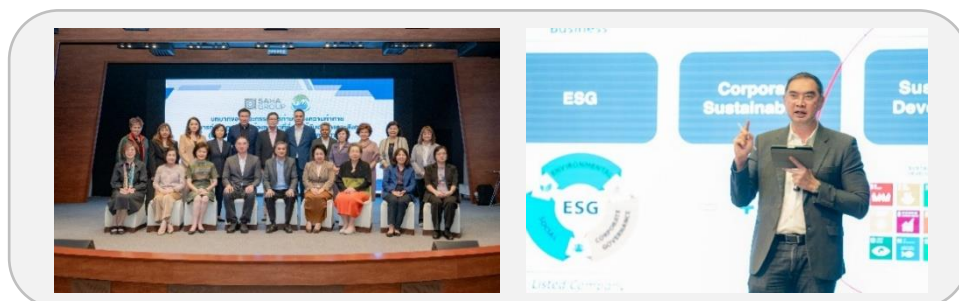
Stakeholders	Expectations / the Company's Guidelines	Channels of Communication and Participation
9. government and non-governmental organization 	• Follow the required rules and regulations. • Collaborate and contribute to public-benefit programs, activities, and initiatives. • Pay taxes accurately, completely, and on time, as required by law	• 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.

The Engagement of Stakeholders

- ESG Seminar for the Board of Directors: Driving Sustainable Corporate Transformation



The Company, in collaboration with other listed companies within the Sahapat Group, organized a seminar titled “The Role of the Board of Directors Amid Governance Challenges for Sustainable Value Creation (ESG and Sustainable Value Creating)” in February 4, 2025 at Bangkok Tower, Bangkapi Subdistrict, Huai Khwang District, Bangkok. The seminar was delivered by Mr. Anantachai Yuranapratom. The event aimed to enhance awareness and understanding of sustainable business practices under the principles of good corporate governance, alongside social and environmental responsibility. It also emphasized the importance of stakeholder engagement in creating long-term value, strengthening investor confidence, and aligning business operations with international sustainability standards to support the Company’s long-term growth.

- The 2025 Annual General Meeting of Shareholders



The Board of Directors and management presented the Company’s operating results for the year 2024 and responded to shareholders’ inquiries during the 74th Annual General Meeting of Shareholders, held in April, 2025. The meeting was successfully conducted, and all proposed agenda items were approved in accordance with the Board’s recommendations.

- The 29th Sahapat Group Fair



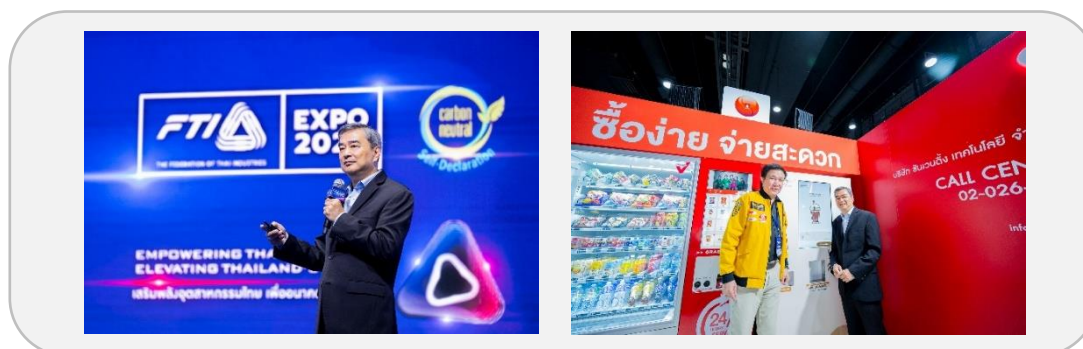
The 29th Sahapat Group Fair & Fest was organized under the concept “Big Shop, Big Show.” The event showcased a wide range of consumer products from brands within the Sahapat Group. The fair was conducted in both onsite and online formats, with the onsite event held at the Bangkok International Trade & Exhibition Centre (BITEC), Bangna, and the online platform emphasizing product distribution through e-commerce channels to align with evolving consumer lifestyles. The event took place from June, 26–29 2025.

- Sahapat Group Analyst and Investor Meeting at the Sahapat Group Fair



The Company, in collaboration with the Stock Exchange of Thailand, participated in the 14th Sahapat Group Analyst and Investor Meeting, held during the 29th Sahapat Group Fair & Fest. The session was conducted under the theme “From a Strong Foundation to Responsible Transformation.” Mr. Nattapon Dejvitak, Vice President of the Company, presented the Company’s business strategy, highlighting collaboration with both Modern Trade and Traditional Trade partners to expand market opportunities and enhance consumer accessibility. The Company continues to strengthen brand development, improve inventory management efficiency, and integrate ESG principles into its business operations. These initiatives support sustainable growth through social programs for children and youth, as well as strategic investments in the health sector, while delivering high-quality products and services to improve consumers’ quality of life.

- The Participation in FTI EXPO 2025: “Towards a Transformed Thai Economy”



The Company, represented by Mr. Abhisit Vejajiva, Vice Chairman, participated as a speaker in a special session titled “Towards a Transformed Thai Economy” at FTI EXPO 2025. During the session, the Company highlighted its strategic transition toward sustainable business operations, including initiatives such as green logistics, the “Care the Whale” recycling campaign, and the “Green PLEASE by SPC” initiative. Additionally, Sahapat Group companies have expanded their investments into future industries through international partnerships, covering industrial technology, healthcare, and logistics. These initiatives aim to support Thailand’s transition toward a new economic landscape while strengthening the Company’s long-term growth potential in emerging industries.

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:

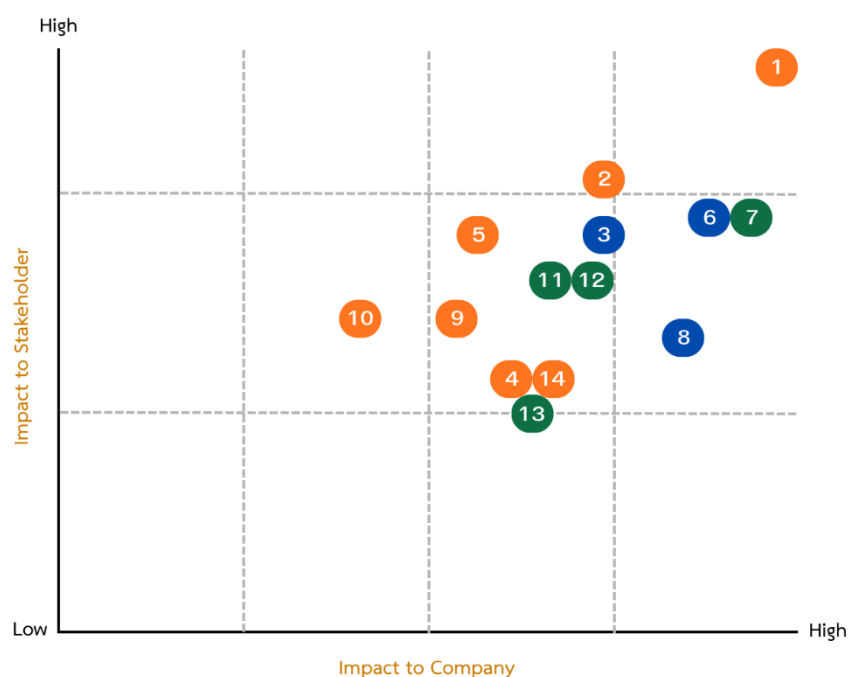
01 Identifying material issues	02 Assessment of material sustainability	03 Review of material issues
The company has analyzed, considered, and compiled material sustainability issues by taking into account issues that align with the business's operating framework, which is split into two sections: the expectations and interests of stakeholders and communication channels or information-gathering methods.	The company evaluates essential sustainability issues for the company and its stakeholders in 3 dimensions: economic and corporate governance, social, and environmental.	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	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: - 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.
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Prioritizing Material Sustainability Issues	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.
Validation of Material Sustainability Issues and Review for Continuous Improvement	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.

Materiality Matrix



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 2025, 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. Environmental Quality Management	
2. Biodiversity	
3. Climate Change Management	
4. The Management of Energy Consumption	
5. Water Management	
6. Waste Management	
7. Paper and Packaging Management	



1. Environmental Quality Management



The Board of Directors recognizes the importance of conducting business with due consideration for environmental responsibility. The Company is committed to minimizing environmental impacts arising from its operations while continuing to grow its business. To this end, the Company has established relevant policies and guidelines under its Good Corporate Governance Principles, as follows:

- 1) Businesses shall be undertaken in accordance with laws, regulations, and policies on the environment with due regard to the impact on natural resources and the environment. Regular revision and assessment of the Company's environmental performance shall be performed.
- 2) Organizational culture and consciousness of all employees shall be promoted to encourage cooperation and responsibility for the efficient and sustainable management of the environment and utilization of resources.
- 3) Knowledge promotion and environmental training shall be extended to employees.
- 4) An environmental management system shall be promoted, including economical use of resources, treatment and rehabilitation of resources exploited, replenishment of resources, and sustainable environmental watch and impact prevention.
- 5) There shall be a system in place for selecting trade partners in the supply chain who operate in an environmentally friendly manner.
- 6) Environmentally friendly technology shall be developed and applied whenever possible.

In addition, in 2025, the Board of Directors realizes and places importance on sustainable business operations along with environmental responsibility in order for the Company's operations to have the least impact on the environment by complying with environmental laws and regulations in accordance with international standards, including related practices. Therefore, the management has been assigned to prepare a specific **"Environmental Management Policy and Practices"** as a guideline for implementing the environmental management policies and practices for the Board of Directors, executives, employees, and all stakeholders, with the following important principles:

Scope
The Environmental Management Policy and Practices covered the business activities of SPC and Subsidiaries, and encourage business partners, associates, and stakeholders to acknowledge them as a guideline for the same direction.
Duties and Responsibilities
1. In order for this environmental management policy and practice to be truly effective, the board of directors and executives must act as good role models. 2. The Board of Directors, executives, employees, and workers at all levels have a duty to support, promote and perform work in accordance with this environmental management policy and practice, including communicating and disseminating it to subsidiaries and all stakeholders to enhance the organization's potential for sustainable development until it becomes a culture of operations that takes into account the balanced benefits of the economy, good governance, society and the environment.

Environmental Management Policy

The Board of Directors, executives and employees of the company are committed to conducting business sustainably on the basis of environmental responsibility by promoting energy management, water management, waste and pollution management, effective greenhouse gas management, and disclosing information on environmental performance.

Environmental Management Practices

1. Created knowledge and understanding about both positive and negative environmental impacts from activities, with the aim of reducing the environmental impacts caused by the company's operations.

2. Promote the culture within the organization for all employees to be aware of environmental protection and care, and participate in researching and seeking ways to manage energy, reduce resource and energy usage, and use energy wisely to achieve maximum efficiency, as well as release waste and greenhouse gases to prevent, control, and minimize impacts on the environment, communities, and society

3. Conduct the business with consideration to environmental impact reduction, biodiversity, environmental conservation, and adaptation to climate change. Establish methods for assessing risks and impacts of climate change on the business. Seek measures to reduce greenhouse gas emissions into the atmosphere and methods for responding to climate change, in line with the goals of the Paris Agreement, aiming for net zero greenhouse gas emissions by 2050, including enhancing knowledge and awareness of environmental and climate management for employees, customers, business partners and relevant stakeholders, including disclosing reports on operating results and environmental and climate issues in accordance with stakeholders' expectations in full.

4. Establish waste, waste, and pollution management guidelines for businesses, from the process of reducing the amount of waste and waste to create a circular economy system.

5. Establish greenhouse gas to management guidelines, from the process of creating a carbon footprint, the process of reducing the amount of direct and indirect greenhouse gas emissions, to the process of offsetting carbon credits.

6. Promote the environmental sustainability within the supply chain by selecting partners, contractors and business partners based on their environmental management capabilities to align with the company's environmental policy.

Disclosure of information

1. Disclose the environmental management policy and practices, performance data, and requirements of relevant agencies, as well as internationally accepted standards, in a sufficient, transparent, and timely manner to demonstrate the intention and commitment to sustainable organizational development.

2. Disclose this policy and practices to the Board of Directors, executives, employees, workers, and stakeholders to acknowledge and adhere to in their work and business with the Company.

2. Biodiversity



Goal

Promote reforestation initiatives and activities aimed at increasing green spaces.

Biodiversity is a fundamental foundation of ecosystems, natural resources, and all living organisms. Currently, the rate of biodiversity loss is increasing at a pace that exceeds nature's ability to recover. This is largely driven by human economic and social expansion, which results in habitat destruction, excessive use of natural resources, and the extinction of numerous species each year.

The Company recognizes the importance of biodiversity conservation and therefore emphasizes responsible business operations that maintain ecosystem balance and ensure the sustainable use of natural resources. The Company supports initiatives aimed at conserving natural resources, preserving green spaces, and raising awareness among employees and stakeholders regarding environmental conservation. These efforts aim to reduce impacts on ecosystems while supporting business growth alongside sustainable environmental stewardship. In this regard, the Company has established operational guidelines and preparedness measures for biodiversity management, referencing guidance from the Biodiversity-Based Economy Development Office (Public Organization) (BEDO) under the Ministry of Natural Resources and Environment, to serve as a framework for the Company's operations, as outlined below:

01 Building Internal Awareness and Understanding	02 Stakeholder Engagement	03 Baseline Survey and Data Collection	04 Establishment of Data Management and Monitoring System
• Provide training programs for employees and relevant executives to enhance knowledge and understanding of the fundamental principles of biodiversity. • Conduct a materiality assessment to identify risks and opportunities related to the Company's business operations.	• Identify key stakeholder groups, such as local communities, suppliers, and government agencies. • Communicate and gather feedback from stakeholders to better understand concerns and recommendations regarding the Company's impact on biodiversity.	• Conduct surveys of business activity areas, such as warehouse locations, to assess potential overlap with biodiversity-sensitive areas. • Collect data on ecosystem characteristics in relevant areas to support impact assessment and long-term progress monitoring. • Gather upstream supply chain information.	• Establish a centralized database system to collect both quantitative and qualitative data. • Implement monitoring mechanisms supported by relevant experts. • Define the frequency of data review to track progress and support public disclosure.

Biodiversity is an issue that may affect the Company both directly and indirectly. The Company is therefore committed to minimizing negative impacts from its business operations on nature, while promoting positive impacts through environmental activities and initiatives. Since 2024, the Company has launched the “SPC Zero #GoGrowGreen” campaign to promote the conservation and restoration of natural resources. The first activity under this campaign was the “Mangrove Reforestation Initiative,” which aims to restore and expand green areas in the Bang Khun Thian coastal area. This area plays an important role in maintaining the balance of coastal ecosystems, while also helping mitigate coastal erosion and supporting the richness of biodiversity. The Company will continue to enhance its approaches and management systems for biodiversity management to ensure that its business operations are conducted with environmental responsibility. These efforts are carried out in parallel with ecosystem conservation and restoration, while supporting the protection of biodiversity to remain balanced and sustainable, in alignment with internationally recognized environmental principles.

3. Climate Change Management



Goal

Achieve Net Zero Greenhouse Gas Emissions by 2050.

Climate change is one of the most critical global challenges, with widespread impacts on the environment, economy, and society. It is primarily driven by greenhouse gas (GHG) emissions resulting from human activities. In alignment with the framework of the United Nations Climate Change Conference and the Paris Agreement, the Company places strong emphasis on the systematic management of greenhouse gas emissions.

Since 2023, the Company has conducted an assessment of its Carbon Footprint for Organization (CFO) based on operational activities, following the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). This assessment serves as a tool to monitor, evaluate, and effectively manage greenhouse gas emissions. The initiative supports the Company’s long-term business sustainability and serves as a key foundation for driving the organization toward achieving Carbon Neutrality and Net Zero greenhouse gas emissions by 2050.

The Carbon Footprint for Organization (CFO) Assessment

In 2025, the Company calculated its Carbon Footprint for Organization (CFO) covering Scope 1, Scope 2, and Scope 3 emissions for the Company’s head office in Bangkok and 10 warehouse facilities located across Thailand. These facilities include 1) Sriracha Warehouse, Chonburi Province 2) Krathum Baen Warehouse 3) Khon Kaen Warehouse 4) Nakhon Ratchasima Warehouse 5) Chiang Mai Warehouse 6) Lamphun Warehouse 7) Romklao Warehouse 8) Rama 3 Warehouse 9) Rangsit Warehouse and 10) Sriracha (Sub) Warehouse, Chonburi Province. The greenhouse gas emissions data were verified by an independent third-party verifier, ECEE Co., Ltd., and the Company has obtained official registration and Carbon Footprint and Carbon Label certification from the Thailand Greenhouse Gas Management Organization (Public Organization).



Based on the Carbon Footprint for Organization (CFO) assessment conducted across the 11 locations mentioned above, the calculation was performed in accordance with the organizational carbon footprint verification guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization). The results of the Company's organizational carbon footprint assessment are presented as follows:

The Scope for Measuring an Organization's Carbon Footprint in 2025

Scope 1	Scope 2	Scope 3
• Mobile Combustion	• Warehouse Electricity Consumption	• Fuel- & Energy-related Activities • Downstream Transportation & Distribution

Greenhouse Gas Emissions Assessment Results

Operational Data	2023 ⁽¹⁾ (tonCo2eq)	2024 ⁽²⁾ (tonCo2eq)	2025 ⁽³⁾ (tonCo2eq)
Scope 1	12,778	16,639	11,251
Scope 2	1,538	4,063	1,678
Scope 1+2	14,316	20,702	12,929
Scope 3	-	9,597	8,996
3.1 Category 1: Purchased Goods & Services	-	1,548.53	130.37
3.2 Category 2: Capital Goods	-	NA	NA
3.3 Category 3: Fuel- & Energy-related Activities	-	2,770.61 ⁽⁴⁾	1,937.34 ⁽⁴⁾
3.4 Category 4: Upstream Transportation & Distribution	-	63.14	0.53
3.5 Category 5: Waste Generated in Operations	-	2.86	NA
3.6 Category 6: Business Travel	-	0.26	59.31
3.7 Category 7: Employee Commuting	-	9,074.90	2.27
3.8 Category 8: Upstream Leased Assets	-	NA	NA
3.9 Category 9: Downstream Transportation & Distribution	-	6,826.22 ⁽⁴⁾	7,057.93 ⁽⁴⁾
3.10 Category 10: Processing of Sold Products	-	NA	-
3.11 Category 11: Use of Sold Products	-	NA	NA
3.12 Category 12: End-of-life Treatment	-	147.79	11.32
3.13 Category 13: Downstream Leased Assets	-	3.00	92.22
3.14 Category 14: Franchises	-	-	-
3.15 Category 15: Investments	-	NA	NA

(1) CFO calculated for 2 locations, comprising the Company's head office building and the Sriracha warehouse in Chonburi Province.

(2) CFO calculated for 16 locations, comprising the Company's head office building, 10 warehouses across Thailand, 4 subsidiary companies that serve as key trading partners, and 1 factory operated by a subsidiary.

(3) CFO calculated for 11 locations, comprising the Company's head office building and 10 warehouses across Thailand.

(4) Scope 3 categories considered in the calculation, as they represent significant sources of greenhouse gas emissions.

Based on the Company's Carbon Footprint for Organization (CFO) assessment for 2025, the total greenhouse gas (GHG) emissions from Scope 1 and Scope 2 amounted to 12,929 tons of carbon dioxide equivalent (tonCO₂eq). In addition, greenhouse gas emissions under Scope 3 (for selected categories considered) totaled 8,996 tonCO₂eq. In 2025, the scope of the assessment was expanded from "Scope 1 and Scope 2" to "Scope 1, Scope 2, and Scope 3". The emissions data have been verified by an external independent verifier. Accordingly, 2025 has been designated as the Company's base year for greenhouse gas emissions management and monitoring.

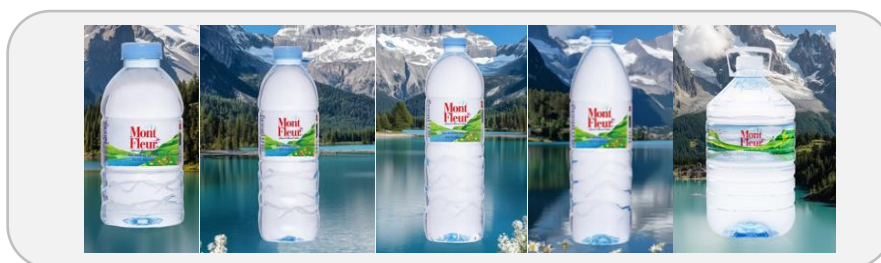
Collaboration with Subsidiaries in the Carbon Footprint for Organization (CFO) Assessment

In 2025, the Company supported and encouraged its key subsidiary trading partners to conduct Carbon Footprint for Organization (CFO) assessments across six locations in order to systematically evaluate greenhouse gas (GHG) emissions from their operational processes. The assessments covered both direct and indirect greenhouse gas emissions. The subsidiaries that participated in the organizational carbon footprint assessment are as follows:

1. Chokchaipibul Co., Ltd. (Head Office), Bangkok.
2. Chokchaipibul Co., Ltd. (The Decent Noodle Factory), Kabin Buri District, Prachinburi Province.
3. Chokchaipibul Co., Ltd. (Carbonated Beverage Production Plant), Mueang District, Nonthaburi Province.
4. Bangkok Tower (1999) Co., Ltd. (Head Office), Bangkok.
5. Dairy Thai Co., Ltd. (Head Office and Fermented Milk Production Plant), Ban Pong District, Ratchaburi Province.
6. Tipwarin Wattana Co., Ltd. (Head Office and Mont Fleur Natural Mineral Water Plant), Tak Province.

Carbon Footprint of Product (CFP) Assessment

The Company has encouraged Tipwarin Wattana Co., Ltd., one of its key trading partners, to conduct a Carbon Footprint of Product ("CFP") assessment. As part of this initiative, Mont Fleur drinking water (plastic bottle) products were selected as pilot products, covering five SKUs: 330 cc, 500 cc, 1,000 cc, 1,500 cc, and 5,000 cc. The CFP assessment evaluates greenhouse gas (GHG) emissions throughout the entire life cycle of products and services. This initiative enables both the Company and Tipwarin Wattana Co., Ltd. to effectively plan and establish appropriate approaches for greenhouse gas management. In addition, it supports the development of environmentally friendly products and operational processes in the future.



4. The Management of Energy Consumption



Performance

1. Installed additional solar rooftop systems at the Company's office buildings and warehouses.
2. Reduced electricity consumption from externally purchased electricity by 13.84%.
3. Generated 98,220 kWh per year of electricity from solar rooftop systems.
4. Deployed electric delivery vehicles (EVs) for product distribution within Bangkok and its metropolitan area.



Goals

1. Reduce electricity consumption from externally purchased electricity by 20% compared to the previous year.
2. Generate more than 100,000 kWh per year of electricity from solar rooftop systems.
3. Expand the operational coverage of electric delivery vehicles for product transportation.

Energy management is one of the key factors in conducting business sustainably in line with sustainable development principles. The Company therefore places importance on efficient energy management by focusing on controlling energy consumption, developing initiatives to improve energy efficiency, and reducing resource utilization. These efforts support the Company's business growth while minimizing environmental impacts.

Electricity Management



Electricity Consumption Statistics

Electricity Consumption	2023	2024	2025
Number of unit (Unit or kWh)	777,000	855,000	751,000
Number of kilowatts (kW)	3,315	3,832	3,478

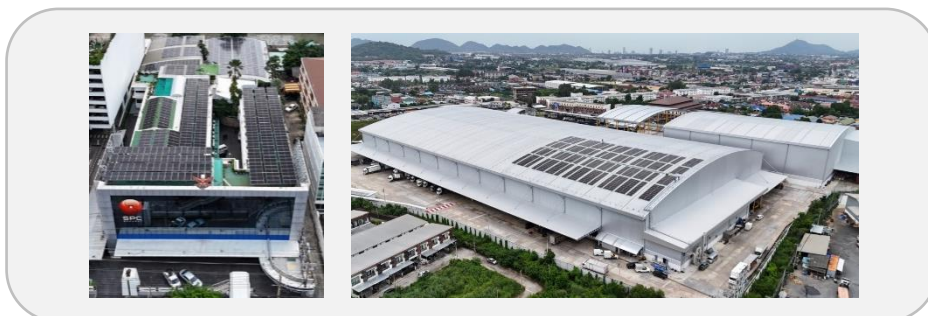


Electricity Generation Statistics

Electricity Generation	2023	2024	2025
Number of kilowatts (kW)	116,990	101,011.74	98,220

In 2025, the Company utilized electricity generated from solar rooftop systems to support power consumption within its office buildings, in parallel with electricity purchased from external suppliers. Electricity generated from the solar rooftop systems helped reduce external electricity purchases by 98,220 units (kWh per year), representing approximately 13.07% savings in total electricity expenses for office operations. In addition, the Company expanded the installation of solar rooftop systems across several locations, including the head office building, Rama 3 Distribution Center, Romklao Distribution Center, and Sriracha Distribution Center (SPC Central

Warehouse) located in Nong Kham Subdistrict, Sriracha District, Chonburi Province. The Company also supported solar rooftop installations at key partners within its supply chain, including Tipwarin Wattana Co., Ltd., at the Mont Fleur drinking water production plant in Phop Phra Subdistrict, Phop Phra District, Tak Province, and Chokchaipibul Co., Ltd., at the instant noodle production plant in Non Si Subdistrict, Kabin Buri District, Prachinburi Province. These companies are strategic partners and key participants within the Company's supply chain.



The utilization of electricity generated from the solar rooftop systems represents a renewable energy source that helps reduce reliance on externally purchased electricity, lowers long-term energy costs, and contributes to the reduction of Scope 2 greenhouse gas emissions in a tangible manner. This initiative also supports environmentally responsible business operations and enables the Company to accommodate future organizational growth in a sustainable manner.

Greenhouse Gas Reduction Initiatives and Activities

- Campaign encouraging employees to commute using public transportation.



In 2025, the Company continued to promote the use of public transportation for employees' commuting. For more than 12 years, the Company has provided a shuttle bus service for employees traveling to work via the subway system, with designated pick-up and drop-off schedules to facilitate convenient access to the workplace. The service operates four trips in the morning and four trips in the evening after working hours, aiming to enhance employee convenience while reducing fuel consumption associated with private vehicle use. In addition, this initiative encourages employees to utilize public transportation systems, enabling them to better plan their commuting schedules and arrive at work on time. This measure also contributes to reducing greenhouse gas emissions, particularly during peak traffic hours.

- Internal Campaigns to Promote Energy Conservation and Environmental Protection



The Company continuously encourages employees to conserve resources and reduce energy consumption within the organization. Communication on energy conservation and climate change mitigation practices is regularly disseminated through internal communication channels, such as the Intranet system and the Line Official account for employee groups, to share practical guidelines that can be easily applied both in the workplace and in daily life. In addition, the Company organizes activities to promote knowledge and employee participation, such as quizzes and interactive campaigns related to energy conservation and climate change mitigation. These activities aim to raise environmental awareness among executives and employees while fostering a culture of participation through engaging activities and incentive rewards. Furthermore, on every working day at approximately 10:00 a.m., the Company makes internal public announcements requesting cooperation from executives and employees to switch off lights, electrical appliances, and computers during lunch breaks or when not in use. Employees are also encouraged to turn off air-conditioning units in unused areas. These practices help reduce energy consumption within the office and support environmentally responsible operations.

- Saha Pathanapibul Advances Logistics Development with 100% Electric Delivery Vehicles



The Company has piloted the use of electric delivery vehicles (four-wheel jumbo electric trucks), with a total of four vehicles, for product distribution from the Company's distribution centers to retail outlets within Bangkok and its metropolitan area. In 2025, the service operated from March to December 2025, contributing to a reduction of 23,936 kilograms of carbon dioxide equivalent (kgCO₂eq) in greenhouse gas emissions, which is equivalent to planting approximately 1,596 trees. This initiative clearly demonstrates the effectiveness of electric vehicles in reducing environmental impacts.

In 2026, the Company plans to expand both the number of electric delivery vehicles and their operational coverage to additional transportation routes in order to further enhance logistics efficiency while minimizing environmental impacts. This initiative reflects the Company's commitment to responsible transportation management and its efforts to drive the organization toward sustainable business operations, supporting its greenhouse gas reduction goals and progress toward achieving Net Zero emissions in the future.

5. Water Management



Performance

1. Water consumption decreased by 18.46% compared to the previous year.
2. The quality of discharged wastewater released to public waterways complied with legally required standards.

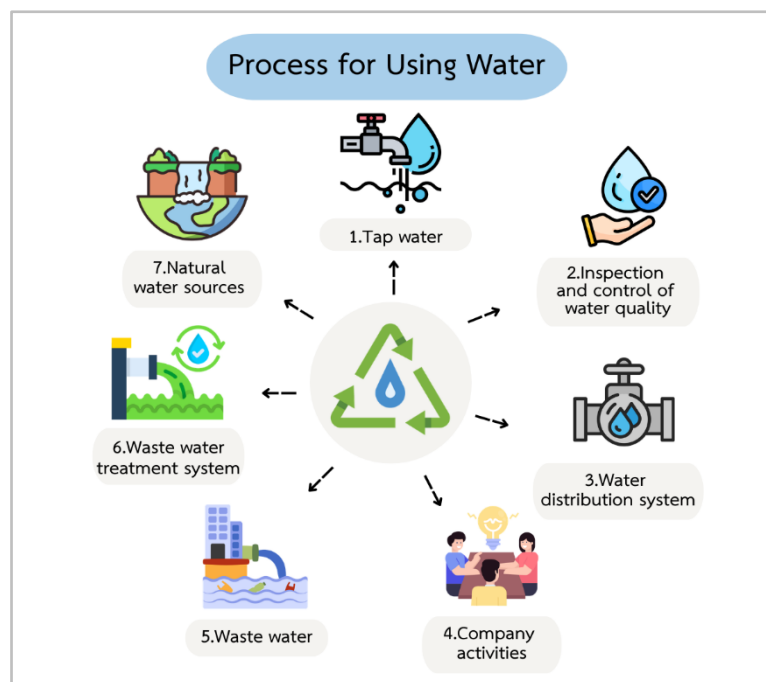


Goals

1. Reduce water consumption by 20% by 2027.
2. Ensure that wastewater discharged back to original water sources or natural water bodies complies with applicable legal standards.

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.





Water Usage Statistics

	2023	2024	2025
Tap water (cubic meter)	11,031	11,905	9,707

Wastewater Treatment System

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:

01

Wastewater Treatment Tank (Sats)

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

02

Grease Trap

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.

03

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

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.

04

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.

Water Pollution Control and Effluent Quality

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	7.4
BOD 5 Days*	mg/L	APHA:4500-O(C)5210 B	≤20	3.4
TSS	mg/L	APHA:2540 D	≤30	5.0
#TDS	mg/L	APHA:2540 C	≤1,000	170
#Fat, Oil & Grease	mg/L	APHA:5520 B	≤20	<0.5
#N-TKN	mg/L N	APHA:4500-Norg(B)	≤35	7.0
#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."



6. Waste Management



Performance

1. Waste managed within the organization and surrounding communities through the Green PLEASE by SPC project increased by 2,676.8 kilograms, representing a 54.56% increase compared to the previous year.
2. Expanded the Green PLEASE by SPC initiative to nearby communities surrounding the Company's office under the project "Green PLEASE by SPC: Community and Social Expansion Initiative."



Goals

1. Manage no less than 5,500 kilograms of waste within the organization and surrounding communities through the Green PLEASE by SPC project.
2. Expand the Green PLEASE by SPC initiative to communities surrounding the Company's warehouse facilities.

The Company has continuously placed importance on waste and waste management by implementing waste management initiatives and organizing activities that encourage employees to develop awareness, discipline, and participation in waste segregation and waste reduction within the organization. In addition, the Company strives to enhance policies and practices for effective waste management to maintain cleanliness in both internal and external environments. These efforts help reduce the burden of waste collection and disposal, lower the Company's waste management costs, and contribute to minimizing environmental impacts and global warming. In 2025, the Company implemented the following waste and waste management projects and activities:

SPC delivers unused employee lanyards for conversion into Refuse Derived Fuel (RDF) to reduce landfill waste



The Company delivered unused employee lanyards to Recycle Day Thailand for proper waste management. These materials were processed and converted into Refuse Derived Fuel (Refuse Derived Fuel: RDF), transforming waste into an alternative energy source. This initiative helps reduce reliance on coal and other fossil fuels while creating new value from materials that have reached the end of their useful life. It also contributes to tangible environmental benefits by reducing landfill waste and promoting resource recovery.

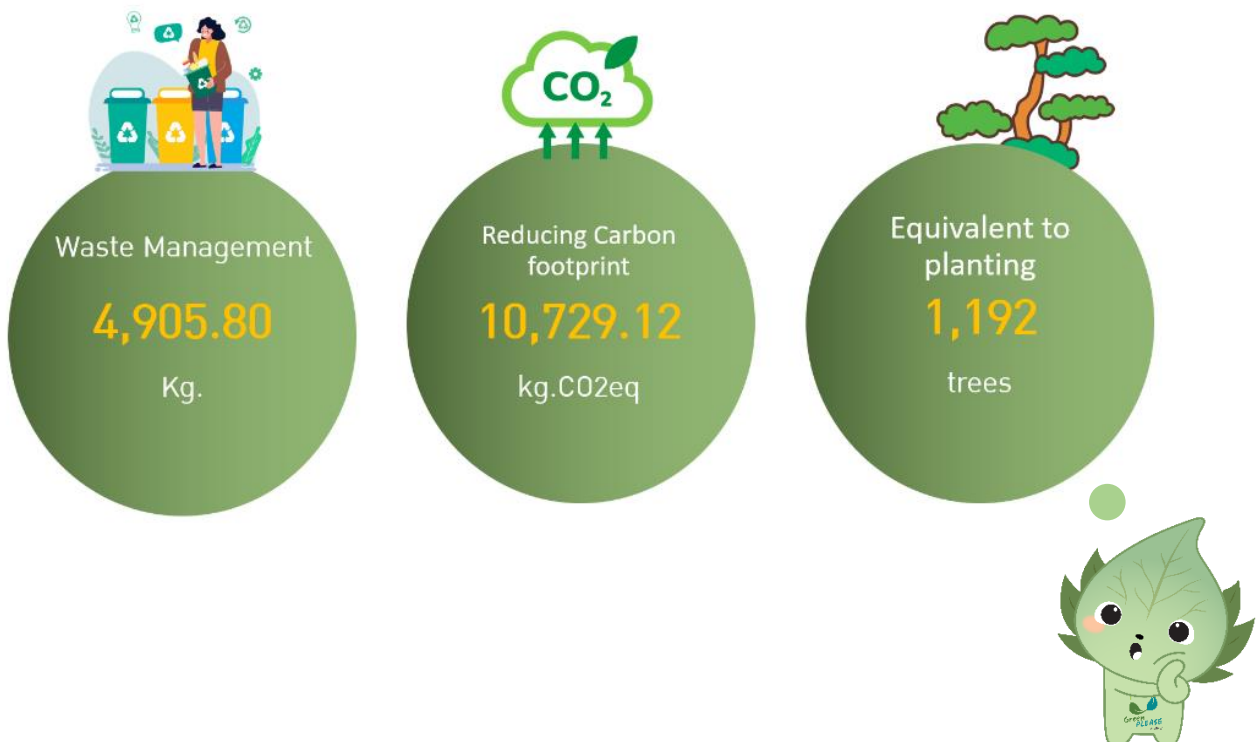


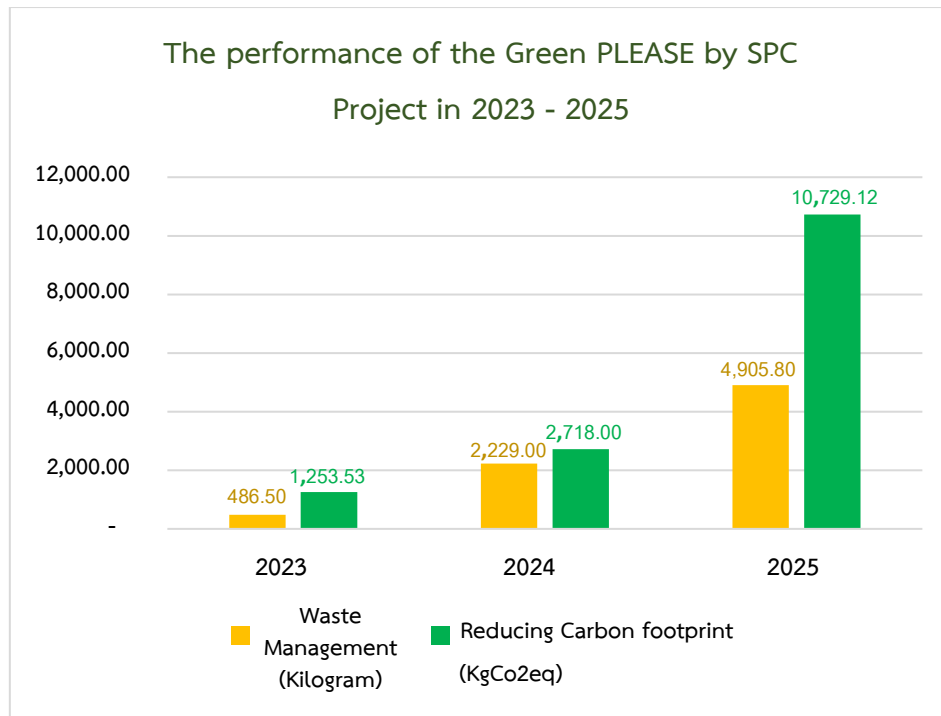
Due to the continuously increasing volume of plastic waste, the Company recognizes the importance of conducting business alongside social and environmental responsibility under the concept of sustainable development. As a result, the Company initiated the “Green PLEASE by SPC” project, which received the The New Thinking Group Award in 2022. The project aims to provide employees with opportunities to demonstrate their creativity in technology and innovation, generating solutions that create value for themselves, the organization, and society.



The “Green PLEASE by SPC” project has been continuously implemented for over four years, aiming to encourage employee participation in proper waste segregation, reduce plastic usage, and improve the efficiency of plastic waste management. The activity is held regularly on the second and fourth Thursday of each month, providing an opportunity for the Company’s employees, as well as employees from nearby organizations, to bring PET plastic bottles to exchange for the Company’s products. This initiative serves as an incentive for waste separation at the source while promoting sustainable resource management at both the organizational level and within surrounding communities.

The performance of the Green PLEASE by SPC Project in 2025

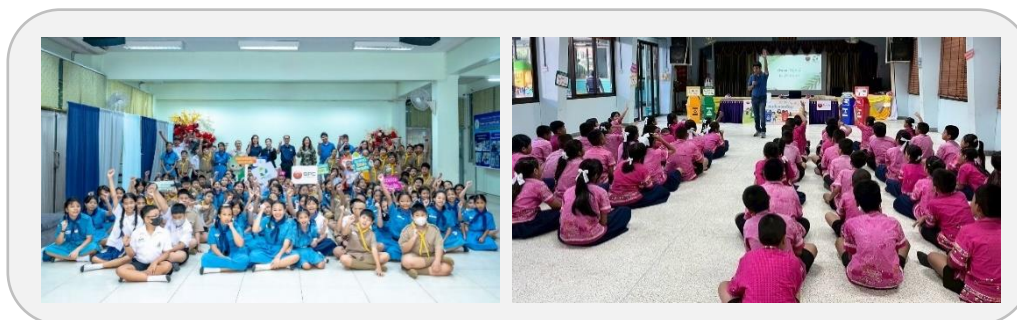




“Green PLEASE by SPC: Expanding Impact to Communities and Society”

To extend the impact of the Green PLEASE by SPC initiative to the broader society, the Company has further developed the project into “Green PLEASE by SPC: Expanding Impact to Communities and Society.” The initiative focuses on raising awareness among community members about the importance of proper waste segregation and encouraging participation through practical and accessible activities. For example, community members can exchange used plastic bottles for essential consumer goods, helping to alleviate household living expenses while promoting responsible waste management. The initiative also contributes to reducing the volume of waste sent to landfills and mitigating environmental impacts. The activities implemented under the “Green PLEASE by SPC: Expanding Impact to Communities and Society” project are as follows:

- **Educational Workshops on Waste Segregation**

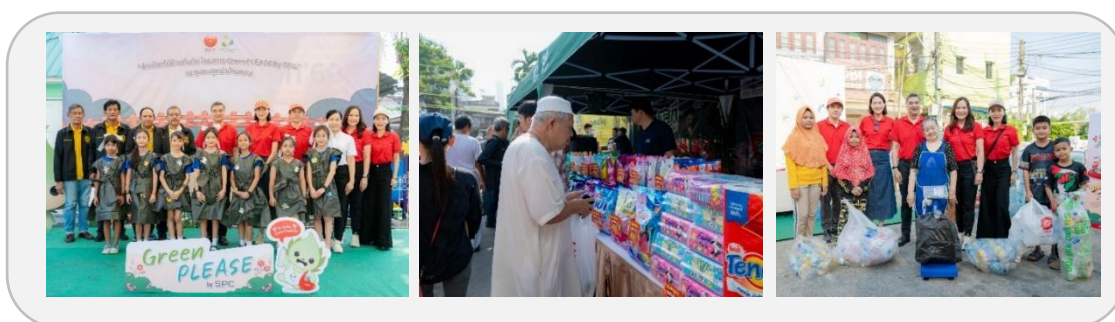


In 2025, the Green PLEASE by SPC initiative expanded its activities to communities and society by organizing educational workshops on waste management for five schools, with more than 430 students participating in total. The program aims to instill knowledge and promote proper waste segregation behaviors among youth in local communities, enabling students to effectively apply the knowledge in their daily lives and develop sustainable waste management habits.

This initiative reflects the Company’s commitment to youth development, recognizing young people as a key driving force for the future of society. The program aspires to nurture environmentally conscious citizens and empower students to become part of a youth network dedicated to environmental stewardship, contributing to waste reduction and helping address environmental challenges in the long term.

Activity Date	School Name	Number of students (Persons)
1 August 2025	Wat Mai Chong Lom School	60
14 August 2025	Wat Phasi School	120
21 August 2025	Ban Don Surau School	70
28 August 2025	Wichit Wittaya School	80
29 August 2025	Miftahul Uloomiddineeyah School	100
Total		430

- “Saha Pathanapibul” Invites Communities to Participate in Waste Segregation through the “Green PLEASE by SPC: Expanding Impact to Communities and Society”



Following the implementation of the Green PLEASE by SPC initiative within the Company—which has received strong interest and participation from employees, staff of neighboring companies, as well as nearby communities in bringing plastic waste to join the program—the Company has further expanded the initiative to the wider community and society. Since 2024, the Company has continuously organized the Green PLEASE by SPC: Expanding Impact to Communities and Society program at the area in front of Darul Muhsineen Mosque, aiming to encourage local communities to participate in waste segregation, starting with plastic bottles as an initial step toward reducing waste volume and minimizing environmental impacts.

In implementing this initiative, the Company has leveraged its core business expertise in product distribution to support environmental activities. Community members and the general public are invited to exchange used plastic bottles for consumer products distributed by the Company. This initiative helps create incentives for waste segregation at the source, reduce plastic waste, and promote active participation from communities and society in sustainable resource management.



The Performance of the “Green PLEASE by SPC: Expanding Impact to Communities and Society”
Initiative at Ban Don Surau Community in 2025

No.	Date	Waste Management (Kilogram)	Reducing Carbon Footprint (kgCO ₂ eq)	Equivalent to planting (Trees)
No. 1	1 February 2025	157	161.87	18
No. 2	19 April 2025	309.5	319.09	35
No. 3	21 June 2025	232.20	239.39	27
No. 4	23 August 2025	392.20	403.96	45
No. 5	18 October 2025	331	341.26	38
No. 6	13 December 2025	500	515.5	57
Total		1,921.90	1,981.07 kgCO ₂ eq	220

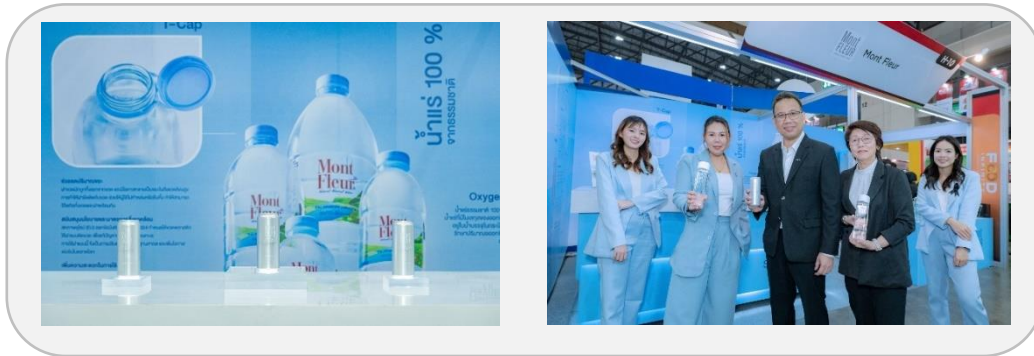
• Green PLEASE Carnival



The Company organized the Green PLEASE Carnival on 28 November 2025. The event featured a variety of activities designed to encourage participation from the Company’s employees as well as employees from neighboring companies. Participants were invited to bring plastic bottles (PET) to take part in activities such as the “Waste Has Value” spinning wheel game and an Upcycle showcase booth, which aimed to raise awareness about the value of waste and sustainable resource management.

Through this event, the Company successfully collected a total of 186.50 kilograms of plastic bottles, which were subsequently delivered to the “Bangkok Magic Hands: Separate for the Sweepers” project. The collected plastic bottles will be upcycled into fluorescent personal protective equipment (PPE) to support the safety of street sweepers and help improve the quality of life of environmental service workers in the city.

Mont Fleur: Environmentally Friendly Mineral Water in New Packaging



The Company, as the distributor of Mont Fleur, a 100% natural mineral water, places strong emphasis on continuous product and packaging innovation to enhance product quality while addressing environmental and sustainability considerations. In 2025, the Company launched two new product formats at “Makro HoReCa 2025,” the 18th Thailand Food Business Expo: 1) Oxygenated Mineral Water in 100% recyclable aluminum cans, and 2) Mont Fleur Mineral Water in PET bottles featuring Tethered Caps, which are caps attached to the bottle to prevent cap loss and improve recycling efficiency by enabling the bottle and cap to be recycled together. These products are scheduled to be commercially available from January 2026 onwards.

This innovation represents a continuation of the Company’s commitment to environmentally friendly packaging by incorporating advanced technologies and alternative materials to reduce environmental impacts while meeting the needs of consumers who prioritize health and sustainability. In addition, the initiative contributes to business value creation by strengthening the premium image of Mont Fleur mineral water products and expanding product options in line with evolving market trends and consumer preferences. This enhances opportunities to broaden the customer base and generate long-term business value. From a social and environmental perspective, the new packaging innovations help reduce plastic waste, minimize the risk of plastic caps leaking into the environment, and promote more efficient recycling processes. This reflects the Company’s commitment to developing innovations under the concept of “Natural – Healthy – Sustainable,” integrating the values of nature, health, and sustainability. The initiative represents another significant step in elevating the standards of Thailand’s premium mineral water market while creating sustainable value for society and the environment.



7. Paper and Packaging Management



Performance

The Company was able to control paper consumption and prevent any increase compared to the previous period.



Goal

Reduce paper consumption compared to the previous year.

Paper Reduction



Statistics on Paper Usage

Paper Consumption	2023	2024	2025
Quantity (Ream)	10,847	17,500	17,500

In 2025, the Company's paper consumption totaled 17,500 reams, which remained the same as the previous year. This was mainly due to employees who had previously worked from home returning to full on-site operations, while certain core business processes still require paper for the preparation of specific important documents. However, the Company places strong emphasis on efficient resource utilization and minimizing environmental impacts. The Company continues to develop and apply technology in its operational processes, such as the implementation of electronic document (e-Document) systems, online communication and document approval processes, and the promotion of digital documentation in place of printed materials. In addition, the Company has established practical guidelines to promote efficient paper usage, including double-sided printing, reusing single-sided paper, and continuously raising employee awareness of paper reduction practices. These measures aim to ensure appropriate resource management, reduce operational costs, and minimize environmental impacts in the long term.

● One Payment System

Due to employees' off-site operations, certain expenses are incurred in the course of business activities, resulting in the need to prepare a large volume of accounting documents for advance payments and subsequent expense settlements. To enhance operational efficiency and reduce resource consumption, the Company has developed the One Payment system to facilitate advance payments through a credit limit arrangement for expenses related to specific business activities or operational purposes. Under this system, employees can make payments for goods and services through the One Application and subsequently record and manage the related expenses directly within the system after completing their assignments, without the need to prepare additional supporting documents. The implementation of this system helps improve convenience for employees, enhances the efficiency and speed of expense management, reduces operational procedures, and decreases paper usage within the organization. This initiative forms part of the Company's approach to improving operational efficiency while promoting responsible and efficient resource utilization.

- Digital name card



The Company has introduced Digital Name Cards as a replacement for traditional paper business cards. Employees are able to create and customize their digital name cards according to their specific usage needs. In 2025, the Company continued to encourage and promote the use of digital name cards among employees. In addition to facilitating convenient, modern, and efficient exchange of contact information, this initiative also helps reduce paper consumption, lower the costs associated with printing business cards, and support the Company’s efforts to minimize resource usage. This initiative reflects the Company’s commitment to adopting digital technologies to enhance operational efficiency while supporting the “Say Goodbye to Paper” concept as part of its journey toward becoming a sustainable organization.

Environmentally Friendly Procurement

The Company requires responsible departments to procure environmentally friendly products and office supplies. Procurement guidelines prioritize products that carry recognized environmental certifications and labels, such as Programme for the Endorsement of Forest Certification (PEFC), the Green Basket Label, and Self-declared Environmental Claims.

For internal cleaning services, the Company has engaged Far East Peerless (Thailand) 1968 Co., Ltd., which holds ISO 9001:2015 certification and ISA ACCREDITED MSCB-166 accreditation. In addition, cleaning agents used within the Company must meet recognized environmental standards, such as products certified with the Green Basket Label. Regarding the procurement of security services, the Company requires service providers to operate in accordance with applicable laws and standards, including compliance with the Security Business Act B.E. 2558, and to possess a valid security business operation license.



3.4 | Sustainability Management in the Social Dimension

The Company has continuously strived to develop the organization with the aim of delivering happiness to people across Thailand through high-quality products that meet international standards. As one of the largest distribution companies in Thailand, with over 84 years of experience, the Company has built a strong foundation in its operations. In 2025, the Company reaffirmed its commitment to conducting business with due responsibility toward the nation, communities, and society. It actively contributes to social development through various activities and projects, while also preserving local traditions and cultural values to sustain a harmonious society. At the same time, the Company emphasizes transparency and accountability toward its stakeholders on an ongoing basis. Internally, the Company places great importance on its employees by ensuring fair labor practices and respecting human rights principles. It fosters strong employee engagement and continuously enhances employees' knowledge and capabilities through various training programs. These initiatives enable employees to effectively apply their skills in their roles and serve as a key driving force in strengthening the Company's business operations.

1. Customer Care



2. Human Resource and Labor Practice



3. Community and Society Engagement



1. Customer Care



Performance

1. Customer complaints decreased by 19.05% compared to the previous year.
2. Overall customer satisfaction across all online sales platforms reached 100%.



Goal

Achieve customer satisfaction of more than 90% across all online sales platforms by 2026

Personal Data Protection Policy

In today's business environment—particularly in service-oriented businesses—organizations must place significant importance on personal data in all aspects of their operations. The proper and secure collection, use, and disclosure of personal data are therefore critical factors in building trust among all groups of stakeholders, including partners, shareholders and investors, customers, employees, financial creditors, competitors, communities and society, the environment, and government authorities.

Accordingly, the Company has established a Personal Data Protection Policy to define guidelines for the collection, use, and disclosure of personal data in compliance with the Personal Data Protection Act B.E. 2562 (2019), as well as other relevant laws, regulations, and internationally recognized standards on personal data protection.

The policy also aligns with the principles of good corporate governance, with the aim of ensuring transparent and responsible business operations. To reinforce confidence in the Company's data protection practices, the Company has appointed a Data Protection Officer (DPO) as required by law. In addition, to further strengthen stakeholder confidence, the Company has established a Personal Data Protection Working Committee, beyond the legal requirement, with specific responsibilities to oversee, supervise, and monitor the implementation of personal data protection practices. The committee also provides guidance to employees on compliance with the Company's policies and applicable laws. The Company's personal data protection framework is aligned with the Personal Data Protection Act and covers the following key principles:

Scope of Application	Sources, Purposes, and Principles for the Collection of Personal Data	Retention of Personal Data
Use and Disclosure of Personal Data	Personal Data Retention Period	Guidelines for Personal Data Destruction
Security Measures for Personal Data	Personal Data Breach	Rights of Data Subjects

"Personal Data Contact and Complaint Channels"

Tel: (+66)2-318-0062

E-mail: dpo@sahapat.co.th

The Company has established measures to address personal data breaches. In the event of a breach, the Company will notify the Office of the Personal Data Protection Committee (PDPC) within 72 hours from the time the Company becomes aware of the incident. In cases where the breach is likely to result in a high risk to the rights and freedoms of data subjects, the Company will promptly notify the affected data subjects of the breach, together with the remedial measures taken to address the incident. In 2025, the Company received no complaints related to personal data across all channels.

Development of Products and Services that Promote Consumer Health and Safety

The Company adopts a systematic approach to product selection and development, with continuous emphasis on consumer health and safety. This approach covers the entire process—from the initial stage of product design and development, where nutritional value is taken into consideration, to storage, transportation, and distribution, ensuring that product quality and safety are maintained throughout the supply chain. The Company works closely with its business partners to ensure that all products delivered to consumers meet the required quality and safety standards.

In its operations, the Company emphasizes consumer health and safety through its role as a distributor, focusing on the selection and distribution of high-quality, standardized products that respond to consumers' health needs, while maintaining close collaboration with business partners. In particular, as the distributor of “Mama” instant noodles, the Company works with Thai President Foods Public Company Limited, the manufacturer and its key business partner, to develop and distribute reduced-sodium product formulations across four main flavors: Tom Yum Shrimp, Creamy Tom Yum Shrimp, Minced Pork, and Clear Soup Rice Vermicelli. These products provide healthier options for consumers. In addition, in 2025, the Company distributed 32 “Mama” products that met the criteria and received the “Healthier Choice” logo, of which 29 products display the Healthier Choice symbol on their packaging. This reflects the Company’s commitment to selecting products that prioritize nutritional value and consumer safety, as part of its efforts to promote responsible consumption and continuously strengthen consumer confidence.



Responsibility for Providing Product and Service Information

As the Company operates a business in the distribution of consumer products that are directly related to consumers' daily lives, it recognizes the importance of comprehensive consumer protection. The Company therefore complies with the Consumer Protection Act B.E. 2522 (1979) and other relevant laws, and has established appropriate and fair communication practices to protect consumer rights as follows:

► 1. Products

The Company places importance on providing accurate and complete product information by ensuring that product labels, warnings, key information, and necessary usage instructions are clearly displayed. This enables consumers to make appropriate purchasing decisions and use the products safely.

► Advertising and Marketing

The Company conducts its marketing and advertising activities based on the principles of transparency, fairness, and responsibility toward consumers. It avoids exaggerated claims, misleading information regarding the essential characteristics of products, or any form of unfair persuasion.

► 3. Complaint Channels

To protect consumer rights, the Company has established a "Consumer Coordination Center" to receive complaints, suggestions, and feedback related to the Company's products and services from consumers. The center is responsible for reviewing such matters and ensuring appropriate resolution and remediation.

In addition, in 2025, the Company regularly organized monthly training sessions for Product Consultants (PCs) to enhance their knowledge and understanding of product information, including product details, features, and proper usage. This initiative ensures that employees are able to communicate accurate, complete, and useful information to consumers at the point of sale across both Modern Trade and Traditional Trade channels, thereby improving the quality and effectiveness of customer service.



Month	Number of Product Consultants Trained (Persons)
January	586
February	600
March	613
April	611
May	611
June	608
July	607
August	606
September	649
October	620
November	620
December	620

Responding to Consumer Behavior and Customer Relationship Management

Customer Satisfaction Targets and Results in 2025



Goal: Overall customer satisfaction across all the Company's online sales platforms: **100%**
Customer Satisfaction Result: 100%

Consumer behavior has significantly changed in recent years, particularly with the increasing shift toward online purchasing channels due to their convenience, speed, and accessibility in searching for products, comparing options, and making purchasing decisions. As a result, online sales channels have become increasingly important for businesses in the consumer goods sector.

In response, the Company has established an e-commerce sales platform, "Sahapat Delivery" (<https://www.sahapatdelivery.com/>), which has been continuously developed and improved. The Company also plans to expand its online sales channels through other e-commerce platforms, including Shopee and Lazada under the store name "sahapat_official, TikTok Shop under the store name "ตัวจริง ของกินของใช้" (Tua-Jing-Khong-Kin-Khong-Chai: The True Choice for Food and Daily Essentials), and Makro PRO. These initiatives aim to align with the evolving behaviors and lifestyles of modern consumers. Such efforts help expand the Company's distribution channels and broaden its customer base, enabling consumers to conveniently access the Company's products and services in a comprehensive and accessible manner. These online channels operate alongside the Company's offline sales channels, which include retail stores and leading department stores across the country.

In addition, the Company places great importance on customer satisfaction with the products and services it distributes in order to build confidence, trust, and strong relationships with customers. The Company provides opportunities for consumers to submit feedback, complaints, or suggestions related to its products and services through the Consumer Coordination Center via telephone at 02-314-4444 and 02-318-0062, as well as through various online channels, including Facebook Page: Mamalover, Facebook Page: Mont Fleur, and Facebook Page: Sahapat.

As a result of these continuous efforts, in 2025 the Company recorded a 19.05% decrease in customer complaints compared to 2024, reflecting improvements in product quality, service delivery, and the effectiveness of the Company's complaint management system in responding to consumer needs and expectations. The Consumer Coordination Center, an internal unit responsible for handling customer feedback and complaints, has also received positive feedback from customers for its ability to resolve issues promptly, provide updates on complaint progress, and effectively follow up on problem resolution.

Customer Complaint Handling Performance

	2023	%	2024	%	2025	%
Total Number of Customer Complaints (Cases)	309	100.00	420	100.00	340	100.00
Facebook Page: Mamalover	248	80.26	291	69.29	179	52.65
Facebook Page: Mont Fleur	-	-	30	7.14	45	13.24
Facebook Page: Sahapat	4	1.27	-	-	23	6.76
Sahapat Delivery Call Center	-	-	15	3.57	18	5.29
Consumer Coordination	57	18.47	47	11.19	53	15.59
Inappropriate Driving Behavior	-	-	37	8.81	22	6.47

2. Human Resource and Labor Practice



Performance

1. The overall employee engagement rate was 68%.
2. The Lost Time Injury Rate (LTIR) was 0.10%.
3. The Company organized 60 training programs focused on upskilling and reskilling, with 5,734 employees successfully completing the training.



Goals

1. Achieve zero lost time injuries.
2. Increase the employee engagement score to above 70% by 2026.
3. Continue personnel development by focusing on enhancing employees' capabilities in their current roles and building new essential skills through upskilling and reskilling initiatives.

1. Fair Labor Practices and Respect for Human Rights

The Board of Directors places significant importance on respect for human rights, recognizing it as a fundamental principle for conducting business in a responsible and sustainable manner. The Board has therefore assigned the Corporate Governance and Sustainable Development Committee, in collaboration with the Executive Committee, to review and revise the Human Rights Policy and the Human Rights Practices Guidelines (Revised Edition 2025). These serve as the framework for oversight and as guiding principles for implementation, supporting and promoting the respect and protection of fundamental rights as well as the dignity of all individuals, including employees and stakeholders throughout the Company's business-related value chain. The Company conducts its operations in compliance with applicable laws and in alignment with internationally recognized human rights principles, including the Universal Declaration of Human Rights.

Human Rights Policy

The Company's directors, executives, and employees respect human dignity and treat all stakeholders fairly and equitably. Equal opportunities are provided without discrimination on the basis of race, skin color, gender, age, religion, language, education, disability, social status, political opinion, or any other personal characteristics. The Company adheres to applicable legal provisions as well as internationally recognized human rights principles, including the Universal Declaration of Human Rights. In conducting its business operations, the Company exercises due care to prevent human rights violations throughout its operational processes. Further details can be found in the section titled "Human Rights Practices Guidelines," pages 157-159



Human Rights Management

The Company conducts its operations in accordance with the Human Rights Policy and the principles of good corporate governance. Emphasis is placed on the implementation of a Human Rights Due Diligence process, including fair and transparent supplier selection that respects the rights of personnel, while also considering relevant social and environmental aspects. The Company treats all stakeholders equitably and adheres to internationally recognized employment principles. Discrimination on the basis of gender, age, religion, race, physical condition, or political opinion is strictly prohibited, and the Company remains committed to providing fair and appropriate compensation.



To ensure that employee welfare and support programs are aligned with the needs of personnel, the Company has established an **Employee Welfare Committee** (The committee). The committee consists of employee representatives selected through an election process and serves as a communication channel between employees and the employer. The committee is responsible for reviewing and proposing appropriate welfare improvement initiatives, as well as receiving, compiling, and summarizing employees' feedback for submission to management. The committee is able to convene and carry out its duties independently and transparently.

Promotion of Equal Employment Opportunities

The Company recognizes that equal employment opportunities constitute a fundamental principle of human rights and serve as a foundation for sustainable organizational development. The Company is therefore committed to fostering an inclusive working environment that respects human dignity and embraces the diversity of all employees. Employees are treated fairly and equitably without discrimination based on gender, age, race, religion, disability, opinions, or any other personal characteristics. The Company also ensures that individuals from all groups have fair access to employment opportunities, professional development, and career advancement, while encouraging employees to realize their full potential in a safe and respectful workplace environment.

In addition to promoting an organizational culture that embraces diversity and mutual respect, the Company places strong emphasis on preventing harassment, bullying, and discrimination in all forms, whether arising from gender, race, religion, age, opinions, or any other status that may result in unfair treatment in the workplace. The Company has established systematic guidelines and preventive measures to foster a safe and supportive working environment for all employees. Furthermore, transparent, accountable, and accessible grievance mechanisms are in place, enabling employees to report inappropriate conduct or incidents without concern for retaliation. These measures aim to ensure that all individuals are equally protected and treated with respect and dignity.

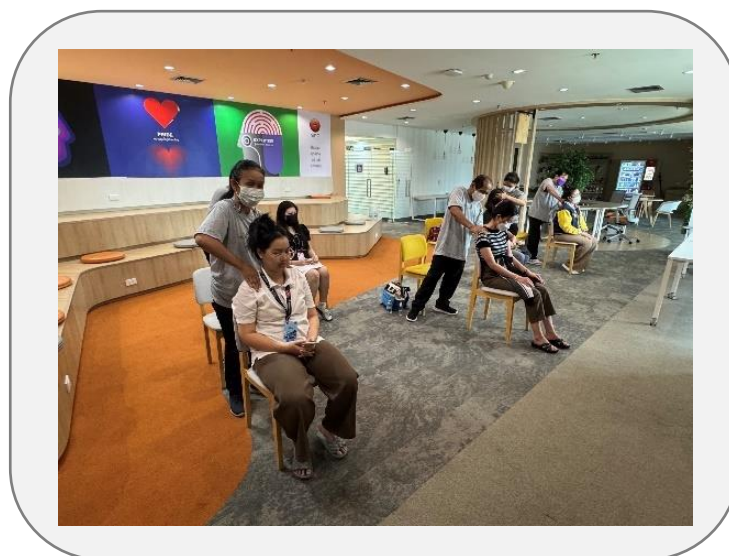
Support for Persons with Disabilities

The Company recognizes the importance of promoting the rights and potential of persons with disabilities and is committed to a non-discrimination policy, ensuring that all employees are treated fairly and equitably. The employment of persons with disabilities is therefore considered an important initiative in creating equal opportunities, enabling individuals with disabilities to earn stable incomes, achieve self-reliance, and improve their quality of life, while also contributing to the reduction of social inequality. The Company strictly complies with the requirements on the employment of persons with disabilities as stipulated under the Persons with Disabilities Empowerment Act B.E. 2550, supporting persons with disabilities in gaining employment and participating in society on an equal basis with others.

Over the years, the Company has collaborated with Vulcan Coalition to support educational opportunities and skill development for persons with disabilities. As a result, a number of participants have successfully completed training programs and entered the labor market through cooperation with various foundations. This collaboration enhances career opportunities for persons with disabilities and contributes to improving their long-term quality of life. In addition, the Company has participated in supporting community retail initiatives in collaboration with Nong Prue Municipality and the Royal Thai Army. These initiatives aim to reduce the financial burden on families of persons with disabilities and promote opportunities for individuals with disabilities to engage in livelihoods within their local communities, thereby strengthening grassroots economic development alongside improvements in the quality of life of persons with disabilities and their families. In 2025, the Company employed a total of 33 persons with disabilities, representing 2.10% of its total workforce of 3,182 employees. This ratio exceeds the statutory employment requirement of one person with a disability for every 100 employees as prescribed under the Persons with Disabilities Empowerment Act B.E. 2550. This reflects the Company's commitment to promoting equal employment opportunities, enhancing the potential of persons with disabilities, and advancing the organization toward becoming an inclusive workplace under sound governance practices.

Organizations	Details	2023	2024	2025
1. Guidelight (2018–2019) Vulcan (2020 - 2025)	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

Moreover, in 2025 the Company continued the “Sahapat Massage by the Blind” initiative to support career opportunities and income generation for persons with visual impairments. All service providers participating in the program are visually impaired individuals who have received professional training in therapeutic massage in accordance with recognized professional standards and possess expertise in providing relaxation massage services to employees within the organization. The activity is organized on a monthly basis, with visually impaired massage therapists providing services at the Company’s office premises. This initiative offers employees an opportunity to relax during the workday and helps alleviate physical discomfort that may arise from office-related conditions such as Office Syndrome. Beyond promoting employee health and well-being, the initiative also contributes to creating social value by expanding sustainable employment opportunities for persons with visual impairments. The program supports the principles of equality and social inclusion by enabling broader participation of all members of society. The activity has received strong positive feedback from employees, achieving an average satisfaction score of 92%, reflecting the effectiveness of the initiative in enhancing employee well-being and fostering a positive and supportive workplace environment. This initiative represents another example of the Company’s commitment to advancing sustainable organizational development by integrating employee well-being initiatives with the creation of shared social value.



2. Employee Capability Development

The Company recognizes that employees are a key driver in advancing corporate strategy and achieving sustainable business growth. Accordingly, the Company has established a systematic approach to employee capability development, which includes assessing training needs based on job responsibilities, performance evaluation results, and the alignment of employees' knowledge and skill development with the Company's strategic direction. This is implemented through various training programs and continuous learning initiatives. The Organizational Development Department is responsible for monitoring and evaluating training outcomes, as well as systematically recording statistical data on the average number of training hours per employee per year. Such data enables the Company to assess the effectiveness of its human capital development initiatives and appropriately refine its development plans.

In 2025, one of the Company's key challenges is to strengthen employees' competencies, knowledge, and skills in alignment with the organization's strategic direction, while also retaining capable and talented personnel over the long term. The Company therefore emphasizes appropriate career advancement opportunities, fair compensation and benefits, continuous employee development, and the creation of a supportive working environment that fosters both productivity and learning. The Company's human resource management policy is aligned with the principles of good corporate governance and places strong emphasis on comprehensive employee development. The Company believes that human capital is a critical factor in creating value, enhancing competitiveness, and driving the organization toward sustainable growth and long-term success.



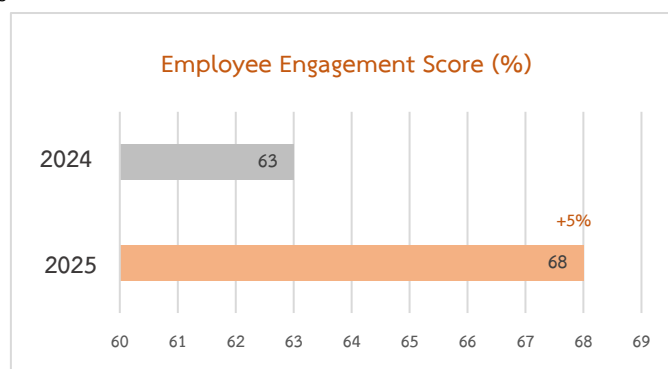
Total Number of Employees

		2023	2024	2025
Total Number of Employees*		3,174	3,069	3,182
* Including Monthly and Daily Employees				
Gender	Male	1,667	1,600	1,642
	Female	1,507	1,469	1,540
Workplace	At the head office	681	658	624
	Not at the head office	2,493	2,411	2,558
Region	Bangkok / Perimeter	1,341	1,262	1,356
	Other provinces	1,833	1,807	1,826
Primary Line of Work	Sales department	793	795	835
	Marketing department	1,774	1,708	1,763
	Support department	607	566	584
Monthly employees		1,585	1,551	1,574
Gender	Male	1,035	998	1,010
	Female	550	553	564
Workplace	At the head office	681	658	624
	Not at the head office	904	893	950
Region	Bangkok / Perimeter	995	942	958
	Other provinces	590	609	616
Primary Line of Work	Sales department	792	795	820
	Marketing department	217	218	202
	Support department	576	538	552
Daily Employees		1,589	1,518	1,608
Gender	Male	632	602	632
	Female	957	916	976
Workplace	At the head office	0	0	0
	Not at the head office	1,589	1,518	1,608
Region	Bangkok / Perimeter	346	320	398
	Other provinces	1,243	1,198	1,210
Primary Line of Work	Sales department	1	0	15
	Marketing department	1,557	1,490	1,561
	Support department	31	28	32

Employee Engagement

The Company recognizes that employee engagement is a key factor in supporting sustainable organizational development and long-term business growth. In 2025, the Company conducted an Employee Engagement Survey to assess employees' perspectives and identify opportunities to further enhance the overall employee experience.

The Company conducted the Employee Engagement Survey using a modern digital platform to facilitate the collection and consolidation of survey responses. Mercer (Thailand) Limited served as the independent third party responsible for data collection and analysis of the survey results. In 2025, a total of 1,384 employees participated in the survey out of 1,462 employees, representing a response rate of 95%. The overall employee engagement score was 68%, increasing from 63% in 2024, representing an improvement of 5 percentage points. This improvement reflects the effectiveness of the Company's initiatives and policies implemented to address employee needs. The three engagement dimensions with the highest scores were Work Tasks, with an engagement score of 73%, representing an increase of 2 percentage points from 2024; Performance Management, with an engagement score of 71%, representing an increase of 4 percentage points from 2024; and Diversity & Inclusion, with an engagement score of 68%. In comparison, in 2024 the third highest engagement dimension was Collaboration, which recorded an engagement score of 66%.



Based on the survey results, the Organizational Development Department will analyze the findings to further enhance employee engagement and improve its effectiveness. The insights gained from the survey will be used to support the development of systematic plans and initiatives aimed at strengthening employee engagement across the organization, thereby supporting the Company's long-term organizational development. In this regard, the Company is committed to building a strong organizational foundation through the development of operational infrastructure, the promotion of a supportive organizational culture, and the continuous development of employees' capabilities and growth opportunities. The Company also aims to further advance its workplace standards toward those recognized among the Best Employers in Thailand, fostering an organization where employees feel proud, engaged, and motivated to grow sustainably alongside the Company.

Employee Turnover Rate by Year

Voluntary Turnover of Total Employees	2023	2024	2025
Male Employees (Persons)	619	594	498
Female Employees (Persons)	702	501	490
Total (Persons)	1,321	1,095	988
Voluntary Employee Turnover Rate (%)*	42%	36%	31%
Voluntary Employee Turnover Rate = Total number of voluntary resignations / Total number of employees			

Employee Turnover Rate by Year Compared to Total Workforce (%)

		2023	2024	2025
Employees	Primary Line of Work			
	- Sales department	0.38 %	0.39 %	0.38 %
	- Marketing department	2.88 %	2.72 %	2.17 %
	- Support department	0.24 %	0.29 %	0.16 %
	Age			
	- Under 30 Years	1.89 %	1.73 %	1.30 %
	- 30–50 Years	1.58 %	1.63 %	1.40 %
	- Over 50 Years	0.03 %	0.04 %	0.05 %
	Gender			
	- Male	1.86 %	1.57 %	1.31 %
	- Female	1.64 %	1.83 %	1.40 %
	Total Employees	3.50 %	3.40 %	2.70 %
Monthly employees	Primary Line of Work			
	- Sales department	1.29 %	1.04 %	0.72 %
	- Marketing department	0.28 %	0.24 %	0.08 %
	- Support department	0.43 %	0.32 %	0.25 %
	Age			
	- Under 30 Years	0.71 %	0.66 %	0.20 %
	- 30–50 Years	1.21 %	0.87 %	0.70 %
	- Over 50 Years	0.08 %	0.07 %	0.10 %
	Gender			
	- Male	0.49 %	0.35 %	0.30 %
	- Female	1.51 %	1.25 %	0.80 %
	Total Monthly employees	2.00 %	1.60 %	1.10 %
Daily Employees	Primary Line of Work			
	- Sales department	0.00 %	0.00 %	0.04 %
	- Marketing department	5.49 %	4.88 %	4.22 %
	- Support department	0.21 %	0.32 %	0.07 %
	Age			
	- Under 30 Years	3.24 %	2.76 %	2.30 %
	- 30–50 Years	2.41 %	2.43 %	2.00 %
	- Over 50 Years	0.04 %	0.02 %	0.01 %
	Gender			
	- Male	3.34 %	2.67 %	2.30 %
	- Female	2.36 %	2.53 %	2.00 %
	Total Daily Employees	5.70 %	5.20 %	4.30 %

2.1 Recruitment

The Company places importance on human resource management as a key factor in strengthening its competitiveness. Accordingly, the Company has established recruitment practices aimed at selecting qualified candidates whose competencies align with job requirements and organizational expectations. These practices are designed to ensure that personnel are well-prepared to effectively perform their duties and contribute to the achievement of the Company's objectives.

2.1.1 New Employee Recruitment, to support business expansion and to replace vacant positions is presented as follows:

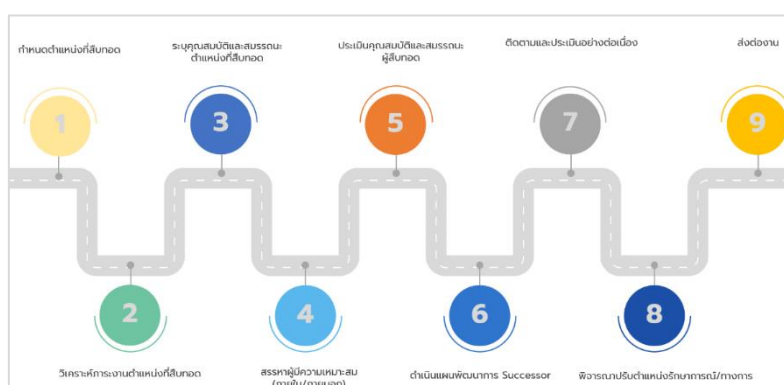
Performance	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2024	11	23	21	18	30	26	37	26	30	18	24	19	283
2025	14	17	25	28	14	20	27	18	15	14	19	15	226

The Company places importance on supporting new employees from their first day through the Onboarding Program, which is designed to introduce new personnel to the Company's organizational values and working environment. New employees participate in an orientation program on their first day and are provided with a structured learning plan to support their understanding of job responsibilities. In addition, meetings with executives are arranged to provide insights into the Company's business direction and to facilitate introductions to relevant team members across the organization. During the probationary period, employees also receive systematic training through structured development programs aimed at enhancing the knowledge and competencies required for their roles.

2.1.2 Succession Planning and Development for Key Positions

The Company has established a succession planning and development policy to ensure continuity in business operations and to prepare potential candidates for future leadership roles. Accordingly, the Company has implemented a systematic succession planning process for key positions, focusing on identifying and developing high-potential employees who possess the knowledge, capabilities, and attributes aligned with the Company's values and strategic direction.

Key Position Succession Planning and Development Process



In 2025, two senior executives reached the retirement age. Accordingly, the management and the Human Resources Department jointly reviewed the workload and organizational structure to ensure continuity in operations. The transition was managed through three key approaches as follows:

1. Work Redistribution: Based on the original responsibilities of the two retiring executives, tasks and responsibilities were reassigned and distributed to executives in two positions to enhance management efficiency and operational flexibility.
2. Knowledge Transfer Process: The handover of responsibilities was carried out through collaboration among line executives, knowledge holders, and designated successors. The Human Resources Department oversaw the process to ensure that it was conducted effectively, transparently, and supported by appropriate documentation for verification.
3. Succession Development: For another key position, a succession development plan was established through an Individual Development Plan (IDP). The plan includes structured development activities such as training, coaching, and assignments to strategic projects, with continuous monitoring and evaluation. The development process is currently ongoing.

This process not only prepares the organization to effectively manage leadership transitions but also serves as a foundation for building a strong leadership pipeline, enabling the Company to drive sustainable growth while ensuring the continuity of knowledge and experience across generations of leadership.

2.2 Employee Development and Capability Enhancement

The Company places importance on the continuous development of employee capabilities to strengthen employees' readiness to perform their roles and to support the organization in driving its operations in alignment with the Company's strategic direction and business growth objectives.

In 2025, the Company established its employee development direction with a focus on enhancing competencies required for current roles while also developing new skills essential for future business needs (Upskill & Reskill), underpinned by the Company's core values and a culture of continuous learning.

• Training and Development Programs

Training and development programs are designed based on a systematic analysis of organizational needs, taking into account the Company's strategic direction, departmental business plans, and core values. These programs are delivered through a variety of learning formats, including both online and onsite training. The Company also conducts ongoing monitoring and evaluation to continuously enhance the effectiveness of employee development initiatives.

Summary of Learning and Development Programs in 2025

Training Category	Number of Programs
1. Mandatory and Regulatory Training	8
2. Leadership Development Programs	3
3. Functional Skill Development Programs	11
4. Digital and Technology Training Programs	6
5. General Development Programs	3
6. External Training Programs	29
Total Number of Programs	60

- **Functional and Future Skills Development Programs (Upskill-Reskill)**

In-House Training In 2025		
Number of Training Programs Conducted	60	programs
Number of Participants Trained	5,734	persons
Total Training Hours	32,373	hours
Overall Satisfaction Rate	95.07	%

- **Leadership Development: Strengthening Leadership and Managerial Capabilities**

In line with the Company's approach to enhancing employee capabilities, a **Leadership Development program** was implemented to strengthen leadership and managerial competencies among executives at the department level and above across all business units. In 2025, the Company **organized three training courses across 15 sessions, totaling 2,919 training hours**. The program focused on enhancing executives' capabilities in results-oriented management, covering areas such as strategic direction setting and goal alignment, effective performance and resource management, as well as systematic people management and development. The implementation of this program has contributed to improving executives' decision-making effectiveness, strengthening alignment in cross-functional collaboration, and enhancing the Company's organizational readiness to navigate long-term changes.

Leadership Development Program		
Number of Training Programs Conducted	3	programs
Number of Participants Trained	481	persons
Total Training Hours	2,919	hours
Overall Satisfaction Rate	93.64	%

1. The 7 Habits of Highly Effective People: Developing Habits for High Effectiveness, held on 3–4 July 2025.



2. Gallup Strengths and Team Synergy Training Program, Sessions 1–6, held on 7 and 26 August 2025, and 8–9 and 15 September 2025.



3. SPC Core Competency: Understanding Core Competencies to Achieve Goals for Sustainable Growth,
Sessions 1–8, held on 14 and 28 August 2025; 18, 24, and 26 September 2025; and 3, 9, and 28 October 2025.



Beyond the development of leadership capabilities across various dimensions, the Company also places strong emphasis on continuously enhancing the skills of employees at all levels. This reflects the Company’s commitment to strengthening long-term competitiveness, fostering a culture of continuous learning and innovation, and laying a solid foundation for sustainable organizational growth. In this regard, the Company has implemented a range of training programs covering key competencies in various areas, including the following:

1. Generative AI Training Program, Sessions 1–6,
held on 8 and 17 July 2025, and 4, 6, and 18–19 August 2025.



**2. Creative Thinking for an Innovation Organization
Training Program,**
held on 3 and 23 September 2025.



**3. Professional Storytelling and Pitching Skills Training
Program, held on 12 November 2025.**



**4. Professional Debt Collection, Problem Debt
Management, and Negotiation Skills Training Program,**
held on 26 April 2025.



5. Pre-Retirement Financial Planning Training Program,
held on 8 October 2025



6. Professional Canva: Media and Presentation Training
Program, held on 12 December 2025.



● Public Training in 2025

Public Training in 2025		
Number of Training Programs Conducted	29	programs
Number of Participants Trained	83	persons
Total Training Hours	325.50	hours

● Marketing Day Seminar in 2025

Marketing Day Seminar in 2025		
Number of Training Sessions	9	Sessions
Number of Participants Trained	1,486	persons
Total Training Hours	2,229	hours
Overall Satisfaction Rate	95.53	%

1. “Stories Worth Sharing #4: Marketing Trends 2025”, presented by Mrs.Pasook Raksawongse,
Chief Advisory to the Executive Board of
Saha Pathanapibul Public Company Limited,
took place on 28 January 2025



2. “Mission Objective Policy: A Process Towards Success”,
presented by Mr. Vathit Chokwatana,
Vice Chair of the Executive Board / President of the
Saha Pathanapibul Public Company Limited,
took place on 28 February 2025



3. “Marketing Strategy of the ‘Mama’ Brand”, panel discussion moderated by Mrs. Chailada Tantivejakul, Vice President, with Mr.Petch Paniangvait, Marketing Director Saha Pathanapibul Public Company Limited, took place on 26 March 2025



4. “Smart Work, Smart Health: Maintaining Well-being for Desk Workers” and “Reciprocal Tariff: When Global Trade Is More Than Just Economics”, panel discussion moderated by Mr.Nattapon Dejvitak, Vice President with Mr. Abhisit Vejjajiva, Vice Chairman and Chairman of the Corporate Governance and Sustainable Development Committee, and Dr. Natthayan Hengudomsawat, Traditional Chinese Medicine Physician, Navavej Hospital, took place on 25 April 2025



5. “Happy Life” (Stories Worth Sharing #5), panel discussion led by Mrs.Pasook Raksawongse, Chief Advisory to the Executive Board, with Mr.Nattapon Dejvitak, Vice President and and Mr. Nawee Kongthon, Executive Secretary to the Chairman of the Board, Saha Pathanapibul Public Company Limited, took place on 27 May 2025



6. “Unlock Your Potential with Growth Mindset”, presented by Dr. Jatupol Chompunich, speaker from Train and Talk Company Limited, took place on 24 July 2025



7. “Analysis of Trump’s Tariff Policy and Its Impact on the Thai Economy”, panel discussion moderated by Mr. Nattapon Dejvitak, Vice President, with Mr. Abhisit Vejajiva, Vice Chairman and Chairman of the Corporate Governance and Sustainable Development Committee of the Board, Saha Pathanapibul Public Company Limited, took place on 22 August 2025.



8. “Marketing Insight”, presented by Mr. Vathit Chokwatana, Vice Chair of the Executive Board / President of the Saha Pathanapibul Public Company Limited, took place on 19 November 2025.

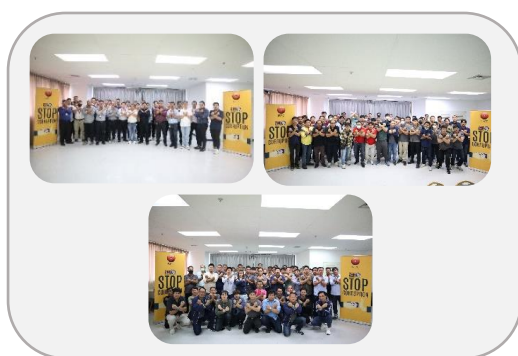


9. “The Future of Wellness: Strategic Insights for 2026 and Beyond”, presented by Mr. Nattapon Dejvitak, Vice President of the Saha Pathanapibul Public Company Limited and Director of Navavej Hospital, took place on 17 December 2025.



● Governance and Anti-Corruption Training

The Company organized a training session for employees on “SPC Anti-Corruption Policy and Guidelines for Executives and Employees,” delivered by an internal speaker on 28 May 2025. The training aimed to enhance employees’ understanding of the Company’s anti-corruption policy and related practices, promote awareness in preventing and combating corruption in all forms, and reinforce the Company’s commitment to good corporate governance, transparency, and sustainable business operations.



Anti-Corruption Training in 2025

Number of Participants Trained	48	Persons
Total Training Hours	144	Hours
Overall Satisfaction Rate	95.93	%

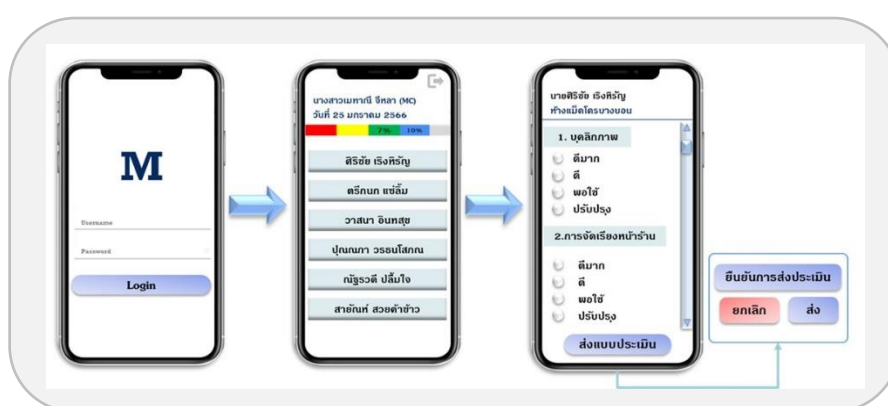
● Innovation Organization



The Company places importance on fostering an organizational culture that promotes creativity and innovation by enhancing employees’ understanding of Creative Thinking and an Innovation Mindset, while encouraging a shift in perspective from a Fixed Mindset to a Growth Mindset. This approach aims to strengthen employees’ readiness to develop innovations in work processes, products and services, as well as business models that can create value for both the business and society. Under this policy, the Company encourages employees at all levels to participate in proposing new ideas and applying their knowledge and skills to continuously improve work processes (Process Innovation) in order to enhance operational efficiency,

reduce operational constraints, and prepare the organization to adapt to future changes. To translate the innovation policy into practice, the Company has implemented initiatives to promote creative thinking and innovation through “The New Thinking Group” innovation project competition, which provides employees with opportunities to collaborate and present innovative ideas or development projects on an annual basis. The projects are evaluated based on clearly defined criteria by a designated committee to identify ideas with the potential to be further developed and implemented in actual operations. In 2025, the competition was organized under the theme “Smart Work Big Change,” focusing on innovations in work processes, technology, and management practices to enhance the Company’s operational efficiency within the framework of effective and sustainable working practices. Awards were also presented to selected employee groups in order to encourage and continuously support innovation development within the organization.

- **Innovation Project Development: From Concept to Practical Implementation**



The Company has developed MOTHER, a web-based application for human resource and internal operations management, which originated from an initiative that received the The New Thinking Group Award in 2022. The application was developed by further advancing the concept of applying digital technology to enhance work processes and systematically strengthen employee capability development.

MOTHER serves as a platform for performance evaluation, employee knowledge assessments, and the communication of sales information and work targets in real time. This enables employees to stay informed of key performance indicators and operational goals in a timely manner, supporting more effective work planning and allowing employees to align their strategies with the Company’s organizational objectives. The system supports both business performance management and human capital development. In addition, the results from performance evaluations and knowledge assessments generated through the MOTHER system are used to analyze skill gaps and further develop targeted individual development plans, enabling both management and employees to systematically monitor work performance and progress toward their goals.



3. Employee Motivation and Retention

The Company places strong emphasis on promoting job security and retaining high-quality employees, which are considered key factors for the organization's sustainable growth. The Company has established a clear, transparent, and fair performance evaluation process, based on employees' work achievements, to support compensation considerations and to serve as a basis for continuously planning employee development and capability enhancement in alignment with the Company's organizational goals.

In 2025, the Company implemented initiatives aimed at strengthening employee motivation and fostering stronger organizational engagement through an Employee Engagement Survey. The results of the survey were analyzed and used to develop improvement plans to enhance human resource management practices and ensure that employee care and support measures are more effectively aligned with employees' needs.

In addition, the Company places importance on internal communication, ensuring that employees are regularly informed of the Company's performance and operational developments. The Company also discloses employee turnover rates to reflect its commitment to transparency and continuous improvement in human resource management, while strengthening confidence among employees and stakeholders.

3.1 Birthday Month Activities



In 2025, the Company organized birthday month activities for employees with the objective of promoting participation, strengthening positive relationships among employees, and enhancing employee engagement and satisfaction with the organization. These initiatives are considered important in fostering a supportive working environment that encourages collaboration and contributes to the Company's long-term sustainability.

The activities organized each month covered a variety of dimensions, including community support activities, environmental conservation initiatives, religious and ethical activities, as well as sports and recreational activities. These activities provided employees with opportunities to participate according to their interests while promoting a healthy balance between work and personal life.

The Company also continuously encouraged employees to participate in these activities and provided opportunities for them to evaluate their satisfaction and share feedback. The feedback received was used to further improve and enhance the effectiveness of the activities. As a result, employee participation in the monthly activities met the targets set by the Company and reflected a positive level of overall employee engagement with the organization.

3.2 Emergency Loan Program

In 2025, the Company provided financial welfare support to employees through the “Emergency Loan Program,” which has been continuously implemented since 2024. The program aims to provide assistance to employees facing urgent financial needs, helping to alleviate unexpected financial burdens that may arise, including those affecting their families. Employees who require financial assistance may submit requests at any time. The Company has appointed a designated committee to review each request carefully in a transparent and fair manner to ensure that support is provided in accordance with the established criteria.

The implementation of the Emergency Loan Program reflects the Company’s commitment to supporting employees’ financial stability, helping to reduce financial concerns and economic burdens, enhance life security, and enable employees to perform their duties effectively while maintaining a sustainable quality of life.

3.3 SPC Informal Debt Relief Program

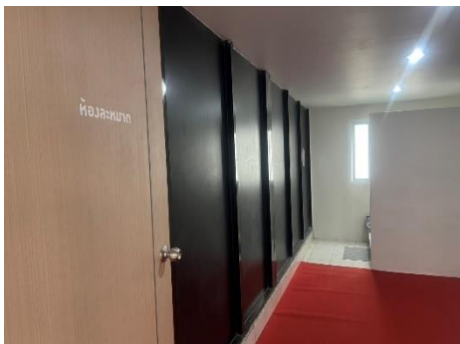
The Company places importance on promoting the well-being and financial stability of employees at all levels, while recognizing that employees may encounter financial difficulties in their daily lives. In this regard, the Company initiated the “SPC Informal Debt Relief Program” to assist employees facing challenges with informal or unregulated debts that they may be unable to manage independently, which could otherwise affect their financial stability, quality of life, and work performance.

The program establishes systematic guidelines and processes for reviewing assistance requests, together with support in financial planning and debt management, with the aim of reducing the burden caused by high interest rates often associated with such debts.

The Company has also defined clear eligibility criteria for participation in the program, such as the availability of verifiable evidence of borrowing or repayment, cases involving unreasonable interest rates, or situations where aggressive debt collection practices adversely affect employees’ work performance and quality of life. These measures ensure that assistance is provided appropriately and delivers maximum benefit to employees.

3.4 Prayer Room

The Company respects and promotes peaceful coexistence within a workplace that embraces cultural and religious diversity among employees of all faiths. The Company recognizes that religious practices form an important part of employees’ lives, reflecting their spiritual values, beliefs, and identities. Supporting such practices is therefore an integral part of the Company’s human resource management policy, which emphasizes equality, mutual understanding, and respect. For Muslim employees, prayer is an essential religious practice that must be observed regularly as an expression of faith and devotion. The Company acknowledges that performing religious practices during working hours requires a suitable, clean, and appropriate space that complies with religious principles,



allowing employees to conduct their prayers in a peaceful and private environment.

In 2025, the Company established a Prayer Room within its headquarters to facilitate Muslim employees in performing their religious duties during the day. The space was designed with careful consideration of religious requirements, privacy, safety, and convenience. This initiative reflects the Company’s commitment to creating a working environment that supports the diverse needs of its employees.

3.5 Assistance for Employees Affected by Natural Disasters

In the event that employees’ residences are affected by natural disasters, the Company has established guidelines and measures to provide appropriate assistance in order to alleviate the impact and reduce the burdens faced by employees and their families. Such support aims to help employees recover their living conditions and return to their normal lives as quickly as possible, thereby minimizing disruptions to their personal stability and work performance. The Company considers each case carefully based on the specific needs and circumstances involved. This initiative reflects the Company’s care, concern, and responsibility toward employees during times of crisis, forming part of its comprehensive approach to employee welfare and contributing to the strengthening of employee engagement, trust, and long-term organizational stability.

4. Health, Safety, and Workplace Environment

The Company places strong emphasis on the systematic management of occupational health, safety, and the workplace environment. The Company aims to prevent and mitigate risks arising from work operations while continuously fostering a culture of safety within the organization. These efforts are intended to ensure that employees can perform their duties with confidence in a safe and supportive working environment.

4.1 Safety

- Basic Firefighting Training and Fire Evacuation Drill



Basic Firefighting Training and Fire Evacuation Drill in 2025

Number of Participants Trained	41	Persons
Total Training Hours	246	Hours
Overall Satisfaction Rate	97.66	%

- **First Aid & CPR Basic Training**

A training session on First Aid and Basic Cardiopulmonary Resuscitation (CPR) was conducted by experts from BEAT CPR Training Center



First Aid & CPR Basic Training in 2025

Number of Participants Trained	29	Persons
Total Training Hours	174	Hours
Overall Satisfaction Rate	98.71	%

4.2 Occupational

- **Statistical of Accident Rate**

Accident Rate	2023	2024	2025
Lost time Injury Frequency Rate- LTIFR (%) (case / 200,000 working hours)*	0.15	0.10	0.10
Fatalities (%)	0.00	0.00	0.00

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

- **Employee and Family Health Care**

The Company places strong emphasis on providing comprehensive health care support for employees and their families. In addition to statutory medical benefits that allow employees to receive treatment at designated hospitals under applicable regulations, the Company provides additional medical welfare benefits to enhance access to comprehensive and quality healthcare services for employees and their families. These benefits cover both conventional medical treatment and alternative healthcare services, such as acupuncture, cupping therapy, and other complementary therapies that support health promotion and relieve certain medical conditions. In addition, the Company collaborates with partner hospitals to offer special medical discounts for employees and their families, helping to reduce healthcare expenses while expanding healthcare options.

The Company also places significant importance on employees' health and well-being, recognizing that good health forms the foundation for effective work performance and a high quality of life. Accordingly, the Company organizes annual influenza vaccination programs for employees, as well as other necessary vaccinations to strengthen immunity, reduce the likelihood of illness, and mitigate the risk of respiratory diseases during seasonal outbreaks. These initiatives reflect the Company's commitment to providing comprehensive care for employees and their families, not only through medical treatment but also through systematic disease prevention, thereby fostering a healthy and safe working environment. The Company believes that accessible and comprehensive welfare programs enable employees to maintain good health, enhance their quality of life, and grow together with the organization.

- **Annual Health Check-ups**

The Company places strong emphasis on employee health management by encouraging all employees to undergo annual health check-ups on a regular basis. These examinations serve as an important preventive measure for monitoring health risks and detecting potential health issues at an early stage. Early detection enables more effective treatment, prevention, and health management planning, helping to reduce the risk of serious illnesses in the future and empowering employees to better manage their own health. In addition to standard health check-ups provided to all employees, the Company offers additional screening programs tailored to occupational risk factors associated with specific job roles and work environments. For example, occupational eye examinations are provided for employees whose roles require prolonged visual tasks. These initiatives demonstrate the Company's commitment to establishing a systematic and sustainable health management system, focusing not only on treatment but also on long-term health promotion and disease prevention, enabling employees to maintain a good quality of life and perform their duties with confidence.

- **SPC Mental Health Corner Program**

The Company recognizes that employee capability and readiness are key drivers of sustainable business success. Accordingly, it places importance on promoting comprehensive health care for employees, encompassing both physical and mental well-being. The Company believes that employees with strong mental health are better equipped to perform effectively, cope with challenges, and grow alongside the organization in a stable and sustainable manner. In line with this approach, the Company established the SPC Mental Health Corner Program, which provides employees with access to professional mental health counseling services delivered by qualified specialists. The program serves as a supportive space where employees can seek guidance, express concerns, and relieve stress, thereby promoting emotional balance, psychological well-being, and a positive working environment. All employees can access these services equally and voluntarily through a system that prioritizes privacy and data confidentiality. In 2025, employees who participated in the program reported a satisfaction rate of 96%, reflecting the effectiveness of the initiative in supporting employees' mental health and overall well-being.

- **SPC Healthy Organization Program**

The SPC Healthy Organization Program is an ongoing initiative aimed at promoting both physical and mental well-being among employees. The program recognizes that good health forms an essential foundation for work readiness, improved job performance, creativity, teamwork, and employees' confidence in both their professional and personal lives.



In 2025, the Company organized a variety of sports and physical activity programs, including yoga, running, badminton, and football. These activities provided opportunities for both executives and employees to participate together under the same rules and conditions, ensuring equal access and participation for all. The implementation of these initiatives helped promote inclusive participation, strengthen positive relationships between management and employees, and enhance overall employee engagement within the organization. Such activities also contribute to fostering a strong organizational culture and supporting the Company's long-term sustainability.

3. Community and Society Engagement



Performance

1. Implemented social contribution activities, such as initiatives promoting integrity and honesty, flood relief assistance, public benefit initiatives, and activities supporting surrounding communities.
2. Conducted educational support programs, including the 28th Sahapat Admission Project and scholarship support for employees' children



Goal

To develop and drive social progress through various initiatives and projects, creating shared value and sustainable growth with 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 2025, the company arranged key events as follows:

Social Responsibility Activities

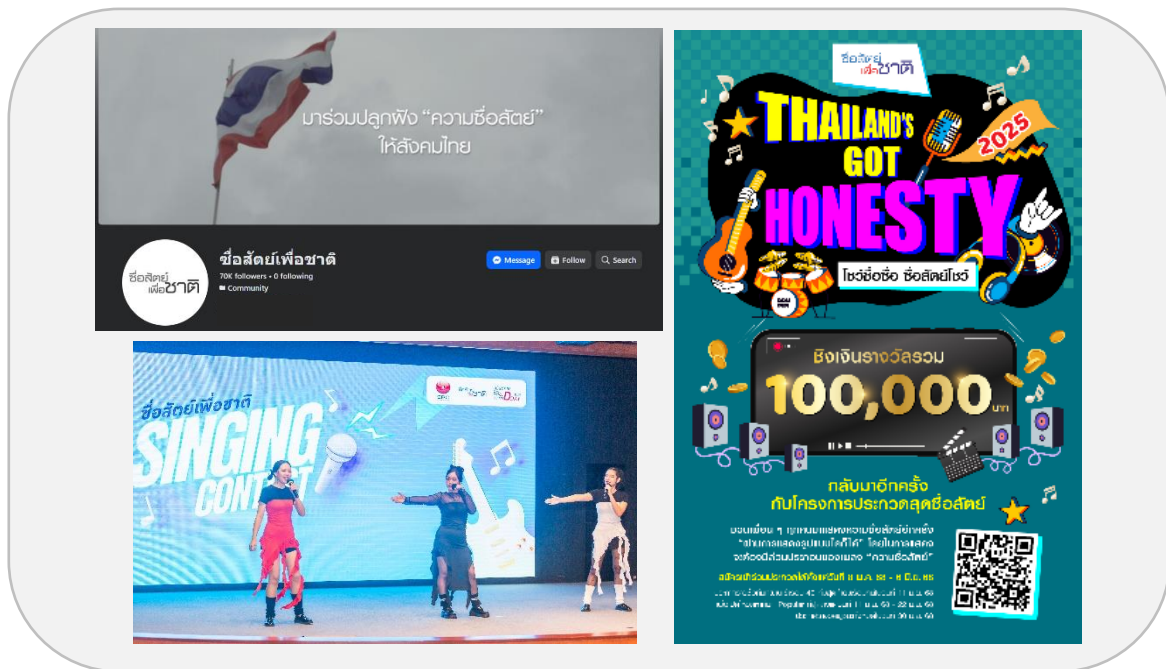
- SPC Cultivates Moral Values and Positive Mindsets Among Thai Youth through the “Sahapat for Kids” Project (Year 9)



The Company places great importance on supporting and developing Thai youth by instilling the values of good deeds, honesty, and responsible citizenship from an early age through the “Sahapat for Kids” Project, one of the Company’s key initiatives aimed at promoting sustainable community, social, and environmental development.

In 2025, the project was continuously implemented for its ninth consecutive year, with activities conducted in over 230 schools nationwide. The program focuses on encouraging and selecting youth role models in honesty, while also providing knowledge on waste segregation, waste reduction, and creative reuse of materials. The initiative also aims to instill moral values and ethical principles among students, who represent an important driving force in supporting the country’s long-term sustainable development.

- Honesty for the Nation Project

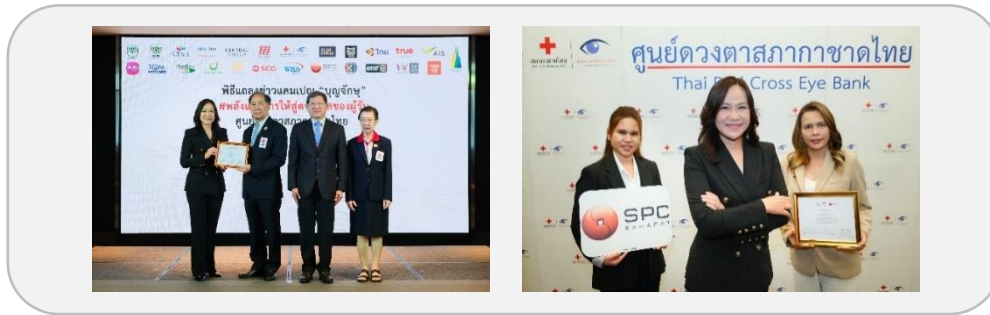


The “Honesty for the Nation” Project was established in 2018 with the objective of helping reduce corruption in Thai society and fostering a strong foundation for Thai youth—the future of the nation—to grow up with values that reject corruption and uphold integrity. The project also aims to cultivate a culture of honesty throughout society.

In 2025, the project continued organizing the “Thailand’s Got Honesty – Show Your Honest Talent” campaign, inviting participants to create video clips featuring the song “Honesty” to compete for total prizes worth THB 100,000. This campaign serves as a creative and engaging approach to promoting awareness of integrity in a way that is accessible, enjoyable, and easy to understand for people of all ages. In addition, the Company organized an internal singing competition featuring the “Honesty” theme song to promote a culture of integrity among employees, allowing them to creatively interpret and present the song in their own styles. The project continues to promote integrity through multiple channels, including Facebook Page: “Honesty for the Nation,” which has more than 70,000 followers, billboards across Bangkok and surrounding areas, offline media coverage such as newspaper features, and the distribution of “Honesty for the Nation” stickers that can be displayed on vehicles or various locations. These efforts help promote integrity and encourage Thai society to become more transparent and corruption-free.

ซื่อสัตย์
เพื่อชาติ

- SPC Participates in the “Boon-ya-jak-su” Campaign



The “Boon-ya-jak-su” Campaign is an awareness initiative organized by the Thai Red Cross Eye Bank in collaboration with more than 24 private sector partners. The campaign aims to promote accurate understanding of eye donation and encourage employees and the public to donate their eyes to help patients suffering from corneal blindness who are awaiting treatment.

The Company joined the campaign as a key partner, supporting awareness efforts and encouraging employees and the public to donate their eyes to the Thai Red Cross Eye Bank, thereby providing patients with the opportunity to regain their sight and improve their quality of life. Participation in this campaign reflects the Company’s commitment to contributing to public benefit initiatives and supporting the long-term sustainable development of Thai society.

- SPC Supports the Renovation of the “San Samphan Bridge”



The Company recognizes the importance of contributing to the development of communities surrounding its headquarters. As part of this commitment, the Company supported the renovation of the “San Samphan Bridge”, which crosses Saen Saep Canal near Darul Muhsineen Mosque (Ban Don). The bridge serves as an important transportation route for local residents. The renovation project aims to improve safety and accessibility, enabling the community to travel more conveniently while strengthening positive relationships between the Company and the surrounding community.

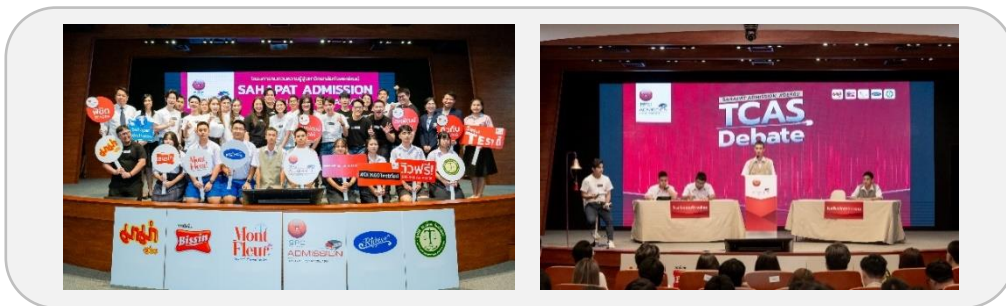
- SPC Supports the “Amazing Thailand Marathon Bangkok 2025”



As the distributor of MAMA instant noodles, the Company participated as a key sponsor of the 10-kilometer race category in the “Amazing Thailand Marathon Bangkok 2025,” one of Thailand’s major marathon events held in the heart of Bangkok. The event is organized under the collaboration of the Ministry of Tourism and Sports and the Tourism Authority of Thailand (TAT) and features the prestigious Royal Trophy of His Majesty the King and Her Majesty the Queen.

Educational Support Initiatives

- The 28th Sahapat Admission



The Company places great importance on human resource development and promoting equal access to education in order to prepare Thai youth for quality higher education. This commitment is reflected through the “Sahapat Admission” project, a free university entrance examination preparation program that provides high school students nationwide with equal access to knowledge and tutoring from leading instructors in Thailand.

In 2025, the Company continued organizing “Sahapat Admission – 28th Year” to support Thai students in preparing for university entrance examinations. The program aims to enhance students’ readiness, inspire motivation, and build confidence before they take the actual exams. In addition, the program includes university faculty and career guidance booths, introducing emerging academic fields and career paths that align with evolving global trends. Key activities under the Sahapat Admission – 28th Year program include:

- Debate Activity: “Is TCAS69 Truly Effective?”



This activity provided an opportunity for representatives of senior high school students from Saint Gabriel’s College and Wat Suthiwaram School, together with nationally recognized tutors, to exchange perspectives and visions regarding Thailand’s TCAS69 university admission system. The discussion also included recommendations for improving Thailand’s education system in the future.

- Regional Tutoring Program: “Sahapat Admission On The Road 2025”



To expand educational opportunities, reduce educational inequality, and enhance youth potential, the regional tutoring program under the Sahapat Admission project was organized in August 2025. The program expanded its outreach to 6 regions, covering 10 provinces and 10 schools nationwide, the participating schools included:

Northern Region: Rajaprajanugroh 56 School (Nan Province) and Rong Kwang Anusorn School (Phrae Province)

Southern Region: Rajaprajanugroh 42 School (Satun Province) and Hantao Rangsiprachasan School (Phatthalung Province)

Northeastern Region: Chiangmai Prachanusorn School (Roi Et Province)

Western Region: Thong Pha Phum Wittaya School (Kanchanaburi Province)

Eastern Region: Maneesawet Uppatham School (Prachinburi Province) and Huai Yang Suksa School (Rayong Province)

Central Region: Khuruprachasan School (Chainat Province) and Wisetchaichan “Tantivitthayaphum” School (Ang Thong Province)

- Five-Days Intensive Tutoring Program



This activity was held from 29 September to 3 October 2025, featuring a comprehensive review of 12 core subjects taught by nationally recognized tutors. The program was conducted in a hybrid format, with students participating onsite at the Auditorium of Bangkok Tower, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, as well as online via live broadcast nationwide through www.sahapatadmission.com. The program aimed to provide students with comprehensive knowledge to support their preparation for university entrance examinations.

- Final Intensive TPAT Preparation Session



This activity was designed as a final 8-hour intensive review session before the actual examination. The session covered three key professional aptitude subjects including TPAT1: Medical Aptitude, TPAT3: Science, Technology, and Engineering Aptitude and TPAT5: Education and Teaching Aptitude. The session was conducted by well-known tutors on 8 November 2025 at the Auditorium, Bangkok Tower, Bang Kapi Subdistrict, Huai Khwang District, Bangkok, and was also livestreamed via the Facebook Page: Sahapat Admission.

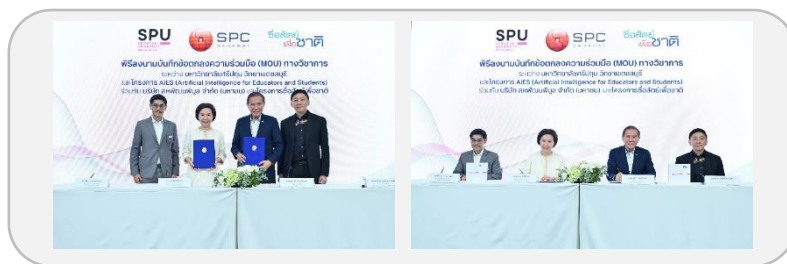
- Exclusive Learning Clips

Additional Exclusive Clips were produced to provide students with more learning options for self-study and practice. These clips feature intensive problem-solving sessions designed to help students prepare for TCAS (A-Level) examinations and TPAT1, enabling them to strengthen their skills and build confidence for various university entrance examinations.

Overview of Activities and Achievements

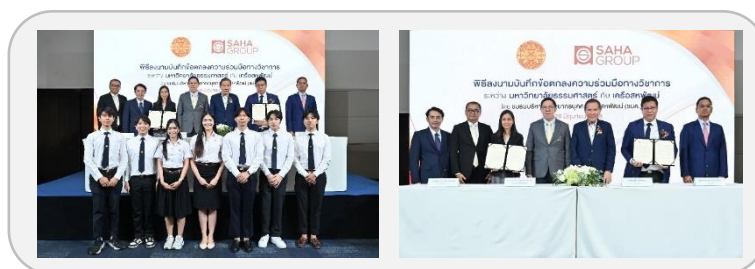
The Sahapat Admission Project plays an important role in inspiring students and encouraging them to recognize the importance of education and self-development, thereby increasing their opportunities to pursue higher education on an equal basis across all regions of Thailand. Over the 28 years of the project's implementation, more than 100,000 students from over 200 schools nationwide have participated in the program's activities. On average, approximately 25,000 students per year attend the live tutoring sessions, while the Exclusive Clip learning materials available on the project's website have received over 100,000 views. These achievements reflect the Company's strong commitment to expanding educational opportunities and continuously developing the potential of Thai youth, enabling them to build upon the knowledge and inspiration gained from the program as they pursue higher education in the future.

- Academic Collaboration on AI for Education



The Company and the Honesty for the Nation Project, in collaboration with Sripatum University, Chonburi Campus, and the AIES (Artificial Intelligence for Educators and Students) Project, signed a Memorandum of Understanding (MOU) for academic cooperation. The objective of this collaboration is to enhance teachers' and lecturers' knowledge and skills in applying Artificial Intelligence (AI)—an important technological tool for national development—to improve teaching and learning for Thai youth. The initiative also aims to help elevate Thailand's education system to keep pace with the digital era, while integrating the concept of integrity and honesty into the training programs.

- Academic Collaboration for Human Capital Development



Saha Group, through the Human Resources Management Club (HRMC), collaborated with Thammasat University in signing a Memorandum of Understanding (MOU) to promote and develop the capabilities of personnel, students, and organizations. The collaboration aims to facilitate the exchange of knowledge, technology, and real-world work experience between the academic and business sectors. It also focuses on enhancing students' knowledge, skills, and professional experience through internship and cooperative education programs, while expanding cooperation in technological development and strengthening the role of academic services to society. This partnership contributes to the effective and sustainable development of human capital.

- SPC Provides 300 Educational Scholarships for Employees' Children



In 2025, the Company continued the “SPC Educational Scholarship Program” for the 12th consecutive year. Under this initiative, the Company granted 300 scholarships to the children of employees of the Company and its affiliated companies. The program aims to promote learning opportunities, alleviate financial burdens on employees’ families, and expand educational opportunities for youth.

- Dr. Thiam Chokwatana Foundation Scholarship Ceremony at the “29th Saha Group Fair & Fest”



Companies within Saha Group organized a scholarship award ceremony for employees’ children. The program aims to support employees’ families by reducing educational expenses while promoting educational opportunities and youth development. In 2025, a total of 629 scholarships were awarded. The initiative was supported by the Dr. Thiam Chokwatana Foundation, which has been continuously providing scholarships for more than 40 years in order to uphold the vision and teachings of Dr. Thiam Chokwatana, the founder of the Company and Saha Group.



Flood Relief Support

- SPC Donates “Jaya” Instant Noodles to Support Flood-affected people in Southern Thailand



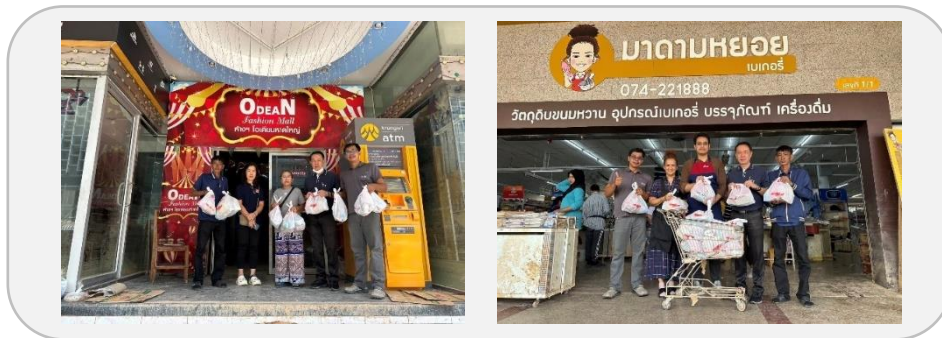
The Company donated “Jaya” brand instant noodles to the Senate Standing Committee on Social Development and Children, Youth, Women, the Elderly, Persons with Disabilities, the Disadvantaged, and Social Diversity, which subsequently distributed the supplies to communities affected by flooding in southern Thailand.

- SPC Delivers Flood Relief Supplies through the Zendai Foudation



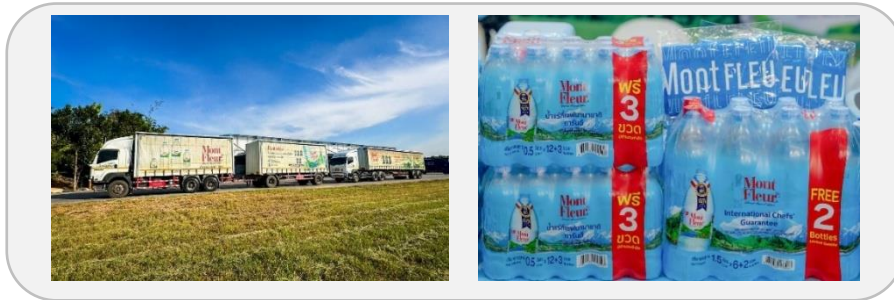
The Company donated essential consumer goods and daily necessities to the Zendai Foudation, which distributed the items to communities affected by flooding in southern Thailand. The donated products included Suesat instant noodles, Suesat canned fish, G-Sure Plus adult diapers, Flore soap, Pao detergent, Lipon F dishwashing liquid, and Mont Fleur mineral water.

- SPC Provides Relief Packages to Retail Partners in Southern Thailand



The Company delivered 800 relief packages and 300 clothing items to 26 retail partners in southern Thailand to help alleviate the hardships caused by the flooding. The initiative aimed to support affected business partners and assist in restoring their business operations. This reflects the Company’s commitment to growing sustainably alongside its partners and the wider community.

- SPC and Thipwarinwatana Co., Ltd. Donate Mont Fleur Mineral Water to Flood-affected people in Hat Yai



The Company, as the producer of Mont Fleur mineral water, together with Thipwarinwatana Co., Ltd., donated more than 66,000 bottles of Mont Fleur mineral water directly to flood-affected areas in southern Thailand. The donations were delivered to Nawamintharachuthit Thaksin School to support to Flood-affected people in the region.

- SPC Joins the Ministry of Commerce in Supporting Post-Flood Recovery in Southern Thailand



The Company participated as one of more than 30 private sector organizations collaborating with the Ministry of Commerce in the “Thai Unity for Southern Recovery” initiative. The project aims to support the recovery of the economy and improve the quality of life of people in southern Thailand affected by flooding. The initiative focuses on reducing living costs, repairing housing, and restoring vehicles, through cooperation between the public and private sectors to ensure that assistance is delivered promptly and effectively.

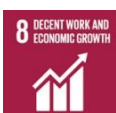
Performance Summary

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 2025, 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	• 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.	• GRI 301 • GRI 416 • GRI 418	• Employee	• Customers / Consumers • Partners • Community / Society • Public sector
Employee support	• Support staff training and development. • Recruit talented employees.	• GRI 401 • GRI 402 • GRI 403 • GRI 404 • GRI 405 • GRI 406 • GRI 407	• Employee	• Partners • Public sector
Optimization	• Take care of the environment. • Address climate change. • Manage energy consumption. • Control waste and trash. • Greenhouse Gas Management	• GRI 302 • GRI 303 • GRI 305 • GRI 306	• Employee	• Partners • Shareholders • Community / Society • Public sector
Value Chain Management	• Build and maintain business alliances. • Manage risk. • Conduct good corporate governance.	• GRI 201 • GRI 204 • GRI 205 • GRI 301 • GRI 414 • GRI 415	• Employee	• Customers / Consumers • Partners • Creditors • Shareholders • Community / Society • Public sector
Social and Community Responsibility	• Business Partner • Strengthen the community and society.	• GRI 203 • GRI 413	• Employee	• Partners • Community / Society • Public sector

Sustainable Development Goals (SDGs)

	SUSTAINABLE DEVELOPMENT GOALS	How SPC is supporting	Page Number
	End poverty in all its forms everywhere	• Saha Group Fair	61
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	• Support the salary and wage that is suitable and sufficient for living of associates and their families. (Living Wage)	93, 109-110, 112-113
	Ensure healthy lives and promote well-being for all at all ages	• Quality Product and Service • Home Service	89-91
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	• Increase of Capabilities in Knowledge and Skills • SPC Scholarship Program • Sahapat Admission	114-121
	Achieve gender equality and empower all woman and girls	• Responsible for associates in terms of Human Right and respect the diversity	93-95
	Ensure availability and sustainable management of water and sanitation for all	• Responsible water consumption • Responsible waste water management	76-78
	Ensure access to affordable, reliable, sustainable and modern energy for all	• Efficiency Energy Consumption • Solar Rooftop	73-75
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	• Fair Labor Practices • Promotion of Equal Employment Opportunities • Support for Persons with Disabilities	93-95
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	• Innovative Organization • The New Thinking Group	84, 107-108

	Reduce inequality within and among countries	• Diverse employment without gender discrimination such as religion, skin color, race, hometown including differences in mindset, including LGBTQIA2S+	93-95
	Make cities and human settlements inclusive, safe, resilient and sustainable	• Community and Society Engagement	114-123
	Ensure sustainable consumption and production patterns	• Renewable Energy • SPC Green Please Project	73-75, 80-83
	Take urgent action to combat climate change and its impacts	• Environmental Quality Management • Energy Efficiency • Carbon Footprint for Organization and subsidiaries • Use of Electric Vehicles (EVs) for Goods Transportation	67-68, 70-75
	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	• Biodiversity • Waste Management	69, 79-84
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	• Respect on Human Right	49-65, 92
	Strengthen the means of implementation and revitalize the global partnership for sustainable development	• Value chain	49-65