



SAHA PATHANA INTER-HOLDING PLC.  
บริษัท สหพัฒนอินเตอร์โฮลดิ้ง จำกัด (มหาชน)



**SPI**

**SUCCESS WITH  
SYNERGY & SHARING**

Sustainability Report 2024



## Table of Contents

01	General Information	06	Message from the Chief Executive Officer	08	Key Sustainability Performance
10	Business Philosophy	10	About This Report	14	Approach and Operating Performance with Stakeholders
22	Sustainable Development Structure	25	Sustainability Policy and Strategy	26	Sustainability Development Framework
28	Materiality Topics for Sustainability				

---

### 1. Economic Dimension / Corporate Governance

31	Revenue	31	Expenses	32	Tax Management
32	Good Corporate Governance	36	Business Code of Conduct and Anti-Corruption	41	Risk Management
42	Internal Control	44	Information Security and Cyber Security	49	Sustainable Supply Chain Management
54	Customer Relationship Management				

---

### 2. Environmental Dimension

64	Environmental Management	66	Energy Management	71	Water Resource Management
75	Waste and Garbage Management	78	Climate Change	86	Air and Noise Pollution
87	Promotion of Biodiversity	92	Environmental Activities Expenditure		

---

### 3. Social Dimension

94	Respect for Human Rights	102	Employee Management	104	Recruitment and Employment
110	Employee Potential Development	113	Employee Engagement	122	Occupational Health and Safety
128	Community and Social Engagement				



## General Information



บริษัท สหพัฒนาอินเตอร์โฮลดิ้ง จำกัด (มหาชน)  
Saha Pathana Inter-Holding Public Company Limited

### Stock Symbol:

# SPI

⇒ **Industry Group**  
Services

⇒ **Stock Exchange**  
The Stock Exchange of Thailand

⇒ **Sector**  
Commerce

⇒ **Company Registration Number:**  
0107537001340

⇒ **Business Type**  
Investment in consumer goods businesses, Investment in food and beverage businesses, Industrial Park Development and investments in other businesses.



### Headquarter Location

No. 530, Soi Sathupradit 58,  
Bang Phongphang Sub-district,  
Yannawa District, Bangkok 10120,  
Thailand

☎ Contact Number : +66 2293 0030

🌐 Website : [www.spi.co.th](http://www.spi.co.th)

### Company Secretary

Email: [supradit@spi.co.th](mailto:supradit@spi.co.th)

### Investor Relations

Email: [IR@spi.co.th](mailto:IR@spi.co.th)

### Community Relationship Manager - CRM

Email: [chalita@spi.co.th](mailto:chalita@spi.co.th)

### Marketing and Real Estate Division

Email: [amphol@spi.co.th](mailto:amphol@spi.co.th)

## Membership

### Institutions

Japanese Chamber of Commerce

Thai Chamber of Commerce

Federations of Thai Industries

Personnel Management Association of Thailand

Thai Listed Companies Association

Thai Chamber of Commerce in China

Thai Private Sector Collective Action Against Corruption



## Significant Sustainability Accomplishments



Received an A rating in the SET ESG Ratings assessment for 2024, by the Stock Exchange of Thailand.



The Company received the results of the quality assessment for the Annual General Meeting. The Company achieved a full score of 100, with the score falling within “Excellent”, Thai Investors Association.



TRIS Rating affirms the corporate and senior unsecured bond credit rating of Saha Pathana Inter-Holding Public Company Limited at “AA”, with a credit rating outlook of “Stable” or “Constant”.



Saha Group Industrial Park Lamphun received an honorary certificate as an Outstanding Organization/ Enterprise Supporting CSR Activities for Society (Focusing on the Senior Citizens) on the occasion of Senior Citizens Day and Family Day in Lamphun Province, 2024.



Ranked among the outstanding securities for Environmental, Social, and Governance (ESG) performance, along with company performance, the Thaipat Institute selected a total of 100 securities from 2017 to 2023.



Received a Corporate Governance Rating (CGR) of Excellence Level or Five Star for 2024, based on the Thai Listed Companies Corporate Governance Survey conducted by the Thai Institute of Directors (IOD).



Member of the Thai Private Sector Collective Action Against Corruption.



Received the Best Thailand Deal award from FinanceAsia in 2017.



Saha Group Industrial Park in Lamphun received the “Model Organization for Road Safety” award from the Road Safety Work Group at the Provincial Level of Thailand (RSWGS), funded by the Thai Health Promotion Foundation (ThaiHealth).

Saha Group Industrial Park Sriracha, and Saha Group Industrial Park Kabinburi have been certified as Level 5 Eco Industrial Town, recognized as Livable Town alongside Industry (Happiness).



Saha Group Industrial Park Mae Sot received an honorary certificate as an organization that has provided outstanding cooperation in promoting entrepreneurs by creating distribution channels for products and spreading income to the community under the project “Good Industry, Tak ME MIND” for the year 2024.

Saha Group Industrial Park Siracha is located within the Smart City Promotional Zone, committed to innovation development and sustainability toward becoming a Smart City.



### Domestic and International Standard Certifications



ISO 9001:2015



ISO 14001:2015



ISO 50001:2018



TLS 8001-2563



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension



## VISION

To be a leading investment company that serves customers with heartfelt service and dedication towards value enhancement for sustainable business.



## GOAL

To achieve sustainable business growth



## MISSION



To invest in high-potential business



To increase satisfaction of supporting trading and services



To develop industrial parks to and international standard level



To incorporate good corporate governance principles, as well as, promote ongoing personnel development in terms of business expertise, moral and ethics, and social and environmental awareness



## CORE VALUE

# S

### Success with synergy and sharing

Committed to creating success through synergy and appropriate sharing.

# P

### Progress with partnership and positivity

Consistently fostering sustainable growth, building partnerships with a positive attitude and sincerity.

# I

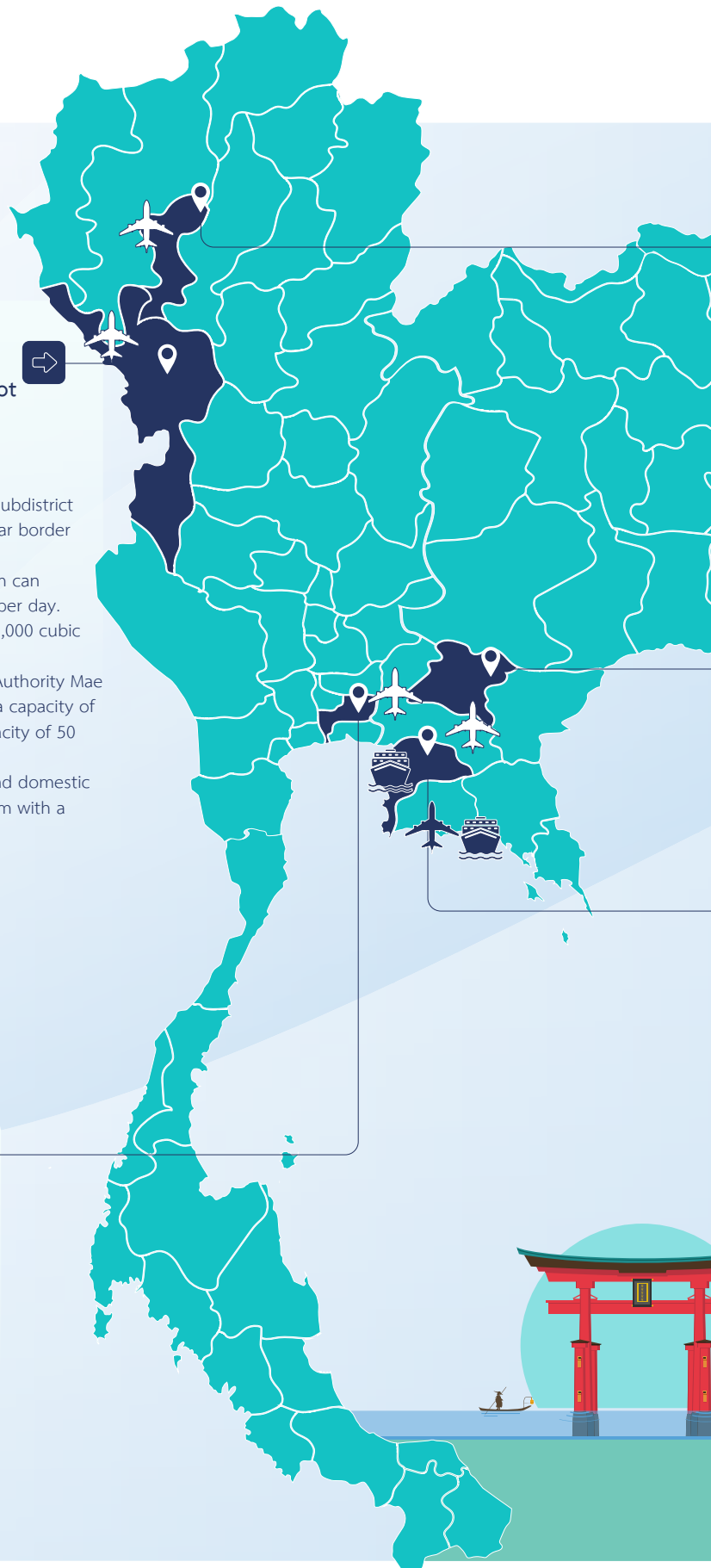
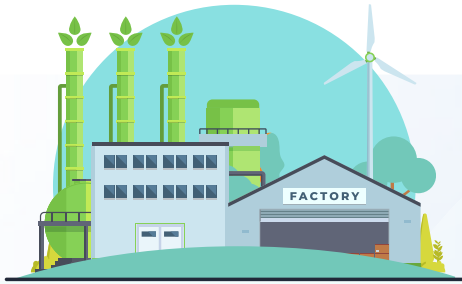
### Integration of innovation and integrity

Collaboratively integrating sustainable innovation with business ethics in perfect harmony.





# Locations of SPI's Business Premises



## Tak

Saha Group Industrial Park, Mae Sot

Total area  
**255** rai

- Located on Highway No. 105, Mae Kasa Subdistrict
- 10 kilometers from the Thailand–Myanmar border
- 12 kilometers from Mae Sot Airport
- The central wastewater treatment system can handle approximately 400 cubic meters per day.
- Raw water reservoir with a capacity of 55,000 cubic meters
- Substation of the Provincial Electricity Authority Mae Sot 2 (located outside the project) with a capacity of 25 megawatts and Mae Sot 1 with a capacity of 50 megawatts, totaling 75 megawatts.
- Water supply system for consumption and domestic use from the tap water production system with a capacity of 600 cubic meters per day.
- Green area



## Bangkok

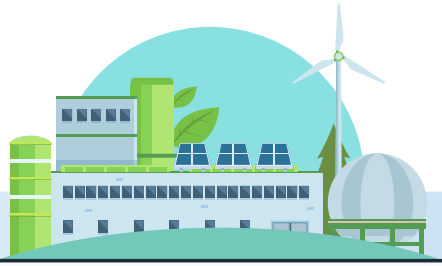
- Rama 3 Head quarter
- Samyan Mitrtown



Economic Dimension / Corporate Governance

Environment Dimention

Social Dimention



## Lamphun



### Saha Group Industrial Park Lamphun

Total area  
**2,300** rai

- Located on Highway No. 116 (Lamphun - Pa Sang Bypass Road)
- 35 kilometers from Chiang Mai Airport
- The central wastewater treatment system can handle approximately 6,500 cubic meters per day.
- Raw water reserve reservoir with a capacity of 1,100,000 cubic meters
- Substation of the Provincial Electricity Authority with a capacity of 50 x 2 megawatts
- Solid waste incinerator
- Water supply system for consumption and domestic use from groundwater wells with a pumping rate of 134,400 cubic meters per month.
- Water supply system for consumption and domestic use from the tap water production system with a capacity of 4,000 cubic meters per day.
- Private airport
- Green area

### Hariphunchai Golf Club

Total **9** Holes



## Chonburi

### Saha Group Industrial Park, Sriracha

Total area  
**1,800** rai

- Located on Sukhaphiban 8 Road, connecting to Motorway No. 7 (Bangkok - Pattaya - Rayong)
- 98 kilometers from Suvarnabhumi Airport and 59 kilometers from U-Tapao Airport
- 6 kilometers from Laem Chabang Deep-Sea Port, the largest shipping port in the country
- Power plant with a production capacity of 214.7 megawatts
- The central wastewater treatment system can handle approximately 12,000 cubic meters per day.
- Raw water reserve reservoir with a capacity of 150,000 cubic meters
- Industrial water production system with a capacity of 18,000 cubic meters per day
- Private airport
- Green area

### J-Park Nihon Mura, Sriracha

Total area **22** rai



## Pachin Buri

### Saha Group Industrial Park, Kabinburi

Total area  
**3,900** rai

- Located on Highway No. 33 (Suwannasorn Road), connecting to Poipet, Banteay Meanchey Province, Cambodia
- 155 kilometers from Suvarnabhumi Airport and 195 kilometers from U-Tapao Airport
- 150 kilometers from Laem Chabang Deep-Sea Port
- The central wastewater treatment system can handle approximately 16,000 cubic meters per day.
- The central wastewater treatment system can handle approximately 16,000 cubic meters per day.
- Raw water reservoir with a capacity of 1,000,000 cubic meters
- Tap water production system with a capacity of 4,800 cubic meters per day
- Substation of the Provincial Electricity Authority with a capacity of 50 x 2 megawatts
- Solid waste incinerator
- Private airport
- Green area

### Kabinburi Sportclub Golf Course

Total **18** Holes





## Message from the CEO



**Mr. Vichai Kulsomphob**  
Chief Executive Officer and  
Chairman of Sustainability Committee

The Company is committed to developing its capabilities to achieve sustainable while also playing a role in supporting Thailand's economic growth, stability, and sustainability based on good corporate governance principles that emphasize fairness to all stakeholders, respect for fundamental human rights, and transitioning to clean energy usage, as well as contributing to the achievement of the United Nations Sustainable Development Goals.

The Company operates under corporate values that believe sustainable success arises from collaboration and appropriate sharing (**Success with Synergy and Sharing**). It also fosters an organizational culture of lifelong learning, emphasizing comprehensive success across 3 dimensions which are economy, society and environment. This is pursued through **4 sustainability strategies** focused on promoting good corporate governance structures for sustainability, encouraging cooperation to drive economic growth, fostering collaboration to create a green environment, and advancing partnerships to generate social value.

**Promoting good corporate governance structures for sustainability.** The Company fosters confidence in good governance and transparency by prioritizing operations with good corporate governance principles as well as assessing organizational risks to ensure that the Company does not violate laws and complying with the Company's values "**Integration of Innovation and Integrity**". This also includes promoting operational standards in various aspects such as the quality management system under the international standard (ISO 9001), the environmental management system (ISO 14001), and the energy management system (ISO 50001). The Company has received awards and recognitions for its sustainability operations, such as ASEAN Corporate Governance Scorecard (ACGS) or ASEAN CG Scorecard in the ASEAN Asset Class PLCs category, the Corporate Governance Report of Thai Listed Companies (CGR) by the Thai Institute of Directors (IOD) with an "Excellent" rating (5-star level), the quality assessment of Annual General Shareholder Meetings in the AGM Checklist with a "Excellent" rating (100 full points) for 15 years, and the SET ESG Ratings by the Stock Exchange of Thailand with an "A" rating, which is assessed based on environmental, social, and governance (ESG) data. The Company is also certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) and is recognized as a Level 5 Eco-Industrial Town, Livable Town alongside Industry (Happiness).





**Encouraging cooperation to drive economic growth** by establishing stability through diverse new businesses to ensure long-term investment security and sustainability. This is achieved through various projects, such as the development of 4 Saha Group Industrial Parks to create local employment and continuously attract foreign investment into our country, the development of land along Rama III Road into Community of Kindness, with a central focus on quality education to empower Thai youth as a driving force for the nation's sustainable future. This initiative includes King's College International School Bangkok, as well as KING SQUARE are consisting of the KingsQuare Residence condominium, Dusit Suites Kingsquare Bangkok serviced apartments, King Square Community Mall, KingBridge Tower office building, and developing part of KingBridge Tower into a flexible serviced office space under the name Synergy Spaces Co., Ltd.

Additionally, the Company continues to develop its other land assets. It has partnered with Charoensin Group to develop residential apartments to accommodate employees working within Saha Group Industrial Park Lamphun and nearby areas. Furthermore, the Company has partnered with Zhen Ding Tech Group, the world's number one company in market share for Printed Circuit Boards (PCBs), to establish Peng Shen Technology (Thailand) Co., Ltd., constructing a factory within Saha Group Industrial Park - Kabin Buri.

The Company also fosters collaboration with business partners across various sectors to explore new opportunities and business innovations that keep pace with ongoing changes. Examples include signing a Memorandum of Understanding with Quark Biosciences Inc., a Taiwan-based leader in medical innovation technology, to develop cooperation in biotechnology and healthcare advancements in Thailand. Another agreement was signed with Saha Tokyu Corporation Ltd. and SkyDrive Inc., a company specializing in the research, development, and production of eVTOL (Electric Vertical Take-Off and Landing) aircraft using advanced technology from Japan. This collaboration aims to transform urban transportation, address mobility challenges, and create a future where eVTOL technology enables accessible daily commuting for everyone.

Moreover, the Company implements value chain management to enhance business value and improve competitiveness for its suppliers. The Company conducts self-assessments and regular evaluations of key suppliers who engage in direct business with the Company to ensure that all operations comply with the Supplier Code of Conduct on an annual basis.

**Fostering collaboration to create a green environment.** The Company has set environmental targets to enhance its environmental management in alignment with both Thailand's and global directions. These targets focus on reducing greenhouse gas emissions, utilizing and promoting alternative energy sources, and fostering collaboration with the business partner, RATCH Group Public Company Limited, to promote and share knowledge on Small Modular Reactor (SMR) technology. This initiative supports government policies to increase electricity generation from clean energy sources and meet the industrial sector's demand for green electricity. The Company aims to achieve **carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065**, in line with Thailand's national targets.

**Advancing partnerships to generate social value.** The Company has a target to create social value, ensuring that surrounding communities enjoy a good quality of life, safety, respect for human rights, and non-discrimination. The Company enhances the well-being of communities through local employment opportunities within Saha Group Industrial Park, supports education, preserves national traditions and culture, and contributes to various public benefit activities. These efforts are carried out through public service initiatives to strengthen relationships with nearby communities. In 2024, Saha Group Industrial Park Lamphun received an honorary certificate as an Outstanding Organization/Enterprise Supporting CSR Activities for Society (Focusing on the Senior Citizens) on the occasion of 2024, Senior Citizens Day and Family Day in Lamphun Province. Additionally, Saha Group Industrial Park Mae Sot received an honorary certificate as an organization that has provided outstanding cooperation in promoting entrepreneurs by creating distribution channels for products and spreading income to the community under the project "Good Industry, Tak ME MIND" for the year 2024.

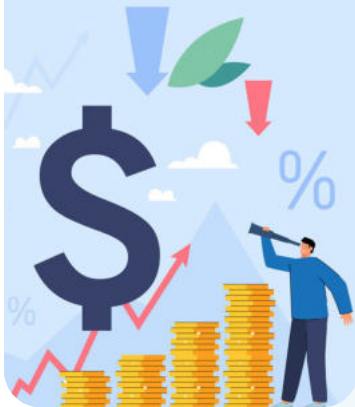
Lastly, the Company would like to express its gratitude to all stakeholders for their continuous support of its operations. The Company firmly believes that, with the collaboration of all parties, it will be able to maximize benefits, enhance quality of life, and drive sustainable growth under the vision of "**Good People, Good Products, Good Society,**" (Synergy for Sustainability).



# Key Sustainability Performance Results



## Economic Growth



Revenue from sales and services amounted to **7,339** million THB

Profit (loss) for the year 2024 was **3,321** million THB

Dividend per share was **0.90\*** THB/share and Total value paid to shareholders: **514.74** million THB

\* Subject to approval at the 54<sup>th</sup> Annual General Meeting of Shareholders on April 28, 2025.

Tier 1 suppliers that contribute to the company's core business operation accounted for **74.95%** of total procurement value

Customer satisfaction with the products and services of the business **87.23%**



## Good Corporate Governance



CGR survey results at **98%** were at an excellent level.

Certified for continuous **CAC** membership renewal from **2016 to 2024**.

**Zero** significant complaints regarding fraud and corruption.

**100%** of employees received training on good corporate governance and anti-corruption.

**100%** of important direct business partners were assessed and categorized for **ESG** management.

**No** incidents of personal data breaches or organizational information leaks.

**No** violations of the code of conduct and business ethics.

**100%** of executives disclosed conflicts of interest.

Promoted Tier 1 suppliers that contribute to the company's core business operation to join the **CAC** declaration of intent.



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension

## Shared Value Creation for Society



**100%** of business activities have undergone human rights risk assessments.

**Zero** complaints regarding human rights violations within the organization and from the Company's operations.

**100%** of the Company's direct business partners (Critical Tier 1 Supplier) were assessed on their respect for human rights.

The Lost Time Injury Frequency Rate (LTIFR) of employees is **0**

The average training hours per employee per year are **34.20** hours/person/year

The employee engagement score in **2024** is **83.65%**

The total value of donations for social assistance is **67.45** million Bath

Community satisfaction with CSR project management is **86.32%**



## Environmental Care and Responsibilities



No environmental complaints and no fines for non-compliance with environmental laws.

Assess the organization's greenhouse gas emissions to establish a baseline year

The usage of renewable energy totaled **9,439.21** kilowatt-hours.

Reduction in greenhouse gas emissions by **65,718.34** KgCO<sub>2</sub>e.

The proportion of water reused is **34.86%**

**100%** of waste was managed with appropriate measures.

Utilizing sludge from the wastewater treatment system.

Assessed and promoted biodiversity in operational areas.

All Saha Group industrial parks have **21.37%** green area coverage.



## Business Philosophy



Good business operations must not prioritize self-interest and must conduct all actions ethically.



### Good Business Practices

Seeking benefits or profit is not wrong, but one should always think that benefits must be within boundaries, ensuring that consumers use products and services that are good and of high quality.



### Must Not Prioritize Self-Interest

Do not focus solely on our own benefits; benefits should also be given to others.



### Acting Ethically

Do not prioritize self-interest at the expense of humanity.

## About This Report

Saha Pathana Inter-Holding Public Company Limited (SPI) prepares an annual sustainability development report. In 2024, the company reported its sustainability development activities to disclose management processes and performance in key areas, including economic, social, environmental, and governance aspects. The report follows the framework of the Global Reporting Initiative (GRI Standard), the Corporate Sustainability Guide for Listed Companies, and the Sustainability Reporting Guide for Listed Companies. These frameworks aim to address the United Nations Sustainable Development Goals (SDGs) and the ECO Industrial Town Index, providing stakeholders and interested parties with transparent information according to the company's quality policy, "Good People, Good Products, Good Society," which reflects its commitment to product and service development alongside good corporate governance and responsibility to stakeholders throughout the value chain. The sustainability performance data disclosed in this report covers the operational period from January 1 to December 31, 2024.

## Quality Policies



### Good People

- Behave and conduct oneself as a good member of society,
- Develop potential alongside ethics in work and life
- Operate with honesty and integrity without taking advantage of others.

### Good Products

- Offer quality products that align with their price
- Provide opportunities for customers to share feedback on products and services
- Continuously innovate to improve products and services.

### Good Society

- Instill the mindset of being a giver, have a spirit of volunteerism
- Organize activities that benefit society and the environment
- Support the underprivileged to have a better future.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

## Scope of Sustainability Reporting

This sustainability report presents the performance for the year 2024 exclusively for Saha Pathana Inter-Holding Public Company Limited, based on its business relevance across three core areas.

- Investment in consumer goods businesses
- Investment in food and beverage businesses
- Industrial Park Development and investment in other businesses

Based on the company's business relevance, the operations cover eight locations, as detailed below.

- Head Office in Bangkok
- Saha Group Industrial Park Sriracha, Chonburi Province
- Saha Group Industrial Park Kabinburi, Prachinburi Province
- Saha Group Industrial Park Lamphun, Lamphun Province
- Saha Group Industrial Park Mae Sot, Tak Province
- J-Park Sriracha Nihon Mura, Chonburi Province
- Kabinburi Sportclub Golf Course, Prachinburi Province
- Hariphunchai Golf Club, Lamphun Province

## Credibility of the Sustainability Report

The Company has prepared the report following the procedures and standards set by the GRI framework. This involves a thorough verification process to ensure the accuracy and completeness of the data and content from the corresponding departments. Additionally, the information will undergo a review process by various working Team appointed by the Company, including the Good Governance Working Team and the Sustainability Working Team, before being presented to senior management and the subcommittee for approval. Furthermore, the financial information is being certified by the external auditor that is approved by the office of SEC. These auditors are selected through the Company's transparent and fair procurement process, in accordance with the regulations.

1



The department gathers information and prepares the report, while ensuring the completeness and accuracy of the key indicators regarding the GRI Standards 2021, and other indicators



2



The corresponding departments, who are responsible for their data, confirm the completeness and accuracy of the information on the report.



3



Various working Team verify the information and report to the senior management for approval.



4

The subcommittee considers and approves the topics and information to be disclosed in the report.



## The Sustainability Report Assurances

The content and key information in this report have been reviewed and verified by the Company's Sustainability Working Team and senior management from both primary divisions and subdivisions. This ensures that the report and data are consistent, accurate, and complete. Numerical data and environmental performance results have been audited and certified by private entities registered with relevant authorities, in compliance with ISO 9001:2015 for quality management, ISO 14001:2015 for environmental management, ISO 50001:2018 for energy management, and the Thai Labor Standard (TLS 8001). Additionally, data related to greenhouse gas emissions have been reported and the organization's carbon footprint has been certified by verification bodies registered under the standards of the Thailand Greenhouse Gas Management Organization (Public Organization). Furthermore, economic data, including financial information disclosed in the 56-1 One Report, has been reviewed and certified by an authorized auditor.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension



# Value Chain of SPI



Economic Dimension / Corporate Governance

Environment Dimension

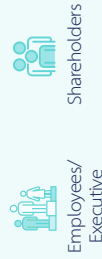
Social Dimension



## 1 Business Development

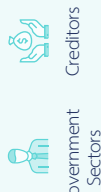
Creating investment opportunities and managing investments to foster sustainable growth for all stakeholders. Additionally, emphasizing diversified investments to manage and mitigate risks, including the development of industrial park areas in various forms and the completeness of being an Eco Industrial Town. Moreover, focusing on real estate business development that aligns with contemporary living needs.

### Stakeholders



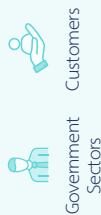
## 2 Land & Resource Acquisition

Procuring land, buildings, various resources, and essential infrastructure related to the production of goods and services, as well as sources of funding and human resources, through fair, transparent, and auditable procurement processes. These processes adhere to quality management standards and relevant laws, respecting the human rights of all stakeholders while simultaneously ensuring environmental protection.



## 3 Products & Services Development

Developing products and services that sustainably benefit and add value to the Company and its stakeholders. This involves creating environmentally friendly industrial parks through the use of technology and innovation, while meeting the needs of stakeholders.



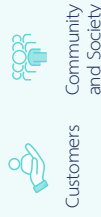
## 4 Value Creation and Delivery Through Product and Services

Delivering high-quality, environmentally friendly products and services, while providing consultation and advice. Additionally, actively listening to feedback on business operations through designated Company channels to continuously improve and enhance the value of products and services.





## 5 Stakeholder Relationship Management

Fostering and maintaining relationships between the Company and its stakeholders, both directly and indirectly. This includes creating positive experiences and committing to developing a pleasant and welcoming environment for everyone, under the philosophy of "Creating more than just an industrial zone."



# Stakeholder Analysis in the Business Value Chain






The Company conducts its business with consideration for stakeholders who play roles and are involved both internally and externally throughout the business value chain. This is to assess the importance of stakeholders and the direct and indirect impacts that arise, in order to establish guidelines and practices to effectively meet their expectations and foster engagement among all stakeholder groups. The Company has identified eight groups of direct and indirect stakeholders based on good corporate governance principles as follows:

- Direct stakeholders include shareholders, employees/Executive, customers, suppliers, and community and society

- Indirect stakeholders include creditors, competitors, and government sectors


Moreover, the Company has prioritized its stakeholders through analysis from the Sustainability Working Team with 3 factors: Stakeholder whose action impacts the operation, the Company has impacts on the stakeholders, and stakeholders have impacts on the Company in the future. Thus, resulting in the top 5 direct stakeholders include 1) Customers, 2) Employees, 3) Suppliers, 4) Community and Society, and 5) Shareholders, respectively.



## Approach and Operating Performance with Stakeholders

Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p>Shareholders</p>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Online communication</li> <li>Annual Report</li> <li>Feedback/complaints channels</li> <li>Industrial Parks Site Visit</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate Required Return</li> <li>Business Growth Potential</li> <li>Risk Management System</li> <li>Good Corporate Governance</li> <li>Social and Environmental Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Disclose performance accurately, transparently, and auditable, adhering to good corporate governance principles.</li> <li>Analyze and review the Company's risks regularly to reduce to an acceptable level.</li> <li>Seek investments aligned with economic growth trends.</li> <li>Develop innovations and technologies to reduce costs and environmental impact.</li> <li>Review the Company's corporate governance principles annually.</li> <li>Provide opportunities for shareholders to propose agenda items for meetings and/or nominate individuals for consideration as directors at shareholders' meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of dividend payments regularly.</li> <li>The corporate risk factors are within acceptable levels.</li> <li>Investment in businesses with potential for economic growth.</li> <li>Continuous annual support for the Saha Group innovation contest.</li> <li>The Corporate Governance Report (CGR) for 2024 rated the company as excellent.</li> <li>The evaluation of the Annual General Meeting (AGM) Checklist scored 100.</li> <li>Certified as a member of the Thai Private Sector Collective Action Against Corruption.</li> </ul>	   









Economic Dimension / Corporate Governance


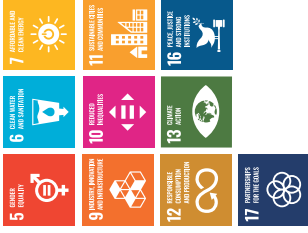
Environment Dimension

Social Dimension









Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p>Employees/ Executive</p>	<ul style="list-style-type: none"> <li>Annual executive meetings with employees</li> <li>Direct communication with the CEO</li> <li>Online communication</li> <li>Employee engagement surveys</li> <li>Feedback/complaints channels.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate compensation and benefits</li> <li>Fair performance evaluation</li> <li>Job security and career advancement</li> <li>Positive work atmosphere and environment</li> <li>Development of potential, knowledge, and skills</li> <li>Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Implement principles of human rights and fair labor practices.</li> <li>Enhance compensation and appropriate benefits.</li> <li>Improve the efficiency of the performance evaluation system.</li> <li>Establish clear career paths and succession planning.</li> <li>Develop training programs that meet current needs and adapt to global changes.</li> <li>Provide opportunities for internal employees to apply for other company positions.</li> <li>Ensure adequate work equipment and supplies.</li> <li>Create a safe and enjoyable work environment.</li> <li>Conduct SPI Employee Sharing Surveys.</li> <li>Conduct Employee Engagement Surveys every two years.</li> <li>Facilitate activities between management and employees.</li> <li>Foster employee engagement with the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a flexible benefits system.</li> <li>Conduct performance evaluations for executives and employees.</li> <li>Administer the “2024 SPI Examination” to promote career advancement for employees at all levels for career advancement.</li> <li>Develop individual development plans for executives retiring within three years.</li> <li>Employee engagement survey results show a commitment rate of 83.65%.</li> <li>Organize 5 Townhall events.</li> <li>Announce internal job postings under the Career Opportunity program.</li> <li>Provide 157 training courses for employees with both internal and external.</li> <li>Average training hours per person amount to 34.20 hours/year.</li> <li>Encourage a safe working environment for all employees.</li> <li>Maintain a workplace accident and fatality rate of zero.</li> <li>Conduct a comprehensive human rights due diligence risk assessment for employees while reviewing preventive, corrective, and remedial measures.</li> </ul>	    





Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p>Customers</p>	<ul style="list-style-type: none"> <li>Annual customer satisfaction survey</li> <li>Customer relations activities</li> <li>Meeting with customers</li> <li>Feedback/complaints channels</li> </ul>	<ul style="list-style-type: none"> <li>Fair business practices</li> <li>Quality after-sales service</li> <li>Customer Relationship Management</li> <li>Environmentally friendly business operations</li> <li>Risk and emergency management</li> </ul>	<ul style="list-style-type: none"> <li>Smart city projects.</li> <li>Support customers' business operations, such as capacity-building training programs.</li> <li>Develop innovations and technologies to reduce costs and environmental impact.</li> <li>Implement projects to protect and restore ecosystems (Eco Industrial town).</li> <li>Respond efficiently to customer complaints.</li> <li>Manage environmental aspects appropriately.</li> <li>Integrate water management system.</li> <li>Develop the use of renewable energy.</li> <li>Comprehensive risk management and emergency preparedness and response.</li> <li>Operate under the human rights principles.</li> </ul>	<ul style="list-style-type: none"> <li>The Saha Group Industrial Park in Sriracha is located within a Smart City promotion zone, dedicated to innovation and sustainability for becoming a Smart City.</li> <li>Both the Saha Group Industrial Park Sriracha and the Saha Group Industrial Park Kabinburi have been certified as Level 5 Eco Industrial Towns. (Happiness)</li> <li>Establish channels for receiving complaints.</li> <li>Customer satisfaction survey results show a satisfaction rate of 87.23%.</li> <li>The Saha Group Industrial Park Sriracha promotes the use of renewable energy from solar power.</li> <li>Implement a comprehensive human rights due diligence risk assessment process.</li> <li>Conduct fire drill and evacuation training at least once a year.</li> </ul>	

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p><b>Suppliers</b></p>	<ul style="list-style-type: none"> <li>• Supplier/Partners Meeting</li> <li>• Supplier Evaluation</li> <li>• Knowledge management and sharing meeting</li> <li>• Good Corporate Governance</li> <li>• Business integrity</li> <li>• Online communication</li> <li>• Feedback/complaints channels</li> </ul>	<ul style="list-style-type: none"> <li>• Fair business practices</li> <li>• Sustainable partnerships and Value-added activities</li> <li>• Human Rights</li> <li>• Sustainable supply chain</li> </ul>	<ul style="list-style-type: none"> <li>• Adherent to laws, principles of good governance, ethics, and codes of conduct.</li> <li>• Regularly review and update procurement practices to ensure timeliness and appropriateness.</li> <li>• Develop supplier development programs, such as training on relevant laws or courses that enhance competitive capabilities.</li> <li>• Apply human rights principles.</li> <li>• Conduct preliminary ESG assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold contractor meetings at least once a year.</li> <li>• Encourage suppliers to join the Thai Private Sector Collective Action Against Corruption.</li> <li>• Implement self-assessment and business ethics evaluations for suppliers, covering ESG issues.</li> <li>• Critical Tier 1 Suppliers directly doing business with the Company participate in comprehensive human rights assessment training.</li> <li>• The average payment period for suppliers is 47 days.</li> </ul>	    



Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p>Community and Society</p>	<ul style="list-style-type: none"> <li>Community relations activities</li> <li>Community satisfaction survey</li> <li>Meeting with the government sectors</li> <li>Environment management system (ISO 14001)</li> <li>Quality management system (ISO 9001)</li> <li>Energy management system (ISO 50001)</li> <li>Online communication</li> <li>Feedback/ complaints channels</li> <li>Saha group Industrial Parks Site Visit</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to environmental laws, rules, and regulations</li> <li>Traffic management</li> <li>Water management</li> <li>Environmental impact management</li> <li>Community and society development</li> <li>Good relationship with the community</li> <li>Safety</li> </ul>	<ul style="list-style-type: none"> <li>Smart City Project</li> <li>Collaborate with all sectors to solve traffic issues.</li> <li>Systematic water management.</li> <li>Promote efficient waste management systems for industrial park entrepreneurs.</li> <li>Implement projects to protect and restore ecosystems (Eco Industrial Park Projects).</li> <li>Enhance quality of life and economic development in the community (e.g., providing spaces for exercise and selling community products).</li> <li>Build community networks.</li> <li>Resolve various complaints.</li> <li>Educate and help communities prepare for emergencies.</li> <li>Appoint a working committee overseeing environmental work.</li> <li>Eco Industrial Park Projects.</li> <li>Dr. Thiam Chokwatana's sufficiency agriculture projects.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate compliance with relevant laws, ensuring no fines for violations.</li> <li>The Saha Group Industrial Park in Lamphun has been recognized as a model organization for road safety and has implemented concrete measures.</li> <li>All Saha Group Industrial Parks maintain green spaces exceeding 10% of their total area.</li> <li>Implement measures to prevent and mitigate biodiversity impacts on both terrestrial and aquatic ecosystems.</li> <li>Provide space for community product sales at the Saha Group Fair and monthly community markets</li> <li>Establish an agricultural learning and product processing center under the Dr. Thiam Chokwatana Sufficiency Agriculture Project.</li> <li>Annually award scholarships during the Brahma Shrine ceremony at the Saha Group Industrial Park.</li> </ul>	



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension

Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
			<ul style="list-style-type: none"> <li>Support and participate in local cultural and traditional activities.</li> <li>Promote and support education.</li> </ul>	<ul style="list-style-type: none"> <li>Established the environmental working team and sustainability working team.</li> <li>Achieve certifications for Quality Management (ISO 9001), Environmental Management (ISO 14001), and Energy Management (ISO 50001).</li> <li>The Saha Group Industrial Park in Sriracha is located within a smart city promotion zone, dedicated to innovation and sustainability for becoming a Smart City.</li> <li>Both the Saha Group Industrial Park Sriracha and the Saha Group Industrial Park Kabinburi have been certified as Level 5 Eco Industrial Towns.</li> <li>Develop strategies, plans, and activities for community and social development, covering quality of life promotion, sustainability communication, education and learning activities, traditions and culture, health, and public benefit activities.</li> <li>Community satisfaction survey results show a satisfaction rate of 86.32%.</li> </ul>	



Economic Dimension / Corporate Governance




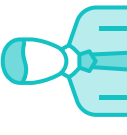




Environment Dimension



Social Dimension



Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p><b>Competitors</b></p>	<ul style="list-style-type: none"> <li>Annual Report</li> <li>Performance report via Stock Exchange of Thailand channels</li> <li>Feedback/complaints channels</li> <li>Online communication</li> </ul>	<ul style="list-style-type: none"> <li>Operate within the framework of fair competition.</li> <li>Refrain from damaging the reputation of business competitors.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business with transparency, adhering to laws and business ethics.</li> <li>Provide cooperation that benefits consumers.</li> </ul>	<ul style="list-style-type: none"> <li>The Corporate Governance Report (CGR) for 2024 rated the Company as excellent.</li> <li>Certified as a member of the Thai Private Sector Collective Action Against Corruption.</li> <li>Disclose the Company's performance through the Annual Report (Form 56-1 One Report), Sustainability Report, and the Company's website.</li> <li>Establish channels for receiving complaints.</li> </ul>	 
 <p><b>Government Sectors</b></p>	<ul style="list-style-type: none"> <li>Meeting with the government sectors</li> <li>Annual Report</li> <li>Performance report via Stock Exchange of Thailand channels</li> <li>Feedback/complaints channels</li> <li>Online communication</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to environmental laws, rules, and regulations</li> <li>Good Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>Strictly comply with laws, regulations, and government directives.</li> <li>Promote cooperation between the government and the Company</li> <li>Disclose operational information fully, accurately, transparently, and in accordance with good governance principles.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate compliance with relevant laws, ensuring no fines for violations.</li> <li>Disclose the Company's performance through the Annual Report (Form 56-1 One Report), Sustainability Report, and the Company's website.</li> <li>Prepare reports on the implementation of environmental impact prevention and mitigation measures, as well as environmental impact monitoring measures.</li> <li>Establish channels for receiving complaints and disclose them on the Company's website.</li> </ul>	 






Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension

Stakeholders	Stakeholder Engagement Channels	Expectations	Response to the Expectations	Operating Results	Response to the Targets of UNSDGs
 <p><b>Creditors</b></p>	<ul style="list-style-type: none"> <li>Annual Report</li> <li>Performance report via Stock Exchange of Thailand channels</li> <li>Feedback/complaints channels</li> <li>Online communication</li> </ul>	<ul style="list-style-type: none"> <li>Strong financial positions</li> <li>Debt repayment ability</li> <li>Accurate and timely financial Disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Transparent business practices, adherence to laws and business ethics.</li> <li>Strict compliance with loan and bond agreement terms.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a net debt to shareholders' equity ratio not exceeding 2.0:1.</li> <li>No complaints regarding non-compliance with loan and bond debenture.</li> <li>The company has been assigned a corporate credit rating of "AA" with a stable outlook.</li> </ul>	 



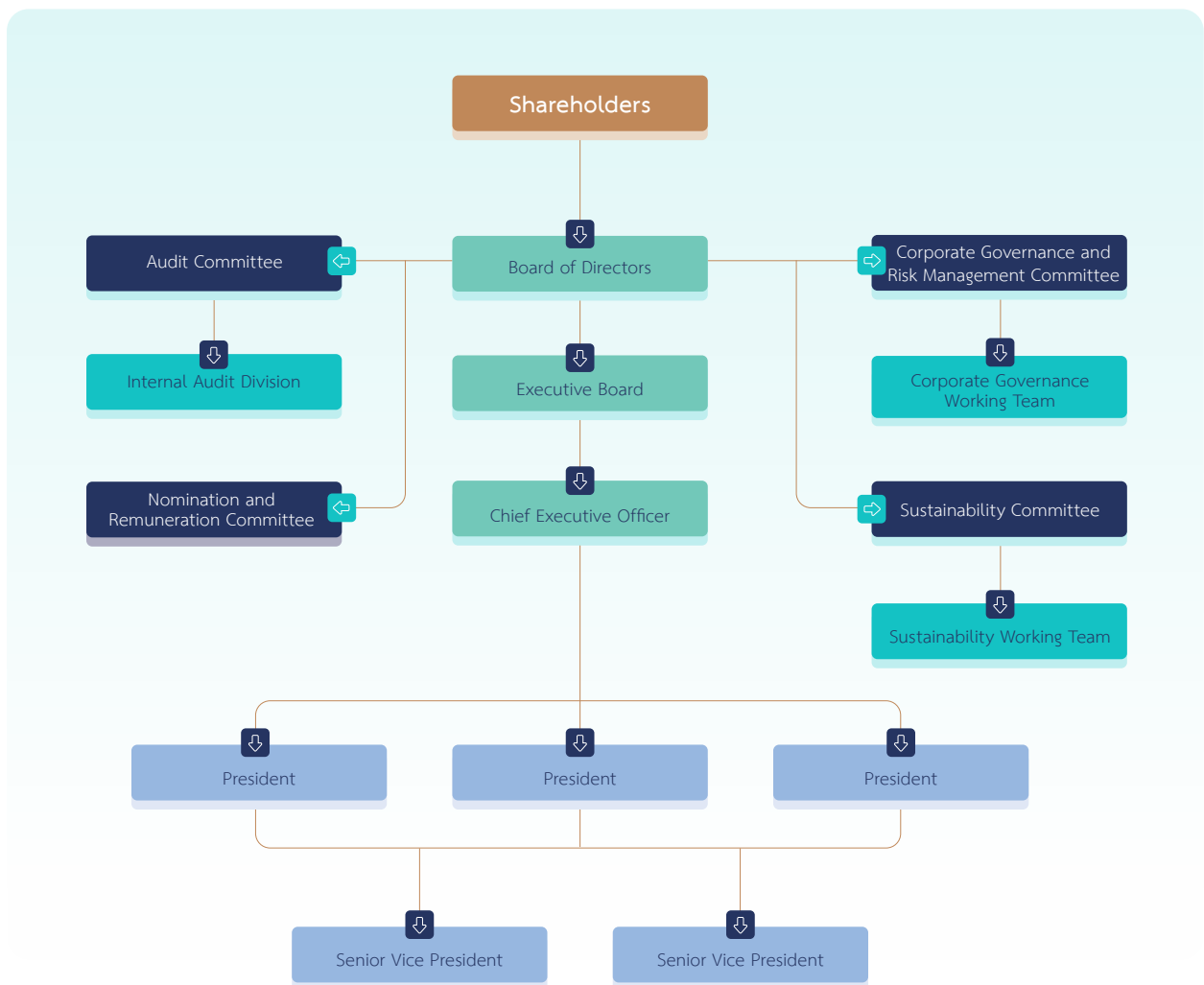


## SPI Sustainable Development Structure

The Company emphasizes the importance of engaging all departments in sustainability operations and believes in the vision and responsibility of the Board of Directors and the executive to ensure good governance, effective management, transparency, and accountability. The Board of Directors has appointed two subcommittees to oversee the organization’s sustainable development:

- Sustainability Committee: consisting of 2 board members and 3 executives
- Good Governance and Risk Management Committee: consisting of 3 board members, 1 executive, and 1 company secretary by the Chairman of the Governance and Risk Management Committee as an Independent Director.

The two subcommittees are responsible for driving the Company’s sustainability operations. The Sustainability Working Team and the Good Governance Working Team are responsible for sustainability operations. The Good Governance Working Team divided into four areas: governance and anti-corruption, risk management, social responsibility, and personal data protection. Representatives from different departments work to develop and oversee the Company’s Working Team sustainability efforts.





# Roles and Responsibilities of Directors and Working Teams

## Board of Directors

- Recognizing the role and responsibility of the Board of Directors as organizational leaders in creating sustainable value for the business.
- Setting objectives and key goals for the organization in alignment with the principles of sustainability.
- Strengthening the effectiveness of the Board of Directors.
- Recruiting and developing senior executives while ensuring effective personnel management.
- Promoting innovation and responsible business operation.
- Ensuring implementation of appropriate risk management systems and internal controls.
- Maintaining financial integrity and disclosure of information.
- Fostering shareholder engagement and communication.

## Sustainability Committee

- Establishing, reviewing and improving corporate sustainability development policies.
- Establishing and reviewing corporate sustainability strategies, including providing relevant recommendations to the Board of Directors.
- Promoting and driving collaboration in corporate sustainability development.
- Monitoring, overseeing and evaluating performance.
- Reporting performance to the Board of the Directors on a regular basis.
- Reviewing and amending the charter of the Sustainability Committee.
- Performing other duties as assigned by the Board of Directors.

**The Sustainability Working Team** supports the operations of the Sustainability Committee with the following roles and responsibilities:

- Developing plans and operational guidelines in alignment with the corporate sustainability development policies and presenting them to the Sustainability Committee.
- Operating according to the corporate sustainability plans and operational guidelines.
- Promoting and driving collaboration in sustainability development at all levels.
- Monitoring the Company's adherence to corporate sustainability plans and operational guidelines.
- Evaluating and summarizing performance results.
- Reporting corporate sustainability performance to the Sustainability Committee.
- Reviewing corporate sustainability policies, plans and guidelines to ensure effectiveness.
- Organizing meetings of the Sustainability Working Committee as deemed appropriate.
- Receiving feedback from the Sustainability Committee.
- Performing other duties as assigned by the Sustainability Committee.

## The Good Governance and Risk Management Committee

### Good Governance

- Establishing, reviewing and improving corporate governance policies.
- Developing operational guidelines in alignment with corporate governance principles and anti-corruption policies.
- Promoting and supporting personnel to operate according to corporate governance principles.
- Reviewing and amending the charter of the Good Governance and Risk Management Committee.
- Performing other duties as assigned by the Board of Directors.

## Risk Management

- Establishing policies and goals, developing plans, assessing risks and implementing a clear risk management system for the Company.
- Promoting and driving collaboration in risk management at all levels within the organization.
- Monitoring, overseeing and evaluating the implementation of appropriate risk management practices.
- Developing an effective organization-wide risk management system.
- Reviewing and amending the charter of the Good Governance and Risk Management Committee.
- Performing other duties as assigned by the Board of Directors.

The **Good Governance Working Team** supports the operations of the Good Governance and Risk Management Committee taking into considerations the interest of all stakeholders while ensuring strong economic returns and business performance in order to drive sustainable business development, focusing on 4 key areas:

1. **Good Governance and Anti-Corruption:** Supporting the Company's operations under the corporate governance and anti-corruption principles to ensure operations in alignment with good governance practices, a transparent and auditable management system, and an adequate and appropriate internal control system, while considering the interests of all stakeholders.
2. **Risk Management:** Supporting the organization's risk management operations, including both business and operational risks, by establishing a clear and continuous risk management system to minimize the causes of potential risks to an acceptable level. Through communication and understanding across all departments, the Company aims to collaboratively develop operational guidelines to systematically and effectively manage potential risks and enhance stakeholder value for sustainable development.
3. **Corporate Social Responsibility:** Supporting the development of efficient business operations, enhancing competitiveness and developing the supply chain through the integration of corporate social responsibility into organizational management to achieve balanced growth across economic, social, and environmental dimensions to ensure continuous and sustainable business development.
4. **Personal Data Protection:** Collaborating and complying with personal data protection laws by appropriately managing internal operations, implementing effective measures to protect personal data with transparency and fairness. These practices are crucial in ensuring data security and building trust with data owners.

### The Good Governance Working Team roles and responsibilities are as follows:

- Analyzing and evaluating to set goals, plans, and guidelines in alignment with the Company's strategies, good governance policies, anti-corruption policies, risk management policies, corporate social responsibility policies and personal data protection policies, and presenting them to the Good Governance and Risk Management Committee.
- Implementing the plans and guidelines related to good governance, anti-corruption, risk management, corporate social responsibility and personal data protection.
- Promoting, supporting and communicating to the directors, executives, and employees to ensure adherence to the good governance principles, anti-corruption principles, risk management principles, corporate social responsibility principles and personal data protection principle.
- Monitoring to ensure that the Company adheres to the plans, evaluating the outcomes, and summarizing the performance results.
- Reporting operational performance related to good governance, anti-corruption, risk management, corporate social responsibility, and personal data protection to the Good Governance and Risk Management Committee.
- Receiving feedback from the Good Governance and Risk Management Committee, reviewing goals, plans and guidelines to ensure alignment with any adjustments in strategies, relevant regulations, announcements, rules, and laws.
- Organizing working committee meetings as deemed appropriate.
- Performing other duties as assigned by the Good Governance and Risk Management Committee and the Sustainability Committee.

Further details on the roles and responsibilities of the Company's Board of Directors and working committees can be found under the section "Corporate Governance" in the Company's 56-1 One Report, under the section "Information about the Board of Directors."



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension



# Sustainability Policy and Strategy



The Company is committed to driving Thai business and economic growth by fostering and maintaining a balanced coexistence between industry and the surrounding community with high quality following the quality policy “Good People, Good Products, Good Society,” and in alignment with the Company’s business development plan. Additionally, analyzing potential impacts and creating value to achieve a balance between economy, society, and the environment in order to:

- Support the United Nations Sustainable Development Goals (SDGs) compliance with good corporate governance.
- Support the Company’s vision: “To be a leading investment company that serves customers with heartfelt service and dedication towards value enhancement for sustainable business.”
- Support the organizational goal by appointing the Sustainability Committee and the Good Governance and Risk Management Committee.
- Formulate Sustainable Development Policies.

Additionally, ensuring that all personnel within the organization support, drive, and adhere to these policies, and communicate them to all stakeholders to foster a sustainable development of the Company.

The Company’s sustainability strategy demonstrates its commitment and dedication to managing the 3 key factors essential to its operations, including Planet, People and Prosperity, following the principles of governance under the organizational management framework of “**Success with Synergy and Sharing,**” which emphasizes achieving success through collaboration and appropriate sharing.



The Company considers the interests of all stakeholders, including societal needs, in order to drive sustainable and resilient economic development, creating economic value while preserving the environment and creating social benefits. In addition, the Company promotes collaborative efforts towards achieving the United Nations Sustainable Development Goals (SDGs).



# Sustainability Development Framework



The Company has established a sustainability management framework to guide operation towards achieving internal sustainability, encompassing 3 dimensions: good governance/economy, environment, and society. This framework emphasizes business growth on the foundation of social and environmental responsibility, in line with the organization’s strategy for sustainable development, adhering to the principle of “Success with Synergy and Sharing.” This framework aims to reduce negative impacts and/or enhance positive impacts arising from operational processes. It ensures compliance with relevant laws and regulations, and effective risk management, fostering a balanced and high-quality coexistence between industry and society. Additionally, it aligns with the United Nations’ Sustainable Development Goals and creates sustainable value for all stakeholders. In addition to the sustainability policies and operational framework, the Company has also adopted the principles of a Circular Economy to drive sustainability activities by focusing on efficient use of resources, reducing negative impacts, minimizing operational waste and integrating international standards as guidelines for sustainability practices, such as the Sustainability Assessment Criteria of the Stock Exchange of Thailand, the International Organization for Standardization (ISO), the Global Reporting Initiative (GRI) framework for environmental, social, and governance disclosures, and the Eco-Industrial Town development guidelines from the Eco-Industrial Development Division, Department of Industrial Work, Ministry of Industry, which aligns with government policies. These measures are applied across all Saha Group Industrial Parks under the Company’s management, ensuring they operate in a balanced and high-quality manner across 5 dimensions and 20 aspects, including economic, environmental, and social operations.



Economic Dimension / Corporate Governance

Environment Dimension

Social Dimension

Additionally, the Company has established a framework for its sustainability plan to align with the United Nations Sustainable Development Goals (UNSDGs). This plan encompasses 3 key dimensions: responsible management to create continuous opportunities, efficient and responsible use of resources, and responsiveness to the needs of all stakeholders.

Responsible management to create continuous opportunities	Efficient and responsible use of resources	Ensuring accessibility and responsiveness to stakeholders' needs
<ul style="list-style-type: none"> <li>• <b>Responsible investment</b> Integrating social, environmental, and corporate governance issues into operations and organizational performance assessments.</li> <li>• <b>Business Flexibility and Resilience</b> Has the ability to flexibly adapt to all business changes.</li> <li>• <b>Innovation Development</b> Promoting innovations that create value, enhance strength, and increase competitiveness.</li> <li>• <b>Risk Management</b> Assessing and managing risks comprehensively, covering environmental, social, and good governance issues, including human rights, in all business processes.</li> </ul> 	<ul style="list-style-type: none"> <li>• <b>Resources and Supply Chain</b> Promoting sustainable supply chain management while ensuring responsible and efficient use of resources.</li> <li>• <b>Water Resources</b> Enhancing the efficiency of water resource usage, including the safe recycling and reuse of water.</li> <li>• <b>Energy and Carbon</b> Increasing efficiency in energy usage within the organization by using resources wisely and effectively, while promoting the use of renewable or clean energy sources.</li> <li>• <b>Waste and Residues</b> Reducing waste generation and managing it according to the 3Rs principles: Reduce, Recycle and Reuse.</li> <li>• <b>Biodiversity</b> Conserving and preventing damage to biodiversity and ecosystems while promoting restoration, supporting green initiatives, and establishing green spaces within project areas.</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Health and Well-being</b> Ensuring a healthy work environment to build confidence and maintain a balance for health and well-being.</li> <li>• <b>Skills and Leadership</b> Developing essential skills comprehensively and promoting leadership through courses that encourage creative activities and innovation to deliver high-value products and services.</li> <li>• <b>Diversity and Inclusion</b> Promoting equitable coexistence in society without discrimination based on age, gender, disability, race, nationality, religion, social status, or other factors.</li> <li>• <b>Community Relations</b> Focusing on creating social value and engaging in sustainable community involvement.</li> </ul>



## Materiality Topics for Sustainability



In assessing the key sustainable issues, the Company identifies key sustainability issues by considering internal and external factors and trends in the global situation, as well as the expectations of all stakeholders. The Company's risk management processes include the application of eco-industrial indicators, UN Sustainable Development Goals, and sustainability indicator guidelines to accurately and contextually identify key sustainability issues. The key sustainability issues are selected based on global trends and international sustainability reporting standards. The assessment involves identifying annual key business issues through methods such as SWOT analysis and the SDGs, prioritizing these issues based on economic, social, environmental, and good governance impacts, and stakeholder interests respectively. In the final step, the Sustainability Committee reviews the assessment results, categorizing key sustainability issues into 3 dimensions: economic/governance, social, and environmental.

### Steps for Materiality Assessment:

1

#### Step 1 Identifying Issues

Analyzing information from global trends and changes in the world situation based on the needs of all stakeholders, the Company's risk management, vision, mission, and goals, including:

- SWOT Analysis
- Corporate Risk Profile
- Eco Industrial Town Index
- United Nation Sustainability Development Goals
- ESG Metrics

By selecting key sustainability issues for business operations through the materiality assessment and global megatrends.

2

#### Step 2 Materialities Prioritization

Prioritizing issues by considering the changing business context of each issue, which involves analyzing and identifying key issues that are significant to the Company and stakeholders in 2 dimensions:

- Issues that have or may have economic, social, and environmental impacts on the Company.
- Issues that impact or are of interest to stakeholders.

3

#### Step 3 Materiality Validation

Conducting a thorough review of all significant issues, considering and approving materiality issues within the Company's scope and impact. This step involves seeking approval from:

- Good Governance and Risk Management Committee
- Sustainability Committee



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

# Materiality Matrix 2024



## Economic/ Governance Dimension

- 8 Innovation Management
- 9 Supply Chain Management
- 13 Anti-corruption
- 14 Cybersecurity and Personal Data Protection
- 16 Corporate Governance
- 17 Customer Responsibility
- 18 Environmental-friendly Products

## Environmental Dimension

- 1 Climate Change
- 2 Water Resources and Water Quality Management
- 3 Eco-Efficiency Management
- 4 Biodiversity Management
- 5 Air Quality and Noise Pollution Control
- 7 Energy Management
- 15 Waste Management

## Social Dimension

- 6 Community and Social Responsibility
- 10 Occupational and Safety
- 11 Human Rights
- 12 Fair Labor Practices

PROSPERITY  
PROSPERITY

PROSPERITY  
PROSPERITY

Economic/  
Corporate  
Governance  
Dimension





## Economic / Corporate Governance Dimension



### Revenue

In 2024, Saha Pathana Inter-Holding Public Company Limited earned revenue from providing products and services from 3 business groups as follows:

- Investment in Consumer Products Business
- Investment in Food and Beverage Business
- Industrial Park Development and Investment in Other Businesses

#### Revenue Breakdown by Business

Revenue Type (Unit: Million THB)	FY 2024	FY 2023	FY 2022	% Increase (Decrease)	
				2024/2023	2023/2022
Investment in Consumer Products Business	2,347	1,994	2,940	18	(32)
Investment in Food and Beverage Business	1,576	1,375	1,103	15	25
Industrial Park Development and Investment in Other Businesses	3,416	4,017	4,349	(15)	(8)
<b>Total</b>	<b>7,339</b>	<b>7,386</b>	<b>8,392</b>	<b>(1)</b>	<b>(12)</b>

In 2024, the Company gained the total net profit of Million THB 3,321, 7% change from the previous year. The earnings per share is 5.81 THB

Item (Unit: Million THB)	FY 2024	FY 2023	FY 2022	% Increase (Decrease)	
				2024/2023	2023/2022
Net Profit	3,321	3,095	3,361	7	(8)
Net Profit Margin (Percentage)	45	42	40	-	-

### Expenses

Saha Pathana Inter-Holding Public Company Limited has the total expenses of the year 2024 equals to 4,023.94 Million THB. Some of expenses incurred are detailed as follow :

- Expenses for community/social and environmental care: 232.96 Million THB
- Donations in both goods and money for charity: 67.45 Million THB
- Wages and expenses related to welfare and employees: 338.01 Million THB
- Interest for loans and debentures: 531.65 Million THB
- Tax payments to the government local authorities: 33.96
- Dividend Payment total 514.74 Million THB

(Subject to approval at the 54<sup>th</sup> Annual General Meeting of Shareholders on April 28, 2025.)



## Tax Management

Taxes are a crucial factor in driving national development, The Company prioritizes effective tax management to maximize value and benefits for stakeholders. Comprehensive guidelines for tax planning and administration have been established, ensuring accuracy, transparency, and legal compliance. These guidelines aligning with our principles of good corporate governance. Our tax policy, detailed below, is publicly available on the company website

- The Company is committed to adhering to the principles and guidelines set forth by the Revenue Code and tax legislation.
- The Company ensures accountability to all stakeholders by maintaining a tax system and operations that are accurate and fully compliant with legal requirements.
- Revenue and expenses used as the basis for tax calculations are recognized in accordance with the law, and tax benefits are utilized correctly.
- A dedicated department overseeing tax matters was established, to promote the knowledge and capabilities of employees responsible for tax duties.
- Tax regulations are used as a framework for disclosing tax-related information.



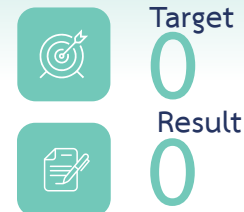
For the year 2024, the Company reported a profit before income tax of 3,315 Million THB and an income tax expense of 0.18 Million THB. The effective tax rate was lower than the statutory corporate income tax rate of 20% due to tax-exempt income, as well as profit shares from investments in associates and joint ventures, which were already subject to corporate tax before being recognized in the income statement. Additionally, differences in income tax calculations between accounting and tax reporting contributed to this variance.

## Good Corporate Governance

Good corporate governance, characterized by fairness, transparency, and accountability to all stakeholders, is fundamental to building stakeholder confidence and the Company's credibility. Conversely, ineffective corporate governance can negatively impact stakeholder trust, damage the Company's reputation, and diminish its competitive edge and value creation potential in the future.

### Complaints on Significant Corporate Governance Issues in 2024

The Company has established a development target for a sustainable growth under the principles of good corporate governance. The listed company must adhere to the morals, ethics, transparency, social responsibility, environmental responsibility, and stakeholders responsibility. Thus, the Board of Directors has established the Good Corporate Governance Policy and Guideline that compliance with the Good Corporate Governance Principle for a listed company 2017 of the Securities and Exchange Commission (SEC) Thailand in writing for the Company to use as a guideline to operate under the principles in every level include directors, executives, and employees. The policy and guidelines are to be reviewed once a year to be able to create a culture of transparency and auditability



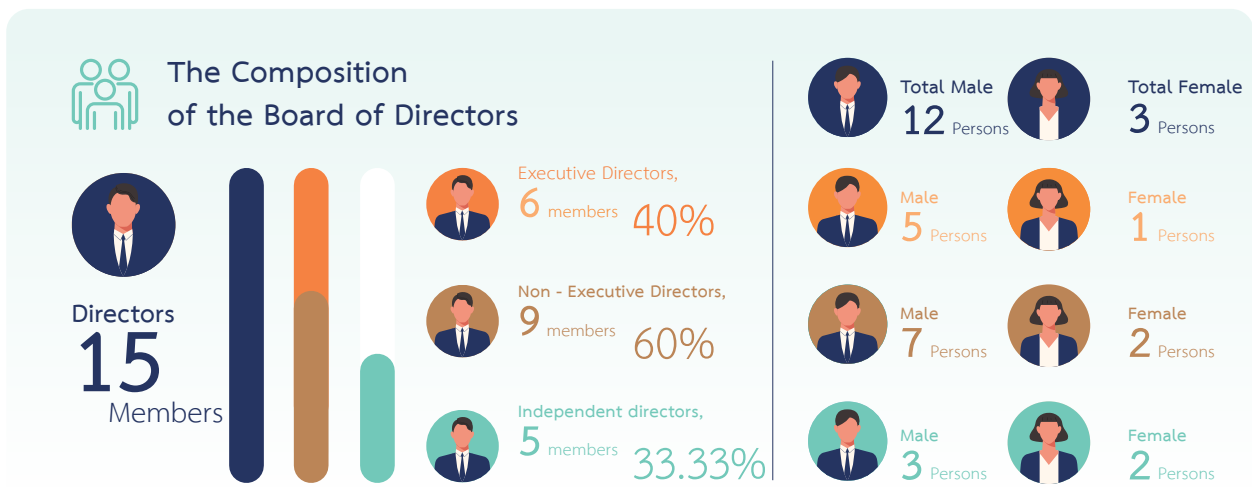
### The Board of Directors

According to the Company's Articles of Association, Section 3 stipulates that the Board of Directors must consist of no fewer than 5 members, with at least half of the total number of directors residing within the Kingdom. Directors are appointed either by the Annual General Meeting of Shareholders or by the Board of Directors in cases where a vacancy arises outside the standard term. Such appointments undergo a selection process by the Nomination and Remuneration Committee, and with consideration under a legal compliance and the criteria set forth by the Securities and Exchange Commission (SEC). Furthermore, The Nomination and Remuneration Committee has established a structured framework and selection process to appoint directors with the necessary competencies and diverse experiences as outlined in the skill matrix. This process is to ensure the Board operates effectively and aligns with the Company's established nomination and election procedures for directors and top executives.

The details are disclose in the 2024 Annual Registration Statement/Annual Report (56-1 One Report) under the section "Nomination of Directors and Executives"

In regard to the corporate management structure, the Board of Directors is responsible for defining and reviewing the board structure, including the size, composition, and proportion of independent directors, ensuring it remains well-suited to achieving the Company’s strategic objectives and targets. The Company has a well-defined management structure, consisting of the Board of Directors and four key subcommittees that oversee critical functions: the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Risk Management Committee, and the Sustainability Committee. In addition, the executives are entrusted with the management of the Company with a Company’s secretary to comply with related laws and regulations and as assigned by the directors. The detailed governance structure is detailed in the “SPI Governance Structure for the Sustainable Development” section.

As of 2024, the Board of Directors comprises 15 members, including 6 executive directors and 9 non-executive directors, with non-executive directors representing 60% of the total Board. Among them, five are independent directors, accounting for 33.33% of the Board. Additionally, the Board includes three female directors, representing 20% of its composition.



### Required Skills and the Selection of the Top Executive

The Company has a selection process to appoint its top executive, ensuring that a candidate possesses the necessary qualifications, expertise, skills, and experience to drive business success. The selection process is designed to identify and appoint a Chief Executive Officer (CEO) with strong professional capabilities, based on the following key criteria:

- Knowledge and skills in management, as well as experience in business operations related to or aligned with the Company’s activities. Special expertise beneficial to business operations and consistent with business strategy, without discrimination based on gender, age, race, or religion
- Experience in leading organizations with a high level of leadership, broad vision, integrity, and ethics, along with a positive attitude towards the organization, and the ability to dedicate sufficient time for the benefit of the Company’s operations.
- A transparent history and no disqualifying characteristics as defined by the Securities and Exchange Commission.
- Recognized by related organizations and businesses.
- Consideration of conflicts of interest.

In addition, the Company has defined the necessary skills for the Chief Executive Officer, which are also used to evaluate the performance of the executive officers by the Company’s Board of Directors. These include:

- Performance, resolution, and problem-solving skills of the executive officer.
- Leadership skills.

- Clear strategic planning for the Company that meets the needs of shareholders, customers, employees, and stakeholders.
- Establishing Company and employee guidelines to align with the Company's strategy.
- Effectively monitoring, evaluating, and planning the Company's financial, budget, and operational activities, and reporting to the Board of Directors in a timely manner.
- Maintaining good relationships with the Board of Directors.
- Efficiently communicating with stakeholders and representing the Company to build strong relationships.
- Properly implementing personnel processes and practices, including human resources development, performance evaluation and incentive systems for executives and employees.
- Thorough knowledge and understanding of the Company's key product characteristics.
- Promoting and supporting the Company for Anti-corruption Policy.

### Performance Evaluation of the Board of Directors

The Company conducts a performance evaluation of the Board of Directors, which reflects the opinions of each individual director on the overall performance of the Board. This includes the self-evaluation of individual directors and the Chief Executive Officer. Additionally, the performance of all subcommittees is evaluated. Scores from these evaluations have been collected annually since the evaluation process began, allowing for comparison and review of past issues and challenges throughout the year. This information is used to make improvements for increased efficiency. The evaluation criteria are based on a percentage of the full score for each item, as follows:



- Scoring above 90%: Excellent
- Scoring above 70%: Good
- Scoring above 50%: Fair
- Scoring of 50% and below: Needs Improvement

As part of the evaluation process, the Company secretary will distribute the evaluation forms for the performance of the entire Board, individual self-evaluation forms for Board members, and the Chief executive officer performance evaluation forms to all directors holding their positions. Once the evaluation is completed, the forms shall be returned to the Company secretary for the aggregation of the results. For the evaluation forms of subcommittees, each subcommittee will evaluate their performance, summarize the evaluation results, and report the findings to the Board of Directors at the Board meeting. Detailed evaluation criteria for the Board of Directors and the Chief Executive Officer can be found in **The annual registration Statement/the annual report (56-1 One Report) under the section "Performance Evaluation of the Board of Directors"**

In 2024, the performance evaluation of the entire Board of Directors, the individual self-evaluation of Board members, and the performance evaluation of the Chief Executive Officer resulted in the following summary:



#### Entire Board of Directors

The performance evaluation of the entire Board of Directors was rated as "Good," with an average score of **89.68**



#### Chief Executive Officer

The performance evaluation of the Chief Executive Officer was rated as "Good," with an average score of **89.88**



#### Individual Self-Evaluation of Board members

The performance evaluation of the individual Board members was rated as "Good," with an average score of **90.33**



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

In 2024, the result from the subcommittee performance evaluation can be found as follows:

Subcommittee	Evaluation Results (%)	Evaluation Criteria
Audit Committee	Average Score of 100	Excellent
Nomination and Remuneration Committee	Average Score of 79.17	Good
Good Governance and Risk Management Committee	Average Score of 94.67	Excellent
Sustainability Committee	Average Score of 84.33	Good

## Board Performance and Attendance

The Company's Board has held meetings to monitor performance and consider improving the efficiency of business mechanisms. In 2024, the Company held a total of 10 meetings, scheduling them in advance each year and distributing the meeting schedule to all Board members beforehand. The Company Secretary sends out meeting invitations to inform the Board members of the topics to be considered in advance, in compliance with legal requirements and the Company's regulations, which stipulate that meeting invitations must be sent to Board members at least 7 days before the meeting. Moreover, Board members can propose items to be included in the meeting agenda by submitting them through the Company Secretary. If further information is required, they can request additional information from the Chief Executive Officer or the Company Secretary. The details of the Board and subcommittee meeting attendance are shown in the table below. Further details on the number of meetings attended by each Board committee are provided. Further details on the number of meetings attended by each committee are provided in the annual registration Statement/the annual report (56-1 One Report) under section "Board of Director Meeting"

	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Corporate Governance and Risk Management Committee	Sustainability Committee	54 <sup>th</sup> Annual General Shareholders' Meeting
<b>Number of Meetings</b>	10	10	2	2	2	1
<b>Meeting Attendance</b>	80 %	100%	100%	100%	100%	100%

## Development of the Board of Directors

The Company promotes the development of knowledge and skills for the Board of Directors and all executives. It supports the participation of the Board and executives in various training courses and seminars that are beneficial for their duties, as well as activities organized by the Thai Institute of Directors Association (IOD), the Securities and Exchange Commission, the Stock Exchange of Thailand, and the Listed Companies Association. Additionally, the Board members and executives regularly meet and exchange views with directors and senior executives of various organizations, both domestically and internationally, to apply the knowledge and experience gained for the benefit of the Company. In 2024, a Board member participated in **The Board's Role in Mergers and Acquisitions (BMA) Class 11** training program to enhance their understanding of key M&A processes and the Board's role at each stage. The program provided guidance on how the Board can effectively oversee M&A transactions to ensure successful outcomes, as well as opportunities to exchange insights, perspectives, and experiences with fellow participants, distinguished speakers, and through various case studies and **The Board's Role in Climate Governance (BCG) Program, Class 1/2024**, aims to enhance understanding of the impacts of climate change trends on business operations, enabling the establishment of a governance framework. The program also emphasizes collaboration with management in setting strategies, managing risks and opportunities, as well as ensuring effective oversight and monitoring.

Further details of the courses and development of the Board of Directors' capabilities are provided in the the annual registration Statement/the annual report (56-1 One Report) section "Board of Directors and Executives Development".

## Business Code of Conduct and Anti-Corruption

Actions that violate ethics and business conduct, non-compliance with laws and regulations, or corruption may directly impact stakeholders' confidence in business operations, the Company's reputation, and its image. Therefore, transparent business operations, with ethics and integrity, considering the impact on stakeholders, will earn the organization's support from stakeholders. The Company upholds the corporate value of **"Integration of innovation and integrity"** to conduct business transparently with ethics and integrity. Additionally, the Company has announced a code of ethics for Board members, executives, and employees, ensuring that Board members, executives, and employees are aware and adhere to these principles uniformly. They must maintain honesty, integrity, caution, and prudence to benefit all stakeholders equally, including safeguarding Company assets.



Anti - Corruption



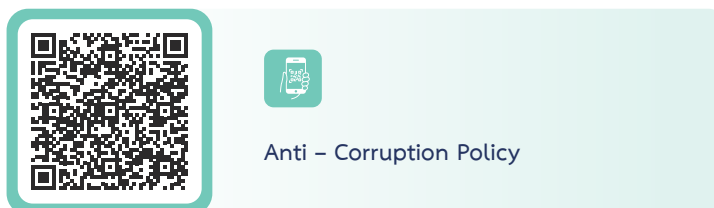
Importance: High

### Anti - Corruption Target

1. Communicate with the company's board, executives, and employees to acknowledge the anti-corruption policy with 100% acknowledgment.
2. No complaints related to corruption and unethical business conduct.

The Company has announced the appointment of a Corporate Governance and Anti-Corruption Working Team under the supervision of the Governance and Risk Management Committee responsible for overseeing, monitoring, and assessing corruption risks to prevent any potential corruption arising from business operations. The Company has also announced the Anti-Corruption Policy and its guidelines, requiring all Board members, executives, and employees to sign for acknowledgement and adhere to these policies. Moreover, the Company is committed to promoting knowledge and understanding of the Anti-Corruption Policy, business ethics, and anti-corruption practices among Board members, executives, employees, and suppliers through various activities and communication channels. The implementation details are as follows:

1. Developing the Supplier Code of Conduct to inform the Company's suppliers, providing guidelines for ethical operations starting since 2023.
2. Communicating the policy and practices for giving and receiving gifts during various festivals through the Channels specified by the company to relevant parties to ensure widespread awareness.
3. Providing training and testing on good corporate governance and anti-corruption to all employees through the E-Learning system, with a required minimum score of 80%. In 2024, all employees (100%) took the online test and scored no less than 80%.
4. Conducting training for new employees to ensure a correct understanding of the code of ethics, measures, and best practices in good corporate governance and anti-corruption.
5. The Company has received its second renewal of the CAC Certification (Thai Private Sector Collective Action Against Corruption) for the period 2022-2025.



Economic Dimension /  
Corporate Governance



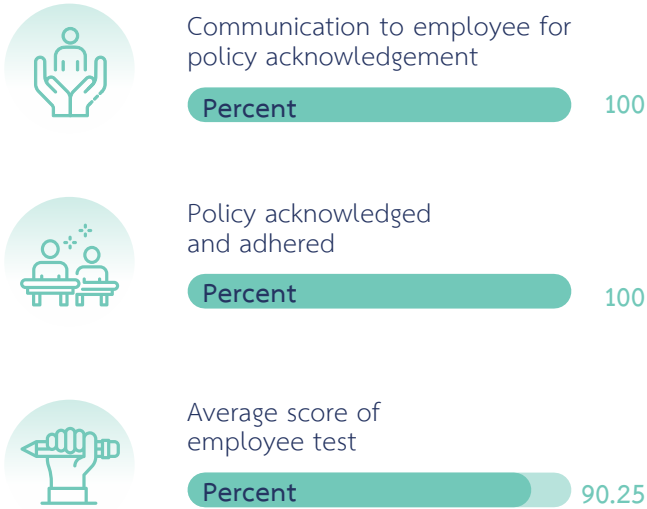
Environment  
Dimension



Social  
Dimension

## Results in Promoting Ethical Conduct and Anti-Corruption

### Acknowledgement and Compliance of CG Policy



In addition, the Company invited executives and employees to participate in the Anti-Corruption Day activities organized by the Anti-Corruption Organization for the year of 2024, which took place on September 6, 2024. This was to demonstrate the Company's commitment to conducting business transparently and having processes in place to prevent corruption at every stage. Various communications were organized to promote the Anti-Corruption Policy and practices, as well as to publicize the no-gift policy during festivals through channels specified by the company. Furthermore, the Company promoted anti-corruption awareness among all employees during the annual seminar held on September 20-21, 2024. The Company remains a member of the Private Sector Collective Action Against Corruption (CAC).



2024 Seminar Activity on September 20-21, 2024



2024 Commitment to anti-corruption

The Company has also supported and promoted knowledge and awareness among suppliers, encouraging them to express their commitment and join the Thai Private Sector Collective Action Against Corruption (CAC). In 2024, one key supplier, Eastern Thai Consulting 1992 Co., Ltd., expressed their commitment and joined as a member.

In addition to focusing on anti-corruption efforts, the Company has operated with transparency and fairness. It has established measures against unfair competition in its business ethics for supplies to ensure fair competition. The Company prohibits any actions that obstruct, hinder, or prevent fair business competition, with the intent of seeking benefits or gaining commercial advantages outside normal business practices. Also, the Company has outlined ethical business practices to ensure responsibility towards stakeholders, as stated in its principles of good corporate governance. The Board of Directors conducts business in compliance with legal provisions and has established policies and practices as follows:

1. Operate within the framework of fair competition rules, taking into account business ethics and trade competition laws in the countries where the Company conducts business
2. Not damaging the reputation of business competitors.



Supplier  
Code of  
Conduct



Good Corporate  
Governance  
Practice



### Monitoring Compliance with the Code of Conduct

The Company has provided a secure channel for employees and stakeholders to report tips and complaints in cases that the potential corrupted activities or actions are detected. These include the actions that might not comply with the laws, regulations, Corporate Governance Code, Code of Conduct, and Anti-Corruption Policy. The Company has also established measures to maintain the confidentiality of information and protect whistleblowers by restricting access to complaint information only to those responsible for investigating the complaints. Moreover, the complaints will be managed and dealt with as instructed by the Corporate Governance Code. In 2024, there were no complaints regarding corruption or activities and actions that were against the business Code of Conduct by executives and employees.

### Whistleblowing and Complaint Channels



#### Verbal or Written Complaints to the Receivers

- Internal Audit Department Manager
- Human Resources Department Manager
- Company Secretary
- Accounting Department Manager



#### Post

P.O. Box 3, SathuPradit Postal Branch, Bangkok 10124



Email : [cac@spi.co.th](mailto:cac@spi.co.th)



Call: +66 2293 0030



Suggestion and Feedback Box



Economic Dimension /  
Corporate Governance



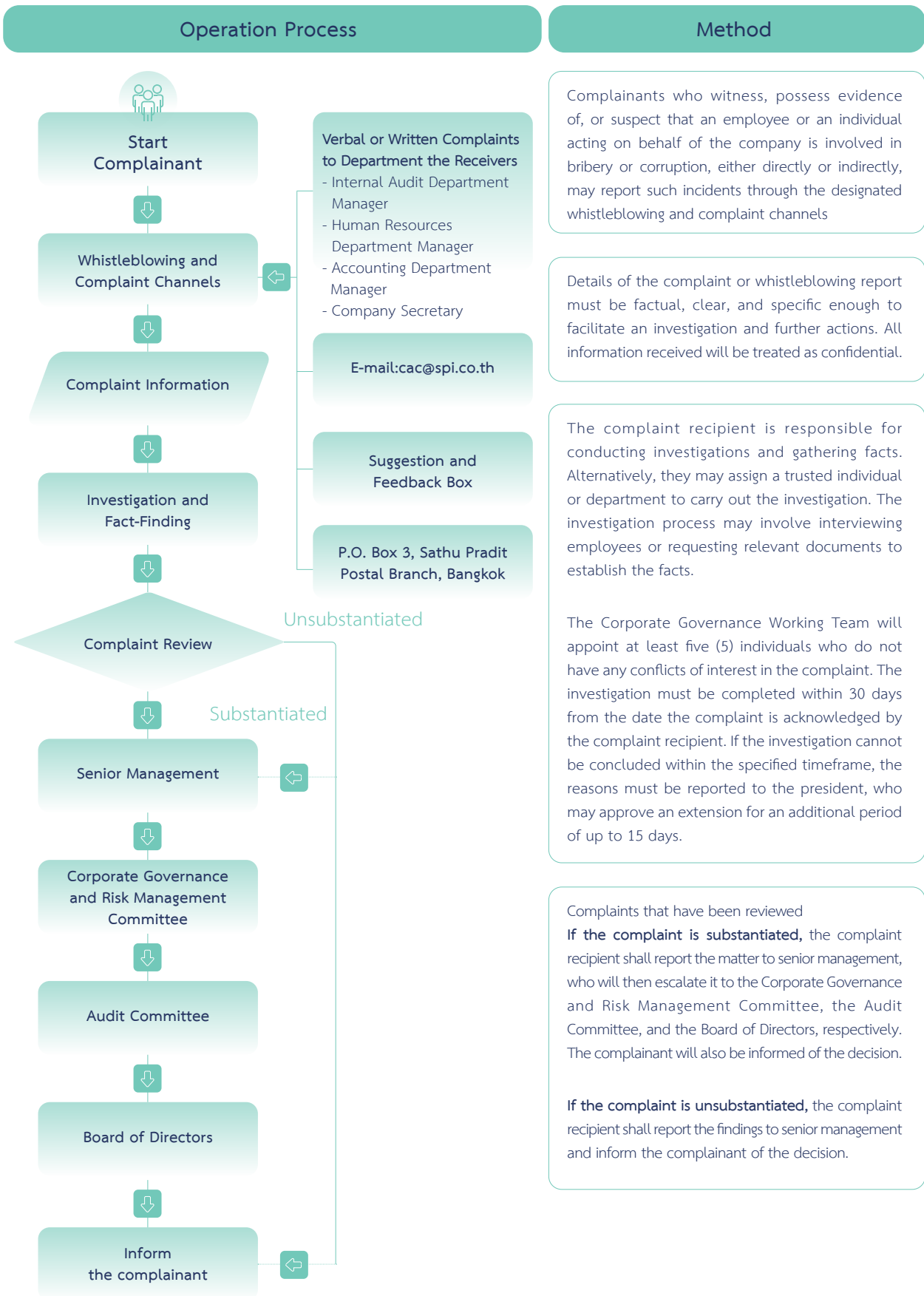
Environment  
Dimension



Social  
Dimension



# Complaint Management Process



- Verbal or Written Complaints to Department the Receivers**
- Internal Audit Department Manager
  - Human Resources Department Manager
  - Accounting Department Manager
  - Company Secretary
- E-mail: cac@spi.co.th**
- Suggestion and Feedback Box**
- P.O. Box 3, Sathu Pradit Postal Branch, Bangkok**

## Results of the Compliance to the Code of Conduct

### Number of Complaints in 2024

0 The Company provided channels for complaints and found that there were no complaints in 2024

### Complaints regarding corruption and bribery

2024 0 Case      2023 0 Case      2022 0 Case

### Compliance with the Laws and Regulations

Compliance with laws and relevant regulations will allow the Company to operate with transparency, credibility, and trust from stakeholders. Additionally, closely monitoring changes in laws and relevant regulations related to the business and associated businesses will enable the Company to prepare for new laws and changes in a timely manner.



The Company therefore places importance on compliance with laws, including regulations and rules related to business operations, to prevent impacts that may cause damage to business operations and to align with laws and regulations announced in the Royal Gazette



### Target

No violations of law in economic, social, and environmental aspects.

and other relevant sources. The Company reviews laws, regulations, and rules by establishing operational procedures in the Company's management system (Environmental Procedure: EP) on Laws and Other Requirements, along with establishing a legal and regulatory registry and assessing the compliance of the Company's operations. Furthermore, the Company sets periodic reviews of operational performance and compliance with laws, regulations, and rules every six months, following good corporate governance principles. In 2024, the Company has operated in full compliance with all laws, regulations, and rules without any violations in economic, social, and environmental aspects.

Descriptions	2024
Complaints regarding violations in economic, social, and environmental aspects	0 case
Non-compliance or misalignment with economic, social, and environmental laws	0 case
Fines due to non-compliance with laws and regulations in economic, social, and environmental aspects	None

### Measures for Reviewing the Compliance Process of the Code of Conduct

The company has established a monitoring and evaluation process to ensure compliance with its Code of Conduct. The internal audit department is responsible for tracking and assessing adherence to ethical guidelines as part of the annual audit plan and operational processes. The overall monitoring and evaluation process includes the following:

- Monitoring and evaluation conducted by the internal audit department and/or the corporate governance Team.
- Self-assessment by executives and employees.
- Evaluation by independent external experts.

Additionally, the company has established management procedures in cases where non-compliance with the Code of Conduct is identified. These include:

- A process to detect violations within an appropriate timeframe.
- A process to enforce disciplinary actions or address violations promptly and appropriately.
- Corrective actions to ensure integrity and compliance with the Code of Conduct in a timely manner.

The company has documented these procedures in its official work regulations under the "Good Corporate Governance Principles." This section outlines the code of conduct for directors, executives, and employees, emphasizing responsibilities and ethical business practices. In the company's operational processes, executives and supervisors are assigned the responsibility of overseeing compliance. If any deviations from the established policies are detected, they must be reported immediately through the chain of command.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

# Risk Management



Risk Management Policy

## Risk Management Structure

Risk management is under the supervision of the Board of Directors, with oversight by the Corporate Governance and Risk Management Committee, which consists of five Company directors and executives, chaired by an Independent Director. The Company has defined the roles and responsibilities of the Corporate Governance and Risk Management Committee, as presented in **the section on SPI's Sustainable Development Structure.**

## Risk Management

The Company places great importance on risk management and has established plans to prepare for and respond to potential risks that may impact business operations. This approach ensures adaptability to the rapidly changing global landscape and promotes sustainable organizational growth by minimizing risks and negative impacts while simultaneously creating business opportunities. To enhance risk management effectiveness, the Company has adopted the Enterprise Risk Management Framework (COSO-ERM) developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Enterprise Risk Management Framework



### Corporate Governance and Organizational Culture

The Board of Directors and subcommittees are responsible for establishing policies and guidelines for managing enterprise-level risks, setting strategies, targets, and corporate values, including ESG - related risks.



### Corporate Strategy and Objectives

The management analyzes the business context, determines risk tolerance, approaches and evaluates risks by setting objectives, which are reviewed and approved by the Board of Directors.



### Performance Target

The management considers the response and overall organizational risk to present to the Risk Management Committee and the Board of Directors.



### Review and Improvement

The management assesses occurring changes and improves and develops the enterprise risk management system annually.



### Communication and Reporting

Corporate Governance Working Team conducts regular performance reporting to the the Governance and Risk Management Committee, including annual disclosure of performance results through the sustainability

The Company has identified risk factors that may impact strategy, operations, finance, and compliance with relevant regulations. These risks are categorized into nine key areas, summarized as follows.

1. Strategic Risk
2. Operation Risk
3. Financial Risk
4. Risk from changes in government policies, laws, regulations, and various rules
5. Corruption Risk
6. Risk in data security, personal information, information systems, and technology threats (Data Privacy and Cybersecurity Risk)
7. Human Rights Risks
8. ESG Risk
9. Emerging Risk



The details of risk analysis and assessment are presented in the Annual Registration Statement/ Annual Report (56-1 One Report), under the section “Risk Management.”



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension



# Internal Control

## Internal Control Management Structure

The Company has established an internal control system by structuring responsibilities to oversee and monitor internal audits within the organization through the Audit Committee, along with establishing an Internal Audit Department. The details of the Audit Committee’s authority and responsibilities are presented in **the annual registration Statement/Annual Report (56 – 1 One Report) section “Corporate Governance” and “Key Information on the Board of Directors, Subcommittees, Executives, and Employees.”**

The Company’s Internal Audit Department has the responsibility to conduct internal audits independently and present directly to the Audit Committee while also supporting the committee’s responsibilities to operate the system efficiently. In 2024, the Internal Audit Department assessed the adequacy of the internal control system, covering five key components consisting of internal control, risk assessment, operational control, information and communication systems, and monitoring systems. Additionally, the Internal Audit Department reported results of the adequacy assessment to the Audit Committee that the Company’s operations aligned with normal business practices, with no significant irregularities, and compliance with relevant laws and regulations was maintained.

### Components of the Internal Control System



### Summary of the Audit Committee’s Opinion

The Audit Committee has carried out its duties within the scope and responsibilities assigned by the Board of Directors and in accordance with the Audit Committee Charter. The Committee has conducted reviews and assessments across seven key areas, as follows:

- Review quarterly and annual financial statements
- Meetings with the external auditor without management presence
- Review of the internal control system and internal audit function
- Review of good corporate governance for sustainable operations
- Consideration of related transactions or transactions with potential conflicts of interest
- Audit Committee Charter
- Consideration and nomination of external auditors and annual audit fees

Further details on the Audit Committee’s annual review and assessment for 2024 can be found in the annual registration Statement/the annual Report (56-1 One Report) under the section “Audit Committee Report.”

In 2024, the Audit Committee expressed the opinion that the Company has complied with good corporate governance principles, maintained an appropriate and sufficient risk management and internal control system, and ensured that financial reports are accurate in accordance with generally accepted accounting standards. Additionally, the Company has complied with laws and regulations relevant to its business operations, aligning with sustainable corporate governance principles. Furthermore, the Audit Committee found no significant deficiencies or material irregularities.

## Related Party Transactions

Regarding the approval measures for related party transactions, the Company has established a policy for conducting related party transactions, which must comply with the Capital Market Supervisory Board’s announcements and the Stock Exchange of Thailand’s regulations. The Company has designated this policy as part of its good corporate governance and business ethics. Additionally, the Company has specified in its internal regulations that in cases where non-ordinary commercial transactions exceed 0.03% of NTA, they must first be presented to the Executive Committee for consideration before being submitted to the Audit Committee for approval. Finally, they must be presented to the Board of Directors for final approval.



Moreover, the Board of Directors has considered and approved the principle allowing management to conduct normal business transactions or transactions that support ordinary business operations under general commercial terms similar to those that a reasonable person would undertake with a general counterparty in the same situation. These transactions must be conducted with fair commercial negotiation power, free from any influence arising from their position as a company director, executive, or related person.

The Company seeks annual approval for this principle and summarizes related party transactions quarterly. In terms of trends, most related party transactions in the Company’s business operations involve business dealings with companies under the Saha Group. These transactions are conducted as part of normal commercial operations, following general commercial terms, and the Company has measures in place to oversee related party transactions to ensure compliance with the Capital Market Supervisory Board’s announcements and the Stock Exchange of Thailand’s regulations.

Further details on the Related Party Transactions in 2024 can be found in the Annual registration Statement/Annual Report (56-1 One Report) under the section “Related Party Transactions.”



## Information Security and Cyber Security

Currently, there is an adaptation into a society transitioning through IT and entering the digital economy era, where operations are efficiently driven by increased technology usage. In addition to convenience and speed, the Company continues to face cyber threats to various critical data, including operational systems. More importantly, data breaches or data loss, whether involving business information, personal data, or stakeholder information, caused by negligence or cyberattacks, can impact operational security and extend to corporate reputation and image if the data is misused, potentially causing severe damage to data owners. Therefore, effective data management leads to transparency and builds trust and confidence in working with the organization.



### Target

1. No complaints regarding personal data breaches
2. No cases of violations or leakage of business data.



0 Case

The Company has established an IT Security Policy to support and promote business operations, and security practices for IT security, including computer systems, networks, software, critical systems, and data, to protect against potential cyber threats. This ensures secure, continuous, and efficient IT operations and communications.

This policy refers to recognized cybersecurity standards and regulations, covering damage prevention for IT systems, incident and emergency response, and mitigation of operational and financial impacts on the Company. Additionally, the Company emphasizes awareness and understanding by communicating this policy to the Board of Directors, executives, and employees at all levels. The policy is subject to annual review, at least once per year.



Information Technology  
Security Policy

### Information Technology Management Structure

The Company has established oversight measures for information technology security, designating it as the responsibility of the IT Department under the Corporate Support Division. The President serves as the supervisory authority, overseeing operations, while the IT Department is responsible for monitoring, developing, and maintaining the security of the Company's IT systems, as well as managing risks and preparing response plans for potential incidents or emergencies. The department reports to the executive, which are responsible for monitoring cybersecurity issues. Additionally, the Risk Management Team conducts an annual review of IT security measures and protocols. The findings from these reviews are analyzed to assess potential risks and opportunities and are used to develop or recommend additional preventive measures as necessary. These recommendations are presented to the Corporate Governance and Risk Management Committee for approval and subsequently submitted to the Board of Directors. Meanwhile, the Internal Audit Department is responsible for reviewing compliance with the Company's IT security policies, particularly focusing on the Access to Programs and Data process. This includes managing user accounts, user access modification and revoking user access user revocation to ensure efficiency and adequacy in mitigating IT security risks. Emergency response plans are also in place for critical incidents, along with reviews of security measures for the Company's IT equipment and monitoring of network threats for relevant executives. The Internal Audit Department compiles all audit findings and submits reports to the Audit Committee and the Board of Directors.



Economic Dimension /  
Corporate Governance

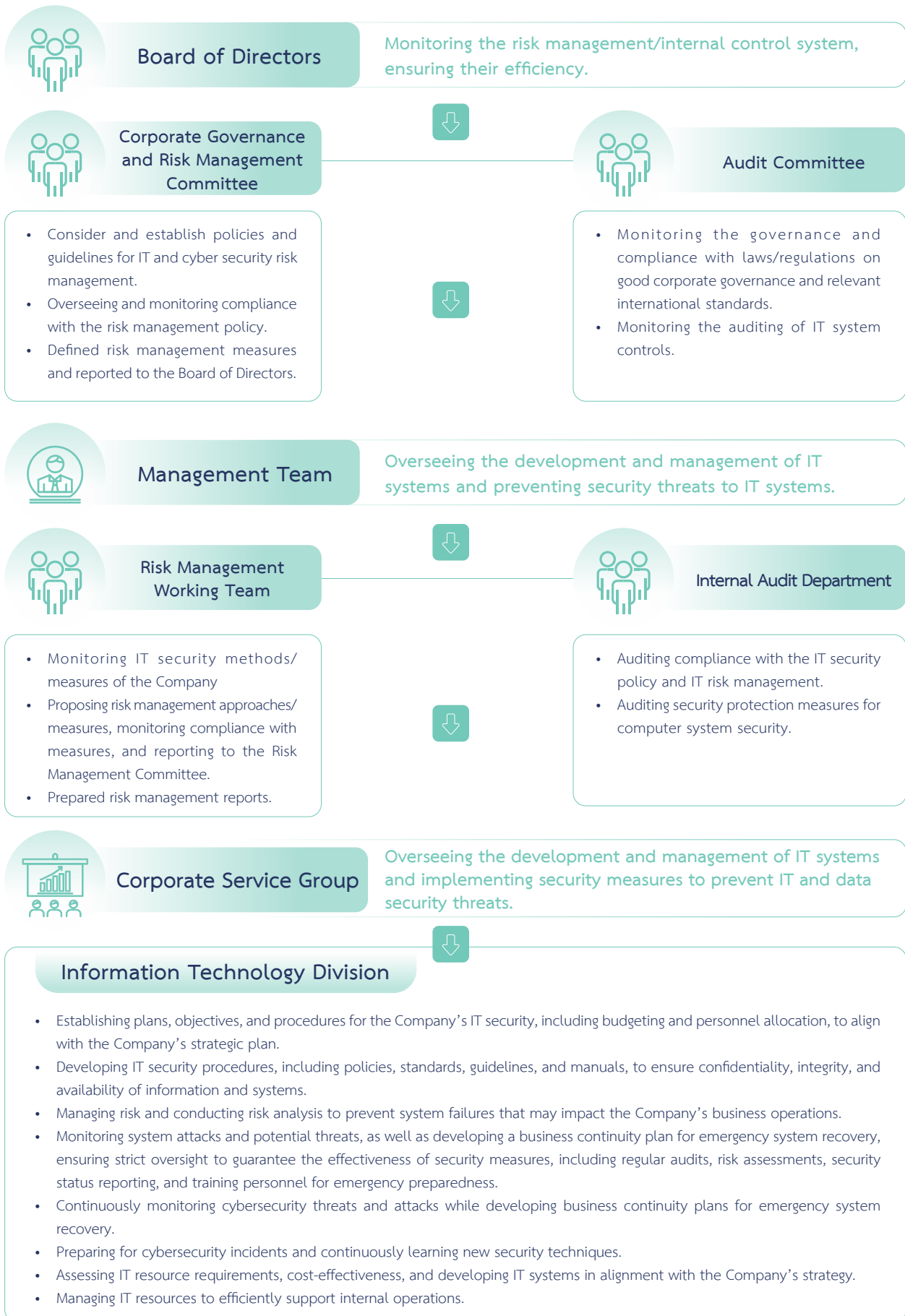


Environment  
Dimension



Social  
Dimension

## The Governance Structure of Information Technology and Cyber Security



## IT Security Management

The Company recognizes the importance of maintaining IT security and the use of IT and communication systems within the Company, with the objective of preserving confidentiality, integrity, and availability of information systems, as well as other attributes, including authenticity, accountability, non-repudiation, and reliability. The Company has established information security guidelines as a framework for IT and cybersecurity management, which helps protect the organization and ensure stable operations. The Company's security practices consist of a total of nine categories, as detailed below.

1. Maintaining security of access and controlling the usage of information and IT and communication systems.
2. Managing the information center by implementing physical entry controls for the information center.
3. Maintaining security in computer usage.
4. Maintaining security in internet usage and email communication.
5. Maintaining security in asset and network management.
6. Controlling security for operational activities.
7. Maintaining security in data backup and recovery.
8. Assessing risks in IT and communication systems.
9. Raising awareness of IT security



Information  
Security  
Guideline

Furthermore, the Company has established penalties for those who violate or neglect misconduct in accordance with the IT security policy and/or information security guidelines. Such individuals will be subject to the Company's disciplinary actions as well as legal penalties as prescribed by law.

## Preventive Measures for Cyber Threat Emergencies

The Company has established measures and processes to prevent cyberattacks and IT security threats, ensuring cybersecurity is maintained. These measures are outlined in the Company's Information Security Guidelines, with details as follows:

1. Implementing a structured data storage and backup system based on data types, including operating system software, application software, and at least one set of commands and data, stored separately in different locations to ensure security and continuous usability.
2. Assigning responsible personnel for data backup, ensuring accurate and complete verification of data at least once per year.
3. Establishing a backup frequency schedule and performing data backups according to the defined schedule (at least once per year).
4. Preparing an emergency preparedness plan to restore the system within the specified timeframe, including creating a disaster recovery plan according to information security guidelines and reviewing the recovery plan at least once per year.
5. Creating an emergency response plan for situations where electronic systems are non-operational to ensure business continuity.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension



## Internal Communication for Awareness Raising

The Company has arranged for raising awareness regarding IT security, by specifying the dissemination of information and training for employees within the Company to understand and not violate the Computer-Related Crime Act and various relevant IT regulations. Additionally, to raise awareness about responsibility in maintaining IT security, the Company has arranged the IT-related training courses within the Intranet system, consisting of the Cybersecurity for IT and IT Policy and Cybersecurity. Employees can access these courses for self-learning, covering key topics as outlined below.



- What is Cyber Security
- Fundamentals of Cybersecurity
- Types of Cybersecurity Threats
- IT Security Policies
- Cybersecurity Awareness

In 2024, the Company has arranged for raising awareness of IT security under the topic “Cybersecurity Awareness”. As technology plays a vital role in daily life and business operations, cybersecurity has become a key factor that organizations must prioritize. Awareness and understanding of cyber threats, along with practicing safe behavior in the digital world, are essential for preventing risks that may affect sensitive data, digital assets, and organizational trust. Therefore, cybersecurity training has been conducted to enhance knowledge and understanding among employees within the organization, with the following objectives.

1. To enhance awareness of cyber threats, such as email attacks (Phishing), Ransomware attacks, and threats from Social Engineering attacks.
2. To enable personnel to understand and apply safe practices, such as setting strong passwords, avoiding clicking on untrusted links, and verifying the authenticity of received emails or messages.
3. To foster an organizational culture that prioritizes cybersecurity, reducing the risk of incidents that may cause data or system damage.
4. To prepare personnel to handle cyber emergencies and report incidents accurately and promptly.

The content of awareness-raising through the E-Learning system covers five key areas to enhance the knowledge and understanding of employees within the organization, with details as follows.

- Definition and Importance Cybersecurity
- Cyber Threats
- Usage and Cyber Protection
- Laws related to Cybersecurity and Personal Data Protection
- Cybersecurity News and Case Studies



## Personal Data Protection of Stakeholders

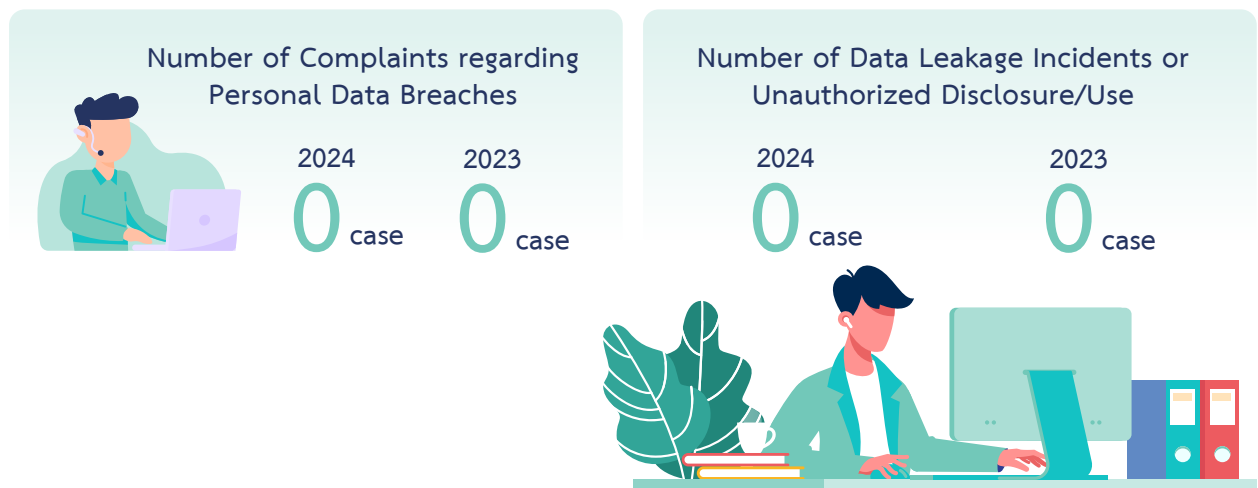
The Company recognizes the importance of personal data protection in accordance with the Personal Data Protection Act B.E. 2562 (2019). Whether the data subjects are customers, suppliers, contractors, service providers, job applicants, employees, interns, visitors, directors, or investors, the Company has established a Personal Data Protection Policy under the Personal Data Protection Act B.E. 2562 (2019). This policy serves as a guideline for departments and employees involved in personal data management, ensuring compliance with legal requirements. Furthermore, the Company acknowledges the impact of personal data breaches and has implemented various measures to protect data subjects. These measures ensure that personal data is handled correctly from the stages of collection, storage, use, disclosure, and destruction, all within the scope of the Company's business objectives.



The Company has established a Corporate Governance Working Team on Personal Data Protection, responsible for providing guidance to personal data controllers, processors, as well as employees or contractors involved in personal data processing. This includes ensuring compliance with the Personal Data Protection Act and monitoring the operations related to the collection, use, and disclosure of personal data. Additionally, the working team coordinates and collaborates in cases involving issues with personal data collection, usage, or disclosure. Importantly, it is responsible for maintaining the confidentiality of any personal data that it becomes aware of or acquires in the course of its duties under the Personal Data Protection Act. Furthermore, the Company conducts an annual review of the Personal Data Protection Act B.E. 2562 (2019) to ensure ongoing compliance and up-to-date understanding of the law.



In 2024, the Company has recorded and monitored personal data breach incidents and the number of data leakage events. The results showed that there were no data leakage incidents or unauthorized disclosures, and there were no complaints regarding personal data breaches.



# Sustainable Supply Chain Management

The Company is committed to developing Thailand’s business and economy, ensuring quality coexistence by enhancing and maintaining balance between industry and surrounding communities. This commitment aligns with good corporate governance principles as well as maintaining social and environmental care, in accordance with the Company’s quality policy “**Good People, Good Products, Good Society.**” The Company therefore has an intention to collaborate and promote its suppliers to conduct sustainable business, by adhering to the principles of responsible management in environmental, social, and good governance (ESG) aspects, in accordance with the Supplier Code of Conduct that the Company has announced as an operational guideline. The Company emphasizes the development of supplier potential to enhance competitiveness and create sustainable growth.

<b>Target 1</b>	The proportion of Critical Tier 1 suppliers that contribute to the Company’s core business operations to acknowledges and accepts the Supplier Code of Conduct.	100%
<b>Target 2</b>	The proportion of Critical Tier 1 suppliers that Contribute to the Company’s core business operations continuity of the Company’s core operations undergoes an ESG performance assessment.	100%
<b>Target 3</b>	The payment period for suppliers	Not exceeding 90 days

The Company implements the ISO 9001:2015 Quality Management System in defining operational procedures for contractor selection/hiring (QP-CO-004), covering the entire process of selection, hiring, work delivery, performance evaluation, and contractor registration. The Company has also established procurement procedures (QP-CO-005) to serve as a guideline for contractor selection and hiring, including an efficient procurement process within the organization. In addition to establishing operational procedures under the internal management system, the Company has also issued a Supplier Code of Conduct to demonstrate its commitment to ethical business operations, alongside social and environmental responsibility, as well as supporting suppliers in operating according to the Company’s established guidelines. This ensures responsible engagement with all stakeholder groups, while also emphasizing the management of environmental and social issues.



In 2024, the Company had a total of 342 Tier-1 suppliers and contractors within its supply chain that continuously conducted business with the Company. Based on transaction values of not less than THB 1,000,000, and an analysis of total transaction values accounting for at least 90% of purchases and sales, there were 18 suppliers identified as Critical Tier-1 suppliers that directly conduct business with the Company. Additionally, the Company also surveyed key suppliers that do not conduct business directly with the Company. These were identified based on transaction values of not less than THB 100,000 and total transaction values accounting for at least 70% of the Company-related projects, totaling 14 suppliers.



Types of Suppliers Suppliers that directly conduct business with the Company (TIER 1 SUPPLIERS)	<b>342</b> Suppliers
Key Suppliers that directly conduct business with the Company (CRITICAL TIER 1 SUPPLIERS) (Based on transaction values of not less than THB 1,000,000, and an analysis of total transaction values accounting for at least 90% of purchases and sales.)	<b>18</b> Suppliers
Key Suppliers of the Company’s Suppliers - (NON - CRITICAL TIER 1 SUPPLIERS) (Based on transaction values of not less than THB 100,000 and total transaction values accounting for at least 70% of the Company-related projects.)	<b>14</b> Suppliers

In 2024, the Company has arranged for the development of processes and tools for assessing the impact from operations in economic, social, and environmental aspects of the Company's suppliers, prioritizing critical Tier-1 suppliers that conduct business with the Company directly. The Company has developed the self-assessing form (Self-Assessment Questionnaire: SAQ.) covering three dimensions economic, social, and environmental as specified in the Supplier Code of Conduct, with a total of nine key processes. The Company has sent Official letters to all suppliers in 2024, requesting cooperation in acknowledging and complying with the Supplier Code of Conduct, requiring them to confirm their acknowledgment by signing with an authorized signature and affixing the Company seal. Furthermore, the Company set a target for 100% of Critical Tier-1 suppliers that contribute to the company's core business operation to acknowledge and sign the Supplier Code of Conduct. In 2024, the Company sent letters to a total of 342 suppliers, that contribute to the Company's core business operation representing 100% of suppliers that conduct business with the Company, and received 137 responses, accounting for 40.00%. Among these, 100% of Critical Tier-1 suppliers directly conducting business with the Company have acknowledged and signed the Supplier Code of Conduct, achieving the set target.

### ESG Auditing Program for Supplier

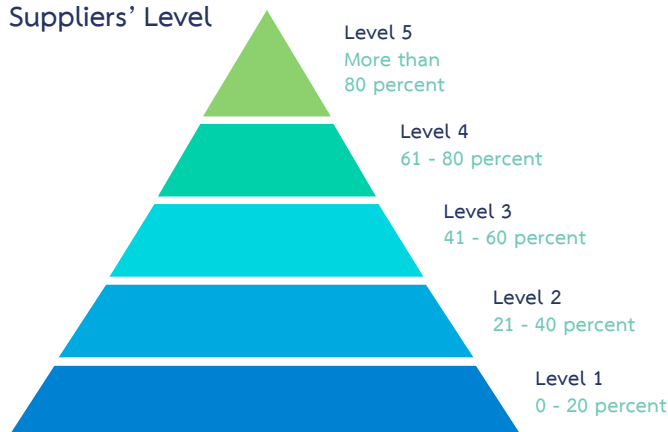
1. Setting target groups for a project.
2. Communicating and acknowledging the Supplier Code of Conduct.
3. Developing tools for the Suppliers' ESG Self Assessment
4. Supplier's self-assessing through Self-Assessment Questionnaire: SAQ.
5. Classifying the Supplier Level through SAQ form.
6. Summarizing the Supplier Classification Assessment Results
7. Conducting On-site ESG Audit and Reporting Results to Suppliers
8. Defining Guidelines and Plans for the Company's Management.
9. Promoting Collaboration with Suppliers.



### Supplier Evaluation

In 2024, the Company developed methods and tools for evaluating supplier sustainability performance to effectively manage and mitigate supply chain risks. The Company has set a target for all Critical Tier 1 suppliers, who directly conduct business with the Company and support its core operations, to undergo ESG performance assessments. Each supplier is required to undergo impact assessments on economic, social, and environmental aspects through self-assessing (Self-Assessment Questionnaire: SAQ), as well as receive on-site ESG assessments covering economic, social, and environmental aspects as the first group for this year. The Company has determined the frequency of audits at least once per year to classify sustainability management levels into five levels, as follows.

### Suppliers' Level



In the past year, the Company has conducted impact assessments on economic, social, and environmental aspects through self-assessing (Self-Assessment Questionnaire: SAQ) for Critical Tier 1 suppliers that conduct business directly with the Company and support the continuity of the Company's core operations, totaling six suppliers, accounting for 100%, which aligns with the established target, with all suppliers undergoing on-site audits.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

Results of supplier evaluation from self-assessing (Self-Assessment Questionnaire: SAQ) evaluation and on-site ESG assessment, covering economic, social, and environmental aspects.

Operating Results	2024
Level 1: 0 – 20 percent	0
Level 2: 21 – 40 percent	1
Level 3: 41 – 60 percent	0
Level 4: 61 – 80 percent	3
Level 5: More than 80 percent	2

In addition to emphasizing environmental, social, and governance responsibilities within operation, the Company adheres to fair business practices and promotes effective capital management for both the Company and its suppliers. As a result, the Company has set a target credit term for suppliers within 60–90 days, requiring suppliers to submit billing notes by the 5th day of each month. Payments are processed through the smart system via bank transfers, ensuring suppliers receive funds within the specified time. In 2024, the average payment period for suppliers was 47 days, which did not exceed the set payment period target.

Average Payment Period	2024	2023	2022
	47 days	62 days	50 days

### Purchasing – Procurement and Registration of New Suppliers

The Company has established rules and procedures for procurement (QP-CO-005) as well as for the selection of suppliers and contractors (QP-CO-004) as defined in the Company’s Quality Management System (ISO 9001). The guidelines for selecting new suppliers involve verifying and assessing preliminary qualifications, including the past performance of suppliers/contractors or suppliers of goods and services. For procurement or purchasing with a value of THB 100,000 or more and contracting with a value of THB 200,000 or more, the Company requires at least 3 quotations for comparison. The selection of suitable suppliers or contractors is based on quality, price, product warranty, after-sales service, and services before seeking approval for procurement/contracting.

The Company has established the following additional qualifications for registered suppliers/contractors:

- At least 1 year of work experience relevant to the employment objective
- Registered capital of at least THB 500,000
- Contractor-owned tools and equipment for the job
- Commitment to quality and service improvement
- Focus on activities that impact the environment and energy resources within the area efficiently.

Additionally, the Company requires all new suppliers to undergo a vendor/service provider evaluation after delivering products and services. The evaluation results are recorded in the vendor/contractor's profile before submitting for approval and registration in the approved vendor/contractor list. The evaluation considers the following aspects:

- Quality of products/services
- Environmental management standards, such as ISO 14001, Green Label
- Corporate Social Responsibility (CSR) standards
- Safety standards, such as TIS 18001 and TLS 8001-2563
- Safety of products and services
- Delivery period
- Coordination
- Quantity of products
- Defective products
- Documents

In the case where a vendor has made 24 or more purchases within a year or has an overall score of 80 or higher, the vendor will be considered to have passed the evaluation criteria and will be approved for inclusion in the registered vendor/contractors list. This list must be reviewed annually, if a supplier has no procurement activities within 3 years or scores below 80, they will be considered for removal from the list. Approved vendor/contractors in the registry, or new vendors who present relevant documents to the Company for procurement purposes, will receive special consideration, which includes:



- Environmental management standards, such as ISO 14001, Green Label
- Corporate Social Responsibility (CSR) standards or ISO 26001
- Safety standards, such as TIS 18001 and TLS 8001-2563
- Safety of products and services

### Promoting Collaboration with Suppliers

The Company emphasizes the development of business suppliers for sustainable growth together. Besides supporting suppliers who do business with the Company by evaluating their business operations according to a code of conducts that emphasizes environmental and social responsibility alongside business growth, the Company also provides recommendations for suppliers to improve or enhance the efficiency of their operations sustainably, based on the following framework:



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

ESG Audits	Promotion for Supplier company Improvement
<b>Environmental Dimension</b> <ul style="list-style-type: none"> <li>Environmental Management</li> </ul>	<ul style="list-style-type: none"> <li>Promoting raising awareness and understanding through training on topics that support the Company’s environmental plans/projects.</li> <li>Encouraging efficient resource utilization and pollution management across various areas in line with operational standards.</li> </ul>
<b>Social Dimension</b> <ul style="list-style-type: none"> <li>Labor and Human Rights</li> <li>Safety and Occupational Health</li> <li>Community and Social Development</li> </ul>	<ul style="list-style-type: none"> <li>Supporting raising awareness through human rights training and comprehensive survey of human rights issues to prevent any rights violations within the organization.</li> <li>Encouraging the development and communication of the organization’s human rights policies.</li> <li>Encouraging the establishment of channels for managing and receiving complaints from employees and other stakeholders.</li> <li>Recommending the management and analysis of working conditions to ensure they are suitable, along with providing adequate and comprehensive personal protective equipment (PPE) according to the risks associated with business operations.</li> <li>Advising on conducting annual fire and emergency drills.</li> <li>Informing employees of their right to annual health check-ups through social security.</li> <li>Encouraging continuous community engagement activities by leveraging the capabilities of employees or the Company.</li> <li>Supporting various community activities or projects, such as creating jobs and generating income for the surrounding community.</li> </ul>
<b>Corporate Governance Dimension</b> <ul style="list-style-type: none"> <li>Business Ethics</li> <li>Cybersecurity and Personal Data Protection</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging the development of good corporate governance policies, such as anti-corruption measures, in a concrete manner.</li> <li>Communicating the good corporate governance policies to both internal and external parties to ensure collective compliance.</li> <li>Promoting the use of operating systems and backup systems to ensure data security.</li> <li>Establishing data protection guidelines in accordance with national laws or implementing management systems that meet standards for data privacy control.</li> </ul>

In 2024, the Company organized the annual supplier seminar to promote supplier engagement. This seminar aimed to foster good relationships, facilitate knowledge exchange, and develop products and services that consider stakeholders’ interests. It also served as a platform to communicate and enhance understanding of conducting business transparently, with good governance, and with social and environmental responsibility. Additionally, it aimed to ensure the safety of life and property for both the Company and suppliers/contractors working in the area.



# Customer Relationship Management

The Company has established the quality policy “Good People, Good Products, Good Society” by providing customer service that is quick, courteous, and fair. This is in accordance with the employee responsibility practices outlined in the Company’s good governance principles. The Company has set standards for interaction with customers, ensuring good manners, pleasant conduct, and excellent service to maintain the Company’s image and reputation. This also aligns with the Quality Management System (ISO 9001: 2015) that the Company uses as a standard in its operations and management. The objectives and targets of the Company’s quality management are aligned with current situations and the Company’s strategy of “Good People, Good Products, Good Society” related to service and customer relationship management within the organization, as follows:

## Good People

Quality Objectives and Targets: Providing customer service that is quick, courteous, honest, accurate, and fair, while also sharing knowledge and experience.

No.	Objective	Target	Key Performance Indicator
1.	Industrial Water Supply System	- Installation of water meters	- Within 5 business days from the date of payment receipt
2.	Industrial Park Lighting System	- In the event of a reported lighting failure within the Saha Group Industrial Park	- Repairs completed within 5 business days
3.	Landscape System	- In the event of trees or signs being damaged or fallen, obstructing traffic	- Relocation/removal and installation of temporary signs completed within 3 hours of notification, with replanting and repair within 1 month
4.	Security System	- In the event of an emergency and to report incidents and issues to relevant parties	- Response to the incident location within 5 minutes

## Good Products

Quality Objectives and Targets: Ensure that the utility systems provided to customers are reliable in quality, sufficient, and continuously developed according to set targets.

No.	Objective	Target	Key Performance Indicator
1.	Industrial Water Supply System	- Sufficient quantity to meet demand - Clean water of good quality and safe to standards	- Actual water usage not exceeding 90% of production capacity - Producing water to industrial park tap water standards
2.	Industrial Park Lightning System	- Ensure that the lighting system covers main roads and secondary roads within the Saha Group Industrial Park	- Customer satisfaction rating not less than 3.5 (out of 5) or not less than 70%
3.	Wastewater Treatment System	- Capacity to improve water quality	- Incoming water volume not exceeding 90% of treatment capacity
4.	Security System	- Installation of CCTV cameras at the entry and exit points of the Saha Group Industrial Park	- All CCTV cameras must be fully operational with no malfunctions



No.	Objective	Target	Key Performance Indicator
5.	SPI Employee Services	<ul style="list-style-type: none"> <li>- Promptness in communication and politeness in service</li> <li>- Meeting customers and resolving complaints / coordination</li> </ul>	Customer satisfaction rating not less than 3.5 (out of 5) or not less than 70%
6.	Landscape System	Aesthetics and Greenery with Regular Maintenance	Customer satisfaction rating not less than 3.75 (out of 5) or not less than 75%

### Good Society

Quality Objectives and Targets: Promoting and developing occupational health, safety, and environmental standards for employees within the organization and the surrounding community to foster engagement with stakeholders.

No.	Objective	Target	Key Performance Indicator
1.	Road and Drainage System	Ensure that transportation within the Saha Group Industrial park is convenient throughout all seasons	Customer satisfaction rating not less than 3 (out of 5) or not less than 60%
2.	Landscape System	Saha Group Recreational areas within the Saha Group Industrial Park	Customer satisfaction rating not less than 3.75 (out of 5) or not less than 75%
3.	Security System	Ensure safe transportation within the Saha Group Industrial Park	Customer satisfaction rating not less than 3 (out of 5) or not less than 60%
4.	Wastewater Treatment System	Zero impact on the community and environment	Control the wastewater treatment system to ensure it meets the standards set by the Department of Industrial Works

Additionally, the Company is committed to maintaining good relationships with existing customers while building relationships with new customers, which is achieved by providing channels for receiving suggestions and complaints as determined by the Company and closely monitoring issue resolution to prioritize customer satisfaction.

The management framework is as follows:



Conduct business in the production and sale of goods and services that are safe for customers and environmentally friendly



Conduct business with commitment, develop products, services, and new innovations to add value to products and services to continuously meet customer demands. Additionally, provide necessary information for decision-making without concealing or distorting facts.



Adhere to trade agreements, and in cases where compliance is not possible, promptly notify customers to jointly find solutions and prevent damage.



Do not solicit, accept, or agree to receive dishonest assets or benefits from customers, either directly or indirectly.



Conduct business with honesty, integrity, and fairness, and do not engage in actions that violate customer rights. Protect customer trade secrets and do not use them for personal or related parties' benefit improperly



Establish communication channels for customers to file complaints with the Company, ensuring that complaints receive attention and are handled fairly.



## Customer Relationship Management Activities

The Company places great importance on managing and building good relationships with customers within the Saha Group Industrial Park. To foster unity and closeness between the Company as a service provider and the customers within the Saha Group Industrial Park, as well as to promote the health of the Company’s employees and the employees of customer companies, and to create a culture of coexistence characterized by sportsmanship, which is the foundation of good coexistence, in 2024, the Company organized an internal sports competition within the Saha Group Sriracha, “4<sup>th</sup> Sahapat Games” to strengthen the relationships among the human resource management clubs of companies located within the Saha Group Industrial Park.



In 2024, the Company organized an annual sports competition which involved sports competitions among companies that are customers within the Saha Group Industrial Park. The objective of the event was to strengthen the relationships between customers and the Company, promote health, and importantly, foster unity among all companies within the Saha Group Industrial Park.



In addition to organizing sports activities to foster relationships and unity between the Company and customers within the Saha Group Industrial Park, the Company has also designated a central area as a blood donation center where employees of the Company, employees of customer companies, and interested individuals can donate blood. This activity is held regularly every 3 months to promote the spirit of giving back to society among employees and employees of customer companies within the Saha Group Industrial Park.



0000 0000 0000 0000 0000

0000 0000 0000 0000 0000

0000 0000 0000 0000 0000



The Saha Group Industrial Park Sriracha has established the central medical building as a screening center for cervical cancer and breast cancer using PAP Smear Services and High-risk HPV subtype tests under the project “Saha Group Comfort, Together Against Cervical Cancer.” This type of cancer is one of the most commonly diagnosed and occurs among women in the country. Employees of the Company, employees of customer companies within the Saha Group industrial park, and interested individuals can participate in the screening at the designated location. In addition to screening to prevent potential risks, the project promotes awareness of health maintenance among the Company’s employees and customers, ensuring good health and hygiene, preventing illness risks, and managing risks if detected. In 2024, a total of 1,048 people participated in the PAP Smear Services and High-risk HPV subtype screening.

**HPV DNA TESTING ฟรี**  
 วันที่ 22-23 มีนาคม 2567  
 เวลา 09.00-16.00 น.  
 ณ ห้องประชุม บจ. อีสเทิร์นไทยคอนกรีตตั้ง 1992

**มะเร็งโรคร้าย ป้องกันไว้ดีกว่า**  
 ขอเชิญชวน  
 บริการฟรี  
 ผู้รับบริการจ่ายค่าตรวจเซลล์ 250 บาท ตรวจแบบหน้า  
 ตารางการตรวจประจำปี 2567 เวลา 08.00 - 13.00 น. ไม่พักเที่ยง



### Customer Satisfaction Survey

Responsibility and prompt response to customer demands are crucial factors in the service business. Therefore, the Company has developed modern communication channels to reduce contact time and respond quickly to customer demands. The Company offers various channels, including telephone, social media, website, email, and other specified channels. Additionally, after resolving issues reported by customers within the Saha Group Industrial Park, the Company has implemented a QR Code system for customers or relevant individuals to evaluate satisfaction with the service and problem resolution, as well as the visits by employees within the Saha Group Industrial Park. The customer satisfaction level is set at no less than 3.5 or not less than 70%.

The Company conducts customer satisfaction surveys at least once a year to assess the management of utilities and services within the Saha Group Industrial Park. The survey results, suggestions, and feedback from customers are used to develop strategies and operational plans to meet customer demands and enhance customer satisfaction within the Saha Group Industrial Park. This consist of the following management systems:

- Landscape within the Saha Group Industrial Park that is aesthetic beauty and greenery with regular maintenance
- Road and Drainage Systems that ensure convenient transportation within the Saha Group Industrial Park throughout all seasons
- Lighting Systems within the Saha Group Industrial Park that ensure the lighting system covers main roads and secondary roads within the Saha Group Industrial Park. In the event of reported malfunctions or damage, issues must be resolved within the specified timeframe and promptly

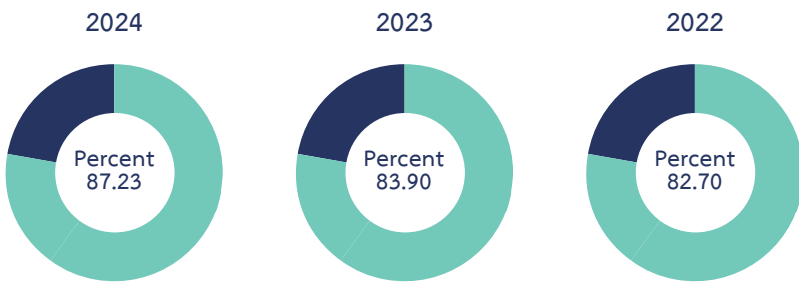
- Industrial Water Supply System that is sufficient to meet demand, clean, of good quality, safe, and up to standard. Additionally, ensure the readiness for quick installation of meters within the specified time
- Wastewater Treatment System that is capable of handling and improving water quality efficiently, without affecting the community and the environment
- Security System with CCTV cameras at the entry and exit points of the Saha Group Industrial Park, along with ensuring traffic safety within the Saha Group Industrial Park
- SPI Employee Services that ensure prompt communication and politeness in service when meeting customers

In 2024, the Company conducted a customer satisfaction survey within the Saha Group Industrial Park regarding the services provided, issue resolution when complaints arose, and the politeness of service. The satisfaction survey was divided into two levels: executive and employee levels. The Company set the customer satisfaction level at no less than 3.5 points (no less than 70%) out of a total of 5 points. The result of this year's customer satisfaction survey was 87.23%, which is not lower than the target set. The survey on satisfaction with the management of utilities and infrastructure systems in the Saha Group Industrial Park found a satisfaction score of 80.32%, which exceeds the standards set by the Company under its quality management system in all aspects.

### Customer Satisfaction Survey

#### 2024 Results (Target: no less than 70%)

Customer Satisfaction Regarding Responses to Complaints and Suggestions



#### Service Innovation Development

To meet customer demands and enhance the readiness of the service system within the Saha Group Industrial Park, the Company has developed various innovations to modernize the Saha Group Industrial Park's services. These innovations aim to address customer demands within the Saha Group Industrial Park, ensuring they are environmentally friendly, and use resources efficiently and cost-effectively to support the transition to a Smart Industrial Park. The service innovations are as follows:



- SMART Economy involves the installation of a fiber optic network to support 5G technology.
- SMART Monitoring System is an environmental quality monitoring system within the Saha Group Industrial Park to oversee environmental quality.
- SMART Communication develops a communication system that responds quickly to interaction with both internal and external stakeholders.
- SMART Energy introduces clean energy alternatives within the Saha Group Industrial Park from solar energy sources through Solar Rooftops and Solar Floating to reduce carbon emissions within Scope 2.
- SMART Mobility utilizes electric vehicles in the office to reduce fossil fuel consumption and carbon emissions from the Company's vehicle use and installs EV Charger Stations within the Saha Group Industrial Park to support the increasing use of electric vehicles in the future.

In 2024, the Company promoted collaboration with the National Science and Technology Development Agency (NSTDA) to develop efficient water management innovations within the Saha Group Industrial Park. This involves the innovation of treating wastewater from operations to meet quality standards and provide services to customers. **Further details can be found under the Environmental Dimension, regarding the development of high-quality wastewater treatment innovations.**

Additionally, The Company actively supports and encourages the companies of Saha Group to create new innovations, fostering continuous development within both the Company and the companies of Saha Group. To promote this, the Company sponsors the Saha Group Innovation Contest (Chairman Awards), which is held annually during the Saha Group Fair. This initiative not only instills a sense of pride in award-winning employees but also inspires them to pursue innovation consistently. The Saha Group Innovation Contest was first introduced in 2005, aligning with the primary objectives of the Saha Group Export & Trade Exhibition, which aims to showcase the capabilities of companies Saha Group in presenting a diverse range of innovative products and services to business partners and consumers. The competition serves as a catalyst for member companies to develop innovations in products, manufacturing processes, systems, marketing strategies, and services, benefiting both the organization and consumers while demonstrating the Saha Group's business development potential. Therefore, the Saha Group Innovation Contest has been organized annually, featuring the following categories of innovation for the competition:

1. Product – Includes new products, product formulas, synthesized chemicals, packaging, software, or machinery developed for commercial sale.
2. Production – Covers manufacturing processes, machinery used in production, efficiency improvement methods, or software used directly in production.
3. System & Process – Involves work process innovations that are not directly related to machinery or production, such as inventory replenishment systems, internally developed software, HR development, work planning, procurement, marketing data analysis, and accounting operations.
4. Sales & Marketing – Encompasses sales techniques, marketing plans, or creative marketing activities, whether partially or fully implemented, that result in increased sales, competitive advantages, or cost reductions.
5. Services & Personality
  - o Services – Refers to creative service processes (focused on system enhancements rather than individual performance).
  - o Personality – Refers to exceptional personal capabilities that impress customers and enhance credibility and trustworthiness, such as a salesperson with outstanding customer care techniques.
6. ESG: Environment, Social, and Governance

**Environment** – Projects that enhance resource efficiency and minimize the environmental impact of business operations, such as reducing greenhouse gas emissions, waste generation, pollution, paper usage, energy consumption, and increasing recycling efforts.

**Social** – Initiatives aimed at strengthening relationships between the Company and its stakeholders, including employees, customers, communities, and supplies along the value chain. Social performance indicators include employee well-being, fair wages, respect for human rights, workplace equality, opportunities for people with disabilities, and employee health and safety.

**Governance** – Projects promoting corporate transparency and good governance, including anti-corruption policies and fair business practices, ensuring that all operations are transparent, just, and verifiable.



- 7. Petty Award – Recognizes innovations that do not directly impact business revenue or have clearly measurable business benefits but significantly improve work efficiency, morale, and employee motivation.



### Collaboration for Business Innovation Development

In 2024, the Company and its affiliates within the Saha Group have collaborated with business partners to develop and promote business innovation. This initiative aims to address future demands, ensure sustainable economic growth and stability, and guide the Company towards becoming a centennial organization. The details of this collaboration are as follows:

Collaboration Project for Business Innovation Development	Images of Collaboration with Business Partners
<p><b>RATCH Group and Sahapat Group support SMR Technology to respond clean energy demand from the industrial sector and the national NZE goal</b></p> <p>Ratch Group Public Company Limited and the Saha Group have announced a collaboration to study Small Modular Reactor (SMR) technology. This initiative aims to support the government’s policy to increase electricity generation from clean energy sources and meet the industrial sector’s demand for green electricity. The collaboration aligns with the goal of achieving carbon neutrality and net-zero greenhouse gas emissions (NZE) by 2050 and 2065, respectively.</p>	
<p><b>The Saha Group has signed an MOU with Quark Biosciences Inc. to enhance and advance the biotechnology and healthcare industry in Thailand.</b></p> <p>The Saha Group has signed a Memorandum of Understanding (MOU) with Quark Biosciences Inc., a leading Taiwanese company specializing in medical innovation technology. This partnership aims to foster collaboration in biotechnology and healthcare, developing cutting-edge products and technologies to provide the best services for all. Additionally, it seeks to enhance and advance the biotechnology and healthcare industry in Thailand in the future.</p>	
<p><b>MOU Signing Ceremony between ICBC (Thai) and Saha Group</b></p> <p>Mr. Vichai Kulsomphop, Chairman and Chief Executive Officer of Saha Pathana Inter-Holding Public Company Limited (SPI), signed a Memorandum of Understanding (MOU) with Mr. Xiaopo Li, Chief Executive Officer of ICBC (Thai) Public Company Limited (ICBC), one of the largest commercial banking groups in China. The purpose of this MOU is to strengthen bilateral relations and promote cooperation between Thailand and China, creating new business opportunities for both parties.</p>	

Peng Shen Technology,” a joint venture between Zhen Ding Tech Group and the Saha Group, has signed a collaboration agreement with five leading educational institutions to develop skilled personnel for the PCB industry, aiming to position Thailand at the forefront of the global market.

Peng Shen Technology, a manufacturer of Printed Circuit Boards (PCB) and a joint venture between Zhen Ding Tech Group (ZDT), the world’s No.1 PCB manufacturer, and the Saha Group, has launched a pioneering collaboration project to develop local talent for Thailand’s PCB manufacturing industry.

As part of this initiative, Peng Shen Technology has partnered with five leading educational institutions to enhance PCB expertise, including: King Mongkut’s Institute of Technology Ladkrabang (KMITL), King Mongkut’s University of Technology North Bangkok (KMUTNB), Kasetsart University (KU), National Institute of Development Administration (NIDA) and Sirindhorn International Institute of Technology (SIIT), Thammasat University. This collaboration aims to strengthen Thailand’s PCB industry workforce and drive the country’s position in the global market.



“Saha Group” Joins Forces with “SkyDrive,” a Japanese Giant, to Revolutionize Aerial Mobility with Plans to Expand Manufacturing Base to Thailand

“Saha Group” Commits to environmental sustainability, partnering with “SkyDrive,” Japan’s leading eVTOL innovator, to explore and develop electric Vertical Take-off and Landing (eVTOL) Aircraft in Thailand, Aiming to revolutionize aerial mobility and expand manufacturing base to the country.



Over 70 Companies in the Saha Group Partner with DHL Express to Reduce Carbon Emissions from Air Express Transport Through the Use of Sustainable Aviation Fuel (SAF).

The Saha Group, comprising more than 70 companies, is advancing sustainability in logistics by collaborating with DHL Express through the GoGreen Plus solution, which aims to reduce carbon emissions from air express transport by utilizing Sustainable Aviation Fuel (SAF). SAF is derived from used cooking oil, food waste, and sustainably sourced raw materials, making it a cleaner alternative for air freight transportation. By adopting SAF, the initiative also helps reduce indirect carbon emissions (Scope 3) generated from various business activities.



“SPI” Unveils Its New Home, “KingBridge Tower” – The First Iconic Landmark Office Building for Lease in the Rama 3 Area by the Saha Group.

KingBridge Tower, an office building for lease developed by KingBridge Tower Co., Ltd., a subsidiary of the Saha Group, is strategically located in the Rama 3 business district. Designed to offer modernity, convenience, and efficiency, the project aligns with new-generation building concepts by integrating Circular Economy Models in all aspects of development. This initiative aims to establish environmentally friendly design standards, enhance quality of life for society and surrounding communities, and promote sustainable growth.





PLANET  
PLANET

PLANET  
PLANET

**Environmental**  
**Dimension**





## Environmental Dimension



### Environmental Management

The Company is committed to conducting its operations based on sustainable management principles, encompassing the entire resource utilization chain. This begins with assessing and analyzing both positive and negative environmental impacts to develop management plans that ensure optimal and efficient resource use. Importantly, the Company also monitors and measures the environmental impacts of its activities across various aspects. This ongoing review and improvement of current measures help control and reduce waste generated from different processes.

#### Fundamental Principles of Sustainable Environmental Management



##### Analyze Environment Impacts

Consider the potential environmental impacts of all activities and developments, and proactively seek solutions following the “Eco-Development” approach.

##### Develop Clear Resource Management Plans

Identify and specify the resources used within the organization, and establish guidelines for their optimal and sustainable use, focusing on long-term benefits.



##### Utilize Resources According to Conservation Principles

Use resources judiciously, considering processes such as collection, preservation, conservation, repair, development, and disposal, including efficient waste recycling methods.

##### Monitor and Measure Impacts to Review Measures and Control Waste Generation

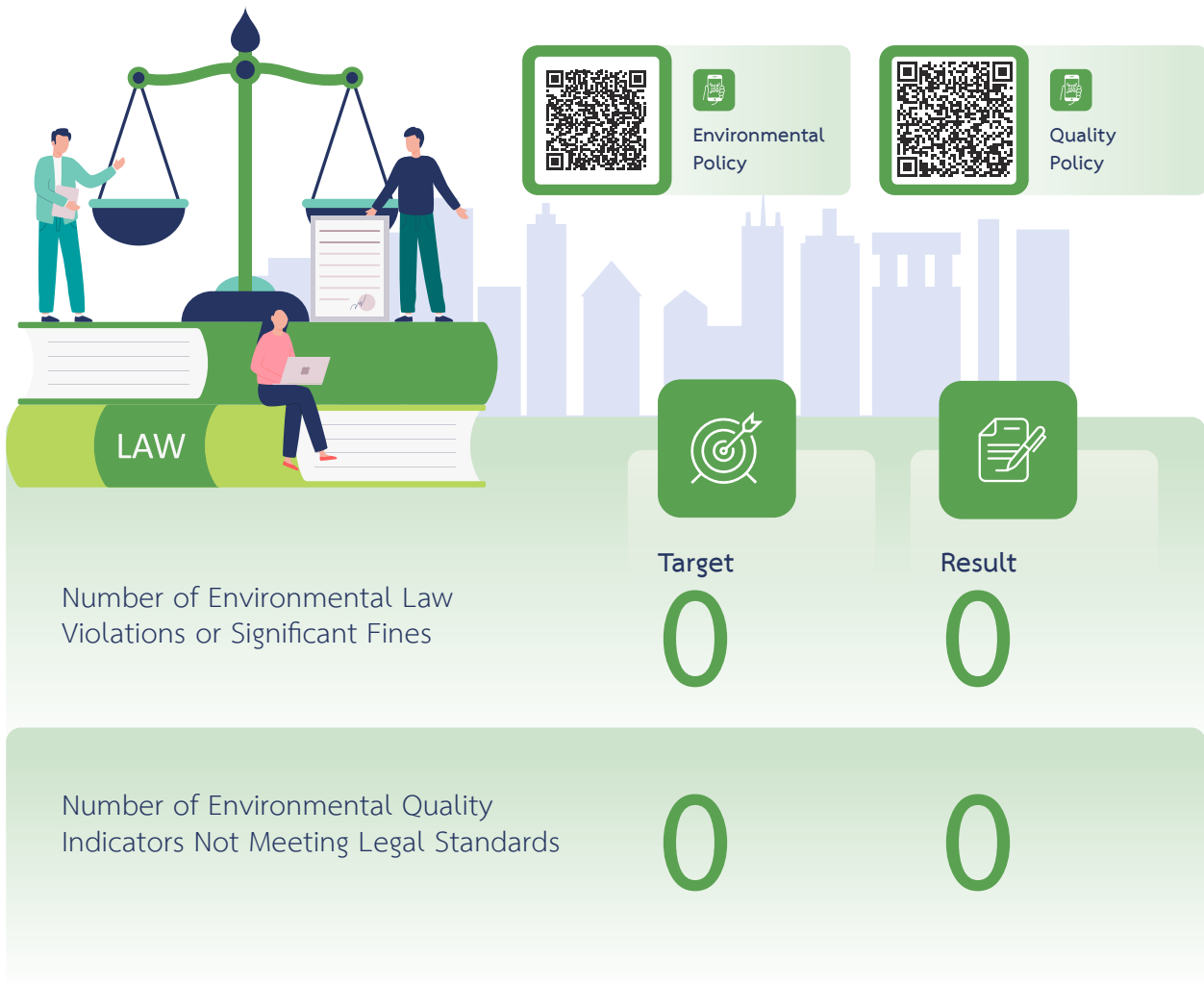
Employ effective tools and technologies in production processes to avoid pollution, and implement stringent control and monitoring measures, ensuring operations adhere to appropriate and scientifically sound methods.



In addition to an effective environmental management framework, the Company has announced an Environmental Policy along with an Environmental Management Manual. This serves as a guideline for the Company’s responsible environmental practices. An environmental working team has been appointed to drive the Company’s operations and activities efficiently. Their responsibilities include identifying and assessing environmental and energy issues arising from operational activities. Moreover, the Company regularly reviews and updates its legal and regulatory register, ensuring compliance with environmental laws, regulations, and standards. An Environmental Procedure (EP) on laws and other requirements, and compliance assessment (EP-CO-002), mandates biannual evaluations of legal and regulatory compliance. The goal is to ensure no violations of environmental laws and quality standards across all indicators. The compliance assessment results have consistently met legal and regulatory requirements, with no significant fines for violations.

The Company has also achieved certifications for Quality Management System (ISO 9001:2015), Environmental Management System (ISO 14001:2015), and Energy Management System (ISO 50001:2018). These certifications provide a framework and standards for the Company’s environmental and energy management systems.

Operating Areas	ISO 9001: 2015	ISO 14001 : 2015	ISO 50001 : 2018
Saha Group Industrial Park Sriracha	✓	✓	✓
Saha Group Industrial Park Kabinburi	✓	✓	
Saha Group Industrial Park Lamphun	✓	✓	



## Eco-Industrial Town

The Company supports government policies by adopting the eco-industrial town development framework for environmental management. This framework encompasses management across five dimensions and 20 aspects, including physical, economic, environmental, social, and managerial dimensions. It serves as a guideline for efficient and beneficial management within Saha Group industrial Park.

## Compliance with Environmental Impact Mitigation Measures

The Saha Group Industrial Park in Lamphun and Kabinburi are required to prepare biannual reports on compliance with environmental impact mitigation measures and environmental quality monitoring, as specified in the Environmental Impact Assessment (EIA) Monitoring Report for both areas. This requirement is in accordance with the Ministry of Natural Resources and Environment's regulations, issued under Section 48 of the National Environmental Quality Promotion and Preservation Act (No. 2) B.E. 2561. The reports cover compliance with measures to prevent, mitigate, and monitor environmental and social impacts. The Company must submit these reports to the Office of Natural Resources and Environmental Policy and Planning (ONEP), the Office of Environmental and Pollution Control, the Provincial Office of Natural Resources and Environment (PONRE), and the Department of Industrial Works (DIW). The information is also disclosed on the Environmental Impact Assessment Information Center's website here: <https://eia.onep.go.th/>



Saha Group  
Industrial Park  
Development  
Policy for an  
Eco Industrial  
Town

## Energy Management

The Company prioritizes efficient resource use, recognizing the necessity of energy for its business operations, primarily involving electricity and fuel. Thus, to minimize operational impacts and maximize resource efficiency, while meeting customer demands for cleaner energy sources, the Company focuses on enhancing energy efficiency through process improvements and exploring alternative energy sources. This approach not only reduces direct impacts on the Company but also enhances its competitive edge, ensuring stable and sustainable long-term revenue generation.



Energy  
Policy

## Fuel and Energy Consumption

In 2024, the Company utilized fuel and energy across various business and support activities, including office spaces, Saha Group industrial park, golf courses, and other areas under its control, totaling 8 locations. This comprehensive energy usage will serve as the baseline year for developing the Company's energy management system. The overall energy consumption for the year with the total electricity usage accounted for 38.08 million megajoules or 10,444,528.07 kilowatt-hours, and the total fossil fuel consumption accounted for 10.72 million megajoules. Total energy consumption in the organization is 48.80 million megajoules



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

Operating Areas	Energy Consumption	Fuel Consumption		
	(kWh)	LPG (Kg)	Diesel Fuel Consumption (liters)	Benzyl Fuel Consumption (liters)
Bangkok Headquarters	209,820.93	-	14,007.05	72,059.54
Saha Group Industrial Park Sriracha	3,307,479.59	-	47,050.68	20,033.03
Saha Group Industrial Park Kabinburi	2,317,270.46	-	32,981.40	1,542.34
Saha Group Industrial Park Lamphun	1,757,480.05	-	19,931.33	2,354.00
Saha Group Industrial Park Mae Sot	116,374.69	-	4,806.74	1,550.25
J Park Nihon Mura, Chonburi	1,291,044.60	8,640.00	-	661.26
Kabinburi Sport Club Golf Course, Prachinburi	1,485,154.00	7,293.00	29,204.00	18,122.00
Hariphunchai Sport Club Golf Course, Lamphun	92,240.00	-	10,338.00	5,861.00
<b>Total</b>	<b>10,576,864.32</b>	<b>15,933.00</b>	<b>158,319.19</b>	<b>122,183.41</b>

Remarks: Bangkok headquarters include Rama 3 and Samyan Mitrtown Offices.

Based on an analysis of the organization’s overall energy consumption in its core business activities, it was found that the Company primarily relies on electricity as its main energy source for operations. This reliance results in significant indirect greenhouse gas emissions from electricity use (Scope 2), making it the primary source of the Company’s greenhouse gas emissions. Consequently, the Company places great importance on energy management, particularly the efficient use of electricity within the organization. To achieve this, the Company has established guidelines to reduce electricity consumption in key operational processes. These guidelines encourage employees, contractors, and stakeholders to collectively take responsibility in meeting the Company’s set goals. Given that the Company has compiled comprehensive energy usage data across all its operational areas for the year 2024, this data will serve as the baseline for setting energy reduction targets. The Company will also focus on improving fuel and electricity efficiency through various projects, with specific goals aimed at reducing overall energy consumption.



### Target :

Reduce electricity consumption in 2025 from the Company's operational activities by at least 1% compared to the baseline year (2024).

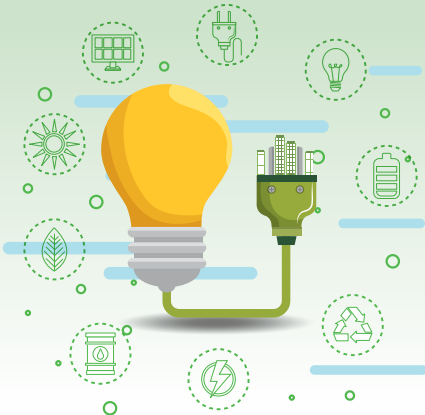


## Energy Efficiency Improvement




Key Activities in Business Processes	Management Approaches
Electricity usage in common areas of the Saha Group Industrial Park	<ul style="list-style-type: none"> <li>Replace all fluorescent lights on the roads within the Saha Group Industrial Park with LED lights, and install solar panels to harness solar energy.</li> <li>Implement an automatic control system for turning lights on and off in the common areas of the Saha group industrial park.</li> <li>Upgrade and repair electrical equipment, and increase the proportion of electricity used from clean energy sources.</li> </ul>
Electricity usage in the industrial water production system	<ul style="list-style-type: none"> <li>Regularly maintain machinery and ensure electrical equipment is always in working condition.</li> <li>Adjust and optimize the operation times of machinery.</li> </ul>
Electricity usage in the wastewater treatment system	<ul style="list-style-type: none"> <li>Adjust the operation times of systems to match the volume of wastewater entering the system and the aeration period to suit the quality of wastewater in the treatment system.</li> <li>Plan regular maintenance and inspections to ensure electrical equipment is always in normal working condition.</li> <li>An energy management system (ISO 50001) is implemented to promote efficiency.</li> </ul>
Electricity usage in water circulation and recycling systems	<ul style="list-style-type: none"> <li>Check and maintain energy-intensive machinery in the water pumping system to ensure it operates efficiently.</li> <li>Enhance the use of electricity from clean energy sources in the water pumping system.</li> </ul>
Electricity usage in office buildings	<ul style="list-style-type: none"> <li>Encourage employees to save electricity during work, such as turning off lights and electrical appliances during breaks or when not in use.</li> <li>Set the air conditioning or cooling system temperature in the office to no lower than 25 °C.</li> </ul>

### Electricity Conservation in Office Buildings

The Company has actively promoted energy conservation awareness among employees at both its Bangkok headquarters and branch offices. This initiative aims to instill a sense of responsibility for energy conservation within the organization and to ensure the efficient and optimal use of resources. The Company has implemented several measures to save electricity in office buildings:



- Turning off office lights during lunch breaks for one hour.
- Setting the air conditioning temperature in offices to no lower than 25 °C.
- Switching to energy-saving LED lights from fluorescent bulbs.
- Encouraging employees to turn off personal computer screens and meeting room TVs when not in use.
- Planning regular maintenance and cleaning of air conditioning units.

 Economic Dimension / Corporate Governance | 
  Environment Dimension | 
  Social Dimension

## LED Streetlight Replacement Project

The Company is responsible for managing the common areas of the Saha Group Industrial Park, including the street lighting system. In 2025, the Company plans to implement a project to replace the street lighting system within the Saha Group Industrial Park Sriracha. This project will cover both main and secondary roads within the park, as well as the roads of the wastewater treatment system. The project involves replacing 478 streetlights, which currently use high-energy fluorescent or incandescent bulbs of 300 watts with a lifespan of only 15,000 hours and containing hazardous mercury components. These will be replaced with LED streetlights of 100 watts and 150 watts, which consume less energy and have a longer lifespan of over 50,000 hours. This change is environmentally friendly, offering an efficient energy conservation solution that helps reduce carbon dioxide emissions and lowers the costs associated with street lighting within the Saha Group Industrial Park Sriracha.



The benefits of this project by replacing fluorescent or incandescent bulbs with 100-watt and 150-watt LED streetlights are:

Benefits from the Project	STREET LIGHT LED 100W 15000LUM 6500K.HILIGHT	STREET LIGHT LED 150W 22500LUM 6500K.HILIGHT	Total
Number of Installations (Points):	328	150	478
Electricity Consumption Before Replacement (kWh/year)	287,328	131,400	418,728
Electricity Consumption After Replacement (kWh/year)	95,776	65,700	161,476
Electricity Reduction (kWh/year)	191,552	65,700	257,252
Cost Saving (THB/year)	808,349.44	277,254	1,085,603.44
Reduction in Greenhouse Gas Emissions (tons of CO2 equivalent/year)	114.66	39.33	153.99

The replacement of streetlights from fluorescent or incandescent bulbs to 100-watt and 150-watt LED streetlights not only improves operational efficiency through various activities and projects aimed at reducing the Company's electricity consumption but also significantly reduces the Company's greenhouse gas emissions (more details in the Climate Change section). Importantly, this initiative helps the Company lower its operational costs.

## Expected Result from the Project



Reduced electricity consumption by 257,252 kilowatt-hours/year, representing 2.46% of total electricity usage compared to the base year (2024).

Equivalent to electricity cost savings or operational cost reductions of 1,085,603.44 Baht from efficiency improvements

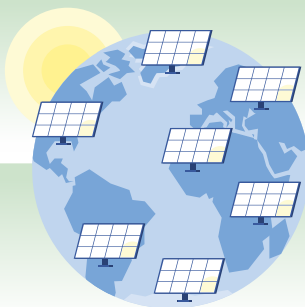
### Solar Rooftop Installation Project

In 2024, the Company plans to install solar panels on the rooftops with a capacity of 88.13 kWh. This installation aims to replace the electricity sourced from the Provincial Electricity Authority for the Saha Group Industrial Park Kabinburi Office Building, as well as the driving range and maintenance buildings at the Kabinburi Sport Club golf course. The system is expected to be operational by 2025.

Benefits of the solar rooftops installation at Saha Group Industrial Park Kabinburi and Kabinburi Sport Club golf course.

Energy Saving Measures	Value Return		
	Electricity Generated (kWh/year)	Cost Savings (THB/year)	Reduction in Greenhouse Gas Emissions (tons of CO2 equivalent/year)
Saha Group Industrial Park Kabinburi Office Building	7,369.00	30,949.00	4.489
Kabinburi Sport Club Driving Range	42,156.60	177,055.20	25.686
Kabinburi Sport Club Maintenance Buildings	67,996.00	285,583.20	41.429
<b>Total Benefits</b>	<b>117,521.60</b>	<b>493,587.40</b>	<b>71.60</b>

## Expected Result from the Project



Reduced electricity consumption by 117,521.60 kilowatt-hours/year, representing 1% of total electricity usage compared to the base year (2024).

Equivalent to electricity cost savings or operational cost reductions of 493,587.40 Baht from efficiency improvements.





## Water Resource Management

Water resources are crucial for operations in all industries, including the Company's activities as a provider of basic utilities. Efficient water management is essential to prevent the impacts of water shortages, ensure reliable service to customers, and avoid operational disruptions. Effective management also helps prevent issues related to water access and competition for water resources in the area in case of poor and ineffective management.



### Target 2024

- 01 The Proportion of water treatment and reuse in the Area **20%**
- 02 Reduced water purchase for business operations **10%**
- 03 Water scarcity and competition for water resources **0 Cases**

The Company has developed an integrated water management plan, which includes continuous monitoring of climate change data and sourcing water from various sources. These sources include surface water, groundwater, and purchasing water from providers in certain areas. The plan aims to ensure a reliable water supply for operational activities and continuous service.

Sources of Water	Water Consumption (Cubic Meters)	
	2024	2023
Surface Water	3,935,852.90	4,005,844.87
Sahapat Industrial Park Reservoir	12,291,865.36	11,770,646.54
Ground Water	573,787.00	568,472.00
Raw water from other organizations	128,893.00	202,028.00
Tap water	18,894.00	17,304.00
<b>Total</b>	<b>16,949,292.26</b>	<b>16,564,295.41</b>

In 2024, total water consumption from all sources, categorized by the company's eight operational areas, amounted to 6,497,702.26 cubic meters, representing a decrease of 16% from 2023.

Operating Areas	Water Consumption (Cubic Meters)	
	2024	2023
Bangkok Headquarters	Rental Areas	
Saha Group Industrial Park Sriracha	1,857,854.90	2,643,855.40
Saha Group Industrial Park Kabinburi	2,585,877.00	2,959,896.72
Saha Group Industrial Park Lamphun	1,984,891.00	2,086,699.00
Saha Group Industrial Park Mae Sot	40,356.36	33,970.00
J Park Nihon Mura, Chonburi	15,203.00	13,832.00
Kabinburi Sport Club Golf Course, Prachinburi	9,151.00	12,295.00
Hariphunchai Sport Club Golf Course, Lamphun	4,369.00	3,366.00
<b>Total</b>	<b>6,497,702.26</b>	<b>7,753,914.12</b>

In addition to integrated water management planning, the Company has conducted a water stress analysis across its eight operational areas. This analysis aims to assess the current and future risks of water scarcity, using data from the World Resources Institute's (WRI) Aqueduct Water Risk Atlas. The assessment follows the "Business As Usual" (BAU-SSP3 RCP7.0) scenario, which predicts a temperature increase of 2.8 °C to 4.6 °C by 2100. The results of this analysis will inform the Company's water resource management risk mitigation strategies.

### Water Resource Risk Management Measures

To mitigate the risks of water scarcity and competition for water resources, the Company has implemented the following measures:

- Establish sufficient water storage systems within the area to ensure an adequate water supply that can store water to meet the demand within the Saha Group Industrial Park, with a storage capacity 120,000 to 1,000,000 cubic meters.
- Install advanced water treatment systems to reuse treated water within the Saha Group Industrial Park.
- Maximize water recycling within the area, such as using treated water for operational activities or green spaces within the Saha Group Industrial Park and golf course.
- Secure long-term contracts for raw water supply with service providers.
- Develop technologies or projects to reduce water usage or enhance water resource efficiency.

In 2024, there were no complaints related to water usage or competition for water resources from the community.

### Wastewater Quality Control

The Company has standards for managing wastewater quality, by establishing a central wastewater quality standard for all factories within the Saha Group Industrial Park before entering the centralized wastewater treatment system of the Saha Group Industrial Park, to collect and treat all wastewater generated. Within the Saha Group Industrial Park, there is a high-efficiency centralized wastewater treatment system to manage combined wastewater from all factories, through chemical and biological treatment processes complying with the effluent standards set by the Department of Industrial Works, Ministry of Industry, and other relevant standards. The final treated effluent from the last treatment stage is maximally reused within the Saha Group Industrial Park before being discharged into natural receiving sources, with the treated wastewater quality meeting the standards of the Department of Industrial Works in all parameters.

### Wastewater Quality Assessment Results

Parameter	Standard	Result
BOD	< 20 mg/l	The results of the wastewater quality analysis, conducted in accordance with the Ministry of Industry's 2017 announcement on wastewater discharge standards for factories and the Ministry of Natural Resources and Environment's 2016 announcement on wastewater discharge standards for industrial factories, industrial estates, and industrial zones, indicate that all areas comply with the standard limits.
COD	< 120 mg/l	
Total Suspended Solid (TSS)	< 50 mg/l	
Total Dissolved Solid (TDS)	< 3,000 mg/l	
pH	5.5 - 9	

Note: Water quality analysis is conducted in accordance with the standard methods of APHA, AWWA, and WEF Standard Methods for the Examination of Water and Wastewater.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

## Water Recycling in Saha Group Industrial Park

The Company follows the Eco-Industrial Town guidelines and indicators while recognizing the importance of responsible water resource utilization. The Company has a goal of managing by reusing all treated wastewater under the Zero Discharge principle, to reduce raw water consumption and minimize water extraction from public sources in line with the target. Therefore, the Company has continuous water management and quality control, to reuse treated wastewater from the industrial estate in various areas under the Company’s supervision.



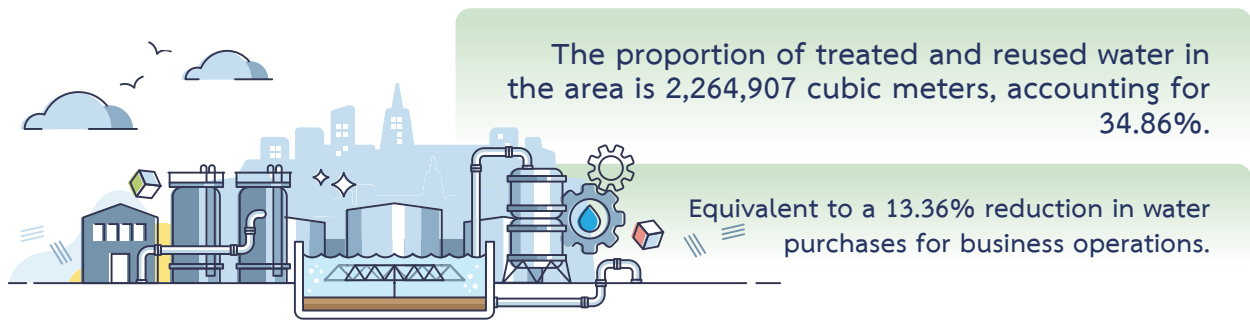
In 2024, the Company has reused treated wastewater that meets the quality standards required by law within areas under the Company’s responsibility, including utilization within Saha Group Industrial Park, Dr. Thiam Chokwatana’s Sufficient Economy Agriculture Project, and golf course maintenance, with a total volume of reused treated wastewater of 2,264,907 cubic meters, accounting for 34.86% of the total treated wastewater from all areas. However, treated wastewater from Saha Group Industrial Park, Kabinburi and Lamphun, has been reused at a proportion of 100% of the treated wastewater.

## Water Consumption in Various Activities

Unit : Cubic Meters

Water Consumption Areas	2024		2023		2022	
	Lamphun	Kabinburi	Lamphun	Kabinburi	Lamphun	Kabinburi
Industrial Parks	276,780	132,120	212,880	69,600	360,861	28,673
Dr. Thiam Chokwatana’s Sufficient Economy Agriculture Project	206,424	6,896	162,573	14,940	99,264	52,920
The golf course	783,940	858,747	848,580	1,059,279	879,202	1,496,407
<b>Total Water Consumption</b>	<b>1,267,144</b>	<b>997,763</b>	<b>1,224,033</b>	<b>1,143,819</b>	<b>1,339,327</b>	<b>1,578,000</b>

Through various activities undertaken by the company to support the efficient and optimal use of water resources, it was found that 2,264,907 cubic meters of water were treated and reused, accounting for 34.86%. This is equivalent to a 13.36% reduction in water purchases for business operations, aligning with the company’s established goals.



### High-Quality Water Treatment Innovation Development

The Company places great importance on sustainable business operations under its corporate social responsibility policy, “Good People, Good Products, Good Society,” integrating business practices aligned with the United Nations Sustainable Development Goals. In 2024, Saha Group Industrial Park Sriracha, in collaboration with the National Metal and Materials Technology Center (MTEC) and the National Science and Technology Development Agency (NSTDA), launched the project “**Development of a High-Quality Water Treatment System for Water Reuse and Carbon Neutrality Preparedness.**” This project represents innovation and product development based on Circular Design principles to achieve efficient resource utilization (Resource Efficiency) and reduce the use of new resources. The project has the following objectives.

- Developing a high-quality water treatment system for reuse and carbon neutrality preparedness, which consists of a filtration system with expandable and contractible filter cartridges and a sterilization unit using photocatalytic oxidation (PCO), solar cells, and the 30 cubic meter per hour prototype batteries. This system was experimentally installed at Saha Group Industrial Park Sriracha, to achieve treated water quality equivalent to the quality of water supplied to the system.
- Experimenting to enhance the efficiency of organic substance removal and sterilization equipment using photocatalytic oxidation (PCO) by preparing a titanium dioxide film on the translucent surface pipe in the PCO device on the water-contacting side. This includes developing research on titanium dioxide coating using Spray Coating and Plasma Spray Coating techniques, along with studying various factors such as the effect of wastewater pH, the required amount of catalyst (titanium dioxide film thickness), the intensity of UV light for activation, and treatment duration in an actual treatment system. The objective of this study is to reduce COD levels, color, and pathogens in wastewater, beyond what is achieved by the filtration system with expandable and contractible filter cartridges.
- Assessing the Carbon Footprint and Circularity Index by comparing wastewater treatment before entering the currently used system, after passing through the Activated Lagoon system, and after passing through the Constructed Wetland system when applying PCO to enhance efficiency.

In conducting this project, the research team from Saha Group Industrial Park Sriracha has experimented by integrating a filtration system with a commercial photocatalytic oxidation (PCO) system with a capacity of 30 cubic meters per hour. Preliminary analysis results indicate that:

- Turbidity levels decreased from 26.8 NTU to 2.41 NTU.
- COD levels decreased from 29 mg/L to 25 mg/L.

The National Metal and Materials Technology Center (MTEC) and Saha Group Industrial Park Sriracha, have collaborated to expand the wastewater treatment system to a capacity of 30 cubic meters per hour, equivalent to approximately 4% per day, to produce treated water with a quality comparable to raw water entering the system or meeting tap water quality standards set by the Provincial Waterworks Authority and to be further developed into a Zero Liquid Discharge system. Additionally, the research team will apply a titanium dioxide coating to the water contact pipes in the PCO system to enhance efficiency, reduce energy consumption, and accelerate the treatment process. This also includes assessing the Carbon Footprint and Circularity Index, comparing wastewater treatment before entering the current treatment system, after passing through the Activated Lagoon system, and after passing through the Constructed Wetland system, in alignment with the defined objectives.

The project is currently in the expansion phase, transitioning from the experimental stage, and collecting operational data for innovation development from the implementation area, with the goal of commercial application in the future.

## Waste and Garbage Management

The Company considers waste and garbage management methods in accordance with legal frameworks and environmental standards, based on waste type. The Company also selects methods that minimize environmental impact such as reuse, recycling, or utilizing waste as raw materials for other products. If the disposal is necessary, the Company will consider disposal through proper and safe methods by authorized service providers.



### Waste Volume and Management Methods

In 2024, the company generated a total waste volume of 951.92 tons from operational activities, consisting of 396.42 tons of sludge and 555.50 tons of general waste. The company prioritizes waste management following the 3Rs principle and ensures proper and safe disposal through authorized agencies.

Operating Areas	2024 (Tons)	
	Wastewater Sludge	General Waste
Bangkok Headquarters		33.98
Saha Group Industrial Park Sriracha	316.11	171.07
Saha Group Industrial Park Kabinburi	30.04	67.46
Kabinburi Sport Club Golf Course, Prachinburi	-	5.57
Saha Group Industrial Park Lamphun	0.77	24.94
Hariphunchai Sport Club Golf Course, Lamphun		
Saha Group Industrial Park Mae Sot	-	
J Park Sriracha Nihon Mura, Chonburi	49.50	252.47
<b>Total</b>	<b>396.42</b>	<b>555.50</b>

**Note:** In 2024, data collection was conducted across all eight operational areas to establish it as the baseline year.

The primary waste generated from the Company’s operations is sludge from the wastewater treatment system within the Saha Group Industrial Park. The Company places great importance on proper waste management, ensuring compliance with waste management standards. In 2024, the total sludge volume was 396.42 tons. The Company has implemented waste management practices for wastewater treatment sludge by reusing the sludge through the Vermicompost Soil Conditioner Project. The products from this project are utilized within green spaces and golf courses under the Company’s supervision, supporting the target of achieving the reduction of waste disposal through landfilling (Zero Waste to Landfill.)

In 2024, the total amount of recycled sludge from the wastewater treatment system was 2.66 tons, resulting in a greenhouse gas emission reduction equivalent to 2,113.35 kgCO<sub>2</sub>e (2,664 kg × 0.7933 kgCO<sub>2</sub>e) from waste disposal by landfilling.

The volume of waste is processed through Reuse or Recycle.

Operating Areas	Total Wastewater Sludge (Tons)	Sludge recycled (Tons)	Sludge disposed of by landfill (Tons)
Bangkok Headquarters	-	-	-
Saha Group Industrial Park Sriracha	316.11	1.89	314.22
Saha Group Industrial Park Kabinburi	30.04	-	30.04
Saha Group Industrial Park Lamphun	0.77	0.77	-
Saha Group Industrial Park Mae Sot	-	-	-
Kabinburi Sport Club Golf Course, Prachinburi	-	-	-
Hariphunchai Sport Club Golf Course, Lamphun	-	-	-
J Park Sriracha Nihon Mura, Chonburi	49.50	-	49.50
<b>Total</b>	<b>396.42</b>	<b>2.66</b>	<b>393.76</b>

The total volume of wastewater treatment sludge repurposed under the 3Rs principle to support the target regarding Zero Waste to Landfill from 2022 to 2024 amounts to 5.874 tons, equivalent to a reduction in greenhouse gas emissions from landfill disposal of 4,659.84 kgCO<sub>2</sub>e.



## Composting Project from Organic Waste

The Saha Group Industrial Park, Lamphun, has implemented a project to utilize organic waste as a composting material instead of disposal. This includes organic waste and animal manure collected from the clubhouse, Hariphunchai Golf Club, Dr. Thiam Chokwatana’s Sufficiency Agriculture Project, and the company’s office buildings within the Saha Group Industrial Park. The total amount of collected waste is 2,161.56 kilograms, resulting in a greenhouse gas reduction equivalent to 1,714.77 kgCO<sub>2</sub>e from landfill disposal (2,161.56 kg × 0.7933 kgCO<sub>2</sub>e).



### “How to ทิ้ง” Project

The “How to ทิ้ง” activity continues to be implemented continuously, with the collaboration of employees at all levels in waste segregation and reusing waste under the 3Rs principle to transform waste into useful resources. The project establishes a systematic and comprehensive waste management approach by collaborating with external private organizations under the Recycle Day initiative, ensuring safety standards and traceability at every stage. The project is currently implemented in two operational areas of the Company, namely the Head Office and J-Park Nihon Mura Chonburi with the following operational details.



From the implementation of the recyclable waste collection activity under the project at the Head Office and J-Park Nihon Mura Chonburi, since the project’s inception from May to December 2024, with details as follows.

Areas Participated in the Project	Total Waste Volume (Kilograms)
Rama 3 Head Office	1,440.20
J-Park Nihon Mura Chonburi	12,595.90
<b>Total Recycled Waste Collected</b>	<b>14,036.10</b>



In 2024, the management of waste (general waste) for recycling or repurposing under the “How to ทิ้ง” project amounted to a total waste volume of 14,036.10 kilograms.

Through waste utilization activities based on the 3Rs principle, which helps reduce landfill disposal, the company successfully reused and recycled a total of 18,861.66 kilograms of waste in 2024. This accounts for 1.99% of the total waste generated within the organization and aligns with the company’s waste reduction targets.

78


3Rs Project	The volume of waste reused and recycled based on the 3Rs principle
Soil conditioner from wastewater treatment sludge using earthworms (kilograms)	2,664.00
“How to ทิ้ง” projects (kilograms)	14,036.10
Compost production from organic waste, including cow manure and food scraps (kilograms).	2,161.56
Total (kilograms).	18,861.66
<b>Total waste generated in 2024 (kilograms)</b>	<b>949,778.22</b>
<b>Proportion of waste utilization based on the 3Rs principle (%)</b>	<b>1.99</b>

## Climate Change


Under the United Nations Framework Convention on Climate Change (UNFCCC), which is linked to the Paris Agreement, the goal is to limit the global average temperature increase to no more than 1.5 °C. This presents significant challenges for business operations, requiring companies to navigate various risk factors, including both physical risks, such as severe natural disasters, and regulatory changes related to climate change. As a result, the Company must prepare for potential changes, as well as increasing customer expectations and evolving demands from both current and future markets. Therefore, to meet these demands and enhance competitiveness, the Company must be capable of managing and responding to customer needs while adapting to changing regulations.




To help slow the rise in global temperatures and mitigate the impacts of climate change which could lead to disasters, species extinction, and more severe pandemics if left unaddressed, the Company is committed to collaborating with all sectors to contribute to reducing global warming and supporting the nation’s goal of achieving carbon neutrality. The Company has set a Carbon Neutrality target for 2050 and aims to achieve Net Zero Greenhouse Gas Emissions by 2065.



**Target**



Committed to Achieving Carbon Neutrality by 2050



Achieving Net Zero Greenhouse Gas Emissions by 2065

### Governance Structure for Climate Change Management

The Company has established a governance structure and working committees responsible for climate change management, including greenhouse gas management. The Company has established the Good Governance and Risk Management Team, responsible for ensuring appropriate and effective risk management, including climate change-related risks. Additionally, the Sustainability Committee is formed with the responsibility of developing sustainability management strategies and overseeing the implementation of action plans. In this regard, the Sustainability Working Group is also formed to act as a task force for various sustainability-related management activities, including energy management, waste management, and other supporting initiatives, ensuring minimal climate change impacts and greenhouse gas emissions. **Further details on the roles and responsibilities of subcommittees are available in the Annual Registration/Statement the Annual Report 2024 (56-1 One Report), under the section on “Subcommittee Information.”**

### Climate Change Management Guidelines

The Company prioritizes climate change management by aligning its operations with future business directions, aiming toward clean energy and a low-carbon society. Emphasis is placed on researching and increasing investment in environmentally friendly businesses, as well as adjusting operational processes with a focus on collaboration across all sectors to reduce greenhouse gas emissions under the “**Measure, Reduce, Offset**” strategy, in order to achieve carbon neutrality and ultimately Net Zero Greenhouse Gas Emissions in the future.

#### Organizational Greenhouse Gas Management Strategy

Measure


Calculating the volume of greenhouse gas emissions of the Company in areas where the Company has the authority to control management.

Reduce

Increasing efficiency and managing operational processes efficiently to reduce resource consumption and minimize greenhouse gas emissions.

Offset

Increasing efficiency and managing activities to reduce greenhouse gas emissions or enhance carbon sequestration to compensate for the remaining greenhouse gas emissions of the Company to achieve carbon neutrality.





### Target 2024

Reporting and disclosing 100% of the volume of greenhouse gas emissions in all areas under the management of the Company to establish a baseline emission year.

Since 2022, the Company has conducted an annual organizational carbon footprint assessment, following methodologies set by the Thailand Greenhouse Gas Management Organization (Public Organization). In 2024, the Company expanded its greenhouse gas emissions data collection across eight locations, covering office spaces, industrial park areas, golf courses, and other rental properties for the first time. This data will serve as the baseline year for setting greenhouse gas emission reduction targets.

Additionally, the Company has identified significant activities (from January 1 to December 31, 2024) to assess other indirect greenhouse gas emissions (Scope 3). A significance assessment criterion has been established for evaluating Scope 3 emissions, with the details outlined as follows.

Assessment Criteria	Description
Source of GHG	Whether the organization has this greenhouse gas emission source.
Magnitude or Size	The activity involves indirect greenhouse gas emissions or removals that are assumed to have a significant volume.
Level of Influence (Reduction of potential))	The activity involves greenhouse gas emissions or removals that the organization can monitor and reduce. (Examples include activities related to energy efficiency assessment, eco-economic design, contractual agreements with customers, or requirements from project owners.)
Risk or Opportunity	The activity involves indirect greenhouse gas emissions or removals that contribute to organizational risks (Examples of risks related to climate change may include financial risks, regulatory risks, supply chain risks, product and customer risks, litigation risks, and reputational risks) or receiving business opportunities (such as entering new markets or adopting new business models.)
Sector Guidance	The activity involves greenhouse gas emissions that are considered significant for the industry under evaluation, as defined in industry-specific guidelines or frameworks.
Outsourcing	The activity involves indirect greenhouse gas emissions or removals resulting from outsourcing or external entities conducting activities considered core to the organization’s business operations.
Employee engagement	The activity involves indirect greenhouse gas emissions that encourage employee participation in emission reduction through energy conservation or teamwork under climate change-related principles (such as incentivizing energy conservation, carpooling, or implementing internal carbon pricing).

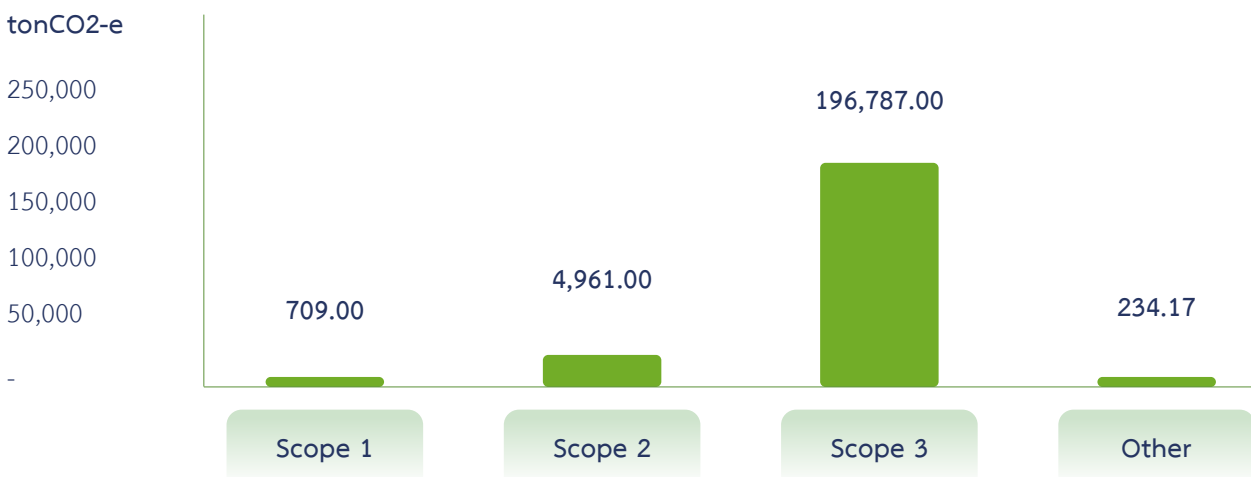
**Source:** Section 12 of the Requirements for Calculating and Reporting Organizational Carbon Footprint, 7<sup>th</sup> Edition (5<sup>th</sup> Revision, January 2021).

The results of the key assessment for activities included in the evaluation of other indirect greenhouse gas emissions (Scope 3) indicate that there are two significant activities regarding the other indirect greenhouse gas emissions within the Company. These activities are as follows.

- Category 3: Indirect greenhouse gas emissions from fuel-and energy-related activities.
- Category 5: Waste generated in operations

### Organizational Greenhouse Gas Emission

Operational Areas	Greenhouse Gas Emission (Unit : Ton Co2e)			
	Scope 1	Scope 2	Scope 3	Other
Bangkok Head Office	112.46	104.89	75.38	157.78
Saha Group Industrial Park Sriracha, Chon Buri	178.33	1,327.00	191,420.10	15.24
Saha Group Industrial Park Kabinburi, Prachin Buri	270.21	1,900.83	554.33	48.09
Kabinburi Sport Club Golf Course, Prachinburi	-	-	-	-
Saha Group Industrial Park Lamphun, Lamphun	128.16	924.68	369.69	6.62
Hariphunchai Sport Club Golf Course, Lamphun	-	-	-	-
Saha Group Industrial Park Mae Sot, Tak	18.02	58.18	20.48	1.06
J-Park Sriracha Nihon Mura Chonburi	1.61	645.39	4,346.28	5.38
<b>Greenhouse Gas Emissions</b>	<b>708.79</b>	<b>4,960.97</b>	<b>196,786.27</b>	<b>234.17</b>
<b>Total Organizational Greenhouse Gas Emissions (Scope 1 + 2 + 3)</b>	<b>202,690.20</b>			



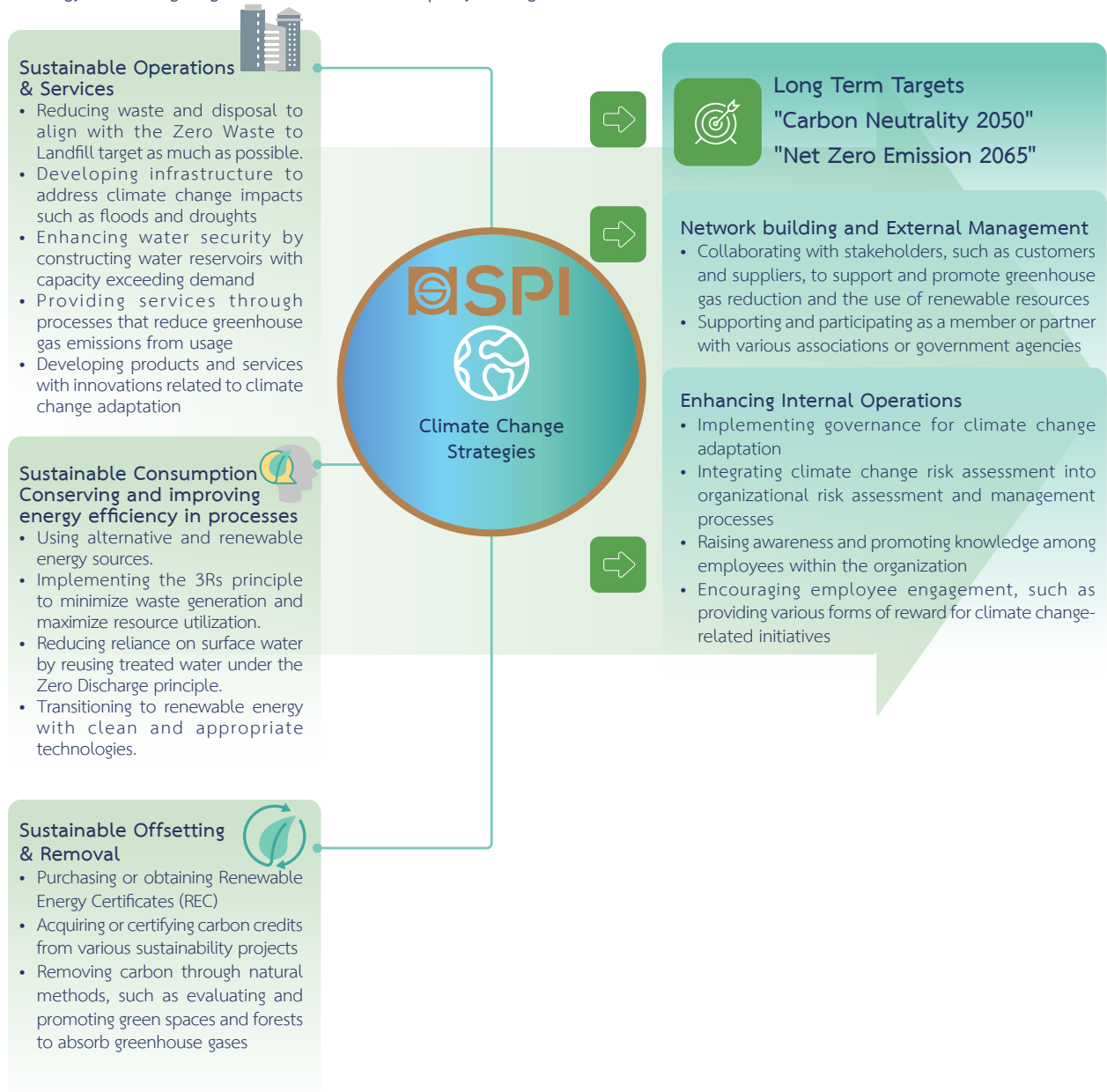
The Company has appointed ECEE Co., Ltd. as the assurer, which is registered with the Thailand Greenhouse Gas Management Organization (Public Organization). The verification process follows the Limited Assurance approach, and the Company has received certification for its greenhouse gas emissions and organizational carbon footprint from the Thailand Greenhouse Gas Management Organization (Public Organization).



- Greenhouse Gas Emission per unit (Carbon Intensity) for Scope 1 + 2 = **0.7467** TonCO<sub>2</sub>e/rai
- Greenhouse Gas Emission per unit (Carbon Intensity) for Scope 1 + 2 + 3 = **26.6611** TonCO<sub>2</sub>e/rai



In addition to setting targets for achieving carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065, the Company has established a framework and operational guidelines as part of its climate change strategy, ensuring alignment with the Company's targets.



## Greenhouse Gas Emission Reduction Activities

The Company promotes increased renewable energy usage within Saha Group Industrial Parks. Currently, Saha Group Industrial Park Sriracha has expanded the use of solar energy through both rooftop solar panels and floating solar panels, alongside electricity generated from fossil fuels and purchased electricity from the grid. Additionally, a 500-kilowatt Battery Energy Storage System (BESS) has been installed to enhance energy efficiency. In 2024, the total installed solar power capacity across all company-installed systems and at the operational site reached 28,431.18 kilowatts, marking a 35.63% increase from the previous year. This expansion has contributed to a total reduction of 16,183.03 kgCO<sub>2</sub>e in greenhouse gas emissions from electricity consumption.

### Solar Panel Installation Within the Project

No.	Location and Project Type	Installed Capacity (kW)	Equivalent Greenhouse Gas Emission Reduction (KgCO <sub>2</sub> e)
1	The Company's Office Buildings	96.93	55.17
2	The Company's Rental Areas	9,342.28	5,317.63
6	Entrepreneur	18,013.17	10,253.10
7	Solar Floating	478.80	272.53
8	BESS System (Battery Energy Storage Systems)	500.00	284.60
<b>Total</b>		<b>28,431.18</b>	<b>16,183.03</b>

### Promotion of Renewable Energy Usage

Solar energy is renewable energy derived from nature, considered clean energy that can be utilized without limitations and does not cause pollution or harm the environment. Solar energy can be used for electricity generation, including replacing electricity produced from fossil fuels. Therefore, the Company promotes the use of renewable energy within Saha Group Industrial Parks in organizational operations through solar cell innovations. In 2024, Saha Group Industrial Park Kabinburi and Kabinburi Sports Club Golf Course Prachin buri have installed rooftop solar panels (Solar Rooftop) to replace electricity consumption from the Provincial Electricity Authority within the Saha Group Industrial Park Kabinburi Office Building of and the driving range and maintenance buildings at Kabinburi Sports Club Golf Course. These installations will be operational in 2025, with further details as follows.

Solar Panel Installation Area	Maximum Power Output per Kilowatt (kWp.DC)	Number of Solar Panels (Panels)	Installation Area Size (Square Meters)
Office Building - Saha Group Industrial Park Kabinburi	5.63	9	25
Golf Driving Range - Kabinburi Sport Club Golf Course	51.25	82	229
Maintenance Building - Kabinburi Sport Club Golf Course	31.25	50	140

Benefits of Implementing a Solar Panel Installation Project at the Saha Group Industrial Park Kabinburi Office Building and Kabinburi Sport Club Golf Course

Energy Conservation Measures	Environmental and Resource Benefits	
	Electricity (Kilowatt-Hours per Year)	Greenhouse Gas Emissions Reduction (TonCO2e per Year)
Office Building - Saha Group Industrial Park Kabinburi	7,369.0	4.489
Golf Driving Range - Kabinburi Sport Club Golf Course	42,156.60	25.686
Maintenance Building - Kabinburi Sport Club Golf Course	67,996	41.429
<b>Total Benefits</b>	<b>117,521.60</b>	<b>71.60</b>

### Activities to Promote Cooperation and Awareness for Efficient Energy Use

#### Care The Bear Project

Reducing Greenhouse Gas Emissions **12,341.15** KgCO<sub>2</sub>e equivalent to CO<sub>2</sub> absorption/year of **1,371** trees

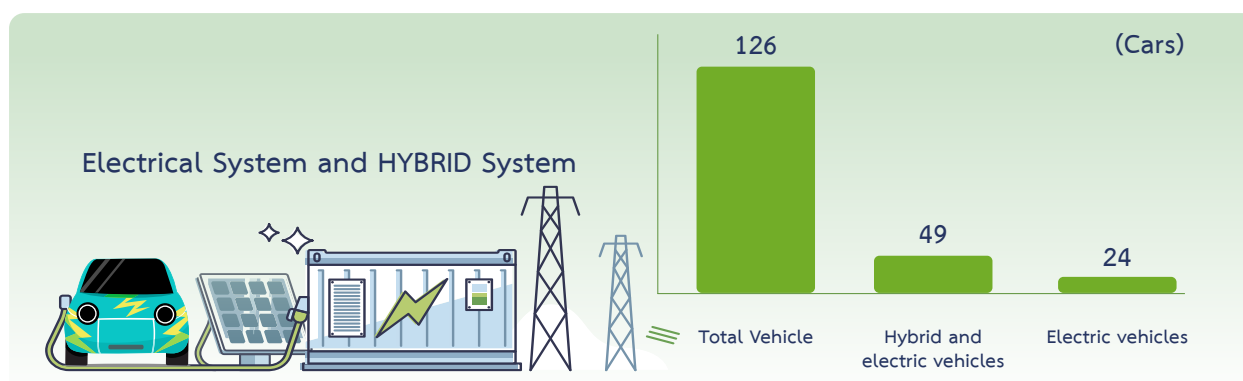
The Company has participated in the “Care the Bear” project through Town Hall activities. The Company’s goal is to hold these activities every month to provide an opportunity for employees at both the Bangkok office and branch offices to meet with the executives. This also gives employees the chance to ask

questions about business direction or any concerns they may have directly with the executives, through both onsite and online formats, to reduce travel for employees based at branch offices. In 2024, the Company organized a total of 5 Town Hall events, which resulted in a reduction of greenhouse gas emissions by reducing employee travel to attend these activities by 12,341.15 kgCO<sub>2</sub>e, equivalent to the annual carbon absorption of 1,371 trees.

Care The Bear	2024	2023
Reduction in Carbon Footprint (KgCO <sub>2</sub> e)	12,341.15	13,773.08
Equivalent Annual Carbon Dioxide Absorption of Trees (Trees)	1,371	1,531

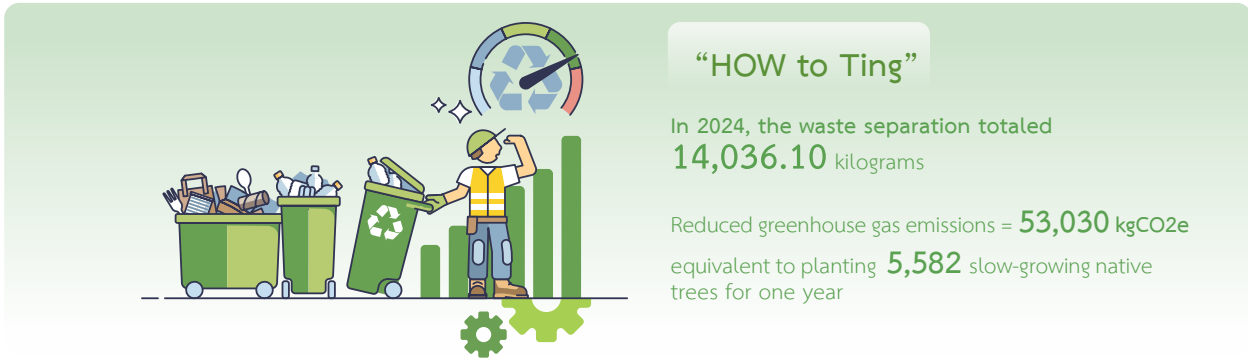
#### Clean Energy Vehicles Utilization

The Company continues to promote the use of clean energy, which includes transitioning from combustion engine vehicles that use fuel, to hybrid or electric vehicles. This change aims to reduce energy consumption and help decrease direct greenhouse gas emissions from the Company’s travel activities. In 2024, The company has hybrid and electric vehicles to a total of 49 units, accounting for 38.89%.



### Recycling Waste Management Project “How to Ting” (How to Dispose)

Through the “How to Ting” activity, which was created with the cooperation of employees at all levels in sorting waste and repurposing it according to the 3Rs principle, the Company has turned waste into a valuable resource. This was done by collaborating with external private organizations under the Recycle Day project. In 2024, the total efficiency of waste management for recycling or repurposing amounted to 14,036.10 kilograms. This equates to a reduction in carbon dioxide emissions of 53,030 kgCO<sub>2</sub>e, which is comparable to the carbon absorption capacity of 5,582 slow-growing native trees in one year



The Company’s “How to Ting” project, which involves waste sorting before disposal, has been successfully carried out with the collaboration of employees at all levels. The initiative collects and recycles waste from both the Bangkok headquarters and J-Park Nihon Mura Chonburi. The project sought certification for its greenhouse gas reduction efforts in waste management, specifically in waste sorting for recycling. It received certification under the Low Emission Support Scheme (LESS) from the Thailand Greenhouse Gas Management Organization (TGO) for the period from May 1 to December 31, 2024. The waste management efficiency achieved during this period resulted in a reduction of 53.03 tonCO<sub>2</sub>e

### Annual Seminar 2024

The Annual Seminar 2024 is organized under the theme “Green Dee Me Suk” which emphasizes and promotes sustainability by instilling a sense of responsibility and sustainable resource consumption. The company has produced crew-neck t-shirts made from microplastic fabric, which is derived from recycled plastic bottles. The fabric composition consists of 60% cotton and 40% recycled microplastic fibers. Each t-shirt uses a total of 11 plastic bottles. In 2024, the company produced 300 t-shirts for its annual seminar activities. Through this initiative, the company successfully reduced greenhouse gas emissions by 292.02 kgCO<sub>2</sub>e (Carbon Footprint Product).

Activities	Fabric weight per shirt (kg)	Emission Factor (KgCO <sub>2</sub> e/unit)	CO <sub>2</sub> Emissions per shirt (KgCO <sub>2</sub> e/1 unit)
Landfilled waste	0.187	2.3200	0.4338
PET (Bottke Grade)	0.187	2.8854	0.5396
Total CO <sub>2</sub> emission reduction per shirt			0.9734
Total CO <sub>2</sub> emission reduction from producing 300 shirts			292.02



Through various activities aimed at reducing impacts and greenhouse gas emissions, the Company successfully reduced its greenhouse gas emissions by a total of 65,718.34 tons of carbon dioxide equivalent in 2024.

Activities	Greenhouse Gas Emission Reduction Amount (KgCO <sub>2</sub> e)	
	2024	2023
Installation of Solar Panels Within the Project	55.17	55.17
Care The Bear	12,341.15	13,773.08
“How To ทิ้ง” project	53,030.00	2,111.00
2024 Annual Seminar T-shirts Made from Plastic Bottles	292.02	198.21
<b>Total</b>	<b>65,718.34</b>	<b>16,137.46</b>

## Air and Noise Pollution

The Company’s operations do not involve any activities that directly emit air pollution from its business operations or activities. Additionally, the Company does not have the authority to manage the factories within the Saha Group Industrial Park. However, the Company remains committed to monitoring and controlling environmental quality by measuring air quality in sensitive areas and surrounding communities of the Saha Group Industrial Park. This is to ensure vigilance against potential impacts on the Company’s stakeholders.



### Targets :

1. No incidents of violations of environmental laws and regulations
2. Environmental quality indicator values remain within the standard criteria

The Company has set the frequency and stations for monitoring according to the environmental impact prevention and mitigation measures outlined in the Environmental Impact Assessment report. Evaluation is conducted every six months, and the Company prepares reports on the implementation of prevention and mitigation measures as well as environmental impact monitoring measures to relevant authorities. This effort aims to assure stakeholders that the Company is committed to environmental impact management and diligent environmental quality monitoring. It enables timely response and resolution of environmental issues within the Saha Group Industrial Park area.

Methods for atmospheric air quality measurement will be conducted in accordance with the National Environmental Committee Announcement No. 10 (1995) and No. 21 (2001), and internationally recognized methods such as those by the U.S. EPA or APHA Intersociety Committee; Method of Air Sampling and Analysis. The monitoring will be carried out continuously for 3 days, covering both holidays and working days.

In 2024, air quality measurements were conducted according to the National Environmental Committee Announcement No. 24 (2004) regarding the general air quality standards, National Environmental Committee Announcement No. 33 (2009) regarding the standard values for nitrogen dioxide in the general atmosphere, and National Environmental Committee Announcements No. 12 (1995) and No. 21 (2001) regarding the standard values for sulfur dioxide in the general atmosphere within one hour. The air quality measurements in Saha Group Industrial Park Sriracha, Kabinburi, and Lamphun showed the following results:



Parameters	Standard Limit	Air Quality Measurement Results
TSP (mg/m <sup>3</sup> )	Not exceeding 0.33 mg/L	Not exceeding the specified standard limits in all areas.
NO <sub>2</sub> (ppm)	Not exceeding 0.17 ppm	
SO <sub>2</sub> 1-hour average (ppm)	Not exceeding 0.3 ppm	
SO <sub>2</sub> 24-hour average (ppm)	Not exceeding 0.12 ppm	

The air quality measurements across all Saha group industrial parks indicate that the environmental quality indicators are within the legal standard limits and comply with the environmental impact prevention and mitigation measures. There were no incidents of legal or regulatory violations regarding environmental issues, aligning with the Company’s goals. Additionally, there were no complaints from surrounding communities about environmental law violations related to the Saha Group Industrial Park areas.

In addition to monitoring air quality impacts on communities around the Saha Group Industrial Park, the Company has also established general noise level monitoring stations in sensitive areas near the Saha Group Industrial Park that require tranquility. This is to track and monitor potential impacts on these sensitive areas. The general noise level measurement is conducted in accordance with the National Environmental Committee Announcement No. 15 (1997) regarding general noise level standards, with detailed measurement methods as follows:

Parameter	Measurement Method	Measurement Details	Standard limit
General Noise Level (Leq 24 hr.)	Integrated Sound Level Meter	Noise level measurement will be carried out using an Integrated Sound Level Meter, measuring the 1-hour average noise level (Leq 1 hr.) continuously for 24 hours over a period of 3 consecutive days	Not exceeding 70 dB(A)
Average Day-Night Noise Level (Ldn)	Integrated Sound Level Meter	An Integrated Sound Level Meter will be used to measure the 1-hour average noise level (Leq 1 hr.), and these values will then be calculated into the average day-night noise level (Ldn).	N/A


The Saha Group industrial parks where noise level monitoring is conducted have successfully managed to keep noise levels within the prescribed limits. Importantly, there have been no complaints regarding noise pollution from the surrounding community areas in any of these locations, which aligns with the Company’s established goals.

## Promotion of Biodiversity


The Company is committed to protecting and preventing damage or impacts on both ecosystems and biodiversity. While the development of industrial parks and commercial real estate contributes positively to the country’s economic growth, job creation, and income distribution to communities, such land use may have negative impacts on biodiversity and local ecosystems. This can result in a loss of balance and the integrity of local resources. Therefore, the Company is dedicated to developing industrial parks and real estate into cities that balance economic growth with maintaining environmental and social quality, aligning with the Company’s sustainability policy. The policy ensures the efficient use of resources, controls, and reduces the business’s impact on ecosystems and biodiversity, and enhances resilience to climate change. The Company adheres to eco-industrial town principles to manage Industrial Parks. It also avoids investing in or developing projects in areas with high risks and impacts on significant

historical sites, World Heritage sites, or habitats of rare or endangered species, based on the IUCN Red Lists criteria

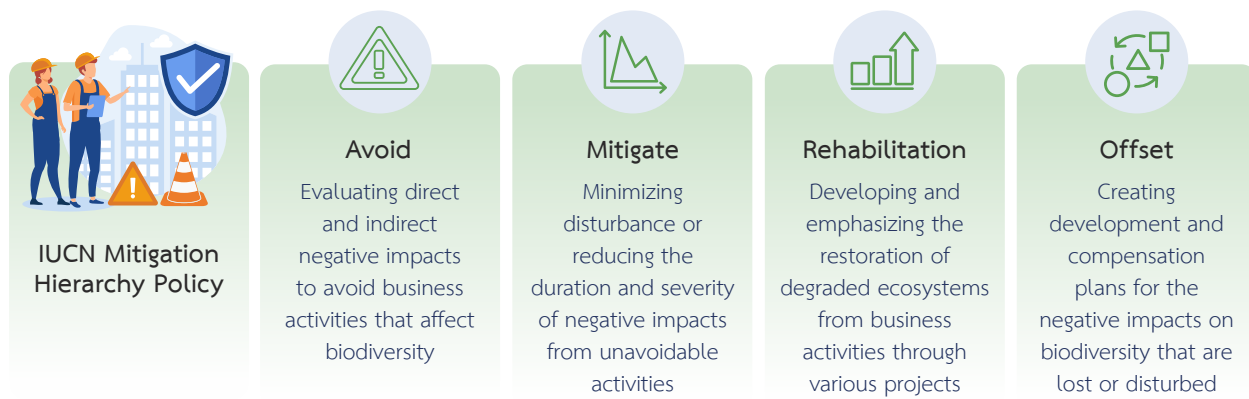
### Biodiversity Management Approach



**Targets :**  
Green areas account for no less than **10%** of the total area in Industrial Park



In order to ensure that the Company’s operations coexist with business growth without adversely impacting existing natural resources and biodiversity, and to reduce the risk of negative impacts, the Company has adopted the Mitigation Hierarchy as a framework. This is to mitigate biodiversity impacts at all levels in accordance with the principles of the International Union for Conservation of Nature (IUCN). The approach consists of four key actions: Avoid, Mitigate, Rehabilitate, and Offset.





**Ongoing Activities/Projects**

- Announcing the Company’s sustainability policy to reduce business impact on ecosystems and biodiversity.
- Announcing the Supplier Code of Conduct for all companies under the group, emphasizing ethical environmental management to avoid and minimize operational impacts on biodiversity by suppliers and contractors.
- Maintaining original forest ecosystems and biodiversity in the area while preserving and increasing green spaces in the Saha group industrial parks towards becoming eco-industrial towns.
- Conserving terrestrial and aquatic biodiversity through collaboration between the Company and local government agencies.
- Supporting and encouraging all stakeholders to participate in the care, restoration, and conservation of biodiversity in Saha Group Industrial Park areas.

## Biodiversity Promotion Monitoring

The Saha Group Industrial Park areas under its management are required to implement measures for the prevention and mitigation of biodiversity impacts, both terrestrial and aquatic ecosystems, as specified in the project's environmental impact assessment report. Additionally, the Company is required to monitor and evaluate the implementation of these prevention and mitigation measures. The results of these activities are reported to relevant government sectors for review twice a year. The operational details for 2024 can be summarized as follows:

Environmental Impact	Environmental Impact Prevention and Mitigation Measures	Actual Implementation Details	Issues and Solutions in 2024
<b>Saha Group Industrial Park Kabinburi Project</b>			
Terrestrial Ecology	<ul style="list-style-type: none"> <li>Forest Plantation Area of 472 rai</li> <li>Public Park Improvement Area of 50 rai</li> <li>Additional Forest Plantation 300 rai in government areas</li> <li>Using local plant species to enhance some areas</li> </ul>	<ul style="list-style-type: none"> <li>The project has been implementing the forest plantation measures since 1993, and currently, the forest plantation area is under the responsibility of the 12th Military District.</li> <li>The project has completed the construction of a public park in the Phrom Sathan Thao Maha Phrom area, covering 50 rai, as per the prescribed measures.</li> <li>The project has planted forests in both project areas and government areas as per the prescribed measures since 1993. Additionally, green spaces have been established in various parts of the project.</li> <li>The project has used local plant species to enhance the public park area in Phrom Sathan Thao Maha Phrom and has planted teak gardens at the front of the project.</li> </ul>	No issues found
Aquatic Ecology	<ul style="list-style-type: none"> <li>Maintaining wastewater treatment system to ensure consistent efficiency</li> <li>Other measures, such as maintaining surface water quality</li> </ul>	<ul style="list-style-type: none"> <li>The project has measures to control the operation of the wastewater treatment system to ensure it operates at full efficiency at all times. This task has been assigned to Eastern Thai Consulting 1992 Company Limited, which supervises the system and registers operators with the Department of Industrial Works. Currently, the project does not discharge wastewater into public water sources.</li> </ul>	No issues found
<b>Saha Group Industrial Park Lamphun Project</b>			
Terrestrial Ecology	<ul style="list-style-type: none"> <li>Tree Planting and Landscaping total area of 104,305 rai</li> <li>Using local plant species to enhance some areas</li> </ul>	<ul style="list-style-type: none"> <li>The project has planted trees, including both perennial and ornamental plants, primarily using local plant species, covering a total area of approximately 190 rai.</li> </ul>	No issues found
Aquatic Ecology	<ul style="list-style-type: none"> <li>Maintaining wastewater treatment system to ensure consistent efficiency</li> </ul>	<ul style="list-style-type: none"> <li>The project has assigned Eastern Thai Consulting 1992 Company Limited to supervise the wastewater treatment system, ensuring it operates at full efficiency at all times. Currently, the project does not discharge wastewater into public water sources.</li> </ul>	No issues found

Remarks: The report on the implementation of environmental impact prevention and mitigation measures, and the environmental impact monitoring measures for the Saha Group Industrial Park Kabinburi project and the Saha Group Industrial Park Lamphun project (June - December 2024), Office of Natural Resources and Environmental Policy and Planning, Ministry of Natural Resources and Environment.



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension



Saha Group industrial park areas in Kabinburi and Lamphun, with a total operational area of 6,200 rai have implemented measures for impact prevention and biodiversity monitoring in accordance with relevant regulations or specified in the environmental impact assessment reports, achieving 100% compliance. No changes or issues negatively affecting biodiversity and ecosystems in the Saha Group Industrial Park areas have been found.

### Green Area Management

Aside from managing land use for economic and revenue-generating purposes, the Company also has policies to share some land for environmental and social benefits. The main benefits of creating green spaces within the area are to provide a good environment for surrounding communities, as well as for workers within the area, to enhance their well-being and health. Importantly, it aims to balance environmental and ecosystem health and serve as a carbon dioxide sink for the project. Currently, there are 1,743.51 rai of green space within the Saha Group Industrial Park areas. The Company has set a target to develop and maintain green spaces within all 4 industrial parks to account for at least 10% of the total operational area. Additionally, the Company promotes the planting of trees to compensate for and encourage the growth of rare local plant species, in collaboration with local government sectors. Importantly, 100% of the planted species will be local plants.



## Biodiversity Promotion and Cooperation Activities

The 2024 annual seminar not only fosters relationships among company employees but also promotes social and environmental responsibility among all employees under the concept “Green Dee Me Suk – Sustainable from the Heart.” The Company has organized activities to promote biodiversity at the Sirindhorn International Environmental Park, which serves as a learning and training center for natural resource and environmental conservation, including energy conservation, in line with the royal initiative. Biodiversity promotion activities include releasing mollusks and barramundi to restore and preserve marine ecosystem diversity around the area.



The Company also emphasizes the development and preservation of local species and the development of livestock farming. On July 11, 2024, the Company donated one female and one male buffalo to Chiang Mai College of Agriculture and Technology for students in the Animal Science Department to study. This donation aims to reduce inbreeding issues and preserve indigenous species and genetics.



### Promotion of Lamphun White Cattle Conservation

The Pracharath Agricultural Sufficiency Project by Dr. Thiam Chokwatana in Lamphun Province, in collaboration with the communities around the Saha Group, focuses on promoting the conservation breeding of Lamphun White Cattle and developing livestock farming careers. This initiative originated from the agricultural project that started breeding Lamphun White Cattle to conserve the breed since 2012, and the number has been increasing. The project team held discussions to create the Promotion of Lamphun White Cattle Conservation Breeding Project and develop livestock farming careers for interested farmers. The focus is on farmers in Pa Sak and Wiang Yong Subdistricts, Lamphun Province, where the Saha Group is located.



### Return Fish to Khlong Yang Activity in Wang Dan Subdistrict

Saha Patthana Inter-Holding Public Company Limited, in collaboration with the Wang Dan Subdistrict Administrative Organization and local government sectors in the project area, has initiated the “๓Rak Num Rak Pa Rak Sa Phaen Din” project at Sakud Nong Bua, Moo 12, Wang Dan Subdistrict, Kabin Buri District, Prachinburi Province. The project includes activities such as the “Return Fish to Khlong Yang” initiative in Wang Dan Subdistrict, involving tree planting and fish-releasing activities to restore and preserve the community forest. These efforts aim to promote and sustain the ecosystem and biodiversity of the local water sources.



## Environmental Activities Expenditure

In 2024, the Company incurred expenses totaling THB 232.96 THB Million from various environmental activities to support its environmental operations. These activities include promoting and restoring environmental quality, as well as controlling and preventing pollution or addressing environmental issues.



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension

PEOPLE  
PEOPLE

PEOPLE  
PEOPLE

# Social Dimension



## Social Dimension



The Company is committed to conducting its business to drive change or create a positive impact on stakeholders and society by having a social target of operating its business under equal and fair treatment toward stakeholders according to the principles of respect for human rights, ensuring the well-being and safety of operators, as well as taking responsibility for the community and society to develop the quality of life and well-being and build social recognition so that the business can continue sustainably. The Company manages social and sustainability efforts through four key areas, which include respect for human rights, employee care, occupational health and safety, and community and social engagement. The Company emphasizes promoting value from within the organization to external stakeholders by ensuring fair treatment across the organization and throughout all business processes, enhancing employees' knowledge and skills, strengthening a safety culture, ensuring employee health, supporting career advancement, and fostering employee engagement with the Company. These efforts will enable the Company to enhance its services and achieve excellence in various areas, in line with the Company's quality policy of "Good People, Good Products, Good Society" set by the Company to drive business toward sustainability through creating shared value between the Company and stakeholders.



### Respect for human rights

The Company places great importance on managing human rights issues in business operations and activities systematically. It conducts business based on respect for the rights of all stakeholder groups, including people with diverse gender identities (LGBTQIA+), vulnerable groups, and disadvantaged individuals. The Company embraces differences equally, whether in terms of thought or social background, and incorporates this principle into its business operations to prevent risks and impacts from human rights violations. Accordingly, to demonstrate its commitment to managing human rights issues, the Company has established a Human Rights Policy that strictly follows international human rights standards.

In addition to respecting the human rights of all stakeholder groups, the Company has also established and announced a Social Responsibility Policy on Labor that emphasizes the prohibition of forced labor, non-discrimination, child and female labor, labor relations, sexual harassment, workplace violence, and workplace safety. This policy serves as a guideline and operational framework to promote equality and fairness.







### Target

1. No human rights complaints within the organization and from the Company’s business operations.
2. Conducting evaluation and review of human rights risk issues for direct stakeholders in the business supply chain (100%).



Human Rights Policy



Corporate Social Responsibility Policy on Labor



The Company recognizes the impact of human rights issues on stakeholders throughout the supply chain, as business activities play a significant role in promoting positive impacts on local economic development, creating jobs for local communities, and improving the quality of life by providing access to public utilities and infrastructure. However, Saha Group Industrial Park operations present risks and opportunities related to human rights violations of stakeholders, including the creation of pollution that negatively affects health and disrupts the quality of life, as well as unsafe working conditions for employees within the area to support compliance with human rights principles and to manage potential human rights impacts throughout the business value chain, the Company has established a comprehensive process for monitoring and assessing Human Rights Due Diligence. This process follows the United Nations Guiding Principles on Business and Human Rights (UNGP) to address human rights risks and foster a culture of respect for human rights within the organization.



### Human Rights Due Diligence Process



Establishing human rights policy and guidelines



Assessing risks and impacts in every process of business operations That may have an impact on human rights for all stakeholder groups



Establishing measures to control or mitigate adverse impact regarding potential human rights violations



Monitoring operational results and reporting them to the executives, as well as communicating and disclosing them to stakeholders



Providing a channel for receiving complaints or grievances regarding remedial mechanisms when adverse human rights impacts occur



Raising awareness among employees and stakeholders to operate according to principles and respect human rights



Economic Dimension / Corporate Governance



Environment Dimension



Social Dimension



## Human Rights Risk Analysis and Assessment

In 2024, the Company conducted a Human Rights Due Diligence: HRDD throughout the business value chain in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP). This process requires the consideration of four fundamental human rights, including labor rights, rights to natural resources and the environment, customer/consumer rights, and rights to housing and occupation. The assessment also involved analyzing incidents or situations related to human rights violations resulting from business activities that directly affect the Company's stakeholders. The analysis was based on the principle of identifying the connection between the Company or its activities and human rights impacts in three cases, which include:

- Cause - The organization or business activities cause the impact.
- Contribute - The organization or business activities contribute to the impact.
- Link to – The organization or business activities are linked to the impact.

The Company's key target groups or primary rights holders, who are direct stakeholders, consist of five groups: employees, partners/contractors, communities, customers/consumers, and shareholders. The Company has analyzed the human rights risk framework for each group that could potentially affect stakeholders or rights holders. In addition, the Company has adopted a human rights risk framework to analyze and consider incidents or situations that have occurred or may potentially be actual in relation to violations of the four fundamental rights. The summary is as follows:

### Consideration of Actual or Potential Risk Incidents/Situations

#### 1. Labor Rights

- 1.1 Unsafe or unsuitable working conditions lead to health risks and accidents, such as insufficient lighting and inadequate equipment for working at heights.
- 1.2 Unfair terms in employment contracts, such as unfair wage payments.
- 1.3 Unjustified termination of employment.
- 1.4 Leakage of personal information (employees/contractors), such as identity card numbers.
- 1.5 Use of child labor, migrant labor, or other illegal labor.
- 1.6 All forms of threats, harassment, and of sexual harassment.
- 1.7 Discrimination and lack of equal treatment based on factors such as gender, religion, and age.

#### 2. Rights to Natural Resources and the Environment

- 2.1 Environmental pollution, such as contamination of water, air, and noise.
- 2.2 Improper management of waste and hazardous materials.
- 2.3 Shared use of water resources from natural sources.

#### 3. Customer/Consumer Rights

- 3.1 Leakage of personal information, such as power purchase agreements and building lease contracts.
- 3.2 Delivery of substandard or unsafe goods and services.
- 3.3 Problem-solving processes, such as delayed resolution of issues.

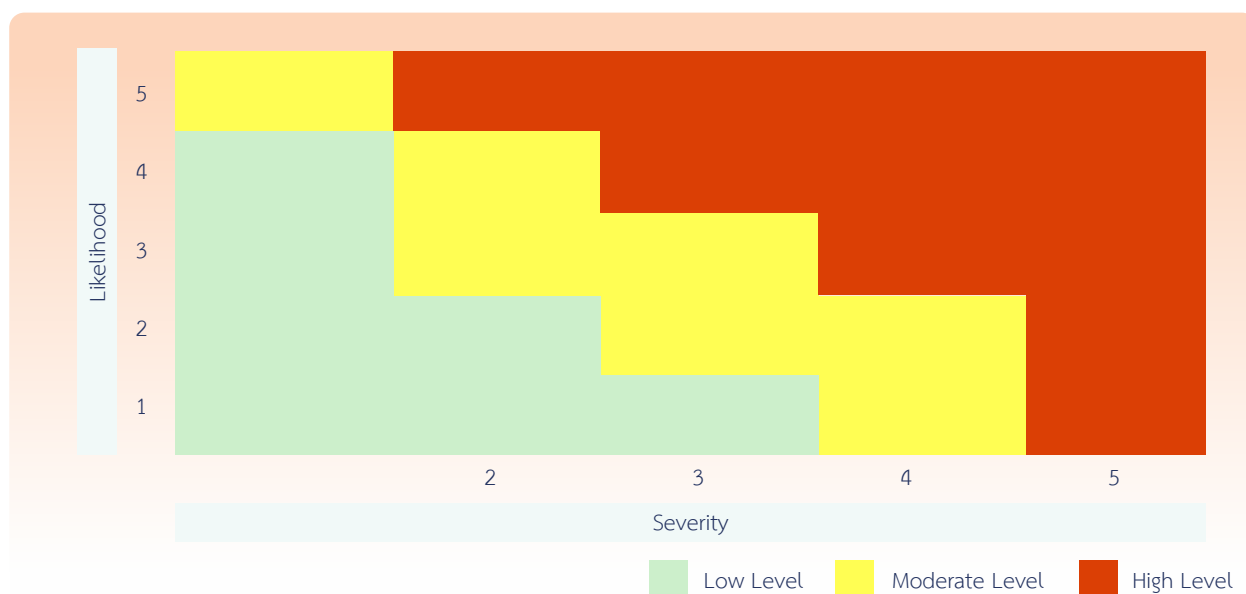
#### 4. Rights to Housing and Occupation

- 4.1 Complaints arising from violations of housing rights, such as flooding and noise pollution.
- 4.2 Inability to access areas for occupational activities.



## Human Rights Risk Ranking

Based on the analysis of human rights risk incidents or issues, the Company has assessed the severity and likelihood of occurrence to determine the level of human rights risk using a Risk Assessment Matrix. This matrix helps assess the severity of human rights violations to establish and review measures to eliminate, reduce, and prevent human rights risks, ensuring they remain at an acceptable level if the risk is identified as high. Additionally, the Company has established and reviewed measures for remedying the impact in cases where human rights violations occur within business activities. The Company has also disclosed the severity level and the likelihood of impact resulting from this analysis on its official website.



## Human Rights Risk Assessment Results

From the human rights risk assessment and review conducted in 2024, it was found that 3 issues were classified as high-level risks and key risk issues (Salient Issues) out of a total of 15 issues, accounting for 20%. These issues are related to:

1. Unsafe or unsuitable working conditions lead to health risks and accidents, such as insufficient lighting and inadequate equipment for working at heights.
2. Environmental pollution, such as contamination of water, air, and noise.
3. Complaints arising from violations of housing rights, such as flooding and noise pollution.

Scope of Assessment	Percentage of business activities assessed for human rights risk	Percentage of activities identified with high-level human rights risks (Salient Issues)	Percentage of activities with very high human rights risks that have preventive and mitigation measures in place
<b>Company's Business Operation Areas</b> (Head Office, Saha Group Industrial Park, Golf Course, and J-Park Nihon Mura)	100	20	100

All high-risk human rights issues (100%) have been reviewed by the relevant departments, and measures have been established to mitigate the impact of these human rights issues. Additionally, remediation measures have been established in case of any impact, ensuring that the level of risk is reduced to an acceptable level for all identified issues.

## Establishment of Measures and Guidelines for Preventing and Remedying Human Rights Impacts in 2024

Human Rights Issues	Severity	Measures to Eliminate, Reduce, and Prevent Human Rights Risks	Remediation Measures
<b>1. Labor Rights</b>			
1.1 Unsafe or unsuitable working conditions lead to health risks and accidents, such as insufficient lighting and inadequate equipment for working at heights.	Red (High Level)	<ol style="list-style-type: none"> <li>1. Establishing a Safety Policy</li> <li>2. Providing pre-operation training</li> <li>3. Setting up a work permit approval process</li> <li>4. Inspecting the completeness of safety equipment before starting operations</li> </ol>	<ol style="list-style-type: none"> <li>1. Issuing appropriate employment contract terms for contractors</li> </ol>
1.2 Unfair terms in employment contracts, such as unfair wage payments.	Green (Low Level)	<ol style="list-style-type: none"> <li>1. Establishing a Human Rights Policy</li> <li>2. Starting in employment contracts to strictly comply with the law</li> <li>3. Implementing weekly manpower inspection measures</li> </ol>	<ol style="list-style-type: none"> <li>1. Engaging in discussions/ consultations to find fair solutions and remedies</li> </ol>
1.3 Unjustified termination of employment.	Green (Low Level)	<ol style="list-style-type: none"> <li>1. Establishing Human Rights Policy</li> <li>2. Implementing clear employment measures or termination guidelines, along with providing fair employment contracts for workers</li> </ol>	<ol style="list-style-type: none"> <li>1. Compensation measures or providing additional privileges</li> </ol>
1.4 Leakage of personal information (employees/ contractors), such as identity card numbers.	Yellow (Moderate Level)	<ol style="list-style-type: none"> <li>1. Establishing a PDPA Policy</li> <li>2. Providing employee training</li> <li>3. Defining operational procedures</li> <li>4. Implementing information technology security measures or setting data access levels</li> <li>5. Providing a whistleblowing channel</li> <li>6. Establishing penalties</li> </ol>	<ol style="list-style-type: none"> <li>1. Engaging in discussions/ consultations to find fair solutions and remedies</li> <li>2. Providing commitments</li> <li>3. Implementing compensation measures or offering additional privileges</li> </ol>



Human Rights Issues	Severity	Measures to Eliminate, Reduce, and Prevent Human Rights Risks	Remediation Measures
1.5 Use of child labor, migrant labor, or other illegal labor.	Green (Low Level)	<ol style="list-style-type: none"> <li>1. Establishing the supplier code of conduct / disseminating it / providing training to subcontractors</li> <li>2. Developing the supplier auditing process</li> <li>3. Incorporating the supplier partner code of conduct into contract terms</li> <li>4. Creating a vendor list system to select qualified suppliers</li> <li>5. Providing a whistleblowing channel</li> </ol>	<ol style="list-style-type: none"> <li>1. Facilitating and coordinating with contractors to provide remedies for child labor</li> <li>2. Providing compensation for moral support, hospital visits, medical expenses, or funeral costs as appropriate</li> </ol>
1.6 All forms of threats, harassment, and of sexual harassment.	Yellow (Moderate Level)	<ol style="list-style-type: none"> <li>1. Establishing Human Rights Policy</li> <li>2. Providing whistleblowing channel</li> <li>3. Establishing a Transparent and Impartial Committee</li> <li>4. Implementing penalty measures</li> </ol>	<ol style="list-style-type: none"> <li>1. Engaging in discussions/ consultations to find fair solutions and remedies</li> <li>2. Providing commitments</li> </ol>
1.7 Discrimination and lack of equal treatment based on factors such as gender, religion, and age.	Green (Low Level)	<ol style="list-style-type: none"> <li>1. Establishing human rights policy</li> <li>2. Providing a whistleblowing channel</li> <li>3. Establishing a Transparent and Impartial Committee</li> <li>4. Implementing penalty measures</li> </ol>	<ol style="list-style-type: none"> <li>1. Engaging in discussions/ consultations to find fair solutions and remedies</li> <li>2. Providing commitments</li> <li>3. Implementing compensation measures or providing additional privileges, especially for specific groups.</li> </ol>
<b>2. Rights to Natural Resources and the Environment</b>			
2.1 Environmental contamination of pollution, such as water, air, and noise.	Red (High Level)	<ol style="list-style-type: none"> <li>1. Environmental Policy</li> <li>2. Establishing environmental regulations</li> <li>3. Conducting inspections</li> <li>4. Providing training for employees/contractors</li> <li>5. Contracting with contractors/customers</li> <li>6. Providing a whistleblowing channel</li> </ol>	<ol style="list-style-type: none"> <li>1. Holding joint meetings to find solutions</li> <li>2. Engaging in discussions with affected parties</li> <li>3. Compensating for damages / Providing remedies</li> <li>4. Assessing the damage</li> <li>5. Providing Commitments</li> </ol>
2.2 Improper management of waste and hazardous materials.	Green (Low Level)	<ol style="list-style-type: none"> <li>1. Environmental Policy</li> <li>2. Establishing environmental regulations</li> <li>3. Conducting inspections</li> <li>4. Providing training for employees/contractors</li> <li>5. Contracting with contractors/customers</li> <li>6. Providing a whistleblowing channel</li> </ol>	<ol style="list-style-type: none"> <li>1. Engaging in discussions with affected parties</li> <li>2. Assessing the damage</li> <li>3. Compensating for damages / Providing remedies</li> </ol>

Human Rights Issues	Severity	Measures to Eliminate, Reduce, and Prevent Human Rights Risks	Remediation Measures
2.3 Shared use of water resources from natural sources.	Green (Low Level)	1. Securing a backup water source	1. Engaging in discussions with affected parties 2. Assessing the damage 3. Compensating for damages / providing remedies
<b>3. Customer/Consumer Rights</b>			
3.1 Leakage of personal information, such as power purchase agreements and building lease contracts.	Yellow (Moderate Level)	1. Establishing PDPA Policy 2. Providing training for employees 3. Providing a whistleblowing channel 4. Implementing penalty measures	1. Engaging in discussions/ consultations to find fair solutions and remedies 2. Providing commitments 3. Implementing compensation measures or offering additional benefits
3.2 Delivery of substandard or unsafe goods and services.	Yellow (Moderate Level)	1. Conducting product and service inspections with customers before delivery	1. Providing corrections and improvements within the warranty period
3.3 Problem-solving processes, such as delayed resolution of issues.	Yellow (Moderate Level)	1. Complying with the defined KPIs	1. Engaging in discussions/ consultations to find fair solutions and remedies
<b>4. Rights to Housing and Occupation</b>			
4.1 Complaints arising from violations of housing rights, such as flooding and noise pollution.	Red (High Level)	1. Defining procedures and responsible departments 2. Providing a whistleblowing channel	1. Engaging in discussions/ consultations to find a satisfactory solution 2. Providing commitments
4.2 Inability to access areas for occupational activities.	Yellow (Moderate Level)	1. Establishing Privacy Policy 2. Defining procedures and responsible departments 3. Providing training for employees 4. Providing a whistleblowing channel	1. Engaging in discussions/ consultations to find a satisfactory solution 2. Providing commitments 3. Providing replacement areas 4. Developing careers and improving quality of life

## Negotiation

The Company allows employees to appoint representatives for negotiation and communication with the Company's management. Employee representatives are elected to serve on the Welfare Committee at the workplace under Section 96 of the Labor Protection Act B.E. 2541 (1998). The Committee has the authority to jointly discuss welfare management, provide advice and suggestions to the employer, and propose beneficial recommendations and guidelines to the Labor Welfare Committee. The Company grants the Welfare Committee operational independence and facilitates the Committee's activities, including organizing meetings and communication efforts.

The Company supports the employment of disabilities persons and their caregivers, enabling them to exercise their rights under Section 35 of the Persons with Disabilities Empowerment Act B.E. 2550 (2007) continuously to the present. In 2024, the Company supported 2 individuals with physical or mobility disabilities through Vulcan Coalition, an organization aimed at creating jobs that harness the true potential of disabilities persons. This initiative enables them to earn a sustainable income by working as AI Trainers in a subcontracting or service contract project for data creation to support artificial intelligence (AI) development, with a workload of 100 hours per month.

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

## Whistleblowing Channels

The Company provides an opportunity for employees and all stakeholder groups to express their opinions or file complaints. The Company has established channels for whistleblowing or filing complaints related to human rights and issues that violate laws, regulations, rules, or codes of conduct. A protection mechanism is in place to safeguard whistleblowers and complainants, ensuring that only authorized personnel have access to complaint information. All information is kept confidential and appoint the Committee to investigate complaints has been fair and provide feedback to the complainant within a reasonable timeframe. The Company has established and defined multiple channels for receiving complaints. In 2024, there were no human rights complaints within the organization or from the Company's business operations reported by any stakeholder group.

## Promotion of Human Rights Awareness

In 2024, the Company raised awareness among employees and business-related stakeholders by **organizing training on Human Rights Due Diligence** from August 20 to 21, 2024. Additionally, the Company invited key suppliers that Contribute to the Company's core business operations (Critical Tier 1 Suppliers) to participate as trainees to receive both theoretical and practical instruction on analyzing business operation risks related to human rights violations alongside the Company to raise awareness of responsibility and respect for human rights in all business activities, as well as the potential risks and impacts on stakeholders throughout the supply chain, enabling business partners to apply these insights to their own processes.



In 2024, the Company also conducted a human rights risk assessment for key suppliers that Contribute to the Company's core business operations (Critical Tier 1 Suppliers) at their business operation sites (on-site ESG audit) in accordance with the Company's established Supplier Code of Conduct.

## Whistleblowing Channels



### Reporting verbally or in writing to the complaint recipient

- Internal Audit Department Manager
- Human Resources Department Manager
- Company Secretary
- Accounting Department Manager



### Mail

P.O. Box 3, Non-Delivery Post Office, Sathu pradit, Bangkok 10124



Email : [cac@spi.co.th](mailto:cac@spi.co.th)



Tel. : +66 2293 0030



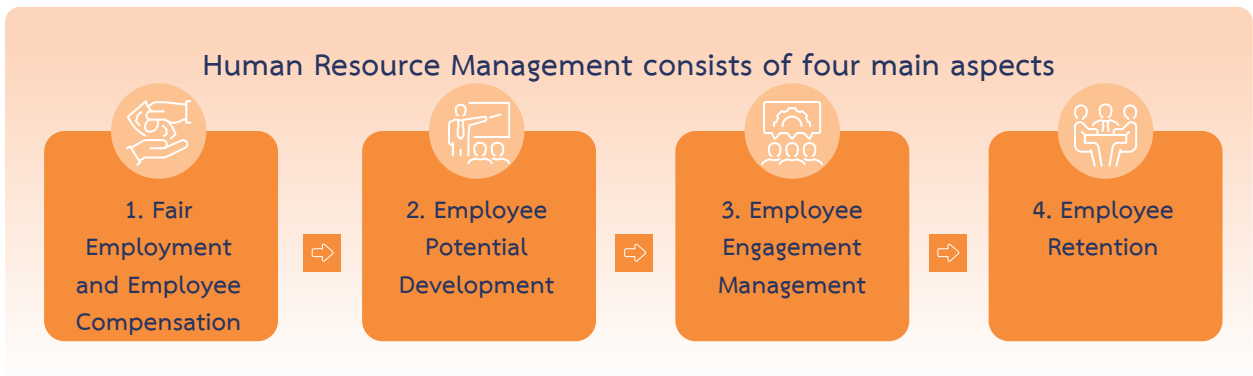
Suggestion Box



Details	Assessment Result (%)
Key suppliers that contribute to the Company’s core business operations (Critical Tier 1 Suppliers) assessed human rights risks	100
Key suppliers that contribute to the Company’s core business operations (Critical Tier 1 Suppliers) identified with high-level human rights risks (Salient Issues)	0
Key suppliers that contribute to the Company’s core business operations (Critical Tier 1 Suppliers) with measures to prevent and mitigate human rights impacts	0

## Employee Management

Employees are a key resource that drives the Company’s operations toward its goal of becoming a leading company and enhancing its competitive capabilities in the market. Therefore, the Company places great importance on complying with labor and welfare laws, combined with human rights principles, to treat employees equally, fairly, and without discrimination. The Company also promotes and supports the development of employee potential and provides a safe and healthy working environment to improve the quality of life. This approach aims to create a balance between work, health, and personal well-being, based on the belief that employees with potential and happiness will help drive the Company’s sustainable growth.

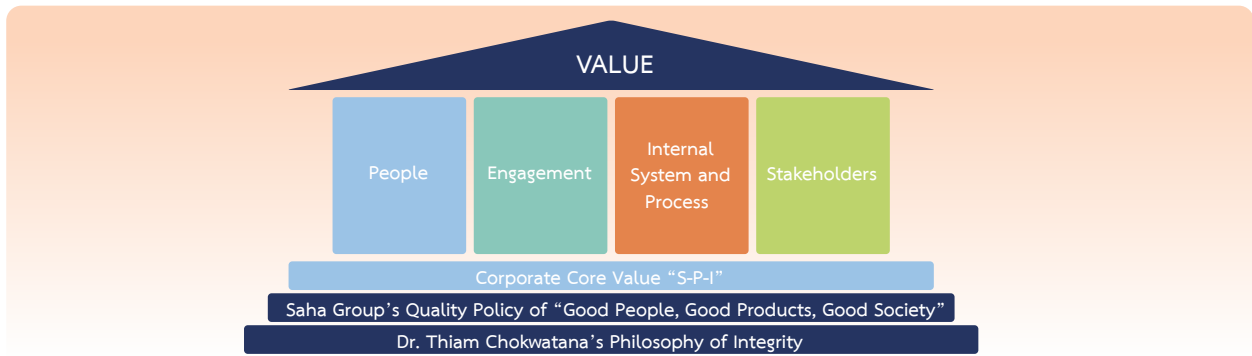


Based on the Company’s 4 key human resource management principles, these can be further developed to establish a framework for the Company’s human resource management, as detailed below:





The Company adheres to the principle of fair labor practices in accordance with Thai labor standards, which are prescribed by labor laws. This includes guidelines on labor management and suitable and fair working conditions, covering wages, working hours and holidays. It also includes providing welfare programs that enhance job and social security, along with developing employees' professional potential and capabilities. The Company firmly believes that sustainable growth stems from employees with potential, a balanced life, and happiness, who are ready to deliver quality products and services to customers and stakeholders, thereby strengthening the Company's competitive edge and ensuring economic stability. Therefore, the Company has developed a human resource strategy under its corporate core values: S - P - I in line with the Saha Group's Quality Policy of "Good People, Good Products, Good Society" together with the business philosophy of Dr. Thiam Chokwatana, the founder of Saha Group, which emphasizes that "Good business operations must not prioritize self-interest and must be conducted ethically." This serves as a guideline for managing employees within the organization to be efficient personnel, ready to support the Company's goals and fulfill social responsibility. The Company has developed its human resource management strategy through providing "Value" to establish a solid foundation for building strength and readiness for sustainable growth across four key areas as follows.



**The human resource management strategy focused on creating value in 4 key areas with objectives are:**

- (1) Enhancing employee capabilities, promoting the potential development of well-rounded skills and abilities, enabling employees to adapt quickly to business growth, fostering leadership qualities passed down through generations, and supporting the development of talented and virtuous individuals within the organization and society.
- (2) Building a culture of employee engagement with the organization, which will positively impact work efficiency and support the Company's growth.
- (3) Developing modern and internationally aligned internal systems and work processes, while focusing on adapting to innovations, technologies, and tools that enhance operational efficiency.
- (4) Instilling awareness participation of community, social, and environmental development, emphasizing the importance of all stakeholder groups, which will lead to true sustainable business development and growth.

The Company has established work rules and regulations for Saha Pathana Inter-Holding Public Company Limited to serve as a framework for the Company's management and operations, ensuring that they are conducted appropriately, orderly, and in line with the Company's objectives. These rules are intended to guide employees in their collective adherence to proper practices. The regulations cover the following areas:

- Employment
- Working days, regular working hours, and break periods
- Holidays and guidelines for holidays
- Guidelines for overtime work, working on holidays, and overtime work on holidays; payment dates and locations for wages, overtime pay, holiday work pay, overtime on holidays, and other compensation
- Leave and guidelines for taking leave
- Disciplinary actions and penalties
- Grievance Procedures
- Termination of employment, cessation of employee status, severance pay, and special compensation

## Recruitment and Employment

The Company has established clear employment regulations, requiring that employees must be at least 18 years old in compliance with the Company’s policy against child labor. The Company considers qualifications, knowledge, and skills that match the job requirements as defined by the Company, while ensuring equal opportunities without restrictions or discrimination based on gender, skin color, race, religion, or social status, wages and compensation. Throughout the recruitment and employment process, it is appropriately based on job responsibilities, knowledge, skills, and experience to attract talent and remain competitive in the labor market. In 2024, the Company set a target for successful recruitment and employment in line with the plan through the following recruitment and employment strategies:



### Target

Recruitment and Hiring Success Rate According to 80% of the Plan

Strategies	Operating Results
1. Planning workforce capacity and capabilities to align with the organizational culture.	<ul style="list-style-type: none"> <li>Establishing the organizational recruitment and workforce plan, with a strategy to recruit new employees who align with the Company’s culture. All candidates will have the opportunity to engage in discussions and interviews with the Committee and their supervisors to assess their compatibility with the Company’s culture.</li> </ul>
2. Attracting new-generation employees by building a positive corporate image.	<ul style="list-style-type: none"> <li>Establishing an Internship Program to provide students with opportunities to gain work experience with the Company. In the past year, the Company accepted a total of 8 interns.</li> <li>Expanding communication channels through online platforms, such as the Company’s Facebook page, to enhance the Company’s image and better engage with the younger generation.</li> </ul>
3. Expanding employee capabilities by supporting cross-functional work.	<ul style="list-style-type: none"> <li>Providing opportunities for internal employees to apply for vacant positions based on their interests to expand their capabilities and learn new skills. In 2024, a total of two employees were transferred across departments within the organization.</li> </ul>

In 2024, the Company announced and recruited for a total of 47 positions, successfully hiring for 38 positions, representing a recruitment success rate of 80.85%. As of December 31, 2024, the total number of employees was 200.

## Employee Recruitment Performance in 2024

Details	2024	2023	2022
Total Number of Employees (Persons)	200	168	144
Total Number of New Employees (Persons)	38	27	15

## Number of Employee by Generation

Details	2024 (Persons)
The Loyalist (Baby Boomer) - 58 years and older	14
The Life Maker (Generation X) - 42 - 57 years old	72
The New Driver (Generation Y) - 26 – 41 years old	110
The Digital Native (Generation Z) - 25 years, and younger	4

## 2024 Company Employment Rate



## Employment of Retired Employee

The Company has established regulations for employee retirement and details on retirement compensation. Employees who reach the age of 60 (based on their identification card) will be considered retired from the Company. Employees who turn 60 during a given year are required to work until the last day of that year, with their employment ending on January 1 of the following year. Alternatively, employees who turn 60 on any day of the month and wish to terminate their employment within that month are required to work until the last day of that month, with their employment ending on the 1st day of the following month. Retirement compensation will be calculated up to the last working day, and any other compensation owed to the employee will be prorated based on their length of service during that year and paid according to the terms and schedule set by the Company.

The Company recognizes that some retired employees remain physically healthy and capable of contributing effectively to the Company, as well as sharing their experience with younger generations, the Company provides an opportunity for post-retirement employment based on the employee's knowledge and capabilities. This decision is made at the Company's discretion, in line with the employee retirement regulations. In 2024, 5 employees retired, there were the employment of 4 post-retirement employees. Of these, 1 was rehired as a employee, and 3 were hired as consultants.

## Compensation

In addition to monetary compensation for employment, the Company provides additional benefits and privileges beyond the basic legal requirements to all employees without discrimination. These benefits are allocated fairly based on job responsibilities. The Company also considers paying annual bonuses to employees based on the Company's performance and individual employee performance. In 2024, the Company provided total compensation to employees, including salaries, meeting allowances, subsidies, overtime pay, and per diem allowances, amounting to THB 323,227,475.18. Apart from wages, the Company has established a Provident Fund managed by Land and Houses Fund Management Co., Ltd. As of December 31, 2024, the fund had a total of 154 members. Employees receive a Company contribution of 3% to 8% of their wages, totaling THB 14,778,228. Members can choose their contribution rate to the fund between 3% to 15%, upon termination of membership, employees will receive their accumulated contributions, Company contributions, and the net average return in accordance with the fund's terms and conditions.

The Company's working hours comply with the legal requirements regarding working days, working hours, break periods, weekly holidays, public holidays, annual leave. The Company also grants various types of leave with wage entitlements in accordance with legal requirements, including sick leave, personal leave, maternity leave, monk ordination leave, military service leave, and training leave. In addition to these legally mandated types of leave, the Company also provides additional leave for religious ceremonies, the death of an employee's parent, spouse, or child, religious practice leave, and leave to care for a spouse after childbirth. These provisions are outlined in the Company's work regulations for Saha Pathana Inter-Holding Public Company Limited.



## Provision of Employee Welfares

The Company informs employees about the welfares and benefits they will receive from the first day of employment through the new employee orientation program. The Company also encourages employee participation in improving benefits by establishing a Welfare Committee, which is composed of elected employee representatives. The Committee is responsible for holding joint meetings with the Human Resources Department, which represents the Company, every three months. This initiative aims to promote a better quality of life for employees and serves as a platform for gathering employee feedback, suggestions, and complaints.



Election of Welfare Committee at Bangkok Head Office



Election of Welfare Committee at Sriracha Branch Office

The Company, has established Welfare Committees at two locations, with employee representatives participating as Committee members.

Operating Locations	Number of Welfare Committee Members (Persons)	Percentage of Employees Representing the Employee Side in the Committee
Bangkok Head Office	5	4.27
Sriracha Branch Office	5	8.93

In addition to monetary compensation and wages, the Company also provides employee benefits and entitlements as required by law to support employees' well-being and improve their living conditions, while creating an efficient working environment. Accordingly, the Company has issued corporate regulations on Flexible Benefits to ensure equality and fairness for employees with different statuses. These benefits are divided into Fixed Benefit and Flexible Benefit under the concept of "SPI FLEXI 4 U." This regulation has been in effect since January 1, 2024.

Fixed Benefit	Flexible Benefit
<ul style="list-style-type: none"> <li>• Provident Fund</li> <li>• Saha Group Employees Savings and Credit Cooperative Limited</li> <li>• Nursing Room</li> <li>• Group Insurance</li> <li>• Group Health Insurance</li> <li>• Employee Visit in Case of Illness or Injury</li> <li>• Employee Funeral</li> <li>• Funeral for the Death of an Employee's Parent, Spouse, or Child</li> <li>• Financial Assistance in Case of Damage</li> <li>• Employee Housing</li> <li>• Government Housing Bank, Housing Loan</li> <li>• Government Savings Bank, Loan</li> <li>• Annual Health Check-Up</li> </ul>	<ul style="list-style-type: none"> <li>• Medical Care</li> <li>• Health and Personality Development</li> <li>• Education, Career, and Quality of Life Development</li> <li>• Mental Health Support</li> <li>• Recreational Activities</li> <li>• Other Benefits, such as life/health insurance premiums, car repair costs, and book expenses</li> </ul>

### Performance Evaluation and Compensation Determination for Executives and Employees

The performance evaluation of executives and employees helps assess the effectiveness of each employee's and executive's performance. This assessment provides valuable insights for planning the development and training of employees and executives to enhance their qualifications, skills, and work potential. It also supports human resource development analysis. Therefore, the Company allows all employees to participate in setting their own work development plans in collaboration with their supervisors. This approach promotes two-way communication, enabling supervisors and employees to exchange ideas and discuss solutions together. It also helps identify opportunities for improving work processes to increase efficiency and align with the targets and directions of both the department and the Company.

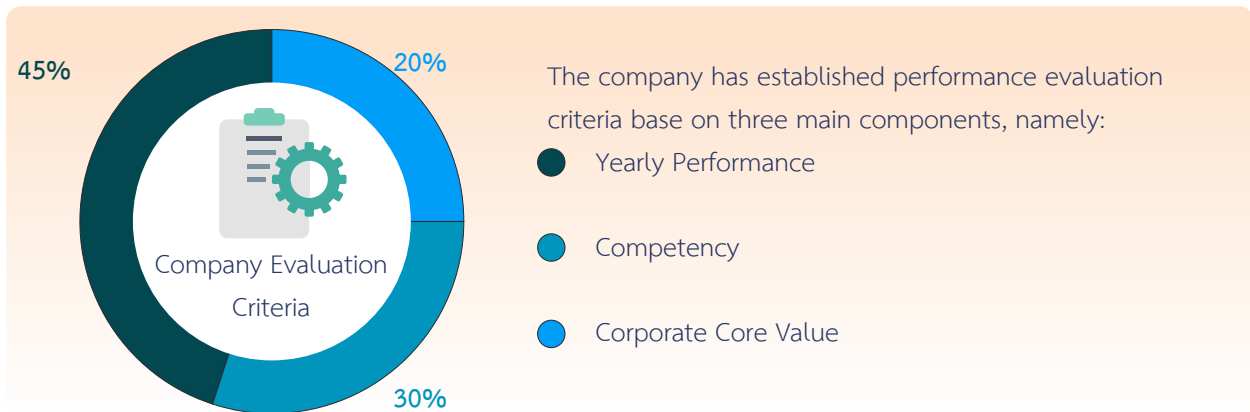


#### Target:

100% of employees and executives receive performance evaluations.

The Company has implemented a performance evaluation process covering 100% of employees and executives across the organization. The sequence of the performance evaluation is as follows:

Topic	Activities Sequence and Details
Self Evaluation	1. All employees, at every level, conduct self-evaluation of their performance. Employees at all levels are required to evaluate their own performance and submit the assessments to their direct managers or supervisors.
Team Evaluation	2. Managers or supervisors of each department/division evaluate the performance of their team members. Managers or supervisors review the performance assessments of their team members within their respective teams.
Calibration	3. Conducting meetings among managers working in the same or similar job families. These meetings allow managers to discuss and deliberate on the performance of individual employees they have assessed. The objective is to ensure that all managers apply consistent standards, concepts, or evaluation methods that are aligned or closely similar.
Consolidation	4. Collecting and submitting documents to the Human Resources Management Department. Managers or supervisors are responsible for gathering the information and submitting it to the Human Resources Management Department.



The results from the 3 evaluation components are used to classify employees' annual performance levels, ranging from "Excellent" to "Needs Improvement." The score levels are categorized as follows:

Performance Level	Definition	Evaluation Scores (100%)	Grade
Excellent	Performance exceeds the targets or expectations set by a significant margin.	80 % and above	A+
Good	Performance exceeds the targets or expectations set.	≥ 70 < 80 %	A
Moderate	Performance meets the targets or expectations set.	≥ 60 < 70 %	B
Needs Improvement	Performance falls below the targets or expectations set in some areas, requiring improvement with supervision and guidance.	≥ 50 < 60 %	C
Must Improve	Performance falls below the targets or expectations set, requiring improvement with frequent supervision and guidance.	Below 50 %	D

In 2024, all employees (100%) underwent an annual performance evaluation with indicators aligned to the Company’s targets. The results of these performance evaluations are utilized to determine annual compensation, ensuring fairness in pay for all employees without discrimination. The Company places great emphasis on equity and the provision of appropriate benefits. Additionally, the Company recognizes and rewards employees with outstanding performance as a means of valuing their dedication and efforts. This approach also aims to attract and retain key employees, enabling them to grow within the organization and advance in their careers appropriately.

## Employee Potential Development

The Company prioritizes and recognizes the importance of enhancing the potential and promoting the diverse knowledge and skills of employees across various professional fields. This effort aligns with the Company’s organizational strategy and human resource management plan, regarded as a critical mission. The Company strives to create a learning-centric environment and focuses on developing the potential of its personnel. This includes preparing employees and equipping them with essential skills that align with future business directions, opportunities, and challenges. These initiatives are in line with the strategic workforce development plan, which emphasizes “Value” under the principle of “Opportunity.” The Company aims to provide employees with opportunities to create value for themselves within the organization. Furthermore, the Company ensures equality in treating all employees, across all levels, by fostering self-development through attentive care and comprehensive support.



### Target

1. Employees must complete a minimum of 3 training courses per year in accordance with the quality management system.
2. The average training hours per employee must be no less than 18 hours per person per year.

The Company analyzes training needs using 3 main components: interviews with senior executives, results from annual performance evaluations, and employee training needs surveys. These elements are integrated to ensure that the training plans remain relevant and align with business objectives. Additionally, the Company has established Individual Development Plans (IDP) for each employee, which are outlined annually in performance evaluation forms. Employees are required to detail their goals, as well as their training and development plans.





Additionally, the Company requires all departments to establish annual training plans for their employees. Departments must analyze the necessary courses and identify target groups within their teams, then submit their proposals for approval by the executives annually. The training and development courses determined by the Company are categorized into 3 types as follows:

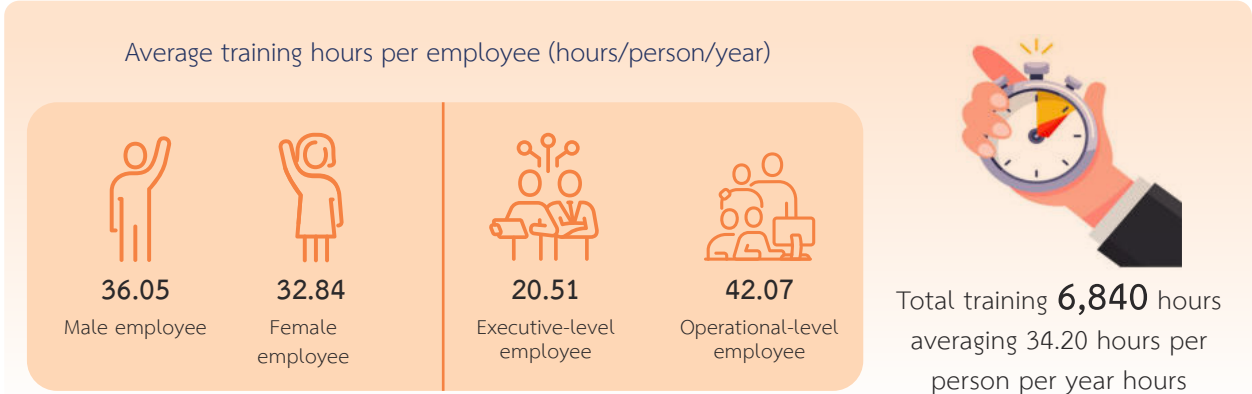


1. Mandatory Course)
2. Leadership or Managerial Course
3. Functional Course

The Company has considered and established the objectives for its training and development programs with the following details:

1. Supporting and promoting the knowledge and essential skills of employees at all levels to ensure they are performing their duties correctly, complying with the Company’s standards, good corporate governance principles, laws, regulations, and other applicable rules. Additionally, fostering employees’ behaviors aligned with the Company’s core values.
2. Enhancing management skills, team management, and communication practices that affect trust building and mutual confidence within teams.
3. Developing specific knowledge and skills required for practically and efficiently performing tasks in various job groups.

In 2024, the total training hours amounted to 6,840 hours, (averaging 34.20 hours per person per year) with 157 courses. These courses were categorized into Mandatory Courses accounted for 786 hours (11.49%), Leadership & Managerial Courses totaled 2,032 hours (29.71%), and Functional Courses comprised the majority with 4,022 hours (58.80%).



Skills and competencies	Number of courses	Number of hours	%	Participants (Person)	
				Male	Female
Mandatory Course	5	786	11.49	202	320
Leadership or Managerial Course	28	2,032	29.71	101	121
Functional Course	124	4,022	58.80	263	377

In addition to training programs categorized of the Company, various learning activities are organized within the organization to enhance the potential and competencies of employees at all levels. These activities include continuous learning and training sessions conducted by both internal and external experts.

Topics	Objectives	Participants	Benefits
Knowledge Sharing	<ul style="list-style-type: none"> <li>Enabling employees to share their knowledge and expertise in their respective roles.</li> <li>Promoting a culture of collaborative learning within the organization and enhancing communication capabilities.</li> </ul>	20	Encouraging employees to research and engage in self-learning to prepare for teaching and improve their knowledge-sharing skills.
Chinese Language Series	<ul style="list-style-type: none"> <li>Developing Mandarin language skills for effective communication in both professional and daily life contexts</li> </ul>	8	Enhancing opportunities to communicate effectively with Chinese clients and colleagues.

### Succession Planning

The Company recognizes and proactively prepares for workforce continuity through succession planning to prevent shortages in critical positions. This ensures business continuity and readiness for future expansion. Additionally, the Company identifies and develops successors for key managerial roles, especially for positions nearing retirement or those that could disrupt business operations. The emphasis is placed on internal recruitment before seeking external candidates where qualification and competency criteria are defined, and selection processes involve various tools for testing and evaluation. The assessment criteria focus on 2 key aspects: Performance Appraisal and potential assessment which aims to create career advancement opportunities for high-performing employees with consistent achievements.

The Company has planned and implemented continuous development programs for junior and middle-level executives in key positions. Moreover, high-potential individuals are selected from within the organization to create individual development plans aimed at preparing successors for executives who are set to retire within the next 3 years.

Executive Potential Development Program	Total hours	Participants (Person)	
		Male	Female
Essential Leadership Communication	24	2	1
Corporate Financial Decision & Fund Raising in Bond Market	38	1	0
Net Zero CEO #1	60	0	1
The Board's Role in Mergers & Acquisitions (BMA 11/2024)	7	1	0

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

# Employee Engagement

The Company conducts regular organizational engagement surveys every two years to measure employee engagement and satisfaction. The results are compared across different periods and analyzed to develop strategies for fostering stronger connections between employees and the organization. These efforts aim to enhance interactions between executives and employees, promoting a greater sense of unity. Employee engagement is strengthened through 4 strategic approaches, with clearly defined objectives for each approach to cultivate a deeper bond between the organization and its employees.



## Target:

Achieve an Employee Engagement Score of no less than 80%.

### Fostering Organizational Engagement Strategies

Strategies	Objective	Target	Operating Results
1. Participating in organizational development and feedback engagement.	<ul style="list-style-type: none"> <li>Encouraging participation in organizational development by actively listening to feedback and suggestions through activities like meetings or two-way communication activities.</li> <li>Organizing employee engagement activities to foster involvement.</li> </ul>	Responding appropriately to employee suggestions.	<ul style="list-style-type: none"> <li>Provided flexible benefits.</li> <li>Organized 24 activities aimed at fostering engagement.</li> </ul>
2. Promoting equality within the organization without discrimination	<ul style="list-style-type: none"> <li>Ensuring equal, fair, and respectful treatment of all employees, regardless of gender identity, age, ethnicity, or religion, while respecting fundamental rights and freedoms.</li> <li>Establishing a Welfare Committee that includes representatives from both employers and employees.</li> </ul>	Establishing a Welfare Committee with no less than 5 employee representatives.	<ul style="list-style-type: none"> <li>Appointed employee representatives in 2 Welfare Committees: one for the head office and the other for the Sriracha branch. This totals 10 representatives, accounting for 4.27% and 8.93% of employees, respectively.</li> </ul>

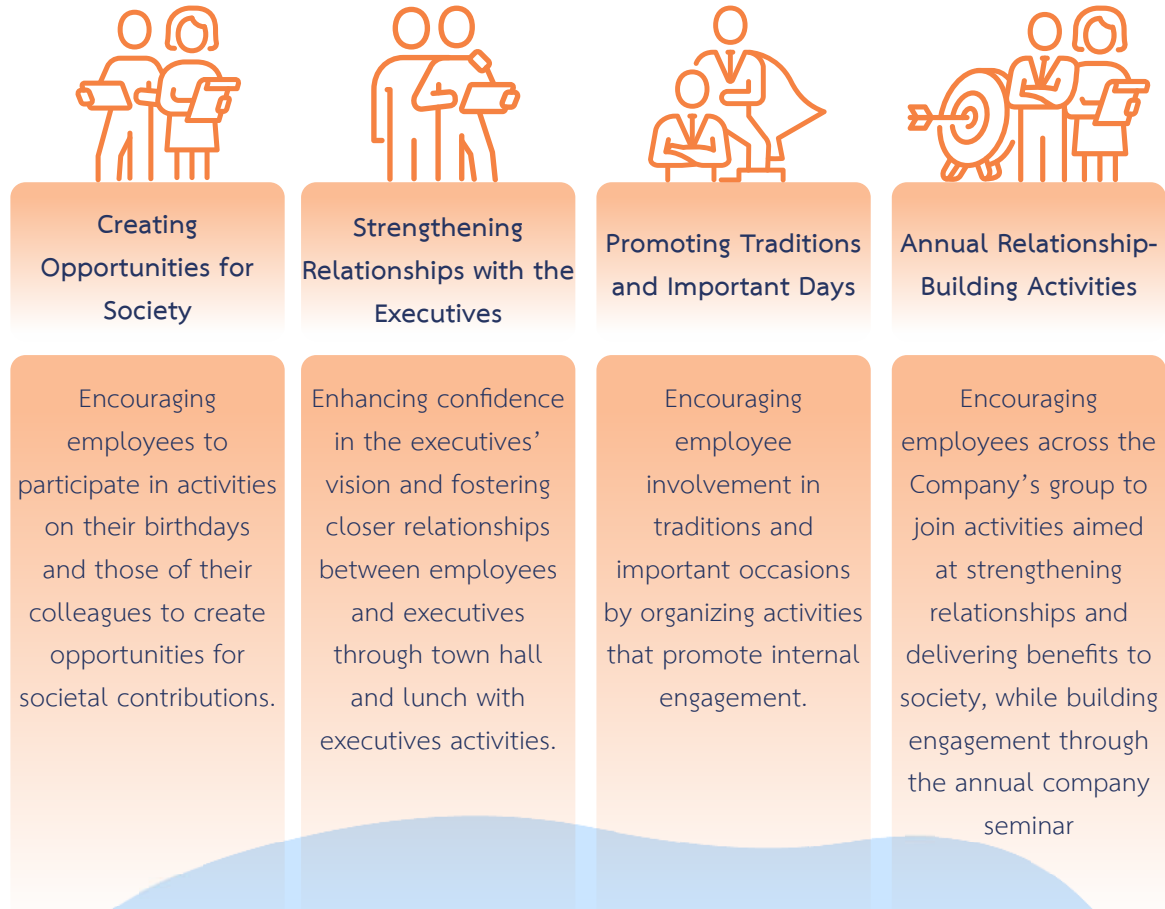
Strategies	Objective	Target	Operating Results
3. Ensuring fair treatment of employees	<ul style="list-style-type: none"> <li>Establishing clear complaint and whistleblowing channels and providing transparent guidelines for filing complaints when employees experience unfair treatment and implementing measures to protect the complainants.</li> <li>Developing performance evaluation systems and career progression frameworks in line with organizational standards while ensuring continuous communication and understanding across all departments.</li> </ul>	Resolving / addressing complaints within 30 days from the date they are received. If unavoidable circumstances delay the process, the matter must be reported to the President to extend the resolution period by no more than 15 additional days	<ul style="list-style-type: none"> <li>zero complaints.</li> </ul>
4. Employee Engagement Survey	<ul style="list-style-type: none"> <li>Conducting an Employee Engagement Survey every 2 years, starting in 2022, to serve as a guide for management and strategies aimed at fostering continuous employee engagement.</li> </ul>	Maintaining employee engagement score of no less than 80%.	Achieved 83.65% of employee engagement score in 2024.



## 2024 Engagement Activities

In 2024, the Company organized activities to enhance employee engagement under the organizational core values of Engagement, Sharing, and Stability. These activities focused on delivering “Opportunities” by encouraging employees to participate in activities that share opportunities with society. Efforts were also made to strengthen engagement, trust, and connection between employees and executives by fostering confidence in leadership and vision through two-way communication. Additionally, relationship-building activities were organized during key cultural celebrations and the Company’s annual seminar.

### Annual Employee Engagement Activity Plan



## Activities that Create Opportunities for Society

### Employee Birthday Activities

The Company encourages employees to share opportunities and create value to society on their own and their colleagues' birthdays through various activities, such as, making merit by offering alms or paying respects to sacred sites for blessings, donating funds to support underprivileged or vulnerable groups, volunteering for beach clean-up activities, and participating in programs that promote careers and create opportunities for individuals with hearing and visual impairments. These activities are organized quarterly. In 2024, the activities for the third and fourth quarters were combined into a single event, incorporating all branch offices. A total of 7 activities were organized throughout the year, providing employees with opportunities to actively participate in building a compassionate and resilient society.



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

## Activities to Foster Closeness and Relationships Between Employees and Executives

To boost morale and build confidence in executives' direction and vision, the Company regularly organizes activities that provide opportunities for employees to engage directly with executives, including:

### CEO Talk Session

Held on the first Friday of every month, this session allows employees to ask questions and discuss various topics of interest, including management approaches, the Company's direction, and other areas of concern. Through insights shared by executives, the session aims to promote mutual understanding and transparency in the workplace.

### Lunch with Management (Management Chuan Kin)

This initiative invites employees to lunch with executives and share their feedback and suggestions on 2 main topics:

(1) Improvement of Responsibilities

"If you were a supervisor or currently responsible for certain tasks, what changes or improvements would you suggest enhancing work efficiency or generate greater benefits for the Company?"

(2) Suggestions for Other Areas of Development

"Beyond your current responsibilities, do you have any ideas or suggestions on what the Company should initiate or implement to further develop the organization?"

This activity is conducted monthly to ensure participation from employees across all departments. It creates opportunities for communication and builds stronger relationships between employees and executives.



## Activities Promoting Traditions and Important Days

The Company organizes various activities to strengthen employee relationships during important traditional celebrations. These activities foster unity and collaboration by providing opportunities for employees and executives to bond and engage in meaningful activities. Examples of such activities include the Company’s anniversary celebrations, Songkran Festival activities, New Year events, and Chinese New Year festivities.





## Annual Engagement Activities

### Annual Seminar Activities

The Company organizes an annual seminar as key initiative to strengthen team relationships and foster a deeper sense of connection among employees to the organization. This year, the seminar was held under the theme “Green Dee Me Suk - Sustainable from the Heart” in collaboration with the Sirindhorn International Environmental Park. The park serves as a globally recognized learning and training center for sustainable natural resource management, environmental conservation, and energy development, aligning with the Royal Initiatives for sustainability. The seminar featured insightful sessions aimed at increasing employees’ knowledge and awareness of the details and significance of projects under the Royal Initiatives. Employees were also encouraged to actively contribute to environmental preservation efforts, participating in meaningful activities facilitated by the learning center. These included biodiversity promotion activities, such as the release of fish and shellfish into natural ecosystems. To further enhance engagement, team-building activities, games, and interactive sessions were organized. These activities encouraged collaboration and mutual support, fostering positive interactions and strengthening the bonds between employees and executives across all levels of the organization.



### New Year Activities

In addition to the annual seminar, the Company also organizes a New Year celebration as an opportunity for employees and executives to come together in a festive and convivial atmosphere. This event serves as a gesture of appreciation for the dedication and hard work of employees, whose contributions have driven the organization’s growth over the past year. Moreover, it aims to foster stronger relationships among employees within the Company, creating a more connected and harmonious workplace.



### Sports Day Activities

The event is organized to enhance the health and well-being of employees through sports and recreational games. These activities help reduce stress, create a fun and lively atmosphere, and foster unity within the organization. Additionally, the event strengthens relationships between employees and executives while also developing teamwork and leadership skills-enabling more effective and efficient collaboration in the workplace.



### Employee Engagement Survey

In 2024, the Company conducted an employee engagement survey to gather feedback and insights from employees regarding their needs and opinions on the organization. The results of this initiative were used to plan improvements to the Company’s operations, ensuring they better address employee needs. This effort aims to create a more pleasant workplace environment and strengthen the overall workplace culture. Additionally, it focuses on enhancing employees’ quality of life, enabling them to work more effectively and productively.

The survey covered 17 categories with a total of 52 questions

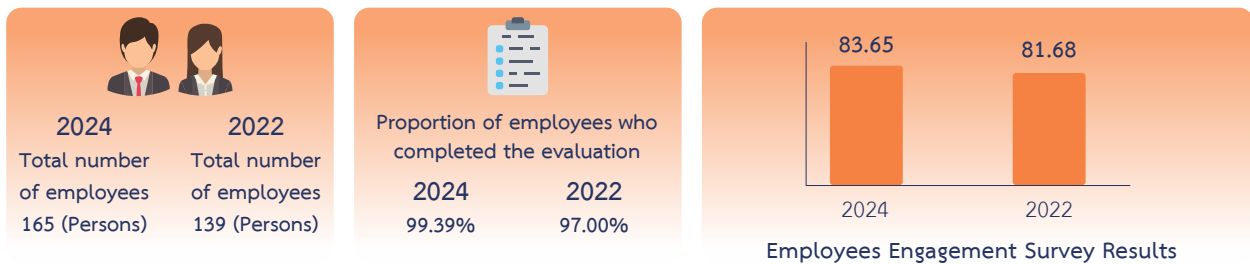


- Employee Engagement Survey
- Senior Executives
- Energy
- Coordination
- Diversity / Inclusion / Sustainable Development
- Engagement
- Objectives and Targets
- Change
- Work-Life Balance
- Resources
- Performance Evaluation
- Clients / Suppliers
- Supervisors
- Efficiency
- Compensation and Benefits
- Empowerment / Trust / Participation
- Communication
- Training and Development

The Company conducted an employee engagement survey, with eligible respondents based on the following criteria:

- Full-time employees who completed their probation period before October 31, 2024.
- Employees who had not expressed their intention to resign.

The total of 165 employees identified as eligible respondents and a participation rate of 99.39%, with 164 employees contributing their feedback. The overall employee engagement score averaged 83.65%. The Company communicated a summary report of the survey results to all employees via the Company’s email system, ensuring transparency and keeping everyone informed.



The Company has utilized the survey results to analyze its strengths and identify opportunities for development and process improvement in the coming year. Additionally, these insights have been instrumental in refining strategies for fostering employee engagement within the organization. The goal is to ensure that every employee feels a meaningful connection to the Company, aligned with the targets and objectives set forth by the organization.



## Employee Retention

Retaining employees is of critical importance to the Company. The recruitment process involves various steps and procedures that require significant resources, including recruitment, selection, interviews, and employee development. Therefore, the loss of employees represents both financial and non-financial costs for the Company. In addition, high employee turnover rates would result in additional resource investment to recruit and train replacements. To address this, the Company leverages industry averages provided by the Personnel Management Association of Thailand as benchmarks for setting employee turnover rate targets which ensures the turnover rate remains within acceptable limits and aligns with industry standards.



### Target

Employee Turnover Rate does not exceed 10%

Over the past year, a total of 15 employees resigned, representing 7.5% of the total workforce.

Details	2024	2023	2022
Employee Turnover Rate Target (%)	Less than 10	Less than 10	Less than 10
Voluntary turnover rate (%)	7.5	4.51	10.42

Remark : Voluntary turnover rate is resigning and retirement of Executive Board/Executive and Employee



## Occupational Health and Safety

The Company is dedicated to managing its Saha group Industrial Parks as safe and secure communities, fostering confidence in its safety management practices among customers, local communities, society, and other stakeholders. Given that the Saha Group Industrial Parks are home to various factories, there is an inherent risk of incidents or emergencies, such as traffic accidents, fires, or chemical spills within the factories located in these parks. To mitigate these risks, the Company has implemented measures and processes focused on occupational health and safety, guided by established management systems such as ISO 9001:2015 for quality management, ISO 14001:2015 for environmental management, and the Thai Labor Standard TLS 8001-2563. In addition, the Company has announced safety, occupational health, and workplace environment policies to raise awareness among employees and stakeholders about the importance of workplace safety. These efforts aim to ensure a high quality of life for employees and provide a safe and healthy working environment for all.



**Targets**



- ⇒ The number of work-related accidents resulting in work stoppages of employees and contractors **0**  
**Case**
- ⇒ Lost Time Injury Rate (LTIR) per 1 million working hours **0**  
**Case**
- ⇒ Report emergency situations and issues to relevant parties and proceed to the incident site **Within 5**  
**Mins**



**Safety, Occupational Health, and Workplace Environment Policies**

 Economic Dimension / Corporate Governance
 Environment Dimension
 Social Dimension

Beyond ensuring efficient safety management practices, the Company places significant importance on complying with relevant laws and regulations. It also emphasizes cultivating a culture of occupational health and safety among all stakeholders operating within its Saha Group Industrial Parks, from executives and employees to contractors. The ultimate target is to achieve zero accidents, preventing any incidents resulting in work stoppages. To achieve this target, the Company implements initiatives aimed at promoting workplace safety and enhancing employee health, structured within the following operational framework:

<p>1 Workplace Risk Assessment</p>	<ul style="list-style-type: none"> <li>Each department is required to identify risks that may lead to unsafe conditions or pose health hazards to employees and stakeholders. Departments must also establish control measures to mitigate and reduce these risks. Additionally, a risk review process must be conducted at least once per year.</li> </ul>
<p>2 Reporting and Investigating Incidents or Accidents</p>	<ul style="list-style-type: none"> <li>In the event of an accident or abnormal incident during work operations, the affected employee or their supervisor must report the occurrence to the safety officer. A thorough investigation process will then be conducted to identify the root cause, and preventive measures will be implemented to ensure such incidents do not recur in the future.</li> </ul>
<p>3 Promoting Employee Health</p>	<ul style="list-style-type: none"> <li>Ensuring a safe and suitable work environment by conducting environmental assessments in various areas based on risk factors. This includes maintaining a healthy workplace and ensuring that all equipment is regularly inspected and kept in good working condition.</li> <li>Monitoring employee health prior to commencing work to proactively address potential health issues. Health benefits provided include annual health check-ups, financial support for medical expenses, and employee health insurance.</li> <li>Reinforcing preventive measures through vaccination programs, such as the annual flu vaccine, and basic health screenings, including breast cancer and cervical cancer screenings.</li> <li>Promoting activities and clubs to enhance both physical and mental well-being by establishing recreational clubs based on employee interests.</li> </ul>
<p>4 Occupational Health and Safety Training</p>	<ul style="list-style-type: none"> <li>Conducting annual emergency response training ensures that employees are prepared to handle crises effectively. For instance, basic fire-fighting training and organizing annual fire evacuation drills equip employees with the necessary skills to suppress fires and safely respond to fire incidents in the workplace. In addition, recording training details and outcomes, evaluating evacuation times, and assessing the effectiveness of communication during emergencies.</li> </ul>



In 2024, no complaints were received regarding safety or occupational health, and there were no injuries related to operational activities. Additionally, the rate of work-related accidents resulting in lost time for employees and contractors was recorded at zero cases per 1 million working hours.



### Contractor Workplace Safety

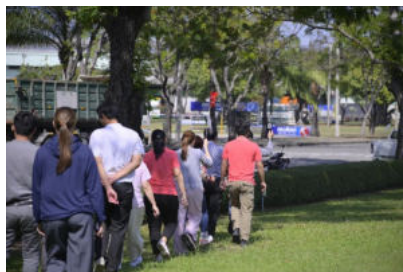
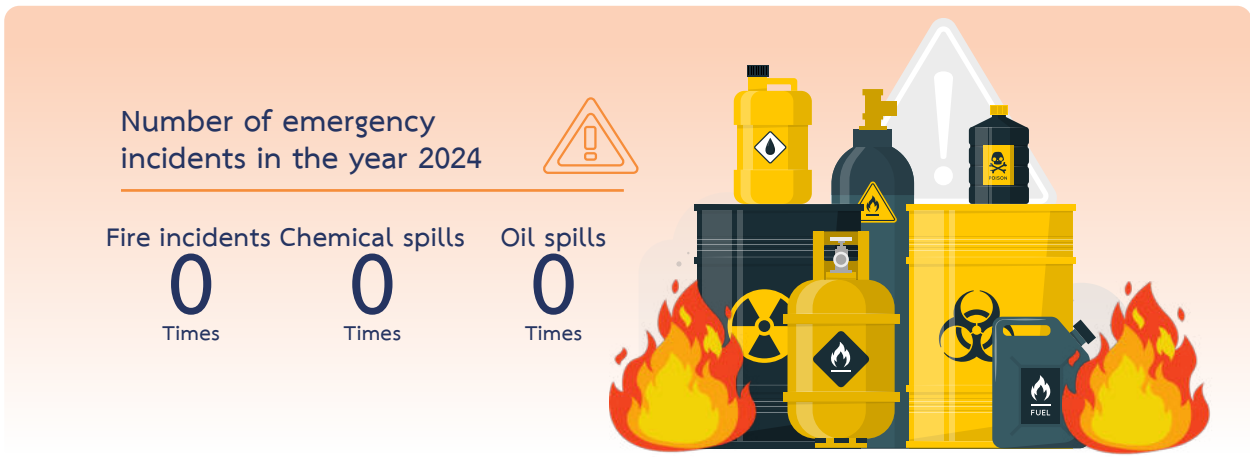
The Company places great importance on ensuring workplace safety for contractors and business partners operating within its Saha Group Industrial Parks. As a result, various measures are implemented to regulate operations in these areas, and safety policies are communicated to all contractors to ensure awareness and compliance. The Company has established a Work Instruction (WI) regarding work permit application (WI – CO – 018) to serve as a guideline for requesting permits to conduct high-risk activities. This document also provides a framework for monitoring contractors' adherence to safety standards. The work permit application process comprehensively outlines procedures for various types of high-risk activities to ensure consistent and thorough oversight.

In 2024, the Company conducted a comprehensive safety risk assessment for contractor operations which covered compliance with standard operating procedures as well as the management of occupational health and safety. It also included the inspection of safety-related practices, such as the proper use and maintenance of tools and equipment, working in high-risk areas, and the enforcement of safety-related penalties. The findings revealed no reported cases of contractor employee injuries resulting in lost time or fatalities. Furthermore, the Lost Time Injury Frequency Rate (LTIFR) for contractors working in the Company's areas was recorded as zero cases per 1 million working hours.

The Company remains steadfast in its commitment to promoting a safety-first culture across the organization and efforts are continually made to raise awareness of workplace safety among all personnel. The Company mandates at least one annual meeting with contractors to foster collaboration and communicate important safety-related policies, occupational health guidelines, conditions, and regulations for working within the Saha Group's Industrial Parks. These meetings also serve as a platform to exchange ideas and share insights for enhancing workplace safety. In 2024, the Company implemented a process to conduct safety assessments at the operational sites of Critical Tier-1 Suppliers who contribute to the company's business operation with direct business relationships.

## Emergency Management

The Company prioritizes addressing risks associated with potential emergencies such as fires, chemical spills, or oil leaks that may occur within industrial facilities located in its Saha Group Industrial Parks. To ensure effective preparedness, a safety manual has been developed in collaboration with the Company’s suppliers responsible for managing various systems within the Saha Group Industrial Parks. This manual covers operational guidelines for security officers, radio control officers, patrol officers, ambulance crews, firefighting teams, and traffic control officers. It includes essential procedures for basic firefighting, first aid, radio communication codes, ensuring compliance with quality management system standards. These measures enhance the quality and reliability of emergency response services and are designed to meet the targeted response time of arriving at the incident site within 5 minutes. In 2024, the Company conducted fire drill and evacuation training programs, along with other safety training courses, including employees of the Company and its client companies operating within the Saha Group Industrial Parks.



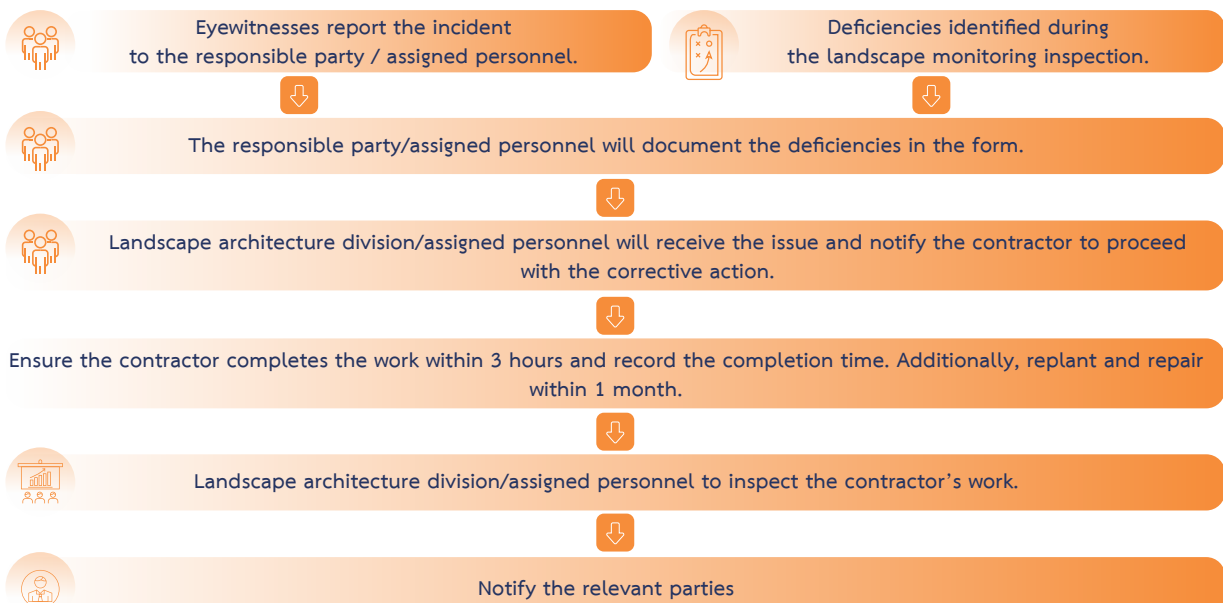
## Road Safety within Saha Group Industrial Parks

Traffic and road safety have emerged as key concerns for stakeholders, given the high volume of vehicles entering and exiting the Saha Group Industrial Parks daily. As a result, employees working within the Saha Group Industrial Parks, as well as residents of surrounding communities, are directly impacted by traffic congestion and road accidents. The Company places great importance on fostering a culture of safety and raising awareness about road safety, both within the Saha Group industrial parks and in nearby communities. Recorded data indicates that most of road accidents were caused by reckless driving.

The Company has established operational procedures under its Quality Management System (ISO 9001) to manage and ensure traffic safety throughout the Saha Group Industrial Parks. Specific guidelines and practices are in place for monitoring and controlling CCTV systems at park entry and exit points (WI-CO-013). These guidelines cover every step, from designing and installing CCTV cameras at gate locations to collaborating with relevant departments to identify optimal placements. The system ensures effective recording and monitoring of traffic entering and exiting the Saha Group Industrial Parks. In addition, daily inspections of CCTV functionality are mandated, with findings documented in the utility system inspection report and submitted to designated personnel for analysis and review. The Company also regulates the storage of CCTV footage, with a retention period of no more than 15 days for reviewing recorded images.



In addition to monitoring CCTV systems within the project area, the Company has implemented a work Instruction (WI – CO – 014) related to managing damaged roads within the Saha Group Industrial Parks. This instruction outlines the procedures for inspecting and addressing road damage, as well as handling customer complaints about road conditions within the park. The aim is to prevent incidents caused by damaged roads and to ensure timely and accurate repairs. Furthermore, the Company has established a Work Instruction (WI – CO – 006) for managing traffic obstructions. This procedure addresses deficiencies identified during landscape inspections within the Saha Group Industrial Parks or incidents reported by stakeholders. The instruction mandates that any traffic obstruction must be removed immediately upon detection, with completion required within 3 hours of receiving the report. This ensures safe and efficient traffic management within the Saha Group Industrial Parks.





The Company has collected and recorded traffic accident statistics to assess physical risks within the Saha Group Industrial Park. These insights have been used to redesign and improve road structures, traffic routes, and traffic patterns to enhance safety. Additional safety features have also been implemented, including the installation of more visible safety signs, resurfacing roads, painting speed bumps, clearly marking traffic lanes, and placing warning signs and safety symbols to promote safe road use. These improvements aim to reduce the likelihood of accidents and enhance road safety throughout all Saha Group Industrial Parks.

In addition to installing traffic warning and safety signs, the Company has actively promoted road safety knowledge and awareness, which is considered a crucial factor in fostering a sustainable safety culture. As part of its 2024 initiatives, the Company implemented a corporate measure program focused on road safety within workplaces. This included training programs on workplace safety, advocating for compliance with traffic laws, promoting safe driving practices such as wearing helmets and seat belts, and encouraging courteous behavior on the roads.



The Company and Pitakkij Security Guard Company Limited, Lamphun Branch, organized a training program on Basic Traffic Laws and Traffic Management from May 20-21, 2024, in two groups. The training aimed to equip security personnel with fundamental knowledge of traffic laws, traffic management within the Saha Group Industrial Park - Lamphun, proper use of hand signals and traffic flags according to standards and enhance their skills in assisting accident victims and managing emergency situations. A total of 60 participants attended the training course.



In addition to promoting awareness and discipline regarding traffic regulations within the Saha Group Industrial Parks, the Company actively supports and collaborates with government sectors to enforce relevant laws and regulations aimed at maintaining project safety. The Company also provides support to officers responsible for ensuring security and managing safety within its Saha Group Industrial Parks. In addition, social measures are implemented as additional strategies to monitor and prevent road accidents.

In 2024, the Company recorded accident statistics within the Saha Group Industrial Park areas and nearby locations. These incidents were promptly reported to relevant stakeholders, and the response teams successfully arrived at the incident sites within the targeted time frame of 5 minutes, as outlined in the Quality Policy objectives and targets.

Saha Group Industrial Park	Number of Road Traffic Accidents (Times)	
	2024	2023
Saha Group Industrial Park Sriracha	61	25
Saha Group Industrial Park Kabinburi	19	8
Saha Group Industrial Park Lamphun	8	12
Saha Group Industrial Park Mae Sot	2	1

In its commitment to fostering a safe society, the Saha Group Industrial Park Lamphun was rewarded with the Model Organization Award for Road Safety which was granted as part of the Provincial Road Safety Plan, which is funded by the Thai Health Promotion Foundation (ThaiHealth).

## Community and Social Engagement

The Company places great importance on the multifaceted development of the communities surrounding our Saha Group Industrial Parks. We are committed to conducting our operations responsibly, recognizing the long-standing coexistence of the Saha Group Industrial Park with these communities. As our development and growth continue, the Company acknowledges the potential for both positive and negative impacts on the local economy, society, and environment. By maintaining responsible and considerate business practices, the Company aims to prevent the deterioration of our good relationships and mitigate potential conflicts within the community.



### Targets

1. Organize at least 10 public benefit activities per year in accordance with quality management standards.
2. Achieve an overall satisfaction score of no less than 3.5 out of 5 (70%) for social responsibility initiatives, in line with quality management standards.

### Management Approach

The Company has established quality objectives in line with its Quality Policy, “Good People, Good Products, Good Society.” In the aspect of fostering a good society, the Company has outlined a community development approach that emphasizes building strong relationships with local communities, which are among the key stakeholders. Additionally, the focus is on creating collaborative networks between the Company’s stakeholders and various sectors to jointly develop the community and society at large. Consequently, the Company has established a Community Relations and Social Responsibility Department to drive various projects under the development goals aimed at achieving the Company’s sustainability. This is accomplished through operational guidelines for managing social impacts and enhancing the quality of life within the community.



## Target Group Identification and Site Survey

Currently, the Company has industrial park areas located in four provinces: Chonburi, Lamphun, Prachinburi, and Tak. The development of these industrial parks impacts the surrounding communities and society, such as increased traffic volume and density, road safety concerns, changes in traditional lifestyles, and the influx of migrant workers leading to population density. Therefore, those directly affected by the Company’s business operations are the communities surrounding or near the project areas. These groups are prioritized in the Company’s efforts to care for the community and society adjacent to the project areas.

Saha Group Industrial Park	Local Administrative	District	Subdistrict	Village	Communities
Saha Group Industrial Park - Si Racha	2	1	4	-	15
Saha Group Industrial Park - Kabin Buri	4	1	4	18	-
Saha Group Industrial Park - Lamphun	2	1	2	-	8
Saha Group Industrial Park - Mae Sot	3	1	-	4	-

## Community Impact Assessment

The Company has conducted a stakeholder analysis within the supply chain to evaluate both direct and indirect impacts on stakeholders. Regular surveys and public consultations are held to comply with the measures outlined in the environmental and social impact mitigation plan during the operational phase. These measures are derived from the social impact assessment conducted as part of the Environmental Impact Assessment (EIA) report. The previous year, the Company surveyed community attitudes and expectations through community representatives and government sectors. The key social impact concerns identified by the community are summarized into 5 main points:

- Maintaining a clean, beautiful, and safe landscape.
- Increasing and ensuring comprehensive communication of various activities.
- Promoting and supporting community activities, including public benefit activities.
- Continuously monitoring and managing pollution control systems.
- Organizing orderly traffic management within the Saha Group Industrial Parks.

## Operational Strategy

The Company has invested in Industrial Parks in which development projects to enhance the quality of life and create employment opportunities for local residents. This includes supporting education and ensuring the safety of life and property to prevent negative impacts from business operations. Consequently, the Company has formulated strategies for community and social development, aligning activities with the needs and expectations of stakeholders. This is achieved through collaboration with customers, regulatory authorities, and local administrative, under the framework of 6 areas of community engagement.

### Community and Social Development Strategy



## Strategy 1: Community Quality of Life

The Company focuses on enhancing the quality of life for community members by promoting local employment opportunities and generating income for livelihoods. Emphasis is placed on supporting local occupations and products to sustainably improve and elevate the quality of life, aligning with the United Nations' goals to end hunger and ensure community stability.

### Local Employment

The Saha Group Industrial Park, along with other real estate development projects undertaken by the Company and joint ventures with business partners, creates local employment opportunities. This includes both monthly and daily wage employment, as well as hiring foreign workers. In 2024, the Saha Group Industrial Parks employed approximately 43,332 workers, comprising 18,221 male and 25,111 female workers. Among these, around 4,720 were foreign workers.

Employment	2024		2023	
	Total Workers	Percentage	Total Workers	Percentage
Male Workers	18,221	42.05	18,276	42.12
Female Workers	25,111	57.95	25,110	57.88
<b>Total Employment</b>	<b>43,332</b>	<b>100</b>	<b>43,386</b>	<b>100</b>
<b>Employment by Nationality</b>				
- Thai	38,612	89.11	40,972	94.44
- Myanmar Nationality	3,604	8.32	1,802	4.15
- Cambodian	654	1.51	327	0.75
- Japanese	6	0.01	68	0.16
- Taiwanese	22	0.05	-	-
- Others	434	1.00	217	0.50

### Promotion of Local Jobs and Products

To support and promote community products and generate income for the surrounding areas, the Company provides space within the Saha Group Industrial Parks for various activities. One such initiative is the “Saha Group Community Market,” held on the last Wednesday of each month, offering an additional channel for selling community products.



Economic Dimension /  
Corporate Governance

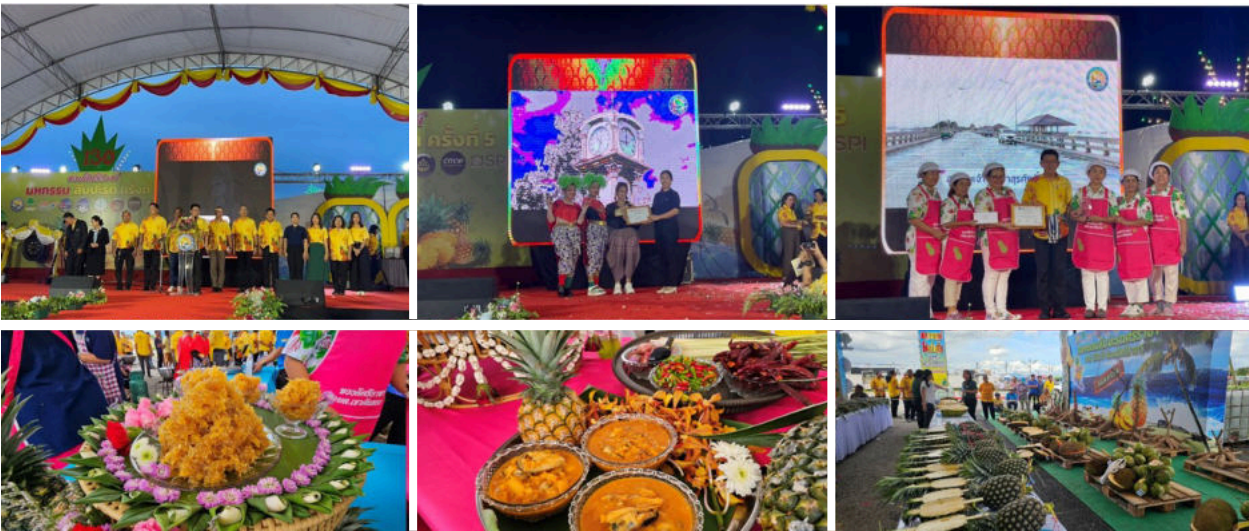
Environment  
Dimension

Social  
Dimension

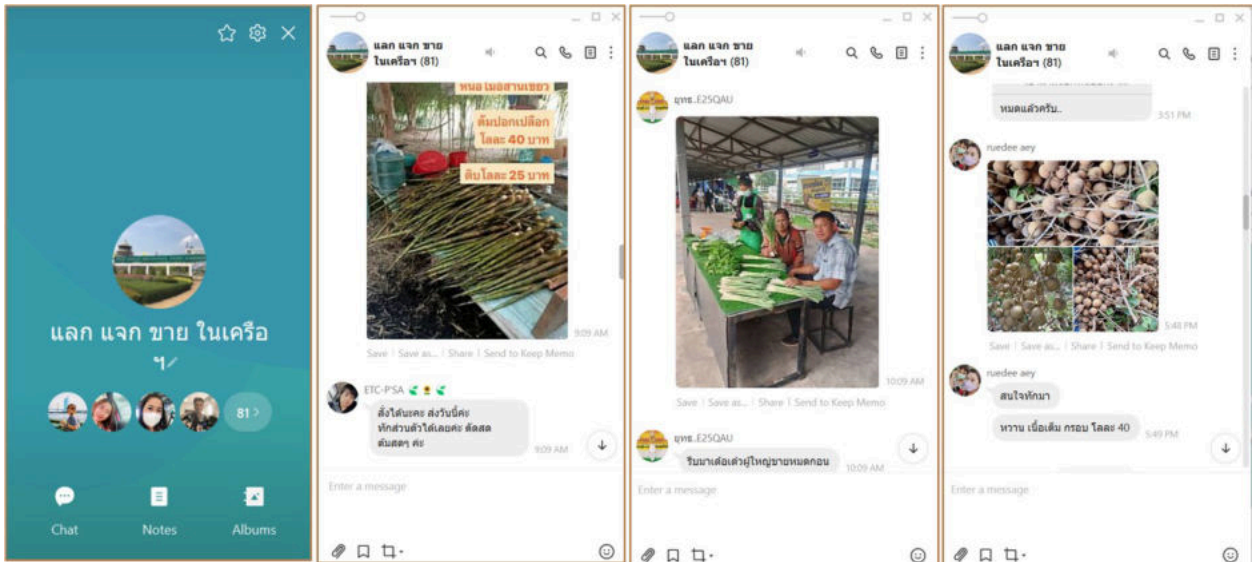
In addition to the monthly community market, the Company also allocates space at the annual “Saha Group Fair” within the Saha Group Industrial Parks. This event supports and promotes local products and occupations, providing a dedicated area for the community to sell their goods and products during the annual fair.



The Company also participates in preserving and promoting local traditions and supporting local specialties to create sustainable income for the community. This is achieved by sponsoring activities that provide a platform for showcasing local specialties, such as the “Sriracha Pineapple Festival.”



In addition to providing space within the Saha Group Industrial Parks for the community to create opportunities and channels for selling products, the Company has also established additional sales channels through online platforms. This includes setting up a LINE group called or “Exchange, Give, Sell within the Saha Group” (“Laek Jaek Kai Nai Kruea”) to expand marketing channels for the community, allowing them to present and sell their products and goods online.



Dr. Thiam Chokwatana’s Sufficiency Agriculture Project at Saha Group Industrial Park - Lamphun. The project aims to serve as a central agricultural learning center for the surrounding community. In 2024, the Company organized skill development activities for employees of Saha Group Industrial Park - Lamphun, in collaboration with the Lamphun Provincial Office of Welfare and Labor Protection. This initiative, under the project “Good Workers Following the Sufficiency Economy Philosophy, Lamphun Province, in Honor of His Majesty the King’s 72nd Birthday on July 28, 2024,” invited local entrepreneurs to participate. The Company supported the project by providing space at Dr. Thiam Chokwatana’s Sufficiency Agriculture Project in Lamphun for the opening ceremony. The Company staff also served as trainers for the workshop on “Growing Vegetables in Recycled Materials,” utilizing the space within the establishment to benefit employees by imparting knowledge and creating supplementary income. This initiative also extends the Royal Initiative of New Theory Agriculture, promoting self-sufficiency among employers and employees in line with the Sufficiency Economy Philosophy.

**Training and Seminars for Subsidiary Employees**

As part of the project, the Company invited subsidiaries such as TNLX Co., Ltd., Wacoal Lamphun Co., Ltd., and Thai President Foods Public Co., Ltd., Lamphun Branch, to participate in activities and organize training seminars for their employees. Saha Pathana Inter-Holding Public Company Limited supported the venue and provided trainers for various topics, including:

- Providing knowledge on food preservation, growing kitchen vegetables, and making herbal drinks for employees of Wacoal Lamphun Co., Ltd.
- Agricultural training seminars to create supplementary occupations for employees of TNLX Co., Ltd.
- Skill enhancement training for employees of Thai President Foods Public Co., Ltd., Lamphun Branch, who are nearing retirement, covering topics such as making salted eggs, herbal soap, and herbal drinks.



### Promoting Employment for Vulnerable Groups

Dr. Thiam Chokwatana's Sufficiency Agriculture Project in Lamphun not only serves as a central agricultural learning center but also promotes the employment of vulnerable groups, such as retirees or individuals without formal education but with the skills and capabilities to work or serve as local wisdom keepers. In 2024, the project employed 9 local workers, with a total employment value or wages amounting to THB 2,402,232.

Number of Local Workers and Wages in Dr. Thiam Chokwatana's Sufficiency Agriculture Project	2024	2023	2022
Number of Workers	9	9	9

### Opening Learning Spaces at Dr. Thiam Chokwatana's Sufficiency Agriculture Project

In addition to promoting learning, Dr. Thiam Chokwatana's Sufficiency Agriculture Project, located within the Saha Group Industrial Park, has opened its spaces to various external groups. These include farmers, students, government and private sector, and interested members of the public. In 2024, the project welcomed 12 groups, totaling 419 visitors, to observe and learn about agricultural practices within the project.

Number of visitor visited the Dr. Thiam Chokwatana's Sufficiency Agriculture Project	2024	2023	2022
Number of Groups	12	12	13
Number of Visitors	419	369	427

### Maintaining Environmental Quality for Community Safety and Hygiene

The Company has a policy of reusing 100% of treated water from the Saha Group Industrial Park, Lamphun within the area, without discharging it into public spaces. This approach aims to minimize environmental and community impacts, ensuring safety and confidence in the use of treated wastewater that meets standards. In 2024, Dr. Thiam Chokwatana's Sufficiency Agriculture Project utilized a total of 206,424 cubic meters of treated wastewater.

Details	2024
Volume of Treated Wastewater Used (Cubic Meters)	206,424
Cost Savings from Tap Water Production Process (THB)	2,064,240

Currently, the Dr. Thiam Chokwatana Sufficiency Agriculture Project in Lamphun Province produces 28 types of agricultural products that have been certified under the Good Agricultural Practices (GAP) standards. This GAP certification signifies that the products are of high quality, meet the specified standards, and are produced through processes that are safe for both farmers and consumers. Additionally, the project emphasizes the optimal use of resources to promote agricultural sustainability and prevent environmental pollution. The project places great importance on continuous certification to ensure that its products are recognized and trusted. Consequently, the Company renews these certifications every three years for fruits and every two years for vegetables.

Revenue from Dr. Thiam Chokwatana's Sufficiency Agriculture Project	2024	2023	2022
Revenue from the Sale of Agricultural Products (THB)	210,414	193,514	157,611

### Benefits from the Dr. Thiam Chokwatana Sufficiency Agriculture Project

In 2024, the benefits derived from the Dr. Thiam Chokwatana Sufficiency Agriculture Project generated a value for the Company. This value encompasses the efficient use of natural resources and the revenue from the sale of products within the project area with total benefits of THB 2,274,654.

Benefits from the Dr. Thiam Chokwatana Sufficiency Agriculture Project	2024
Cost Savings from Tap Water Production Process (THB)	2,064,240
Revenue from the Sale of Agricultural Products (THB)	210,414
<b>Total Benefits to the Company</b>	<b>2,274,654</b>

### Training Program for Skill Development of Migrant Workers

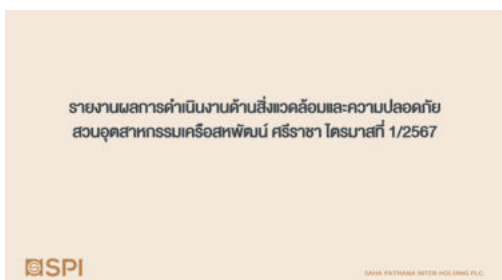
The Company places great importance on treating all workers equally, regardless of race, gender, or religion. Therefore, it has implemented a training program for the skill development of migrant workers. In collaboration with the 43 Tak Institute for Skill Development, the Company organized a training course on communication and teamwork skills from March 11 to 13, 2024. This program aims to equip migrant workers in the Saha group industrial park with essential skills and promote effective communication to enhance teamwork efficiency. A total of 40 migrant workers from factories located in the Saha Group Industrial Park - Mae Sot, Tak Province, participated in the program.



## Strategy 2: Communication and Engagement for Sustainability

### Building Understanding with the Community and Society

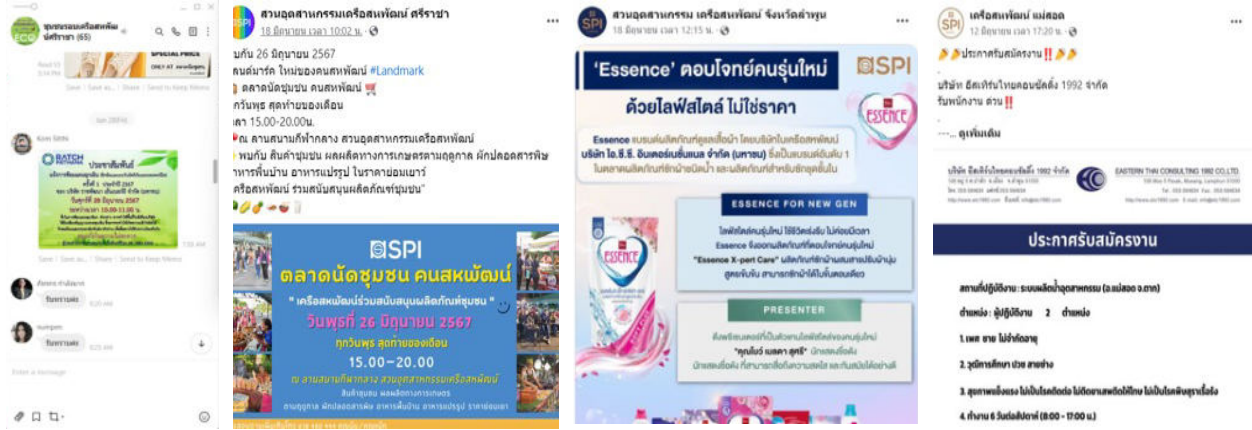
The Company places great importance on effective communication to foster understanding with the community and society, ensuring sustainable coexistence between the community and the Company. The Company aims to enhance cooperation in driving sustainable development goals through both onsite and online formats. To achieve this, the Company organizes continuous and regular activities to communicate and engage with the community through meetings with government agencies and surrounding communities where the Saha Group Industrial Parks are located. These communications include reporting on the environmental and safety performance of the projects and providing a platform for receiving feedback from both government sectors and the communities around the project area.





## Feedback Forums

In addition to organizing forums for meetings and feedback, the Company also maintains communication channels through its website (www.spi.co.th), Line application, and Facebook page. These channels are used to communicate various topics and activities of the Company, such as efforts to reduce environmental impact, safety measures, and labor relations. They also serve as a means of contacting the Company through whistleblowing or other designated channels for reporting concerns or complaints.



## Strategy 3: Education and Learning Activities for Students

### Support and Development of Local Schools

Education is a fundamental cornerstone that aids in the development of critical thinking, academic knowledge, and essential skills for both professional and personal life in modern society. It fosters analytical thinking, problem-solving abilities, and deep understanding across various domains. Therefore, access to quality education is key to reducing inequality and promoting equity, providing opportunities for individuals from all backgrounds to improve their quality of life. It is also crucial for preparing individuals for stable careers, equipping them with the necessary skills and knowledge to enter the job market. Additionally, education helps in understanding and respecting cultural diversity, promoting social awareness. The Company places great importance on promoting education to enhance the quality of life within the community and support the country's future growth. This aligns with the United Nations' Sustainable Development Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The Company supports education through various activities, such as utilizing the Dr. Thiam Chokwatana's Sufficiency Agriculture Project area as a learning center for students, scholars, and interested members of the public to visit and learn about business operations.

Executives, employees, and companies within the Saha Group also support projects such as constructing early childhood restrooms and improving drinking water filtration systems at Borisatthaikasikorn Sangkrow School, to promote good hygiene for students.





**Raising Environmental Awareness and Knowledge**

The Company has also organized activities to promote environmental awareness among students. In collaboration with Wat Pak Praek School, the Saha Group Industrial Park in Kabin buri has implemented an environmental education project on household waste segregation at Wat Pak Praek School, Kabin Subdistrict, Kabin buri District, Prachinburi Province. This initiative aims to raise awareness and educate on proper waste and waste management practices.



In addition to promoting environmental awareness and responsibility, the Company has also established courses and practical training in organic vegetable gardening without the use of chemicals. This initiative aims to develop agricultural skills among students.



## Scholarship Support

In 2024, the Company also provided scholarships and co-hosted a merit-making ceremony to support educational activities in schools surrounding the Saha Group Industrial Park. This included providing educational supplies to these schools to promote quality learning and bring joy to the children, fostering their growth into a better society in the future.



## Strategy 4: Traditions, Culture, and Religion in the Community

### Promoting Community Traditions

Traditions are activities that have been practiced continuously, forming a unique and significant part of society, such as attire, language, arts and culture, morals, and beliefs. These elements are the origins of the culture of various ethnic societies, eventually becoming national traditions passed down through generations. The Company places great importance on preserving the existing arts, culture, and traditions for the communities surrounding its Saha Group Industrial Park. This preservation ensures that these traditions are not diminished or lost due to development, maintaining the existing way of life of the community and society in the area. The Company supports and promotes key activities such as the Songkran water-pouring ceremony and paying respects to elders, promoting rice planting and harvesting traditions to sustain the farming profession, the rice blessing ceremony, and participating in candle processions and offerings during Buddhist Lent. Additionally, the Company supports activities to maintain religious sites, which serve as spiritual anchors for the community.



## Strategy 5: Health Promotion

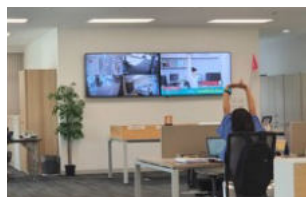
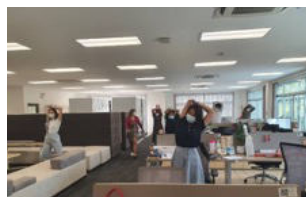
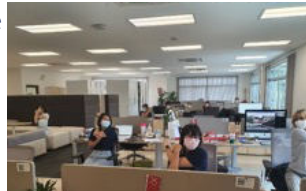
### Employee Health Promotion Activities

Illnesses often arise from an imbalance between the body and mind, influenced by environmental factors, pollution, chemicals, dust, pathogens, and daily life stressors such as anxiety, insomnia, or depression. Although our bodies have natural mechanisms to protect and heal themselves, maintaining a balance between physical and mental health is the best way to prevent illness. This balance enhances the body's strength, resilience, and efficiency. Therefore, the Company emphasizes and supports employee health through various activities. In 2024, the Company, in collaboration with the Sports Authority of Thailand, Prachinburi Province, organized the Fit & Fun Green Run 2024 at Kabin buri Sports Club Golf Course.



The Company encourages employees to actively participate in maintaining their physical and mental health, thereby building immunity among the workforce. Regular exercise strengthens the heart and reduces the risk of various diseases. Through the ongoing “Health Time: Just Move for Benefits” program, which has been in place since 2022, the Company invites employees to get up from their desks and engage in physical activities for better health. This initiative aims to reduce prolonged screen time and sedentary behavior, which can lead to health risks. The Company promotes ergonomic exercises to ensure employees’ well-being, focusing on:

- Reducing the risk of office syndrome
- Decreasing the incidence of obesity
- Providing relaxation during the day



**SPI Health Time**  
แค่ขยับก็ได้ประโยชน์

เชิญชวนพนักงานลุกจากเก้าอี้ ไปออกกำลังกายเพื่อสุขภาพ  
 > ลดเสี่ยงโรคอ้วน ไขมันในเลือด  
 > ลดภาวะโรคอ้วน  
 > ลดความเสี่ยงโรคหลอดเลือดหัวใจ

บริษัทฯ ได้เล็งเห็นถึงความสำคัญ ในด้านสุขภาพของพนักงาน จึงได้จัดทำโครงการ Health Time ขึ้น เพื่อวัดผลด้านสุขภาพ

**Kick-Off Health Time เวลา 14.30-14.40 น.**

การอยู่หน้าจอและวิธียานตติมาฯ เป็นเวลาหลายชั่วโมง หรือมีการเคลื่อนไหวร่างกายน้อย ทำให้เกิดความเสี่ยงต่อภาวะสุขภาพต่างๆ บริษัทฯ จึงส่งเสริมให้พนักงานได้ออกกำลังกายเพื่อสุขภาพที่ดีของพนักงาน



## Cancer Screening Program

The ongoing cancer screening program for cervical and breast cancer continues to monitor and assess the risk of these diseases, thereby reducing the mortality rate from cancer. In 2024, the Company organized 12 screening activities.



Additionally, the Company, in collaboration with Thai Wacoal Public Company Limited and Wacoal Sriracha Company Limited, provided education on breast cancer to raise awareness and support cancer patients.



**Blood Donation Center**

The Company has designated a central area as a blood donation center, where employees can donate blood. This activity is organized every three months to promote a sense of public service among employees and indirectly screen their overall health.



**Annual Employee Sports Day in the Saha Group Industrial Park**

To promote health and disease prevention, the Company encourages employee participation in physical activities. To foster unity within the organization, the Company organizes an annual sports day for employees. Additionally, the Company supports and participates in activities that promote good health among the elderly.



## Strategy 6: Supporting Public Benefit Activities

### Donation for Social Activities

The Company is committed to conducting a business that cares for society and the environment by implementing various activities and projects aimed at improving the quality of life and society. This includes promoting income generation, quality education, physical and mental health, and the preservation of traditions and culture to foster harmonious coexistence within the community and society. Additionally, the Company undertakes other activities to support public benefit initiatives for the community, regulatory sectors, schools, and educational institutions. These efforts aim to enhance cooperation in creating a more livable and happy society sustainably. Examples include the “Waste to Merit” project, beach and community clean-up activities, charitable donations, and public service initiatives. The Company also supports social activities by providing products from the Saha Group.



## Continuous Monitoring and Evaluation

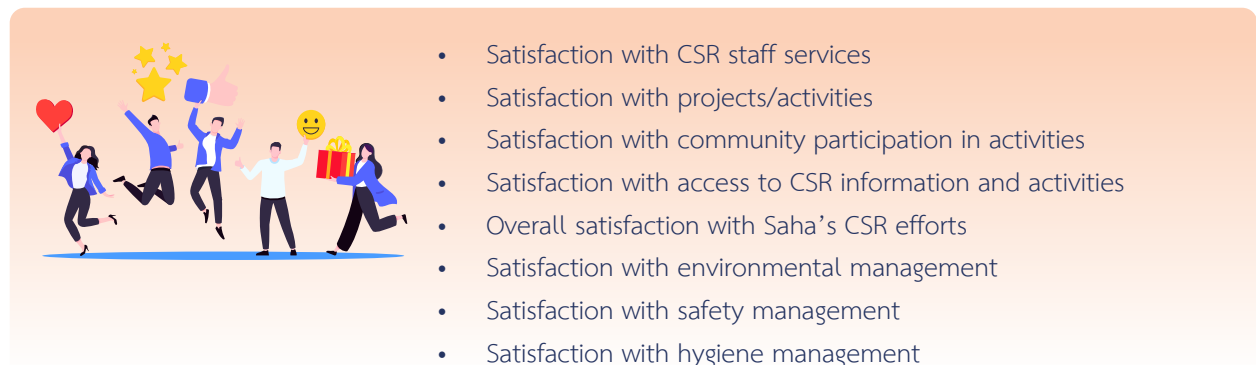
In 2024, the Company organized various activities as outlined in its community and social engagement strategy through CSR and public relations initiatives. These efforts aimed to improve the quality of life and well-being of the community and society. Each area exceeded the target of at least 10 activities per year, with a total of 150 activities conducted across all areas this year.

Details	Sriracha		Kabin buri		Lamphun	
	Major Activities	General Activities	Major Activities	General Activities	Major Activities	General Activities
Community and Social Engagement Activities	31	12	27	44	24	12

The Company remains committed to developing its business operations for sustainable growth while delivering value back to the community and society with positive impacts. This commitment aligns with the Sustainable Development Goals (SDGs) through participatory processes and the provision of necessary resources. These resources include public benefit donations and tax payments to support local economic development. The total financial value of the contributions to the community and society in 2024 amounts to 101.41 Million THB



The Company's Community Relations Department conducts an annual satisfaction survey to evaluate the effectiveness of its public relations activities, at least once a year. The survey covers eight key areas related to community and social engagement:





The satisfaction assessment sets a standard score of no less than 3.5 out of 5 for each topic, or at least 70%. The 2024 satisfaction survey results showed that the level of satisfaction with the Company’s community and social engagement activities met the standards and not less than 3.5 points in all areas, with an average satisfaction score of 86.32%, exceeding the Company’s target.

Details	2024			2023			2022		
	Sriracha	Kabinburi	Lamphun	Sriracha	Kabinburi	Lamphun	Sriracha	Kabinburi	Lamphun
Average Score (Total of 5)	4.18	4.58	4.19	4.16	4.62	4.45	4.01	4.61	4.19
Percentage (Target of No Less Than 70%)	83.6	91.7	83.7	83.2	92.4	89.0	80.2	92.3	83.7
<b>Total Average Community Satisfaction (Percentage)</b>	<b>86.32</b>			<b>88.18</b>			<b>85.40</b>		



# Sustainability Statistics 2024

## Corporate Governance and Economic Performance

Indicator	Description	Unit	2024
<b>Business Revenue</b>			
GRI 201-1	Revenue from goods and services	Million THB	7,339.00
	Net profit (loss)	Million THB	3,321.00
	EBITDA	Million THB	4,135.00
<b>Expenses for Income Distribution to Stakeholders</b>			
GRI 201-1	Operating expenses	Million THB	4,023.94
	Interest paid to financial institutions and bondholders	Million THB	531.65
	Taxes paid to the government and local authorities	Million THB	33.96
	Community and social development expenses and donations	Million THB	67.45
	Dividends paid to shareholders*	Million THB	514.74
	Employee compensation and other remuneration	Million THB	338.01
<b>Corporate Income Tax Report (Thailand)</b>			
GRI 207-4	Income tax paid	Million THB	0
	Outstanding income tax	Million THB	0
<b>Anti-Corruption and Business Ethics</b>			
GRI 201-1	Actual corruption incidents	Cases	0
	Employees dismissed due to corruption	Employees	0
	Business partners whose contracts were terminated due to corruption	Cases	0
	Corruption cases taken to legal action	Cases	0
<b>Code of Conduct</b>			
SET ESG	Cases of business ethics violations received through company complaint channels	Cases	0
	Cases under resolution	Cases	0
	Cases successfully resolved	Cases	0
<b>Customer Satisfaction</b>			
SET ESG	Customer satisfaction score	Percentage	87.23

\* Subject to approved at the 54th Annual General Meeting at Shareholders on April 25, 2025



## Environmental Performance

Indicator	Description	Unit	2024
<b>Energy Consumption</b>			
GRI 302-1	<b>Direct energy consumption</b>	Million MJ	10.72
	Liquefied petroleum gas (LPG)	Million MJ	0.80
	Diesel fuel	Million MJ	4.45
	Gasoline	Million MJ	5.47
	<b>Indirect energy consumption</b>	Million MJ	38.08
	Electricity	Million MJ	38.08
GRI 302-3	Total energy intensity (within organization)	Million MJ/rai	0.0064
<b>Greenhouse Gas (GHG) Emissions</b>			
GRI 305-1	<b>GHG emissions from direct operations (Scope 1)</b>	Tons CO2e	708.80
	<b>Mobile Combustion</b>	Tons CO2e	561.86
	Diesel fuel for various vehicle types	Tons CO2e	405.12
	Diesel fuel for various vehicle types (biogenic Carbon)	Tons CO2e	0.17
	Gasoline for various vehicle types	Tons CO2e	154.76
	Gasoline for various vehicle types (biogenic Carbon)	Tons CO2e	0.10
	Aviation fuel – Sriracha	Tons CO2e	1.71
	<b>Stationary Combustion</b>	Tons CO2e	48.40
	Diesel fuel for various machinery	Tons CO2e	4.7
	Diesel fuel for various machinery (biogenic Carbon)	Tons CO2e	0
	Gasoline for various machinery	Tons CO2e	20.99
	Gasoline for various machinery (biogenic Carbon)	Tons CO2e	0
	LPG (Liquefied Petroleum Gas)	Tons CO2e	22.71
GRI 305-1	<b>Leakage/Spillage</b>	Tons CO2e	98.54
	Fire suppression agent (CO2 type)	Tons CO2e	0
	Refrigerant (R-32 type)	Tons CO2e	1.89
	Refrigerant (R-410a type)	Tons CO2e	25.95
	Methane gas from employee restroom usage	Tons CO2e	47.47
	Nitrous oxide emissions from fertilizer application	Tons CO2e	2.63
	SF6 usage in switchgear of transformers	Tons CO2e	0
	Methane gas from anaerobic digestion in animal digestive systems	Tons CO2e	19.97
	Methane gas from manure management (fertilizer)	Tons CO2e	0.55
	Landfilling of waste in the area	Tons CO2e	0.08
	Methane gas from the wastewater treatment system	Tons CO2e	0



Indicator	Description	Unit	2024
GRI 305-1	<b>Direct greenhouse gas emissions separately reported</b>	<b>Tons CO2e</b>	<b>234.18</b>
	Refrigerant in air conditioning systems (R-22 type)	Tons CO2e	193.16
	Diesel fuel for various vehicle types (biogenic Carbon)	Tons CO2e	27.70
	Gasoline for various vehicle types (biogenic Carbon)	Tons CO2e	13.32
GRI 305 - 2	<b>Greenhouse gas emissions from Scope 2</b>	<b>Tons CO2e</b>	<b>4,960.97</b>
	Electricity consumption	Tons CO2e	4,960.97
GRI 305 - 3	<b>Greenhouse gas emissions from Scope 3</b>	<b>Tons CO2e</b>	<b>196,786.25</b>
	<b>Fuel and energy-related activities</b>	<b>Tons CO2e</b>	<b>196,072.00</b>
	Headquarters	Tons CO2e	48.29
	Saha Group Industrial Park, Sriracha	Tons CO2e	191,034.38
	Saha Group Industrial Park, Kabinburi	Tons CO2e	471.6
	Saha Group Industrial Park, Lamphun	Tons CO2e	351.6
	Saha Group Industrial Park, Mae Sot	Tons CO2e	20.48
	J-Park Nihon Mura Sriracha & J-Town Sriracha	Tons CO2e	4,145.65
	<b>Waste generated from operations</b>	<b>Tons CO2e</b>	<b>714.25</b>
	Headquarters	Tons CO2e	27.08
	Saha Group Industrial Park, Sriracha	Tons CO2e	385.72
	Saha Group Industrial Park, Kabinburi	Tons CO2e	82.73
	Saha Group Industrial Park, Lamphun	Tons CO2e	18.09
	Saha Group Industrial Park, Mae Sot	Tons CO2e	0
	J-Park Nihon Mura Sriracha & J-Town Sriracha	Tons CO2e	200.63
GRI 305 - 4	<b>GHGs Emission Intensity</b>		
	Scope 1	Tons CO2e	709.00
	Scope 2	Tons CO2e	4,961.00
	Scope 3	Tons CO2e	196,787.00
	Total (Scope 1+2)	Tons CO2e	5,670.00
	Total (Scope 1+2+3)	Tons CO2e	202,457
GRI 305 - 4	Production	Rai	7,593.73
	Carbon Intensity (Scope 1+2)	Tons CO2e/Rai	0.7467
	Carbon Intensity (Scope 1+2+3)	Tons CO2e/Rai	26.66
GRI 305 - 5	Reduction of GHGs Emissions	Tons CO2e	65.72

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

Indicator	Description	Unit	2024
<b>Air Pollution Control</b>			
GRI 305 - 7	<b>Air Pollution Emissions</b>		
	Nitrogen Oxides (NOx)	Tons	0
	Sulfur Oxides (SOx)	Tons	0
	Particulate Matter ≤ 2.5 Microns (PM2.5)	Tons	0
	Total Suspended Particulates (TSP)	Tons	0
<b>Water Consumption</b>			
GRI 303 - 3	<b>Water Withdrawal by Source</b>	<b>Million cubic meters</b>	<b>16.949</b>
	Surface Water	Million cubic meters	3.935
	Reservoir of Saha Group Industrial Park	Million cubic meters	12.291
	Groundwater	Million cubic meters	0.573
	Raw Water from Third – Pary	Million cubic meters	0.128
	Produced Water / Tab Water	Million cubic meters	0.188
SET ESG	Water Intensity	Million cubic meters/ Rai	0.002
GRI 303 - 4	<b>Water Discharge</b>	<b>Million cubic meters</b>	<b>2.148</b>
	Fresh Water Discharge (< 1,000 mg/l suspended or dissolved solids)	Million cubic meters	2.148
	Other Water Discharge (> 1,000 mg/l suspended or dissolved solids)	Million cubic meters	0
	<b>Water Discharge by Destination</b>		<b>2.148</b>
	Surface Water	Million cubic meters	2.148
	Groundwater	Million cubic meters	0
	Seawater	Million cubic meters	0
	Centralized Wastewater Treatment System	Million cubic meters	0
	Water Source from Other Agencies	Million cubic meters	0
GRI 303 - 5	Total Water Consumption	Million cubic meters	6.498
<b>Waste Management</b>			
GRI 306 - 3	<b>Total Waste Generated</b>	<b>Tons</b>	<b>951.92</b>
	Total Hazardous Waste	Tons	0
	Total Non-Hazardous Waste	Tons	951.92

Indicator	Description	Unit	2024
GRI 306 - 4	<b>Waste Divert from Disposal</b>	<b>Tons</b>	<b>18.86</b>
	<b>Hazardous Waste</b>	<b>Tons</b>	<b>0</b>
	<b>Reuse</b>	<b>Tons</b>	<b>0</b>
	Onsite Management	Tons	0
	Offsite Management	Tons	0
	<b>Recycle</b>	<b>Tons</b>	<b>0</b>
	Onsite Management	Tons	0
	Offsite Management	Tons	0
	<b>Non-Hazardous Waste</b>	<b>Tons</b>	<b>18.86</b>
	<b>Reuse</b>	<b>Tons</b>	<b>0</b>
	Onsite Management	Tons	0
	Offsite Management	Tons	0
	<b>Recycle</b>	<b>Tons</b>	<b>18.86</b>
	Onsite Management	Tons	4.83
	Offsite Management	Tons	14.04
GRI 306 - 5	<b>Waste Directed to Disposal</b>	<b>Tons</b>	<b>949.26</b>
	<b>Hazardous Waste</b>	<b>Tons</b>	<b>0</b>
	Incineration without Energy Recovery	Tons	0
	Incineration with Energy Recovery	Tons	0
	Landfilling	Tons	0
	Other disposal operations	Tons	0
	Onsite Storage	Tons	0
	<b>Non-Hazardous Waste</b>	<b>Tons</b>	<b>949.26</b>
	Incineration without Energy Recovery	Tons	0
	Incineration with Energy Recovery	Tons	0
	Landfilling	Tons	949.26
	Other disposal operations	Tons	0
Onsite Storage	Tons	0	

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

## Social Performance

Indicator	Description	Unit	2024	
			Quantity	Percentage
<b>Employment: Total Employees as of December 31, 2024</b>				
GRI 2-7 and GRI 405-1	<b>Employees by Gender</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	Male	Person, Percentage	84	42.00
	Female	Person, Percentage	116	58.00
	<b>Employees by Level</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	<b>Executive Directors and Senior Management</b>	<b>Person, Percentage</b>	<b>12</b>	<b>6.00</b>
	Male	Person, Percentage	9	4.50
	Female	Person, Percentage	3	1.50
	<b>Management (Assistant manager – Vice President)</b>	<b>Person, Percentage</b>	<b>64</b>	<b>32.00</b>
	Male	Person, Percentage	29	14.50
	Female	Person, Percentage	35	17.50
	<b>Officer Level (Team Member - Team Lead)</b>	<b>Person, Percentage</b>	<b>124</b>	<b>62.00</b>
	Male	Person, Percentage	46	23.00
	Female	Person, Percentage	78	39.00
	<b>Employees by Level</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	<b>Loyalist (Baby Boomer) - 58 years and above</b>	<b>Person, Percentage</b>	<b>14</b>	<b>7.00</b>
	Male	Person, Percentage	8	4.00
	Female	Person, Percentage	6	3.00
	<b>The Life Maker (Generation X) - 42 to 57 years</b>	<b>Person, Percentage</b>	<b>72</b>	<b>36.00</b>
	Male	Person, Percentage	34	17.00
	Female	Person, Percentage	38	19.00
	<b>The New Driver (Generation Y) - 26 to 41 years</b>	<b>Person, Percentage</b>	<b>110</b>	<b>55.00</b>
	Male	Person, Percentage	41	20.50
	Female	Person, Percentage	69	34.50
	<b>The Digital Native (Generation Z) - 25 years or younger</b>	<b>Person, Percentage</b>	<b>4</b>	<b>2.00</b>
	Male	Person, Percentage	1	0.50
	Female	Person, Percentage	3	1.50

Indicator	Description	Unit	2024	
			Quantity	Percentage
GRI 2-7 and GRI 405-1	<b>Employees by Employment Type</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	<b>Permanent Employees</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	Male	Person, Percentage	84	42.00
	Female	Person, Percentage	116	58.00
	<b>Annual Contract Employees</b>	<b>Person, Percentage</b>	<b>0</b>	<b>0</b>
	Male	Person, Percentage	0	0
	Female	Person, Percentage	0	0
	<b>Temporary Employees</b>	<b>Person, Percentage</b>	<b>0</b>	<b>0</b>
	Male	Person, Percentage	0	0
	Female	Person, Percentage	0	0
	<b>Employees by Religion</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	Buddhism	Person, Percentage	195	97.50
	Christianity	Person, Percentage	1	0.50
	Islam	Person, Percentage	4	2.00
	Others	Person, Percentage	0	0
	<b>Employees by Location</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	Head Office, Bangkok	Person, Percentage	117	58.50
	Saha Group Industrial Park, Sriracha, Chonburi Province	Person, Percentage	56	28.00
	Saha Group Industrial Park, Kabin buri, Prachinburi Province	Person, Percentage	7	3.50
Saha Group Industrial Park, Lamphun	Person, Percentage	13	6.50	
Saha Group Industrial Park, Mae Sot	Person, Percentage	4	2.00	
J-Park Sriracha Nihon Mura, Prachin Buri Province	Person, Percentage	2	1.00	
Kabinburi Sports Club Golf Course, Prachin Buri Province	Person, Percentage	1	0.50	
Hariphunchai Sports Club Golf Course, Lamphun Province	Person, Percentage	0	0	

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension



Indicator	Description	Unit	2024	
			Quantity	Percentage
GRI 2-7 and GRI 405-1	<b>Employees by Nationality</b>	<b>Person, Percentage</b>	<b>200</b>	<b>100.00</b>
	Thai	Person, Percentage	198	99.00
	European	Person, Percentage	0	0
	Chinese	Person, Percentage	0	0
	Japanese	Person, Percentage	2	1.00
	Singaporean	Person, Percentage	0	0
	Vietnamese	Person, Percentage	0	0
	Burmese (Myanmar)	Person, Percentage	0	0
	Lao	Person, Percentage	0	0
	Cambodian	Person, Percentage	0	0
	Others / Not Specified	Person, Percentage	0	0
	<b>Employees with Disabilities</b>	<b>Person, Percentage</b>	<b>0</b>	<b>0</b>
	Male	Person, Percentage	0	0
	Female	Person, Percentage	0	0
<b>Remuneration</b>				
SET ESG	<b>Employee Remuneration</b>			
	Total Remuneration	million Bath	338.01	
	Executive Directors and Senior Management Remuneration	million Bath	111.97	
	Employee Remuneration	million Bath	226.03	
	<b>Information on Provident Fund</b>			
	Employees Participating in the Provident Fund	Person	154	
	Company Contribution to the Provident Fund	million THB	14.78	

Indicator	Description	Unit	2024	
			Quantity	Percentage
<b>New Employee Hires</b>				
GRI 401-1	<b>New Employees by Gender</b>	<b>Person, Percentage</b>	<b>38</b>	<b>100.00</b>
	Male	Person, Percentage	15	39.47
	Female	Person, Percentage	23	60.53
	<b>New Employees by Age Group</b>	<b>Person, Percentage</b>	<b>38</b>	<b>100.00</b>
	Loyalist (Baby Boomer) - 58 years and above	Person, Percentage	0	0
	The Life Maker (Generation X) - 42 to 57 years	Person, Percentage	2	5.26
	The New Driver (Generation Y) - 26 to 41 years	Person, Percentage	31	81.58
	The Digital Native (Generation Z) - 25 years or younger	Person, Percentage	5	13.16
	<b>New Employees by Position Level</b>	<b>Person, Percentage</b>	<b>38</b>	<b>100.00</b>
	Executive Directors and Senior Management	Person, Percentage	0	0
	Management (Assistant Manager – Vice President)	Person, Percentage	3	7.89
	Officer Level (Team Member - Team Leader)	Person, Percentage	35	92.11
	<b>Voluntary Employee Turnover Rate (Including Resignation and Retirement)</b>		<b>Person, Percentage</b>	
GRI 401-1	<b>New Employees by Gender</b>	<b>Person, Percentage</b>	<b>15</b>	<b>100.00</b>
	Male	Person, Percentage	6	40.00
	Female	Person, Percentage	9	60.00
	<b>New Employees by Age Group</b>	<b>Person, Percentage</b>	<b>15</b>	<b>100.00</b>
	Loyalist (Baby Boomer) - 58 years and above	Person, Percentage	5	33.33
	The Life Maker (Generation X) - 42 to 57 years	Person, Percentage	1	6.67
	The New Driver (Generation Y) - 26 to 41 years	Person, Percentage	7	46.67
	The Digital Native (Generation Z) - 25 years or younger	Person, Percentage	2	13.33
	<b>New Employees by Position Level</b>	<b>Person, Percentage</b>	<b>15</b>	<b>100.00</b>
	Executive Directors and Senior Management	Person, Percentage	1	6.67
	Management (Assistant Manager – Vice President)	Person, Percentage	4	26.67
	Officer Level (Team Member - Team Leader)	Person, Percentage	10	66.67

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

Indicator	Description	Unit	2024	
			Quantity	Percentage
<b>Parental Leave</b>				
GRI 401-3	<b>Female employees eligible for maternity and parental leave</b>	<b>Person, Percentage</b>	<b>116</b>	<b>100.00</b>
	Female employees who took maternity and parental leave (Percentage based on eligible female employees)	Person, Percentage	2	1.72
	Female employees who returned to work after maternity and parental leave	Person, Percentage	2	100.00
	Female employees who remained with the organization for at least 12 months after maternity and parental leave	Person, Percentage	1	50.00
	<b>Male employees eligible for paternity and parental Leave</b>	<b>Person, Percentage</b>	<b>84</b>	<b>100.00</b>
	Male employees who took paternity and parental leave (Percentage based on eligible male employees)	Person, Percentage	0	0
<b>Employee Training and Development</b>				
GRI 404-1	<b>Total training hours and development</b>	<b>Hour</b>	<b>6,840</b>	
	Average training hours	Hour/person	34.20	
	Average training and development expenses	Bath/person	25,526.45	
	<b>Training by gender</b>			
	Male	Hour/person	36.05	
	Female	Hour/person	32.87	
	<b>Training and development by level</b>			
	Executive-level employees	Hour/person	20.51	
	Officer-level employees	Hour/person	42.07	
<b>Employees receiving a regular performance review</b>				
GRI 404-3	Board of Directors and Executives	Percentage	100	
	Executives (AM-VP)	Percentage	100	
	Officer Level (Team Member - Team Leader)	Percentage	100	
<b>Occupational Health and Safety</b>				
GRI 403-8	<b>Data Coverage</b>			
	Employees	Percentage	100	
	Contract Employees	Percentage	100	
GRI 403-9	<b>Working Hour</b>			
	Employees	Hour	353,180.00	
	Contract Employees	Hour	5,134,246.80	
<b>Work – Related injuries</b>				

Indicator	Description	Unit	2024	
			Quantity	Percentage
GRI 403-9	<b>Rate of Fatalities as a result of work-related injury</b>			
	Employees	Case/1,000,000 working hours	0	
	Contract Employees	Case/1,000,000 working hours	0	
	<b>Total Recordable Injury Frequency Rate: TRIFR</b>			
	Employees	Case/1,000,000 working hours	0	
	Contract Employees	Case/1,000,000 working hours	0	
	<b>Lost-Time Injury Frequency Rate: LTIFR</b>			
	Employees	Case/1,000,000 working hours	0	
	Contract Employees	Case/1,000,000 working hours	0	
	Employee engagement score	Percentage	83.65	
	Complaints about harassment and discrimination	Case	0	
	Complaints related to labor and human rights	Case	0	
Complaints regarding personal data breaches or business confidentiality leaks	Case	0		
Training to raise awareness on harassment and discrimination	Case/Year	2		
Significant fines for violations of economic and social laws	Bath	0		

Note: The company has prepared its operational performance report and statistics on environmental, social, and economic/governance aspects for the first time in 2024.



# GRI Content Index

GRI Standards	Disclosure	Location
<b>General Disclosure</b>		
GRI 2 : General Disclosure 2021		
<b>The Organization in Reporting Practice</b>		
2-1	Organizational details	22-24
2-2	Entities included in the organization's sustainability reporting	11
2-3	Reporting period, frequency and contact point	1, 10
2-4	Restatement of information	N/A
2-5	External assurance	N/A
<b>Activities and Workers</b>		
2-6	Activities, value chain, and other business relationships	12-13
2-7	Employees	105, 150-151
2-8	Workers who are not employees	N/A
<b>Governance</b>		
2-9	Governance structure and compensation	Annual Report P.132-133
2-10	Nomination and selection of the highest governance body	Annual Report P.141-142
2-11	Chair of the highest governance body	Annual Report P.135, 292
2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report P.137
2-13	Delegation of responsibility for managing impacts	Annual Report P.136 -138, 145-146
2-14	Role of the highest governance body in sustainability reporting	Annual Report P.142-144
2-15	Conflicts of interest	Annual Report P.121, 174-176
2-16	Communication of critical concerns	Annual Report P.47-53
2-17	Collective knowledge of the highest governance body	Annual Report P.166-167
2-18	Evaluation of the performance of the highest governance body	Annual Report P.168-170
2-19	Remuneration policies	Annual Report P.170-173
2-20	Process to determine remuneration	Annual Report P.170-173
2-21	Annual total compensation ratio	N/A
<b>Strategy, Policies and Practice</b>		
2-22	Statement on sustainable development strategy	6-7
2-23	Policy commitments	25
2-24	Embedding policy commitments	6-7
2-25	Processes to remediate negative impacts	14-21
2-26	Mechanisms for seeking advice and raising concerns	14-21
2-27	Compliance with laws and regulations	Annual Report P.131-178
2-28	Membership associations	1

GRI Standards	Disclosure	Location
<b>Stakeholder Engagement</b>		
2-29	Approach to stakeholder engagement	14-21
2-30	Collective bargaining agreements	N/A
<b>GRI 3 : Material Topics 2021</b>		
3-1	Process to determine material topics	28
3-2	List of material topics	29
3-3	Management of Material Topics	31-143
<b>Economic Value</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 201: Economic Performance 2016</b>		
3-3	Management of Material Topics	31
201-1	Direct economic value generated and distributed	31
201-2	Financial implication and other risks and opportunities due to climate change	N/A
201-3	Defined benefit plan obligations and other retirement plans	106
201-4	Financial assistance received from government	N/A
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 202: Market Presence 2016</b>		
3-3	Management of Material Topics	N/A
202-1	Ratio of standard entry level wage by gender compared to local minimum wage	N/A
202-2	Proportion of senior management hired from the local community	N/A
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 203: Indirect Economic Impacts 2016</b>		
3-3	Management of Material Topics	4-5
203-1	Infrastructure investments and services supported	4-5
203-2	Significant indirect economic impact	N/A
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 204: Procurement Practice 2016</b>		
3-3	Management of Material Topics	49-53
204-1	Proportion of spending on local supplier	N/A
<b>Good Corporate Governance</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 205: Anti - Corruption 2016</b>		
3-3	Management of Material Topics	36-40
205-1	Operations assessed for risks related to corruption	41, Annual Report P.51
205-2	Communication and training about anti - corruption policies and procedures	36
205-3	Confirmed incidents of corruption and actions taken	40
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 206: Anti - Competitive Behavior 2016</b>		
3-3	Management of Material Topics	Annual Report P.118
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Annual Report P.118



Economic Dimension /  
Corporate Governance



Environment  
Dimension



Social  
Dimension

GRI Standards	Disclosure	Location
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 415: Public Policy 2016</b>		
3-3	Management of Material Topics	<a href="https://www.spi.co.th/storage/corporate-governance/anti-corruption/20211224-spi-compliance-anti-corruption-policy-th.pdf">https://www.spi.co.th/storage/corporate-governance/anti-corruption/20211224-spi-compliance-anti-corruption-policy-th.pdf</a>
415-1	415-1 Political contributions	<a href="https://www.spi.co.th/storage/corporate-governance/anti-corruption/20211224-spi-compliance-anti-corruption-policy-th.pdf">https://www.spi.co.th/storage/corporate-governance/anti-corruption/20211224-spi-compliance-anti-corruption-policy-th.pdf</a>
<b>TAX</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 207: Tax 2019</b>		
3-3	Management of Material Topics	32
207-1	Approach to tax	32
207-2	Tax governance, control and risk management	32
207-3	Stakeholder engagement and management of concerns related tax	142
207-4	Country - by - country reporting	N/A
<b>Sustainable Supplychain Management</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 308: Supplier environmental assessment 2016</b>		
3-3	Management of Material Topics	49-53
308-1	New suppliers that were screened using environmental criteria	51-52
308-2	Negative environmental impacts in the supply chain and actions taken	53
<b>GRI 414: Supplier Social assessment 2016</b>		
3-3	Management of Material Topics	49-53
414-1	New suppliers that were screened using social criteria	51-52
414-2	Negative social impacts in the supply chain and actions taken	53
<b>Customer relation management</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 416: Customer Health and Safety 2016</b>		
3-3	Management of Material Topics	54-59
416-1	Assessment of the health and safety impacts of product and service categories	54-55
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	122-128
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 417: Marketing and Labeling 2016</b>		
3-3	Management of Material Topics	54-59
417-1	Requirements for product and service information and labeling	54-59
417-2	Incidents of non-compliance concerning product and service information and labeling	54-59
417-3	Incidents of non-compliance concerning marketing communications	54-59
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 418: Customer Privacy 2016</b>		
3-3	Management of Material Topics	44-48
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	48

GRI Standards	Disclosure	Location
<b>Environmental Values</b>		
<b>Materials use</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 301: Materials 2016</b>		
3-3	Management of Material Topics	66-67, 71
301-1	Materials used by weight or volume	66-67, 71
301-2	Recycled input materials used	73-76
301-3	Reclaimed products and their packaging materials	N/A
<b>Energy management</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 302: Energy 2016</b>		
3-3	Management of Material Topics	66-70
302-1	Energy consumption within the organization	67
302-2	Energy consumption outside the organization	N/A
302-3	Energy intensity	145
302-4	Reduction of energy consumption	68-70
302-5	Reductions in energy requirements of products and services	68-70
<b>Water and effluent management</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 303: Water and effluent 2018</b>		
3-3	Management of Material Topics	71
303-1	Interactions with water as a shared resource	72
303-2	Management of water discharge-related impacts	72
303-3	Water withdrawal	71
303-4	Water discharge	73, 148
303-5	Water consumption	71
<b>Biodiversity Conservation</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 304: Biodiversity 2016</b>		
3-3	Management of Material Topics	87-92
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A
304-2	Significant impacts of activities, product and services on biodiversity	89
304-3	Habitats protected or restored	89-92
304-4	IUCN Red list species and national conservation list species with habitats in areas affected by operations	87-88
<b>Emission and air pollution</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 305: Emissions 2016</b>		
3-3	Management of Material Topics	78-82
305-1	Direct (Scope 1) GHG Emissions	81
305-2	Energy indirect (Scope 2) GHG Emissions	81
305-3	Other indirect (Scope 3) GHG Emissions	81
305-4	GHG emissions intensity	82
305-5	Reduction of GHG emissions	83-86
305-6	Emissions of ozone - depleting substances (ODS)	N/A
305-7	Nitrogen oxides (Nox) Sulfer oxide (Sox) and other significant air emissions	87, 148

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

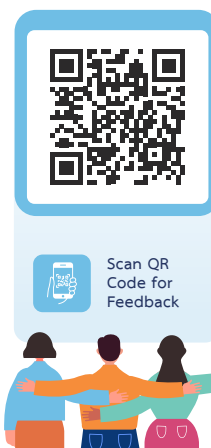


GRI Standards	Disclosure	Location
<b>Waste Management</b>		
GRI 3: Material Topics 2021		
GRI 306: Waste 2020		
3-3	Management of Material Topics	75-78
306-1	Waste generation and significant waste-related impacts	75-76
306-2	Management of significant waste-related impacts	75-76
306-3	Waste generated	75-76
306-4	Waste diverted from disposal	75-78
306-5	Waste directed to disposal	75, 149
<b>Social Values</b>		
<b>Employment Practices</b>		
GRI 3: Material Topics 2021		
GRI 401: Employment 2016		
3-3	Management of Material Topics	104
401-1	New employee hires and employee turnover	105, 121-122
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	106-108
401-3	Parental leave	153
<b>Labor/management relations</b>		
GRI 3: Material Topics 2021		
GRI 402: Labor/ Management Relations 2016		
3-3	Management of Material Topics	113-121
402-1	Minimum notice periods regarding operational changes	N/A
<b>Occupational Health and Safety</b>		
GRI 3: Material Topics 2021		
GRI 403: Occupational Health and Safety 2018		
3-3	Management of Material Topics	122-123
403-1	Occupational health and safety management system	122-128
403-2	Hazard identification, risk assessment, and incident investigation	123
403-3	Occupational health services	124-128
403-4	Worker participation, consultation, and communication on occupational health and safety	124-128
403-5	Worker training on occupational health and safety	124-128
403-6	Promotion of worker health	108, 138-140
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	138-140
403-8	Workers covered by an occupational health and safety management system	96, 138-140, 154
403-9	Work-related injuries	124
403-10	Work-related ill health	124, 154
<b>Human Capital and Training Program</b>		
GRI 3: Material Topics 2021		
GRI 404: Training and Education 2016		
3-3	Management of Material Topics	110-112
404-1	Average hours of training per year per employee	111
404-2	Programs for upgrading employee skills and transition assistance programs	111-112
404-3	Percentage of employees receiving regular performance and career development reviews	108-110

GRI Standards	Disclosure	Location
<b>Diversity and equal opportunity</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 405: Diversity and equal opportunity 2016</b>		
3-3	Management of Material Topics	32-33, 104-105
405-1	Diversity of governance bodies and employees	33, 105, 153
405-2	Ratio of basic salary and remuneration of women to men	N/A
<b>Human Rights Practices</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 406: Non discrimination 2016</b>		
3-3	Management of Material Topics	94-97
406-1	Incidents of discrimination and corrective actions taken	101
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 407: Freedom of association and collective bargaining 2016</b>		
3-3	Management of Material Topics	100, 107-108
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	49, 94-101
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 408: Child Labor 2016</b>		
3-3	Management of Material Topics	96
408-1	Operations and suppliers at significant risk for incidents of child labor	50, 96, 98-99
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 409: Forced or compulsory labor 2016</b>		
3-3	Management of Material Topics	96
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	50, 96, 98-99
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 410: Security Practice 2016</b>		
3-3	Management of Material Topics	94-102
410-1	Security personnel trained in human rights policies or procedures	95, 101
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 411: Rights of indigenous peoples 2021</b>		
3-3	Management of Material Topics	100
411-1	Incidents of violations involving rights of indigenous peoples	100
<b>Community Relations</b>		
<b>GRI 3: Material Topics 2021</b>		
<b>GRI 413: Local communities 2016</b>		
3-3	Management of Material Topics	128-129
413-1	Operations with local community engagement, impact assessments, and development programs	18-19, 129-143
413-2	Operations with significant actual and potential negative impacts on local communities	18-19, 129-143

Economic Dimension /  
Corporate GovernanceEnvironment  
DimensionSocial  
Dimension

# Feedback Form: 2024 Sustainability Report



## 1. Please identify your stakeholder type

- Shareholder/Investor     Customer     Employee/Management
- Supplier/Partner     Community     Regulatory Institution
- Scholar/Independent Organization     Business Competitors     Other (Please specify) .....

## 2. Where do you receive this Sustainability Report?

- Annual General Meeting     Company Website     Other (Please specify) .....

## 3. What is your purpose in reading this report?

- To gain information on SPI     To support an investment decision     To prepare your sustainability report
- For research/education purposes     Other (Please specify) .....

## 4. Satisfaction Level with the Company's Sustainability Report

- |                                     |                                    |                               |   |
|-------------------------------------|------------------------------------|-------------------------------|---|
| Information adequacy                | <input type="checkbox"/> Very Good | <input type="checkbox"/> Good | <input type="checkbox"/> should improve |
| Reliable Information                | <input type="checkbox"/> Very Good | <input type="checkbox"/> Good | <input type="checkbox"/> should improve |
| Attractive topics                   | <input type="checkbox"/> Very Good | <input type="checkbox"/> Good | <input type="checkbox"/> should improve |
| Presentation method and readability | <input type="checkbox"/> Very Good | <input type="checkbox"/> Good | <input type="checkbox"/> should improve |
| Design                              | <input type="checkbox"/> Very Good | <input type="checkbox"/> Good | <input type="checkbox"/> should improve |
| Overall Satisfaction                | <input type="checkbox"/> Very Good | <input type="checkbox"/> Good | <input type="checkbox"/> should improve |

## 5. Which topics/dimensions would you like the company to disclose more information in the next company's sustainability report? (You may select more than one option.)

- Economic/Governance    (Please specify topic).....
- Environmental    (Please specify topic).....
- Society    (Please specify topic).....

## 6. Suggestion for further improvement of the Report

- Content     Readability     Design
- Other (Please specify) .....

The company appreciates your valuable feedback  
Your feedback will be used to improve and enhance the sustainability report



## Good People, Good Products, Good Society

SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED

530 Soi Sathupradit 58, Bangpongpang Sub-district,  
Yannawa District, Bangkok 10120  
Tel +66 2293 0030 Fax +66 2293 0040 [www.spi.co.th](http://www.spi.co.th)  
f SAHA Pathana Inter-Holding