

SUSTAINABILITY REPORT 2025

HAADTHIP PUBLIC COMPANY LIMITED

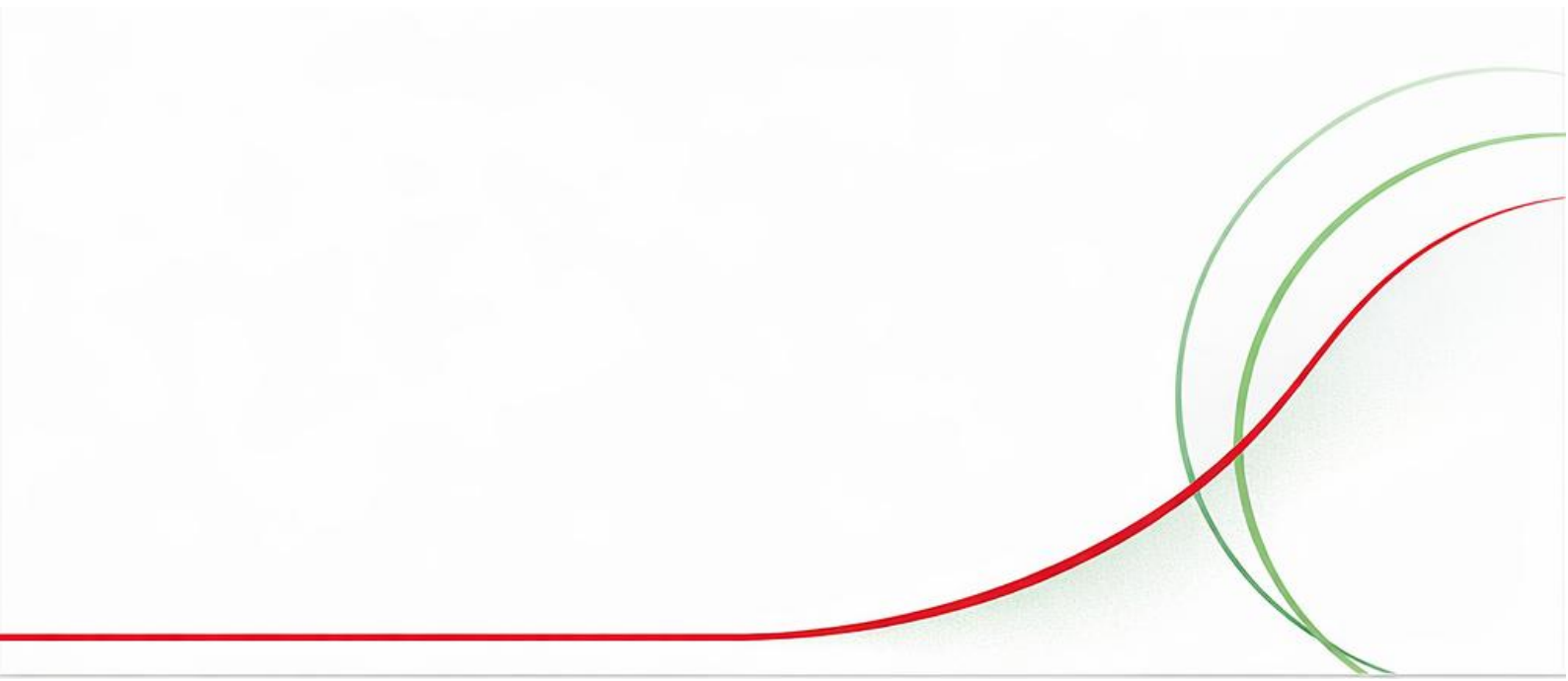


Table of Contents

Sustainability Report 2025



01

Getting to Know HaadThip

- 3 Message from the Chief Executive Officer
- 5 About HaadThip
- 7 About This Sustainability Report



02

Corporate Sustainability

- 8 Driving Sustainable Business
- 15 Business Value Chain
- 24 Corporate Governance
- 35 Information Security and Cybersecurity
- 37 Enterprise Risk Management
- 52 Comprehensive Human Rights Policy Implementation
- 67 Sustainable Supply Chain Management



03

Environmental Responsibility

- 76 Environmental Management
- 79 Sustainable Packaging Management
- 89 Operational Waste Management
- 95 Climate Change Management
- 109 Energy and Greenhouse Gas Management
- 121 Water Stewardship



04

Social and Community Responsibility

- 133 Consumer Responsibility and Marketing
- 138 Employee and Labor Management
- 164 Occupational Health, Safety and Working Environment
- 177 Community and Social Engagement

05

GRI Index

- 191 GRI Index



Message from the Chief Executive Officer

Dear Stakeholders,

The year 2025 was another year that reflected the adaptability, business resilience, and commitment of HaadThip Public Company Limited in conducting business while creating balanced economic, social, and environmental value amid challenges arising from economic volatility, climate change, and the major flooding situation in Southern Thailand toward the end of the past year.



Although these circumstances affected business operations and communities on a broad scale, through the collaboration among the Board of Directors, executives, employees, business partners, and community networks, HaadThip was able to maintain business continuity while standing alongside society during a time of crisis. This was carried out through the establishment of the Crisis Response Team (CRT), the provision of drinking water, food, and essential supplies, the establishment of temporary shelters, as well as coordination with government agencies, private sector organizations, and local communities to urgently support and restore affected communities.

The Company believes that “sustainability” is not merely an organizational goal, but a core principle in business decision-making that must be demonstrated through actions, outcomes, and transparent disclosure. Under the “HaadThip Together for Good” framework, HaadThip focuses on creating long-term shared value through two key approaches: “Homeland Uplifting,” which aims to enhance quality of life and strengthen communities in Southern Thailand, and “Global Citizenship,” which promotes environmentally responsible business operations as a good global citizen. Over the past year, HaadThip continued to prioritize the management of sustainability issues that are material to the business and its stakeholders, including climate change, water management, sustainable packaging management, employee and community care, and good corporate governance, to support business growth while reducing long-term environmental impacts.

Message from the Chief Executive Officer

In terms of packaging, HaadThip has advanced the efficient and responsible use of resources through the development of a new returnable glass bottle packaging format, designed to enable more effective reuse. HaadThip has also collaborated with partners across the value chain to establish the "Southern Recycling Alliance," which applies a reverse logistics system to collect post-consumer PET plastic bottles for processing into recycled plastic resin (rPET) and reusing them in beverage packaging production through bottle-to-bottle recycling. This supports resource circularity, reduces packaging waste, and promotes more efficient resource management.

In terms of governance, HaadThip remains committed to conducting business with transparency, ethics, respect for human rights, and responsibility toward all stakeholder groups. HaadThip has also continued to enhance its standards of corporate governance, risk management, and anti-corruption practices. In 2025, HaadThip maintained a 5-Star ("Excellent") Corporate Governance Rating (CGR) for the third consecutive year. HaadThip was also certified by Thailand's Private Sector Collective Action Against Corruption (CAC) and continued to receive the Outstanding Human Rights Model Organization Award.

In addition, HaadThip received an AA rating in the SET ESG Ratings by the Stock Exchange of Thailand and was included in the Thailand Sustainability Investment list for the eighth consecutive year. HaadThip was also selected as one of the ESG 100 companies by Thaipat Institute, which serves as another important recognition of HaadThip's progress in sustainability. Nevertheless, HaadThip recognizes that external recognition and assessments are only one reflection of its efforts. What is even more important is the continuous improvement of actual operations, systematic performance measurement, and the creation of tangible long-term value for stakeholders.

Looking ahead to 2026, HaadThip will continue to advance its business while caring for the environment and society. HaadThip will focus on innovation, climate strategy implementation, responsible water management, the development of sustainable packaging systems, the enhancement of employee and community capabilities, and the use of data and technology to improve the efficiency, accuracy, transparency, and auditability of sustainability management and disclosure. These efforts aim to strengthen HaadThip's readiness for future changes and challenges.

Lastly, on behalf of HaadThip Public Company Limited, I would like to express my sincere appreciation to our shareholders, investors, customers, business partners, government and private sector agencies, communities, and all employees for their continued trust and support. HaadThip will remain committed to conducting business with responsibility and transparency while creating shared value for society, in pursuit of sustainable growth together.



Major General Patchara Rattakul
Chief Executive Officer



HAADTHIP



HaadThip Public Company Limited operates as a manufacturer and distributor of beverages under the “Coca-Cola” system across 14 provinces in Southern Thailand, covering Chumphon, Surat Thani, Nakhon Si Thammarat, Phatthalung, Songkhla, Satun, Trang, Krabi, Phang Nga, Phuket, Ranong, Yala, Pattani, and Narathiwat. HaadThip’s head office is located in Hat Yai District, Songkhla Province, with its main production base located in Punpin District, Surat Thani Province. HaadThip also operates a total of 19 distribution centers across Southern Thailand. HaadThip manufactures and distributes its own products, while some products are purchased from a business partner in Bangkok for distribution.

For more than 56 years, HaadThip has remained committed to developing its business to achieve sustainable growth through highly efficient management, while advancing sustainability and environmental stewardship to preserve natural resources for communities in all areas where it operates. HaadThip also strives to promote quality of life, economic development, and social well-being in a balanced and sustainable manner.

Vision

“We are the beverage industry leader, dedicated to sustainable and profitable growth alongside our communities”

This vision reflects our commitment to building a positive future through innovative processes, advanced technology, and continuous employee development, while delivering the highest value to customers, partners, employees, and society at large.

Mission

- To be a total beverage company that leads the Southern market, with continuously growing revenue and profitability
- To develop personnel who act with integrity, honesty, and responsibility toward the organization and society
- To manufacture, distribute, and deliver quality products to customers and consumers, earning their trust as a vital part of the Southern region
- To uphold good corporate governance by developing human resources in line with societal needs and taking part in sustainably managing natural resources and the environment

Value

- Integrity
- Individual Initiative
- Customer Value
- Teamwork
- People Development
- Mutual Trust and Respect
- Commitment
- Always be Part of the South
- Relationship Marketing
- Fun

About this Sustainability Report

HaadThip Public Company Limited has prepared its 2025 Sustainability Development Report as the eighth edition of the report. The objective is to communicate and disclose information regarding HaadThip's vision, mission, goals, and organizational management processes, together with reporting progress and business performance toward sustainability. The report aligns with HaadThip's material issues and the interests of all stakeholder groups, covering the economic dimension, corporate governance, social dimension, and environmental dimension, or Environmental, Social, and Governance (ESG). It also reports performance that supports the achievement of the United Nations Sustainable Development Goals (UN SDGs).

This report has been prepared based on the analysis of material sustainability issues that are aligned with HaadThip's corporate strategy and relevance to all stakeholder groups. It is intended to present information to both internal and external stakeholders in a transparent and verifiable manner. The reporting period covers January 1 to December 31, 2025. The reporting scope covers all operating areas, comprising the Hatyai Office, Punpin Plant, two Bangkok offices, and 19 distribution centers.

For sustainability reporting, HaadThip has prepared this report with reference to the GRI Standards 2021 of the Global Reporting Initiative under the "In Accordance" approach. The report covers the GRI Universal Standards, namely GRI 1, GRI 2, and GRI 3, as well as the GRI Topic Standards relevant to HaadThip's material issues.

For further inquiries or suggestions, please contact:

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Songkhla Province 90250

Sustainability Development Department: Tel: 074-210008-18 ext. 481



Driving Sustainable Business



Sustainability Policy

HaadThip Public Company Limited is committed to being a leader in the beverage industry by aligning its operations with sustainable development principles. The Company prioritizes the interests of all stakeholder groups, focusing on capacity building, transparency, and adherence to internationally recognized management frameworks. This approach enables the organization to adapt to evolving market trends while ensuring the collective benefit of all stakeholders across the entire supply chain. HaadThip operates in accordance with the Environmental, Social and Governance (ESG) framework and actively supports the United Nations Sustainable Development Goals (SDGs), aiming to deliver tangible and measurable outcomes. The Company emphasizes the efficient and responsible use of natural resources, in alignment with the Circular Economy model and the national sustainability strategy. Furthermore, it has set ambitious sustainability targets, including the goal of achieving Net ZERO greenhouse gas emissions.



Sustainability Vision and Framework

HAADTHIP
TOGETHER FOR GOOD

During the past year, the Company further strengthened its sustainability policy framework and management goals by formally adopting an enhanced sustainability operating framework under the concept of **"HaadThip Together for Good"**. This updated framework reflects the Company's commitment to creating long-term shared value alongside balanced business growth.

The revision represents a structured evolution from the previous approach, with clearer organization and stronger linkage to the Company's corporate strategy. The sustainability framework is now articulated through two core initiatives: **"Homeland Uplifting"** and **"Global Citizenship"**, providing a more defined direction for sustainability governance, target setting, performance monitoring, and transparent reporting.

HaadThip Sustainability Framework

The Company is committed to creating positive impacts for society and the environment through six key pillars under the concept of



1. Social Cohesion

This pillar emphasizes mutual respect, understanding, and unity among people of diverse cultural and ethnic backgrounds in the southern region. By promoting inclusive dialogue and peaceful coexistence, it seeks to reduce conflict, build trust, and encourage a shared sense of belonging.



2. Community Development

This pillar focuses on compassion and support, this pillar drives projects that uplift the quality of life for vulnerable groups. It includes charitable efforts such as donations of medical equipment, scholarships for underprivileged students, and other programs that aim to empower and provide opportunities for long-term growth.



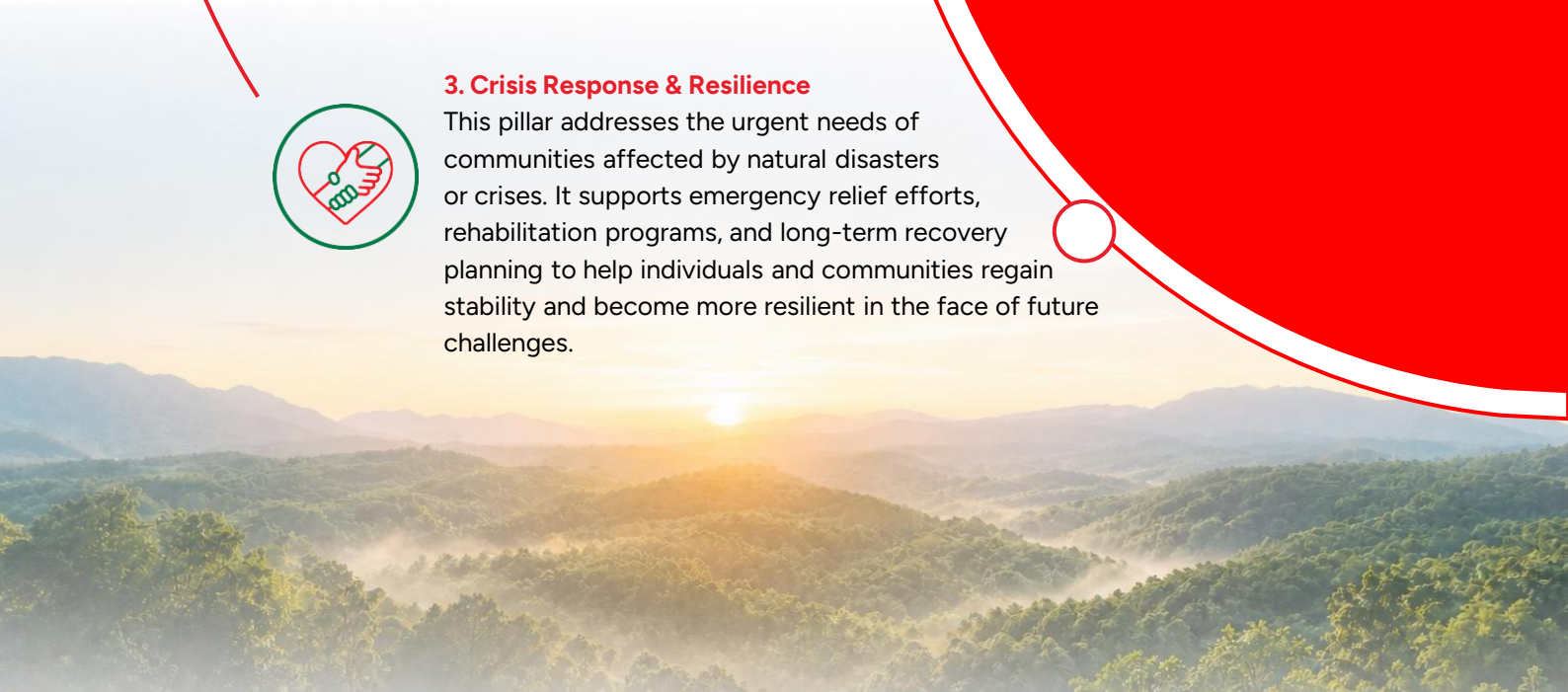
3. Crisis Response & Resilience

This pillar addresses the urgent needs of communities affected by natural disasters or crises. It supports emergency relief efforts, rehabilitation programs, and long-term recovery planning to help individuals and communities regain stability and become more resilient in the face of future challenges.



Homeland Uplifting

This initiative is built upon three pillars of activity, each designed to enhance the well-being, unity, and resilience of communities in southern Thailand. The pillars include:



HaadThip Sustainability Framework



Global Citizenship

This initiative focuses on our global responsibilities, particularly in environmental sustainability. The pillars include:

4. Emissions Reduction

This pillar is dedicated to reducing greenhouse gas emissions throughout our operations. It includes the adoption of clean energy sources, improvements in energy efficiency, and the integration of low-carbon technologies. The goal is to actively combat climate change and contribute to a more sustainable future for all.



5. Packaging Management

This pillar focuses on the responsible design, use, and disposal of packaging materials. We strive to minimize packaging waste by innovating eco-friendly packaging solutions, increasing recyclability, and promoting efficient use of resources. This approach reduces our environmental footprint and supports a cleaner planet.



6. Water Stewardship

This pillar is centered on sustainable water management, ensuring that every drop of water is used efficiently and responsibly. For example, we monitor and calculate the amount of water used in our production processes and implement strategies to return that water to local ecosystems or communities, thereby reducing our overall environmental impact.



Sustainability Management Target

HaadThip Public Company Limited is committed to conducting its business in accordance with sustainability principles, striving to balance economic growth, environmental stewardship, and social development. During the reporting year, the Company further strengthened its sustainability targets-setting process to ensure greater clarity, structure, and alignment with its corporate strategy under the "HaadThip Together for Good" framework. This framework reflects the Company's commitment to creating long-term value for stakeholders across its value chain. The Company has established sustainability targets with defined timeframes to enable ongoing monitoring, performance evaluation, and progress reporting. These targets are designed to deliver tangible sustainability outcomes while responding to stakeholder expectations and evolving business, regulatory, and international sustainability requirements. Through this approach, the Company aims to systematically enhance its long-term competitiveness and organizational resilience.



Through **"Homeland Uplifting"**, HaadThip is committed to enhancing quality of life, strengthening community resilience, and creating shared value across Southern Thailand and other parts of the country. Key commitments include



1. Supporting skills development and expanding opportunities for youth and economically disadvantaged groups

- Supporting skills development and expanding opportunities for youth and economically disadvantaged groups, with a cumulative target of at least 35,000 beneficiaries by 2030



2. Advancing sustainable community water management

- Advancing sustainable community water management initiatives, promoting access to safe water for domestic consumption, with a target to benefit more than 15,000 households by 2030.



Through **"Global Citizenship"**, HaadThip focuses on minimizing environmental impacts arising from its operations while promoting efficient resource use across the value chain. Key commitments include:



1. Emissions Reduction

- Achieve Net Zero greenhouse gas emissions target by 2050
- Reduce organizational greenhouse gas emissions by 23% by 2030, compared to the 2023 base year*
- Increase the share of renewable energy use across operations to at least 20% by 2030



2. Packaging Management

- Increase the proportion of recycled content in primary packaging to at least 50% by 2030**
- Implement post-consumer packaging collection and recycling initiatives covering 100% of packaging sold to the market by 2030**



3. Water Stewardship

- Reduce water use intensity in the production process to no more than 1.50 liters per liter of beverage produced (L/L_{bev}) by 2030
- Replenish water to communities and natural ecosystems in volumes equal to or greater than the amount used in beverage production

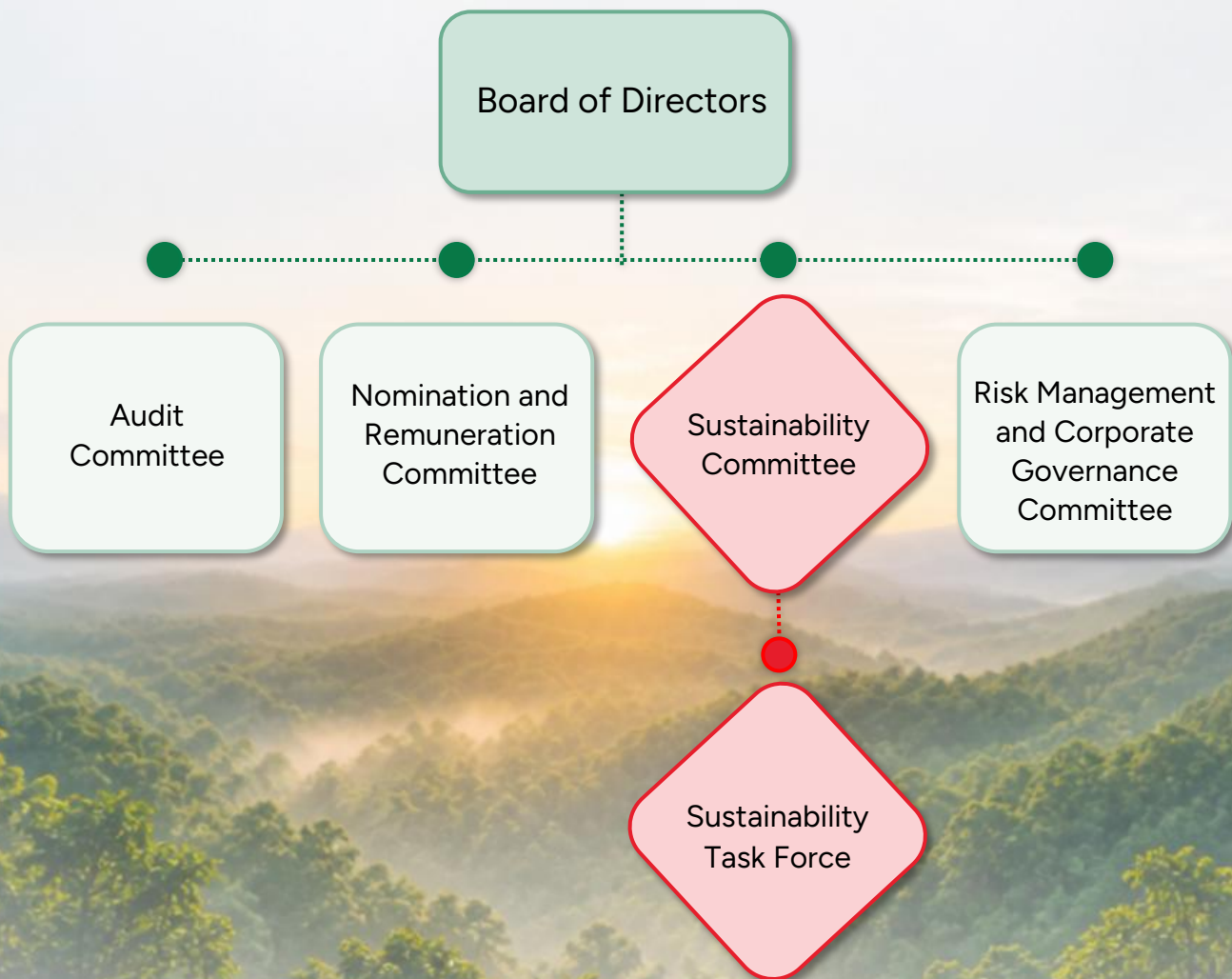
Remark:

* The Company has reviewed its greenhouse gas emissions reduction target for 2030 and adjusted both the reduction pathway and the base year, to ensure that the carbon assessment boundary reflects greenhouse gas emissions arising from activities across the company's entire value chain, covering Scope 1, Scope 2, and Scope 3 emissions

** The Company is currently reviewing its packaging management targets to ensure alignment with its business strategy, supply chain readiness, and the specific operating context of Thailand. This review aims to support the development of a sustainable circular packaging system that is practical to implement and delivers long-term positive environmental impacts



Sustainability Governance Structure



To enhance the effectiveness of its sustainability governance framework, the Company has established a Sustainability Committee together with Sustainability Task Force, operating under the supervision of the Board of Directors. Their responsibilities include setting policies, monitoring progress, and driving sustainable business practices in accordance with the organization's context and international standards.

Sustainability Committee

The Sustainability Committee operates under the oversight of the Board of Directors and plays a key role in setting sustainability policies and managing environmental, social, and governance (ESG) impacts across all dimensions. Its core responsibilities include:

- Defining, reviewing, and improving sustainability policies and strategies to align with the business direction and international standards
- Monitoring and evaluating performance against sustainability targets, and providing recommendations for improvement
- Promoting a culture of sustainability within the organization and encouraging cross-functional collaboration
- Assessing key sustainability topics, such as climate change management, sustainable resource use, community engagement, and human rights
- Regularly reporting performance outcomes to the Board of Directors
- Appointing working groups or inviting relevant personnel to meetings as needed to support sustainability initiatives

Sustainability Committee Charter

<https://www.haadthip.com/storage/document/cg-policy/2024/sustainability-committee-charter-th.pdf>

Sustainability Task Force

The Sustainability Task Force acts as an operational driver, coordinating with various internal departments to systematically implement activities and projects according to the sustainability strategy. Its key responsibilities include:

- Developing short-term and long-term action plans to help the organization achieve its sustainability goals
- Reviewing annual plans and budgets for submission to management and the Sustainability Committee for consideration
- Promoting employee training to build knowledge and understanding of sustainability principles, and fostering organization-wide engagement
- Supporting resources and personnel to ensure the effective implementation of sustainability initiatives
- Preparing and presenting performance summary reports to the Sustainability Committee at least twice per year



Sustainability Investment Strategy

HaadThip Public Company Limited recognizes sustainability investment as a key mechanism for driving the Company toward its long-term goals across environmental, social, and sustainable business dimensions. The Company allocates budgets and resources to support the implementation of its defined sustainability targets, including greenhouse gas (GHG) emissions reduction, increasing the proportion of renewable energy, water resource management, sustainable packaging management, employee capability development, and the creation of shared value with communities.

Investment considerations cover business returns, risk reduction, operational efficiency improvement, readiness for future sustainability requirements and trends, and the ability to support the achievement of the Company's organizational goals in a tangible manner. The Company focuses on investments that can generate measurable long-term outcomes and strengthen competitiveness while creating sustainable positive impacts on society and the environment.

Sustainability Investment Budget Allocation in 2025

Sustainability Pillar	Key Investment Initiatives	Investment Value (million Baht)	Strategic Targets and Outcomes
Climate Action and GHG Emissions Reduction	- Greenhouse Gas Emissions Reduction Projects - Renewable and clean energy utilization - Production process efficiency improvement - Transportation system efficiency improvement	7.27 million Baht	Reduce GHG emissions across Scope 1–3 and support the pathway toward Net Zero target
Water Stewardship	- Water balance and smart water meter installation project - Water Source Vulnerability Assessment (SVA)	4.70 million Baht	Improve water use efficiency, reduce water loss, and strengthen water resource security
Sustainable Packaging Management	Support for packaging collection and recycling systems	1.70 million Baht	Reduce the use of virgin materials, support the circular economy, and improve packaging management efficiency
Social and Community Development	- Vocational skills and community education development - Disaster relief and quality of life support	17.70 million Baht	Create shared value, enhance quality of life, and strengthen community resilience

Business Value Chain

HaadThip Public Company Limited places strong emphasis on the comprehensive management of its business value chain, encompassing raw material sourcing, supplier selection and management, manufacturing processes and technology development, logistics and product distribution, marketing and sales, post-consumer packaging management, as well as human capital and community development. These activities are conducted under a value chain management approach that prioritizes efficiency, transparency, accountability, and sustainability across the entire value chain.

To ensure effective assessment and management of impacts across the value chain, the Company adopts a life cycle perspective as a guiding framework for analyzing and continuously improving its operational processes from raw material sourcing and production, through transportation and consumption, to post-consumer packaging management. Within this framework, Life Cycle Assessment (LCA) is applied to support the evaluation of environmental impacts related to resource use, waste generation, and greenhouse gas (GHG) emissions, while Social Impact Assessment (SIA) and stakeholder engagement processes are used to consider social impacts associated with operations, supply chain activities, and community-related initiatives. These approaches allow the Company to systematically identify material environmental and social impact areas and strengthen long-term value creation in collaboration with its stakeholders.

1. Raw Material Sourcing and Supplier Selection

The Company conducts its procurement activities with due consideration for product quality, cost efficiency, and environmental, social, and governance (ESG) standards in parallel, in order to manage supply chain risks and promote sustainable sourcing practices.



- Selects raw materials that meet quality and safety standards to ensure product safety while minimizing environmental impacts.
- Regularly assesses and monitors supplier risks in alignment with the Company's Code of Business Conduct, Supplier Code of Conduct, and ESG requirements.
- Engages with suppliers through ongoing communication, meetings, and the exchange of best practices to foster mutual understanding and promote responsible and ethical sourcing.
- Encourages and supports supplier capability development in areas such as greenhouse gas emissions reduction, efficient water use, and the use of recycled materials, contributing to sustainability performance across the supply chain.

2. Production and Technology Development

The Company focuses on enhancing production efficiency while minimizing environmental impacts by increasing investments in technologies and processes that reduce the consumption of water and energy, as well as waste generated from manufacturing operations.



- Aligns production planning with market demand to minimize waste and avoid unnecessary resource consumption.
- Ensures manufacturing quality control in compliance with applicable laws and international standards related to consumer safety and environmental protection.
- Continuously improves machinery, production processes, and material selection by adopting more environmentally friendly inputs, while maintaining the ability to meet consumer demand.
- Promotes the use of clean energy, renewable energy, and environmentally friendly fuels to reduce GHG emissions from manufacturing activities.
- Enhances water management systems within production processes, including water reuse and wastewater treatment in accordance with legal requirements, prior to safe discharge into the environment.

3. Transportation and Distribution

The Company designs its logistics and distribution systems to maximize efficiency while controlling costs, reducing energy consumption, and minimizing environmental impacts.



- Utilizes digital technologies for route planning and logistics management to reduce unnecessary travel distances and improve transportation efficiency.
- Develop green logistics practices to reduce greenhouse gas emissions throughout transportation and distribution activities.
- Promotes driving discipline, road safety, and occupational safety standards for drivers and logistics personnel.
- Develop warehouses and storage systems in accordance with international standards to maintain product quality.
- Distributes products efficiently across all geographic areas, distribution channels, and product options to ensure broad and reliable access for consumers.

4. Marketing and Sales

The Company aims to deliver positive customer experiences while conducting its marketing activities in a responsible and transparent approach.



- Deliver high-quality products in a timely and reliable manner to meet customer expectations.
- Implement customer engagement strategies through satisfaction surveys, promotional activities, and campaigns that are linked to sustainability-related issues.
- Develop direct communication channels with customers and stakeholders to gather feedback and continuously improve business operations.
- Conducts marketing activities responsibly, with due consideration for consumer health, safety, and well-being.
- Provides accurate and transparent product information without causing misunderstanding, including information on nutrition and product ingredients.

5. Post-Consumer Packaging Management

The Company is committed to reducing the impacts of post-consumer packaging on communities, society, and the environment by addressing packaging management across the entire lifecycle, from sourcing, design up to post-consumer management.



- Designs packaging to be more environmentally friendly by promoting efficient resource use, including the increased use of recycled materials in place of virgin materials and designing packaging to be recyclable.
- Promotes innovation in sustainable packaging to reduce resource consumption and minimize environmental impacts throughout the product lifecycle.
- Implement post-consumer packaging collection and recycling initiatives in collaboration with partners to increase the rate at which materials are returned to the recycling system.
- Collaborates with government agencies, private sector partners, non-governmental organizations, and relevant networks to support the advancement of Extended Producer Responsibility (EPR) systems.

6. Organizational Culture and Human Capital Management

The Company places strong emphasis on developing employee capabilities and fostering a working environment that respects diversity and promotes equality across value chain.



- Supports skills development and learning opportunities on an equitable basis, without discrimination on the grounds of gender, age, disability, or other forms of diversity.
- Implement leadership development programs and strengthen occupational health and safety practices in line with international standards.
- Promotes employee well-being and quality of life through health initiatives, employee benefits, and work-life balance programs.
- Fosters an organizational culture that supports sustainability, ethical conduct, and responsibility towards society and the environment, while embedding a sense of volunteerism and social responsibility among employees.

7. Community Development and Social Cohesion

The Company committed to improving quality of life and strengthening communities and society in its areas of operation by integrating community development initiatives into the value chain, aims to create shared value alongside the Company's long-term sustainable growth



- Supports access to essential resources for livelihoods, such as clean water, basic resources, and social infrastructure.
- Promotes the development of skills, knowledge, and capabilities within communities to enhance quality of life and create sustainable economic opportunities.
- Builds and strengthen partnerships with communities, government agencies, private sector organizations, and nongovernmental organizations (NGOs) to integrate resources, strengthen social cohesion, and scale the impact of initiatives.
- Strengthens social resilience and community development, including disaster preparedness, mitigation, and recovery efforts, particularly in Southern Thailand, which represents the Company's core operating area.

Materiality Assessment on Sustainability Issues

HaadThip Public Company Limited places importance on identifying and managing sustainability issues that are material to its business operations, as these issues affect risk management, the ability to leverage business opportunities, and the capability to create long-term value for stakeholders. To ensure that its sustainability operations are aligned with the business context and societal expectations, the Company conducts a materiality analysis by considering the impacts of the organization's activities throughout the value chain, together with the interests and concerns of its stakeholders.

1



Understanding the Organizational Context

The Company studies and gathers information related to the organizational context to identify sustainability issues that may affect long-term business operations. This includes consideration of changing industry trends, relevant regulations, stakeholder expectations, and global sustainability issues. The information serves as a basis for identifying issues that may impact the Company's strategy and operations.

2



Analysis of Material Issues

Based on the information gathered, the Company analyzes sustainability issues by considering the scope of potential impacts arising from its business operations, while also assessing the level of interest and concern among relevant stakeholders. This analysis covers activities throughout the value chain, including upstream activities such as the sourcing of raw materials and packaging, internal activities such as production processes and operations, and downstream activities such as product distribution and consumption.

At this stage, the Company analyzes issues related to the organizational context and identifies the impacts, risks, and opportunities associated with business operations in order to provide a comprehensive reflection of impacts on the business, society, and the environment.

3



Assessment and Prioritization of Material Impacts

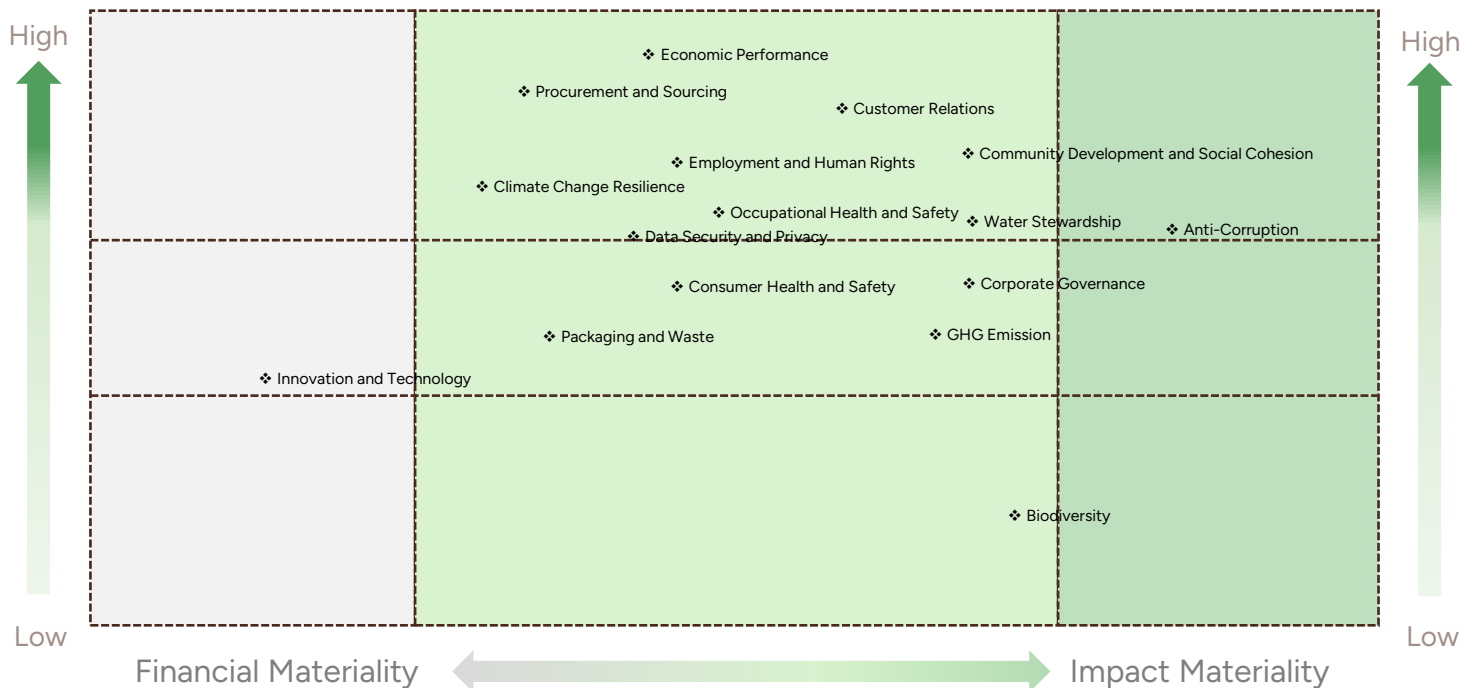
Issues identified through the analysis are assessed and prioritized based on the level of impact and relevance to the Company's business operations. Their appropriateness is also reviewed to ensure alignment with the current situation before the analysis results are presented to the Sustainability Committee and senior executives for consideration and validation of the completeness of material issues.

The outcomes of this process are used as a guideline for defining strategies and targets in alignment with the Company's sustainability action plan, in order to manage impacts arising from business operations and support organizational growth while creating long-term value for stakeholders.

HaadThip's Sustainability Materiality Assessment

The Company prioritizes material issues in alignment with global trends and the needs of both internal and external stakeholders. Stakeholders feedback and data analysis are conducted every two years, while the assessment results are reviewed annually to ensure that business operations remain aligned with the sustainability strategy and are able to respond to the expectations of all stakeholder groups. The results are then submitted to executives and the Sustainability Committee for approval prior to the disclosure of the Company's sustainability information.

Double Materiality Analysis



High Materiality (10 Issues)

1. Economic Performance
2. Customer Relations
3. Procurement and Sourcing
4. Water Stewardship
5. Employment and Human Rights
6. Community Development and Social Cohesion
7. Occupational Health and Safety
8. Data Security and Privacy
9. Climate Change Resilience
10. Anti-Corruption



Medium Materiality (5 Issues)

11. Packaging and Waste
12. Corporate Governance
13. Consumer Health and Safety
14. GHG Emission
15. Innovation and Technology



Low Materiality (1 Issue)

16. Biodiversity





Analysis of Stakeholders in Business Value Chain

HaadThip Public Company Limited places strong emphasis on the effective management of stakeholders across its value chain, considering environmental, social, and governance (ESG) considerations to ensure that business operations are aligned with the expectations of different stakeholder groups and support the Company's long-term growth. The Company engages and assesses with stakeholder expectations through a range of channels, including direct communication, meetings, surveys, and grievance mechanisms. Information gathered from these engagement processes is used to analyze relevant impacts, risks, and opportunities, and subsequently informs the development of policies, operational approaches, and the continuous improvement of business processes to ensure alignment with the evolving business and social context.



Details of Stakeholder Analysis in Business Value Chain

Group of stakeholders (Internal)	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Employees 	• Safe and healthy working environment • Career advancement opportunities and skills development • Fair compensation and appropriate employee benefits • A positive employee experience and strong job satisfaction	• Operates in accordance with occupational health and safety (OHS) standards • Implements fair labor practices and respects human rights • Establishes clear career pathways and structured compensation and benefits systems • Provides continuous training and skills development programs	• Employee Engagement Survey • Training / Seminar • Feedback, Grievances, and Whistleblowing channels • Appointing employee representatives through working committees





Group of stakeholders (External)	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Customer 	• Product quality, safety, and consistency • Timely, reliable, and responsive service • Protection and responsible use of personal data • Trust-based, continuous customer relationships	• Continuously improves product quality and service standards • Utilizes technology to enhance service efficiency • Conducts business in accordance with customer-related codes of conduct • Establishes a dedicated PDPA working committee to ensure customer data protection	• Store visits and direct engagement by the sales team • Satisfaction Survey • Complaint channels and social media platforms • Customer membership application
Community 	• Minimization of impacts from business operations • Protection and responsible management of natural resources and the environment • Economic opportunity and quality of life improvement within communities	• Implements community development initiatives that support self-reliance and long-term resilience • Supports local activities and strengthens community capacity • Manages natural resources, water, energy, and waste responsibly	• On-site community engagement and joint meetings • Factory visits • Communication and engagement channels for stakeholder feedback • Community support and development programs, including post-project follow up and outcome monitoring
Consumers 	• Product safety and quality • Accurate and clear product information • Health-oriented product choices	• Maintains quality control and obtains relevant product certifications • Develops alternative beverage options, such as low-sugar and zero calorie products • Provides transparent disclosure of nutritional information and ingredients • Conducts marketing activities responsibly	• Marketing reputation surveys • Marketing activities and factory visits • Customer hotline and social media channels
Business partners 	• Fair and transparent procurement processes • Product quality and on-time delivery • Clear guidelines for business collaboration • Sustainable supply chain design and practices	• Develops and communicates a Supplier Code of Conduct (Supplier Guiding Principles) • Regularly assesses and monitors supplier-related risks • Promotes transparency throughout procurement processes • Collaborates with suppliers to enhance environmental and social standards	• Annual Suppliers Day meetings • Suppliers' meetings (on-sites and off-site) • Supplier's audits • Risk-related meetings • Grievance channels • Online procurement systems

Group of stakeholders (External)	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Shareholder, Investors and Investment Institutions 	• Stable and sustainable business performance • Transparency and strong corporate governance • Long-term growth strategy and effective risk management	• Provides accurate, complete, and timely disclosures • Conducts business in accordance with good corporate governance principles • Creates long-term value for shareholders and investors	• Annual General Meeting (AGM) • Annual Report and Sustainability Report • Quarterly press releases • One-on-one meetings, email communication with Investor relations and Investor relations website
Government agencies and Regulators 	• Compliance with applicable laws and regulations • Product quality and safety • Environmental management and anticorruption practices	• Strictly complies with applicable laws and regulatory requirements • Establishes anticorruption policies and codes of conduct • Conducts risk assessments and manages environmental impacts responsibly	• Regulatory reporting and performance disclosures • Meetings and inspections • Responses to inquiries from regulatory authorities
Media 	• Accuracy and completeness of information • Clarity on business strategy and strategic direction	• Discloses information accurately and in a timely manner • Builds and maintains constructive relationships with media organizations • Conducts communications in a transparent and responsible manner	• Press releases • Company and factory visits • Online / Offline Media Content • Media interviews

The Company's comprehensive stakeholder management approach serves as a key mechanism for strengthening positive relationships between the organization and all stakeholder groups. It also enables the Company to develop responsible, transparent, and sustainable business practices in a tangible manner, in alignment with ESG principles and the Sustainable Development Goals (SDGs). This approach also helps reduce systemic risks while enhancing opportunities to create shared value between the organization and society over the long-term.

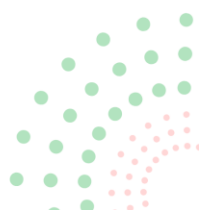
Corporate Governance



Good Corporate Governance Policy and Practices

HaadThip Public Company limited is committed to conducting its business under the principles of good corporate governance, in alignment with international practices. The company places strong emphasis on transparency, accountability, and fairness in its management processes, alongside comprehensive disclosure of information to build trust among shareholders, investors, employees, customers, and all stakeholder groups. The company integrates sustainability with risk management by assessing and establishing appropriate measures with clear plans, to reduce potential impacts and enhance opportunities for value creation. Additionally, The Company prioritizes developing the business capabilities of its customers and business partners to support a stable and sustainable growth of the supply chain.

The Board of Directors and executives prioritize and continuously implement guidelines for controlling and overseeing corporate governance. The Company has instilled principles of corporate governance and business ethics in employees at all levels and departments to strengthen the organization with an efficient and robust management system and promote sustainable growth. Special emphasis is placed on good corporate governance principles and continuous development to become an efficient organization in business operations and to create maximum benefit for shareholders, stakeholders, society, and the environment, while upholding moral and ethical business practices that are auditable. The Company has prepared a "Business Code of Conduct" and has a Corporate Governance and Risk Management Committee responsible for ensuring that all directors, executive directors, executives, and employees perform their duties correctly according to the rules and regulations of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Company's articles of association, the Public Limited Company Act, and other relevant laws. And the Company has communicated ethical business practices through the employee handbook to all employees from their first day of work, so that all employees adhere to ethical, honest, responsible, and transparent conduct towards various stakeholder groups, including customers, business partners, competitors, shareholders, society, and colleagues, in alignment with the revised Business Code of Conduct and the Company's Responsible Business Conduct Framework, as outlined below.



Responsible Business Conduct Framework

- 1 Recognizing the role and responsibilities of the Board as leaders who create sustainable value for the enterprise.
- 2 Defining the primary objectives and goals of the enterprise for sustainability.
- 3 Strengthening an effective Board of Directors.
- 4 Recruitment and development of senior executives and human resource management.
- 5 Promoting innovation and responsible business conduct.
- 6 Ensuring appropriate risk management and internal control systems
- 7 Maintaining financial credibility and information disclosure.
- 8 Strengthening shareholder engagement and communication.

The Board of Directors is committed to maintaining high standards of corporate governance and recognizes its roles, duties, and responsibilities of the Board towards the Company, shareholders, and all stakeholder groups. The Company complies with the best practices for directors of listed companies, in line with the guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). According to the Corporate Governance Report of Thai Listed Companies 2025 (CGR Checklist) conducted by the Thai Institute of Directors (IOD), the Company was assessed at the 5 - star level (Excellent). The Company demonstrated outstanding performance in the category of stakeholders' roles and sustainable business development, achieving a score of 105%, and in the category of disclosure and transparency, with a score of 96%. In addition, the Company received a score of 98% in the Annual General Meeting (AGM) Checklist assessment for 2025, conducted by the Thai Investors Association





Business Code of Conduct

The Board of Directors has established a code of conduct for business operations in line with the Company's vision to grow alongside a good and sustainable society. The Board, management, employees, and relevant departments adhere to this as a guideline for performing their duties assigned by the Company with honesty and fairness towards all stakeholder groups, and ensure regular monitoring of compliance with these guidelines, which cover the following key principles:

1. Treating shareholders and stakeholders equally and fairly towards all parties, such as customers, creditors, trade competitors, shareholders, employees, the government, and society.
2. The Board of Directors is committed to creating long-term value for the business, managing operations with prudence and caution, and being responsible for performing duties with sufficient capability and efficiency to maximize benefits for shareholders, preventing conflicts of interest, and taking responsibility for their own decisions and actions.
3. Operations are conducted with transparency, are verifiable, and prioritize the timely and adequate disclosure of accurate information to all stakeholders, which will foster confidence among investors, officials, and all relevant parties.
4. Conduct business with constant awareness of potential risks, with appropriate risk control and management, including risks arising from fraud and all forms of anti-corruption.
5. Committed to promoting principles of excellence within the organization by encouraging all departments to continuously develop themselves.



For further information:

<https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-th.pdf>



Review of Compliance with Code of Conduct



The review of compliance with the organization's Code of Conduct is an important corporate governance process to ensure that employees and executives conduct their work properly, transparently, and in alignment with the Company's values. The Company regularly reviews compliance with its Code of Conduct and ethical principles through internal audits, assessments, and grievance channels to ensure that operations are conducted transparently and properly.



In the event of non-compliance, the Company conducts a fair investigation, takes appropriate disciplinary action, and establishes corrective and preventive measures to prevent recurrence. In the past year, the Company provided training on corporate governance and employee ethics and communicated key principles of the Code of Conduct through various internal communication channels.



Monitoring of Compliance with Corporate Governance Policy and Guidelines

The Company is committed to conducting business with honesty, integrity, transparency and responsibility for its actions. Therefore, the Board of Directors has determined that any transactions with major Shareholders, Directors, executive or persons related to such persons must be considered by the Audit Committee, which will carefully oversee every step of the approval process for the transaction and strictly comply with the criteria and methods set by the 247 Annual Report 2025 (Form 56-1 One Report) 1. 2. 3. 4. 5. 6. Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC) and the Capital Market Supervisory Board. Details of the transaction, the value of the transaction, the contracting party and the reasons are disclosed transparently to the public immediately via the electronic media of the Stock Exchange of Thailand via the SET Community Portal system: www.setportal.set.or.th and disclosed in the annual information disclosure form (Form 56-1 One Report) with the guideline included of:



- All executives and employees must avoid engaging in activities that could create a conflict between personal interests and the Company's interests, especially when interacting with business partners and other individuals.



- While employed by the Company or after termination of employment, executives and employees must not disclose any confidential information belonging to the Company for personal benefit. This includes electronic information, financial data, performance information, business strategies, future plans, and any other information that could harm the Company.



- If executives or employees hold positions as directors or consultants in other companies, organizations, or business associations, they must inform the Company and obtain approval.



- Executives and employees must not borrow money from business partners with whom the Company conducts business, as this could influence their duties as the Company's representatives. The exception to this is financial institutions.



- Executives and employees are prohibited from selling, transferring, or using the Company's money or assets for any person without prior approval from an authorized individual



- All executives and employees must dedicate their time and efforts to the Company's business. If additional work is necessary for personal income or other purposes outside of working hours, it must meet the following criteria:

- It does not violate the law or contravene public order, peace, or morals.
- It does not conflict with the Company's interests.
- It does not harm the Company's reputation or business.
- It does not involve using the Company's confidential information for personal benefit or that of relatives.

Anti-Corruption and Grievance Mechanisms

HaadThip Public Company Limited is committed to conducting its business with transparency, honesty, and fairness, in full compliance with applicable laws and standards. The company actively promotes business ethics across all dimensions, both within the organization and toward its partners, with a particular focus on preventing and countering all forms of corruption, whether direct or indirect.

In 2024 the Company submitted a self-assessment comprising 71 items and received certification with a three-year validity period from 2024 to 2027 from the Thai Institute of Directors Association under the certification process for members of Thailand's Private Sector Collective Action Against Corruption (CAC). This marks the Company's third consecutive certification, which will remain valid until 2027.

The CAC is a private-sector initiative in Thailand aimed at fostering and expanding anti-corruption collaboration by encouraging companies to establish policies and practices to prevent bribery and all forms of corruption, serving as a key mechanism to strengthen good corporate governance in Thai businesses with HaadThip has been a CAC member since 2013.

Corruption Risk Assessment Approach

In 2025, the Company identified potential areas within its organizational activities that may give rise to significant corruption risks. The Company developed risk management plans and established appropriate internal control measures to prevent and mitigate such risks. In addition, the Company continuously monitors and evaluates operational performance to ensure the effectiveness of these controls.

	2023	2024	2025
Number of business units, operational areas, or organizational activities assessed for corruption risks	79	79	79
Percentage of business units, operational areas, or organizational activities assessed for corruption risks	100%	100%	100%

Fostering Anti-Corruption and Governance Culture

The Company places strong emphasis on fostering integrity, honesty, and transparency among employees, encouraging them to neither overlook nor tolerate potentially corrupt behaviors or practices. At the same time, the company promotes stakeholder awareness of management's commitment to conducting transparent and responsible business. To ensure these principles are put into practice, HaadThip has proactively implemented a range of communication and cultural reinforcement activities, including:

1. Preparing a business ethics handbook in both Thai and English, available in e-document format on the Intranet for easy employee access
2. Developing a supplier code of conduct to align with anti-corruption standards
3. Including ethics and anti-corruption topics in employee onboarding programs, with quarterly refresher training
4. Organizing governance knowledge-sharing activities for youth to promote a culture of transparency
5. Implementing a "No Gift Policy" along with communication activities to build understanding among employees and business partners
6. Conduct activities and communications campaigns to promote anti-corruption awareness among employees at all levels on a continuous basis.



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In addition to fostering awareness of ethics and good corporate governance, the Company also provides training and knowledge sessions for employees, together with systematic reviews, to strengthen understanding of transparent business operations, anti-corruption practices, and the appropriate use of social media. The Company aims to ensure that employees at all levels recognize their role as representatives of the organization, which directly affects the Company's reputation, credibility, and sustainability.

The Company requires all employees to participate in anti-fraud and anti-corruption training, including education on related legal impacts and disciplinary measures. In 2025, the Company promoted anti-corruption awareness, with more than 85.46% of total employees receiving training. In addition, 100% of new employees and new executives received communication on relevant policies through the orientation process. To support learning and deeper understanding, the Company has also established consultation and inquiry channels that are easily and quickly accessible to all employees, whether regarding operational guidelines, ethical concerns, or the reporting of behavior that may violate the Code of Conduct. This serves as another important measure to strengthen the Company's good corporate governance system in a tangible manner.

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Communication of Anti-Corruption Policies and Procedures in 2025

Number of Board of Directors members who received communication on anti-corruption policies	14
% of Board of Directors members who received communication on anti-corruption policies	100%
Number of employees who received communication on anti-corruption policies	2,490
% of employees who received communication on anti-corruption policies	100%
% of business partners who received communication on anti-corruption policies	100%

Anti-Corruption Training in 2025

Number of Board of Directors members who received training	8
% of Board of Directors members who received training	57.14%
Number of employees who received training	2,128
% of employees who received training	85.46%



Whistleblowing and Grievance Management Mechanism

HaadThip Public Company Limited has established whistleblowing and grievance channels for employees, business partners, and all stakeholder groups who may be affected by the Company's operations or who observe behavior that may constitute corruption, legal violations, or non-compliance with the Code of Conduct. The Company has established clear, transparent, and auditable procedures to ensure that all complaints are reviewed and handled fairly.

The Company places significant importance on building confidence among whistleblowers by adhering to three key principles: **confidentiality**, **anonymity** for those who do not wish to disclose their identity, and a **non-retaliation policy** against whistleblowers under any circumstances. This is intended to encourage employees and related parties to report incidents or concerns without fear of any adverse consequences resulting from reporting information in good faith.

To maintain transparency and ensure fair treatment of stakeholders, the Company has established channels for reporting misconduct and corruption. Whistleblowers will have their information protected as confidential in accordance with the Company's policies through the following channels:

Whistleblowing or Complaint Channels



Website: <https://www.haadthip.com/th/about/whistleblowing-form>



Intranet: hic.haadthip.com



E-mail: complaint@haadthip.com



Postal mail addressed to: Complaint/Whistleblowing Recipient



QR Code



Investigation Procedures and Investigation Timeline for Misconduct Cases

1

Upon receiving a complaint or whistleblowing report, the complaint or whistleblowing recipient shall review and conduct a preliminary assessment of the information, classify the matter, and consider the level of materiality. The recipient shall verify the information with parties related to the complaint or whistleblowing report and prepare a report for submission to the Chief Executive Officer. In cases involving other matters such as products, transportation, or services, the complaint/whistleblowing recipient shall forward the matter to the relevant department.

2

If the complaint or whistleblowing report is found to have sufficient grounds, the complaint or whistleblowing recipient shall submit the matter to the Chief Executive Officer for consideration and appointment of a committee to conduct an investigation, determine additional facts, and establish preliminary management guidelines.

3

The complaint or whistleblowing recipient shall monitor and report progress, summarizing the investigation results, and proposing the management recommendations to the Chief Executive Officer. Relevant departments shall implement actions in accordance with the recommendations of the Chief Executive Officer.

4

The complaint or whistleblowing recipient shall report the actions taken regarding the complaint or whistleblowing report to the Chief Executive Officer.

5

The complaint recipient shall report the summary and management approach to the complainant or whistleblower.

6

The complaint recipient shall provide the accused party with the right to be informed of the complaint and to defend themselves by providing additional information or evidence demonstrating that they are not involved in the alleged misconduct.

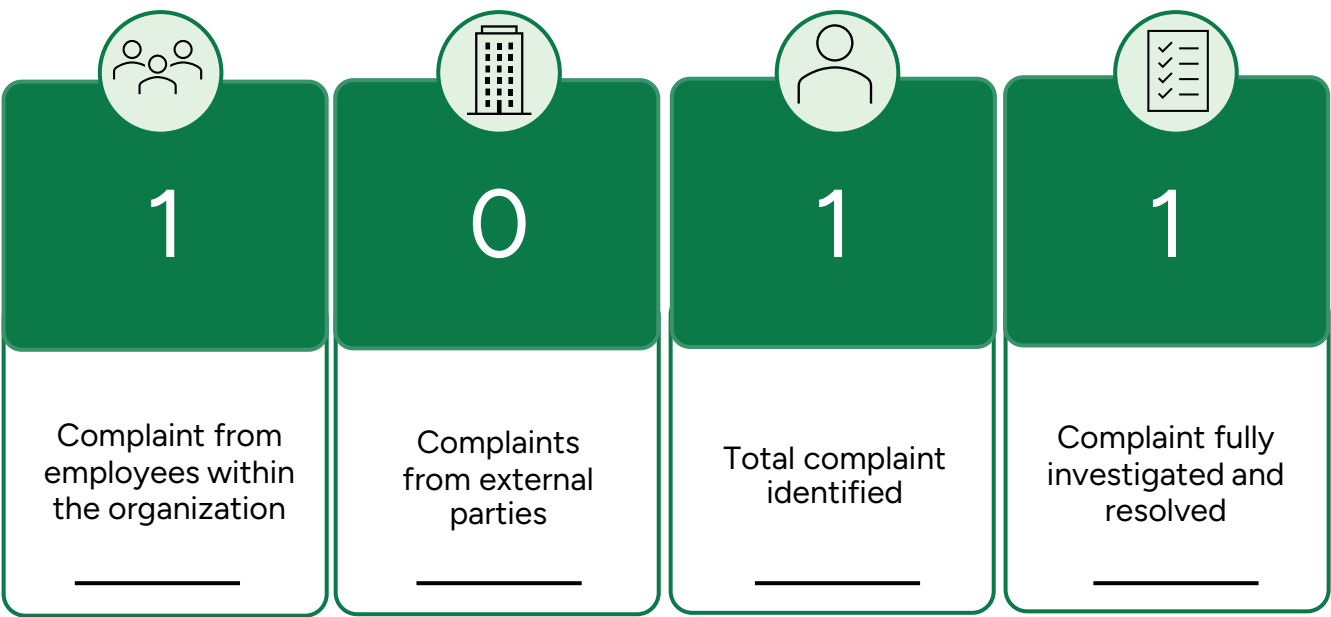
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Actions relating to complaints or whistleblowing reports shall commence as soon as reasonably practicable, taking into consideration the severity of the complaint or report and exercising due care to avoid affecting the quality and details of the investigation. The preliminary investigation shall seek to conclude the inquiry process within three weeks from the date the complaint or whistleblowing report is received, unless necessary circumstances require otherwise.

8

All complaints and whistleblowing reports shall be treated with the strictest confidentiality, and the identity of the complainant shall not be disclosed under any circumstances.

Number of Complaints and Reported Corruption Incidents:



Operations Assessed for Corruption-Related Risks		2023	2024	2025
	Number of confirmed corruption cases	0	0	1
	• Cases in which employees were terminated or subject to disciplinary action	0	0	1
	• Cases in which contracts with business partners were terminated or not renewed due to violations	0	0	0
	Public legal cases related to corruption filed against the organization or its employees	0	0	0



Information Security and Cybersecurity

Cybersecurity Policy

In the digital era, where technology plays a critical role in every aspect of the organization, The Company places the highest importance on cybersecurity and data security. The Company has adopted the NIST Cybersecurity Framework as its management guideline and has established the Digital and Cybersecurity Governance Committee to oversee the overall use of ICT systems in alignment with business plans, while effectively responding to cyber threats.



- 1. Threat Prevention and Detection:** Installation of firewalls, endpoint protection, multifactor authentication (MFA), and data loss prevention (DLP) systems to protect critical data from cyberattacks.
- 2. Data and Access Rights Management:** Controlling access permissions for data both on devices and during network transmissions.
- 3. Employee Training and Awareness:** Providing training on phishing threats and prevention methods to employees and relevant parties
- 4. Incident Response and Recovery:** Establishing incident response and data recovery plans, including incident analysis for continuous system improvement.
- 5. Monitoring and Evaluation:** using a Security Information and Event Management (SIEM) system to monitor and analyze cyber threats

Personal Data Protection Policy

The Company places high importance on protecting the personal data of customers, partners, employees, and visitors. HaadThip has established a Personal Data Protection Policy (PDPA) that encompasses legal, ethical, and operational aspects, using a **“People – Process – Technology”** framework to design its systems. This policy covers the operations of the entire organization, as well as partners and third parties who exchange data, to build confidence in the company’s data management systems and fully comply with PDPA requirements.

- **People:** The Personal Data Protection Committee was established to oversee policies, provide guidance, and deliver employee training on appropriate practices.
- **Process:** Internal measures have been defined, such as guidelines for data access, storage, deletion, and data breach incident management.
- **Technology:** Security systems are implemented, including encryption, device controls, data backups, and unauthorized access prevention.

2025 Performance Results

In 2025, the Company prioritized cybersecurity and personal data protection across all business activities, implementing proactive measures and continuously developing employee capabilities, with the following results:



(0 Case)

No **cyberattacks** or **data breach** incidents affecting the organization’s systems or business operations



(0 Case)

No **personal data protection (PDPA)** violations, internally or externally



100%

of **executives and employees in high-risk positions** for personal data access received training and refresher courses on the Personal Data Protection Act (PDPA) to strengthen understanding and reduce unintentional violations.



The Company also conducted at least **one cybersecurity audit** during the year to review and update security measures in line with evolving threats.

Enterprise Risk Management

Enterprise Risk Management Policy and Guidelines

HaadThip Public Company Limited has established the Corporate Governance and Risk Management Committee to oversee enterprise risk management, including environmental, social, and governance risks (ESG Risks), as well as sustainability-related matters. The Committee's key duties and responsibilities are to oversee and monitor the Company's operations to ensure alignment with good corporate governance principles, while supporting effective risk management.

The Committee is responsible for defining the Company's enterprise-wide risk management policies and guidelines, covering economic, social, environmental, and climate-related risks. It also monitors and assesses risk issues that may affect the Company's business operations, competitiveness, and sustainable growth, before submitting them to the Board of Directors for consideration and approval.

In addition, the Company has established a whistleblowing mechanism to enable employees and stakeholders to report risks, complaints, or conduct that may be inconsistent with corporate governance principles, business ethics, and ESG practices anonymously. This mechanism strengthens transparency and supports the Company in monitoring, improving, and managing risks in a timely manner.



Enterprise Risk Management Guidelines

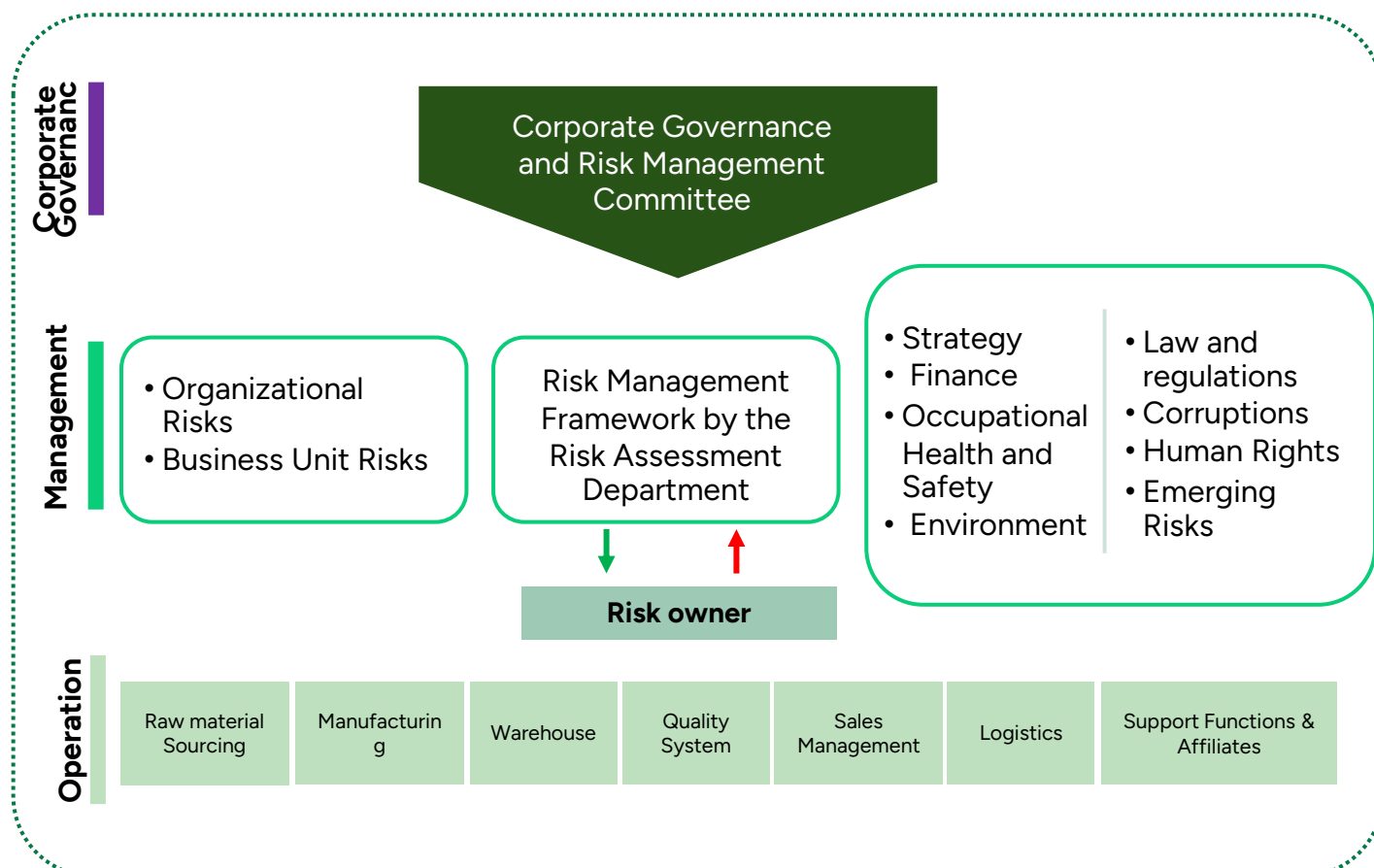
1. Enterprise risk management is a shared responsibility of the Board of Directors, management, and employees at all levels. Everyone must be knowledgeable, aware of, and attentive to risks in their work, prioritizing risk assessment and control planning to maintain risks within acceptable levels in every department.
2. The Company continuously develops its risk management processes to align with international best practices and standards to ensure efficient, consistent, and organization-wide risk management across all operational areas.
3. To promote operational excellence and stakeholder confidence, all departments are required to integrate risk management processes into their strategic planning, objective setting, and goal determination, considering risks and opportunities that may affect the Company's vision and mission.
4. To avoid impacts, damage, or losses, supervisors at all levels are responsible for defining guidelines and measures to prevent and mitigate risks from the Company's operations, including regularly monitoring and evaluating risk management outcomes.
5. Modern information technology systems and tools are adopted to support enterprise risk management, while also ensuring communication channels are available so that employees at all levels can easily access risk management information.
6. The Risk Management Department is responsible for monitoring the implementation of risk assessments and control plans for all departments, as well as reporting risk management performance to the Corporate Governance and Risk Management Committee.

Enterprise Risk Management Framework



HaadThip has adopted the Enterprise Risk Management (ERM) framework by applying the principles of the COSO ERM framework (Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management Integrating with Strategy and Performance, 2017) to ensure that risk identification, assessment, management, and monitoring are conducted systematically and aligned with the Company's strategy. The COSO ERM framework covers strategic risks, operational risks, financial risks, compliance risks, as well as environmental, social, and governance (ESG) risks, all of which the Company has integrated into its overall risk management process.

Risk Management Framework Flowchart



Risk Identification and Assessment

The Company uses a process to identify and assess strategic risks by considering internal and external factors that may impact business operations and sustainability. The risk management process follows four key steps:

1



1. RISK IDENTIFICATION

Analyze internal and external factors that may impact the business

2



2. RISK ASSESSMENT

Use a risk matrix to evaluate the likelihood and impact of each risk

3



3. RISK MITIGATION

Develop approaches to control and reduce risks to acceptable levels

4



4. RISK MONITORING & REPORTING

Report risks regularly to the Risk Management Committee and the Board of Directors



Crisis Management and Risk Response Plan

1

- **Crisis Identification & Assessment**

The Company conducts risk assessments and identifies factors that may lead to crisis situations, such as natural disasters or supply chain disruptions. The Company also applies a Risk Matrix to prioritize the severity of risks to establish appropriate response plans.

2

- **Crisis Preparedness & Response Planning**

The Company has established a Business Continuity Plan (BCP) to ensure business continuity during crisis situations. The Company also develops emergency communication systems to provide accurate and timely information to employees, business partners, and stakeholders.

3

- **Crisis Response & Incident Management**

The Company applies an Emergency Response Plan to manage emergency situations promptly. In the event of incidents that may affect the Company's reputation, such as product quality issues or environmental allegations, the Company will implement a Crisis Communication Strategy to communicate with the public and manage its corporate image.

4

- **Post-Crisis Recovery & Continuous Improvement**

The Company assesses impacts arising from crisis situations and undertakes recovery actions to restore business operations to normal conditions as quickly as possible.

Strengthening Organizational Risk-Aware Culture

The Company promotes an effective risk culture throughout the organization by integrating risk management principles into its operations, using a variety of activities and communication channels to raise awareness and encourage participation at every level.

1. Building Knowledge and Understanding of Risk Management



- **Training and Consultation:** The Company organizes Risk Assessment Clinic activities to provide consultation and training on risk assessment approaches for Risk Owners across various departments.
- **Risk Talk:** The Company organizes knowledge-sharing and discussion sessions with employees on various risk management topics, such as PDPA risks, corruption risks, and SWOT Analysis.
- **Risk Knowledge Today:** The Company regularly communicates risk-related knowledge on a weekly basis through Email and LINE HaadThip Official channels, presenting diverse and up-to-date content.

2. Communication and Engagement



- **Multiple Communication Channels:** The Company disseminates risk management information and policies through various communication channels, including the corporate website, employee newsletters, email, and LINE "HaadThip Official".
- **Engagement Activities:** The Company organizes Risk For Fun activities to encourage learning and reinforce risk-related knowledge through question-and-answer activities.
- **Feedback Mechanism:** The Company provides opportunities for employees to participate by sharing suggestions and feedback regarding risk management.

3. Continuous Improvement



- **Refresher Training:** The Company organizes refresher training programs on risk assessment to ensure that Risk Owners understand the process and can apply it effectively.
- **Measurement and Evaluation:** The Company monitors and evaluates various activities, such as measuring participation in Risk For Fun activities and assessing quiz response results.

Process Review: Preventive and Corrective Measures

The Company has established a systematic approach to reviewing and improving processes whenever an undesirable event occurs, with the objective of preventing recurrence in the future. This process includes the following steps:

- **Problem Identification and Analysis:** When an incident or complaint occurs, the Company will collect information and systematically analyze the root causes of the issue.
- **Reviewing of Relevant Processes:** Relevant departments will jointly review existing work procedures to identify weaknesses or gaps within the process.
- **Establishment of Corrective and Preventive Measures:** Once the root cause of the issue is identified, the Company will develop process improvement plans, focusing on both short-term corrective actions and long-term preventive measures.
- **Approval and Implementation of Improvements:** Improvement plans must be approved by authorized persons before implementation. The Company will proceed in accordance with the established procedures and communicate the improvements to employees at all levels.
- **Monitoring and Evaluation:** The Company conducts monitoring and evaluation of improvement actions to ensure that the implemented measures are effective and capable of reducing the likelihood of recurrence.

HaadThip places importance on continuous improvement and remains committed to practices that emphasize long-term prevention in order to strengthen operational effectiveness at all levels.

HAADTHIP

Process Review



Risk Management Oversight and Continuous Improvement

The Company has established the Corporate Governance and Risk Management Committee to oversee enterprise risk management, emerging risks as well as sustainability-related risks including environmental, social, and governance risks (ESG Risks). The Committee's key duties and responsibilities are to oversee and monitor the Company's operations to ensure alignment with good corporate governance principles, while supporting effective risk management.

The Committee is responsible for defining the Company's enterprise-wide risk management policies and guidelines, covering economic, social, environmental, and climate-related risks. It also monitors and assesses risk issues that may affect the Company's business operations, competitiveness, and sustainable growth, before submitting them to the Board of Directors for consideration and approval.

In addition, the Company has established a whistleblowing mechanism to enable employees and stakeholders to report risks, complaints, or conduct that may be inconsistent with corporate governance principles, business ethics, and ESG practices anonymously. This mechanism strengthens transparency and supports the Company in monitoring, improving, and managing risks in a timely manner.



Emerging Risks

In the context of a rapidly changing business environment, the Company places high importance on systematic monitoring and planning to manage emerging risks, with a focus on in-depth analysis of trends and risk factors that could have long-term impacts on the organization. In 2024, the company prioritized tracking and assessing emerging risks, in particular the following:

1. Climate Change Risk

Risk characteristics: The Company has identified climate change risk as a new risk, stemming from energy consumption in business operations throughout the supply chain, which leads to greenhouse gas (GHG) emissions into the atmosphere. This risk is likely to become increasingly significant due to changes in policies, laws, and the expectations of environmental and sustainability stakeholders, and may also impact the Company's operations and strategies in the long-term.

Risk-related consequences: Risks from climate change may lead to increased operational costs due to adaptation to environmental and energy policies, as well as future regulatory compliance risks. Furthermore, it could impact the Company's reputation, stakeholder confidence, and competitiveness if greenhouse gas emissions are not managed appropriately.

Risk management measures: The Company systematically implements a climate change risk management system by compiling GHG emission data from its operations and products. This includes the preparation of Corporate Carbon Footprint (CFO) and Product Carbon Footprint (CFP) to serve as a database for risk assessment and to define guidelines for reducing greenhouse gas emissions. Furthermore, the Company has undertaken energy reduction projects, such as the installation of solar cell systems, and developed a system to monitor carbon management performance through its internal information system. These initiatives aim to enhance preparedness for climate-related risks management and support sustainable business operations.

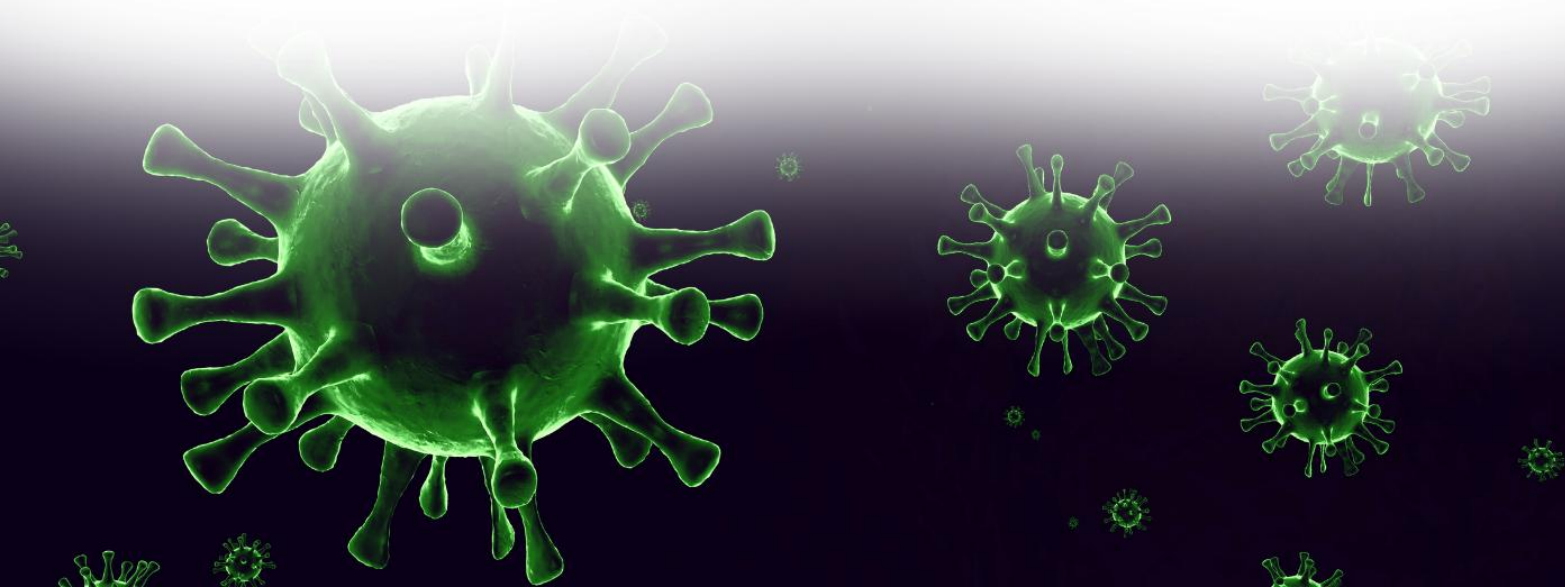


2. Emerging Diseases Risk

Risk characteristics: The Company faces risks from emerging diseases, which is a new risk with an increasing trend due to global environmental and social changes, such as climate change, population growth, and increasingly convenient international travel. These factors may lead to outbreaks of new infectious diseases that affect the health and safety of employees, as well as the Company's operations and business continuity.

Risk-related consequences: Should an outbreak of an emerging disease occur, it may result in operational discontinuity for the Company, employees being unable to perform their duties as usual, decreased operational efficiency, and increased management costs. Furthermore, it may impact the confidence of consumers, business partners, and stakeholders, as well as the Company's long-term image and reputation.

Risk management measures: The Company has established systematic guidelines for managing risks arising from emerging diseases, including appropriate employee health monitoring and care, as well as providing knowledge and guidelines for disease prevention. Furthermore, the Company has developed emergency plans to address epidemic situations, such as adjusting work arrangements to be flexible and preparing information and communication technology to ensure business continuity. This also involves appropriate communication with consumers and stakeholders and cooperating with government agencies and relevant organizations in controlling and preventing disease outbreaks.



3. Cybersecurity Risk

Risk characteristics: The Company faces risks from cyber threats, which is a new risk arising from reliance on information technology systems for business operations. Risks may stem from human error, inadequate protective systems, external attacks, or inappropriate actions by internal personnel. This could result in unauthorized access to data or systems.

Risk-related consequences: Cyber threats may cause disruption of operational systems, leakage or loss of critical data, and impact the image, reputation, and stakeholder confidence, as well as the company's performance.

Risk management measures:

- Strictly adhere to the Company's cybersecurity policies
- Enhance the security of access to Company data and systems through multi-factor user authentication to reduce the risk of unauthorized access
- Regularly review and update the security protection systems for information technology systems and data
- Develop an emergency response plan for IT disasters to prepare for and recover critical systems.
- Regularly test and rehearse emergency response plans to ensure business continuity in the event of unforeseen incidents.



Sustainability Risks and Integrated Operational Planning

The Company integrates material sustainability issues into its management process by categorizing sustainability risks into three key areas: environmental, social, and governance risks. These risks are identified and prioritized based on their potential impacts and relevance to the Company's strategic objectives. Effective management of these risks is essential to maintaining competitiveness, organizational resilience, and stakeholder confidence. Therefore, the Company places importance on systematically identifying, analyzing, and integrating ESG risk factors into its corporate strategy.



During the reporting year, the Company did not incur any fines or penalties related to environmental, social, or governance (ESG) matters. The Company also takes a proactive approach by continuously monitoring regulatory developments, government policies, and emerging sustainability standards to identify potential risks and opportunities. This supports effective risk management, ensures compliance with relevant laws and regulations, and strengthens the Company's long-term sustainability.



1. Environmental Risks

Risk Identification: The beverage industry relies heavily on natural resources and key inputs, particularly water, energy, sugar, and PET plastic packaging. This exposes the Company to environmental risks that may directly affect its supply chain and operating costs. One of the key risks is raw material price volatility, such as liquid sugar, which may be affected by uncertainty in global supply and demand, as well as changing climate conditions, including droughts, heavy rainfall, or damage to sugarcane yields, which are the upstream source of sugar. In addition, PET plastic packaging is exposed to risks from crude oil price volatility, economic conditions, and geopolitical factors which may affect the cost of PET resin and the availability of raw materials in the global market. At the same time, the Company faces risks from increasingly stringent environmental laws and measures, such as single-use plastic reduction policies, carbon tax, and GHG emission reduction regulations requirements.



Impact of Risks: These risks may increase the Company's production and packaging costs due to higher raw material prices, uncertainty in material sourcing, and additional costs required to comply with environmental regulations. Natural disasters such as floods, heavy rainfall, storms, or heatwaves may directly affect raw material sourcing, production processes, transportation, and inventory storage. In addition, failure to effectively manage post-consumer packaging or adapt to environmental regulations may affect stakeholder confidence, corporate reputation, competitiveness, and long-term business continuity.

Risk Mitigation Measures: The Company integrates environmental considerations into its risk management process and corporate strategy by monitoring raw material price volatility, strengthening procurement management, and improving production planning flexibility. These efforts are carried out alongside initiatives to enhance the efficiency of energy and water use in the production process. For packaging-related matters, the Company focuses on developing post-consumer packaging collection and recycling systems, increasing the proportion of recycled materials, and identifying alternative producers or suppliers to support business continuity in the event of raw material shortages. The Company also continuously monitors developments in environmental laws and standards. At the same time, the Company implements greenhouse gas reduction measures, promotes renewable energy use, and invests in environmentally friendly technologies to strengthen business resilience, reduce cost impacts, and support long-term sustainable growth.

2. Social Risks

Risk Identification: The Company's social risks cover labor practices, labor rights, human rights, equality, consumer behavior, and impacts on communities surrounding its operations. Key risks include labor rights violations, discrimination, inequality, or complaints from employees, communities, and stakeholders. In addition, the Company faces risks from changing consumer behavior, as consumers increasingly place greater importance on health, such as demand for low-sugar, zero-sugar, or nutritionally appropriate beverage products.



Impact of Risks: If labor, human rights, and stakeholder expectation issues are not managed appropriately, they may affect the Company's reputation, stakeholder confidence, complaints management, and legal compliance. At the same time, if the Company is unable to adapt its products to align with consumers' growing health-conscious trends, this may affect sales, market share, and competitiveness.

Risk Mitigation Measures: The Company integrates social issues into its risk management process by promoting respect for human rights, fair labor practices, equality, and channels for stakeholders to provide feedback or raise complaints. This is carried out alongside comprehensive human rights risk monitoring and assessment covering employees, communities, suppliers, and consumers, in order to prevent and reduce potential impacts arising from business operations. In addition, the Company continuously monitors consumer trends to support product development and communication that align with market demand.

3. Governance Risks

Risk Identification: The Company's governance risks relate to changes in laws, regulations, government policies, transparency, and business ethics. Key issues include sugar tax and policies related to the beverage industry, geopolitical factors, trade wars, exchange rate volatility, as well as corruption risks and supplier governance across the supply chain.

Impact of Risks : Changes in laws and government policies may affect product costs, pricing, product portfolio structure, and competitiveness. Meanwhile, volatility from geopolitical factors and exchange rates may increase the cost of raw materials and packaging. If the Company is unable to comply with laws or uphold business ethics, this may lead to fines, disputes, reputational damage, and a decline in stakeholder confidence.

Risk Mitigation Measures: The Company places importance on good corporate governance, legal compliance, and systematic governance risk management. It continuously monitors changes in relevant laws and policies to support business planning, product development, and cost management. The Company also promotes transparency, anti-corruption practices, supplier assessment, and whistleblowing channels to maintain stakeholder confidence in the long-term.



Supply Chain Risk Management

Raw Material Price Volatility



The Company has established measures for raw material procurement to prevent shortages by entering into purchase agreements with key suppliers and major raw material suppliers. This helps stabilize raw material prices and reduce risks from price volatility. The Company also maintains sufficient inventory levels to support the production process and develops contingency plans by identifying alternative suppliers and backup raw material sources to address potential risks.

PET Plastic Packaging



The Company closely monitors PET resin price movements in both domestic and international markets, analyzes price trends, and uses this information to support purchasing plans. The Company also improves its packaging production process by reducing the amount of PET plastic used through light-weighting, which helps lower PET resin consumption, reduce packaging production costs, and minimize environmental impacts.

Climate Change



The Company regularly monitors groundwater levels to ensure they remain within normal ranges, providing confidence that sufficient water sources are available for business operations. The Company has also prepared backup water sources in case of emergencies to strengthen operational stability. In addition, the Company has developed and conducted disaster response drills, particularly for flood events that may affect production processes and transportation.

Human Rights and Equality Risks



The Company conducts Human Rights Due Diligence (HRDD) to ensure that its operations align with human rights principles and avoid actions that may negatively affect stakeholders. Having a clear due diligence plan helps prevent potential issues, enhance operational transparency, and support the Company in maintaining its reputation and confidence among customers and all stakeholder groups.

Comprehensive Human Rights Policy Implementation

Human Rights Policy

HaadThip Public Company Limited is committed to respecting human rights in accordance with international principles. The Company has established a Human Rights Policy aligned with international standards, including the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights (UNGPs), and the principles of the International Labor Organization (ILO). The policy aims to prevent human rights violations across all business activities and promote fair, equal, and non-discriminatory treatment of all stakeholders. The Company places importance on stakeholders across the value chain, particularly vulnerable groups or those at risk of being affected by business operations, such as children, pregnant women, LGBTQI+ persons, the elderly, persons with disabilities, third-party employees, and local communities. The Company focuses on protecting fundamental rights, reducing inequality, and preventing discrimination in all forms.

HaadThip's human right policy covers the operations of the Company, its subsidiaries, and business relationships throughout the value chain, including employees, suppliers, contractors, business partners, communities, and consumers. The Company also expects its suppliers to uphold the same level of human rights principles.

Human Rights Management Principles and Standards

- Thai Labour Standard – Labour Corporate Social Responsible (TLS8001-2020) Ministry of Labour
- The UN Guiding Principles on Business and Human Rights (UNGPs), United Nation (UN)
- Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, International Labour Organization (ILO)





Governance and Human Rights

Due Diligence Process

The Company has assigned the Corporate Governance and Risk Management Department as the main unit responsible for defining the management framework, roles and responsibilities, and practices related to human rights, as well as overseeing the Human Rights Due Diligence (HRDD) process in collaboration with relevant departments across the organization. The HRDD process covers the identification and assessment of human rights risks, the review and improvement of control measures, as well as the development of additional preventive measures. The process is carried out continuously according to the defined review cycle and covers both internal operations and the entire value chain. The Company and its management regularly monitor and evaluate human rights performance to assess the effectiveness of prevention, control, and impact mitigation measures, based on the principles of equal treatment, respect for human dignity, and non-discrimination.

The Company has systematically integrated its human rights commitment into organizational operations by communicating and responding to human rights expectations to stakeholders throughout the value chain, including employees, suppliers, contractors, and business partners, through the Human Rights Policy, Code of Business Conduct, Supplier Code of Conduct, or other appropriate channels. This is to ensure that relevant parties are aware of and comply with the Company's human rights principles.

In addition, the Company provides ongoing human rights training and communication to employees at relevant levels to strengthen their understanding of the policy, human rights risk identification and assessment, as well as operational practices aligned with human rights principles. This aims to enable employees to apply these principles consistently in their daily work and in engagement with stakeholders.

Human Rights Due Diligence Process

The Company's human rights due diligence process consists of five steps in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs), as follows:

1. A Statement of Policy Commitment to Respect Human Right
2. Assessment of Actual and Potential Human Right Impact of Company Activities and Relationship
3. Incorporating into Company Procedures and Addressing Impacts
4. Tracking and Reporting Performance
5. Remediation and Remedy

1. A Statement of Policy Commitment to Respect Human Right

HaadThip Public Company Limited and its subsidiaries recognize the value, dignity, and human rights of all individuals, which must be equally respected without distinction or discrimination on any grounds. The Company is committed to conducting business in accordance with fundamental human rights principles, covering the organization's business operations throughout the value chain. The Company believes that treating all people with equality and respect for the human rights of every individual is an important foundation for driving the Company's continuous and sustainable growth.

The Company has therefore established a Human Rights Policy aligned with international human rights standards, including the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights (UNGPs), and the principles of the International Labor Organization (ILO). This is to prevent human rights violations in all business activities and to protect stakeholders throughout the Company's value chain.

2. Assessment of Actual and Potential Human Right Impact of Company Activities and Relationship

The Company conducts human rights risk and impact assessments on an annual basis or whenever significant events occur that may affect the level of risk. The assessment covers all stakeholder groups, including employees, contractors, suppliers, customers, communities, and vulnerable groups such as women, migrant workers, persons with disabilities, children, and disadvantaged groups.

The assessment covers both actual impacts and potential impacts arising from the Company's business activities across all operational areas. Special consideration is given to areas that are sensitive or considered high-risk, such as conflict-affected or unstable areas.

2. Incorporating into Company Procedures and Addressing Impacts

3.1 Defining the Scope and Assessing Human Rights Risks

The Company clearly defines the scope of human rights risk assessments to identify stakeholders who may be affected and to comprehensively understand the nature of risks arising from business activities. The scope covers the entire value chain, including both the Company's direct operations and indirect activities associated with suppliers, contractors, and business partners that may be linked to human rights violations. Information obtained from this process is used as the basis for assessing and prioritizing human rights issues, enabling the Company to establish appropriate and effective management measures.

3.2 Management and Mitigation of Impacts

After assessing human rights risks and impacts, the Company establishes and implements risk management measures, prioritizing issues with "high" and "very high" risk levels. The measures focus on prevention, mitigation of negative impacts, and enhancement of positive impacts. These measures are applied to activities or projects with identified risks, with clear responsible persons, timelines, and indicators defined in an action plan.

The Company continuously monitors and reviews the effectiveness of these measures and conducts reassessments to evaluate remaining residual impacts and continuously improve the measures as appropriate.

4. Tracking and Reporting Performance

4.1 Tracking The Company continuously monitors human rights risks and impacts, with periodic reviews to ensure alignment with changes in business activities, operational areas, and stakeholders.

4.2 Reporting The Company prepares reports on the assessment and management of human rights risks in the form of a Human Rights Risk Register for reporting to management. The report covers risk levels, Control Measures, Action Plans, and Implementation Status to support effective decision-making and oversight.

5. Remediation and Remedy

The Company recognizes that its business operations may pose risks of causing or being linked to human rights violations affecting stakeholders. Therefore, the Company is committed to preventing, reducing, and addressing potential impacts in an appropriate and fair manner. The Company has established a grievance mechanism, a fair investigation process, and corrective actions in cases where human rights violations are identified, the Company will take appropriate actions to remedy impacts, consider disciplinary measures in accordance with the Company's regulations, and establish preventive measures to avoid recurrence. The Company will also consider appropriate remedies for affected persons, in both monetary and non-monetary forms, based on the principles of fairness and alignment with international standards.

Reference Document: Human Rights Due Diligence (HRDD) Process

<https://www.haadthip.com/storage/document/human-rights/htc-human-rights-due-diligence-th.pdf>



Human Rights Risk and Impact Assessment Framework

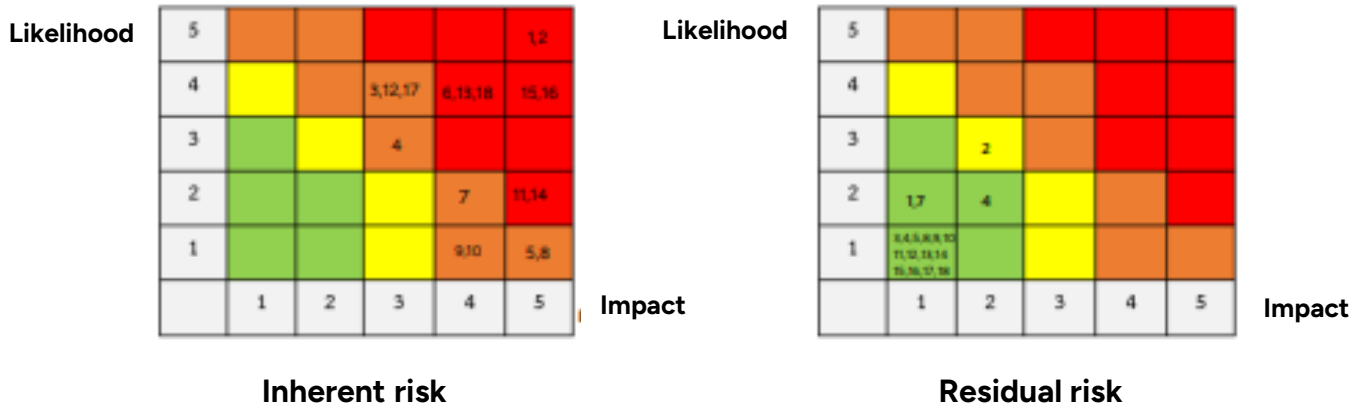
The Company conducts human rights risk and impact assessments across its supply chain based on the Human Rights Due Diligence (HRDD) approach, which is aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs). The assessment analyzes both inherent risks and residual risks remaining after control measures are implemented in order to identify issues requiring special attention, as well as to establish appropriate control, mitigation, and continuous monitoring measures.

Scope of Human Rights Risk Assessment in 2025

The Company conducts comprehensive human rights risk assessments to identify issues that may affect the human rights of both internal and external stakeholders. The assessment scope is divided into four key categories: labor rights, community and environmental rights, customer rights, and supplier and contractor rights.

Labor Rights	Community and Environmental Rights	Customer Rights	Rights of Suppliers and Contractors
• Optimal working environment • Occupational health and safety • Non-discrimination • Freedom of association and negotiation • Opposition to child and forced labor	• Living standards and quality of life of the community • Community safety and health • Access to clean water sources • Waste and hazardous materials management • Transparency in the purchase of land and use of resources	• Product and service safety • Protection of personal data • Treating customers equally with non-discrimination	• Working environment for partners and contractors • Occupational health and safety management • Compliance with the supplier code of conduct • Confidentiality and business information

2025 Human Rights Risk Assessment



Details of Assessed Human Rights Issues

Labor Rights	Community and Environmental Rights
1. Working environment 2. Employee occupational health and safety 3. Non-discrimination 4. Freedom of association and collective bargaining 5. Child labor and forced labor 6. Employee data privacy	7. Standards of living and quality of life 8. Community safety 9. Access to water resources 10. Waste and hazardous material management 11. Land use
Customer Rights	Rights of Suppliers and Contractors
12. Customer health and safety 13. Personal data protection 14. Non-discrimination	15. Working environment 16. Employee occupational health and safety 17. Business ethics 18. Confidentiality protection

2025 Human Rights Risk Assessment Results



In 2025, the Company conducted Human Rights Due Diligence (HRDD) to identify and assess human rights issues that may arise from its business operations. The assessment covered stakeholders throughout the value chain, including employees, suppliers, customers, and related communities. The process was carried out through stakeholder engagement, including consultations, discussions, and information gathering from relevant departments, in order to analyze and assess risk levels based on both the severity and likelihood of potential human rights impacts arising from the Company's business activities.

Based on the assessment results during the reporting year, the Company did not identify any salient human rights issues affecting its business operations. Overall residual risk levels were assessed as low to moderate and remained within levels that the Company can effectively control and manage.

Nevertheless, the Company continues to place importance on ongoing human rights risk management by implementing preventive and mitigation measures for relevant issues to maintain risks within acceptable levels and prevent risk escalation in the future. In addition, the Company regularly monitors and reviews human rights risks, while promoting stakeholder engagement and continuously improving grievance and remedy mechanisms to respond appropriately to changing circumstances and support sustainable business operations in line with international principles.

Prevention and Mitigation Measures for Human Rights Impacts

To ensure that the Company's operations are aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Company has established preventive and mitigation measures covering key stakeholder groups, including employees, communities, suppliers, and customers. These measures are based on the Precautionary Principle and participatory impact assessment approaches to manage risks and reduce potential impacts arising from business operations.

1. Labor Rights

Risk Issues	Prevention and Mitigation Measures
Working environment	• Strict compliance with the Company's Human Rights Policy and labor laws • Establishment of the Safety, Occupational Health, and Working Environment Committee
Employee occupational health and safety	• implementation of ISO 45001 and relevant ISO standards, including Company requirements • Regular training and emergency drills
Non-discrimination	• Establishment of non-discrimination policies and communicated throughout the organization • Provision of grievance channels and investigation mechanisms
Freedom of association and collective bargaining	• Promotion of employee participation and two-way communication • Establishment of a welfare committee in the workplace
Child labor and forced labor	• Verification of employee age and employment conditions in accordance with applicable laws • Supplier compliance requirements
Employee data privacy	• Supplier compliance requirements • Access control measures for confidential information

2. Community and Environmental Rights

Risk Issues	Prevention and Mitigation Measures
Standards of living and quality of life	• Strict compliance with permit conditions and applicable laws
Community safety	• Control of operational impacts such as noise, odor, and transportation
Access to water resources	• Efficient and sustainable water resource management
Waste and hazardous material management	• Waste management in accordance with technical standards and legal requirements
Land use	• Assessment of legal and community impacts prior to project implementation • Community communication and stakeholder engagement

3. Supplier and Contractor Rights

Risk Issues	Prevention and Mitigation Measures
Working environment	• Establishment of supplier selection and evaluation criteria • Monitoring and auditing of on-site operations
Employee occupational health and safety	• Requirement for work permits and pre-work training
Business ethics	• Establishment and acknowledgment of the Supplier Code of Conduct
Confidentiality protection	• Compliance with data protection measures and execution of Non-Disclosure Agreements (NDA)

4. Customer Rights

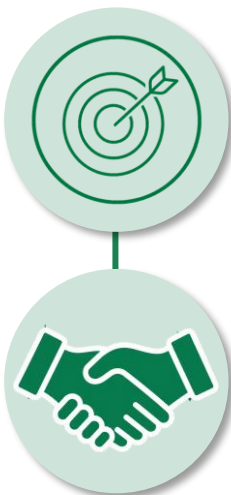
Risk Issues	Prevention and Mitigation Measures
Customer health and safety	• Control of product and service quality in accordance with applicable standards
Personal data protection	• Compliance with PDPA requirements and data protection measures
Non-discrimination	• Employee training on fair and equitable customer service
Customer complaint	• Establishment of grievance channels and systematic follow-up processes • Continuous customer satisfaction surveys



Monitoring, Review, and Reporting of Human Rights Performance

The Company has established a human rights risk monitoring system in the form of a **“Human Rights Risk Register,”** which records both qualitative and quantitative information for each identified risk issue based on the assessment of likelihood and severity of impacts should they occur. Monitoring is carried out by the responsible process owners in collaboration with the Sustainability Development function and the Human Resources Department, using information from internal reporting systems, incident investigations, and stakeholder grievance mechanisms to assess the adequacy of existing control measures in line with the UNGPs.

The Company recognizes that human rights risks may change depending on business contexts, such as expansion into new markets, changes in supply chain structures, or regulatory developments. Therefore, the Company reviews the Human Rights Risk Register at least annually and conducts additional reviews during the year when significant events or new projects arise, such as the establishment of new production facilities, onboarding of suppliers in sensitive regions, or social developments in operational areas. The review results are used to improve control measures and reassess risk levels to ensure alignment with changing circumstances. To ensure transparency and accountability in the monitoring and management of human rights issues, **the Company prepares Human Rights Risk Register reports** for submission to senior management on an annual basis and reports the results to the Corporate Governance and Risk Management Committee to monitor implementation progress and assess the adequacy of the overall risk management strategy.



Based on the implementation of the Human Rights Due Diligence process, the Company did not identify any cases of human rights violations arising from its business operations during the reporting year.

The Company shall continue to implement preventive measures and regularly monitor and review human rights risks to ensure that its operations remain aligned with the Human Rights Policy and relevant standards. This includes maintaining grievance channels and appropriate remedy mechanisms to address any potential issues that may arise in the future.



Stakeholders Communication, Engagement, and Human Rights Grievance Process

The Company places importance on stakeholder engagement regarding human rights issues by establishing processes to gather opinions and concerns from key stakeholders, including employees, suppliers, contractors, and communities in operational areas, through various channels such as meetings, interviews, focus group discussions, and grievance mechanisms. Information obtained from these processes is analyzed to identify human rights risks and potential impacts arising from the Company's business operations.

The Company utilizes stakeholder engagement outcomes to improve its human rights management approach, establish preventive and mitigation measures, as well as strengthen communication and supplier oversight throughout the supply chain to ensure continuous alignment with international human rights principles.



Communication Channels

HaadThip continuously communicates its human rights policy commitments to stakeholders through appropriate communication channels as follows:

 Employees	 Suppliers	 Other Stakeholders
• Training programs • E-learning systems and related documents • Internal intranet • Internal corporate emails	• Contractual requirements and Supplier Code of Conduct • Supplier briefings and supplier assessments	• Company website • Annual report sustainability report • public communication channels



The Company regularly reviews and improves communication approaches to promote effective understanding and implementation of the policy.

Preventive and Mitigation Measures for Human Rights Risk Issues

To ensure that the Company's operations are aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Company has established preventive measures and mitigation measures covering key stakeholder groups, including employees, communities, suppliers, and customers. These measures are based on the Precautionary Principle and participatory impact assessment to manage risks and reduce potential impacts arising from business operations.

Remediation Mechanism in the Event of an Incident:

The Company has established a formal human rights grievance mechanism to enable employees, as well as external stakeholders, communities, suppliers, customers, and individuals who may be affected by the Company's business operations, to safely report human rights-related complaints or concerns. This mechanism specifically covers human rights issues and ensures confidentiality of information, including the anonymity of complainants, to prevent retaliation or negative consequences.

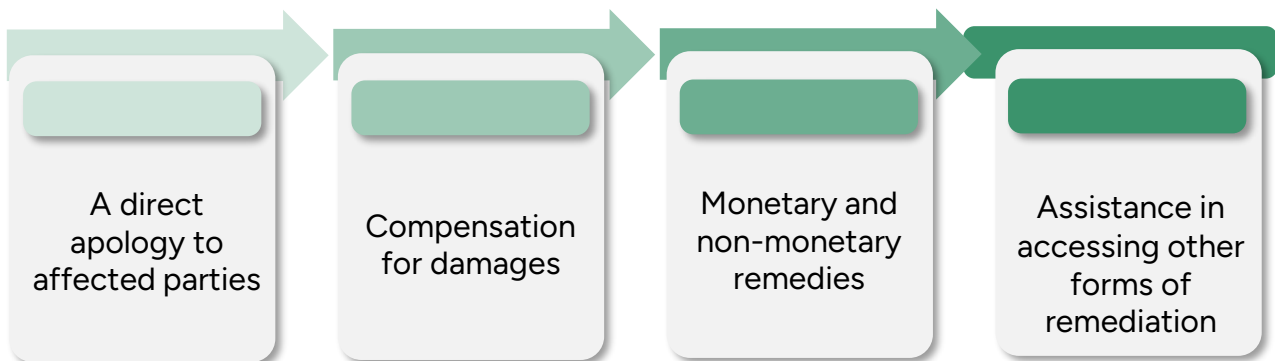
The Company provides various accessible grievance channels for both internal and external stakeholders. Complaints received are subject to a fair, transparent, and auditable review and investigation process to ensure that human rights issues are addressed appropriately and in a timely manner.

The Company recognizes that its business activities may cause, contribute to, or be linked to human rights violations affecting relevant stakeholders. Therefore, the Company is committed to reducing such potential risks and violations in accordance with its Human Rights Policy and fair employment practices. Human rights risk assessments are conducted annually to identify potential human rights violation situations in the Company's business activities, as well as to define measures and mitigation actions with the objective of addressing and reducing the likelihood of human rights violations that may arise from the Company's business activities.

In the event of a human rights violation, the Company has a fair investigation process and remedy measures. Affected persons will receive appropriate and fair mitigation or compensation from the Company, in accordance with its management mechanisms and legal requirements. The Company will also establish preventive measures or policies to prevent similar impacts from recurring in the future.

Company Remediation Guidelines

The Company prioritizes fair, transparent, and lawful care and remediation for employees and stakeholders potentially affected by its operations or related events, guided by international best practices. These principles include:



Remediation Mechanism in the Event of an Incident

The Company has established a human rights grievance mechanism to provide employees, external stakeholders, communities, suppliers, and individuals who may be affected by the Company's business operations with a safe channel to report complaints or concerns related to human rights issues. The mechanism specifically covers human rights matters and ensures confidentiality of information, including the anonymity of complainants, in order to prevent retaliation or adverse impacts.

The Company provides accessible grievance channels for both internal and external stakeholders. All complaints received are subject to a fair, transparent, and auditable review and investigation process to ensure that human rights issues are addressed appropriately and in a timely manner.



Incidents Related to Violations of Social and Human Rights Laws or Regulations

	2023	2024	2025
Number of incidents or cases involving violations of social and human rights laws or regulations	0	0	0
Number of incidents or cases resulting in significant labor disputes	0	0	0
Number of incidents or complaints related to violations of consumer rights	0	0	0
Number of incidents or complaints related to violations of supplier rights	0	0	0
Number of incidents or cases resulting in disputes with communities / society	0	0	0
Number of incidents or cases related to cybersecurity or customer data breaches	0	0	0
Number of incidents or cases related to occupational health and safety	0	0	0



Sustainable Supply Chain Management

HaadThip Public Company Limited places importance on efficient and transparent supply chain management to strengthen business stability and promote sustainable development across all dimensions. The Company focuses on responsible procurement practices that consider environmental, social, and governance (ESG) factors, while fostering collaboration with suppliers to comply with international standards related to environmental management, labor practices, and business transparency.

Supplier Selection & Procurement Policy

The Company has established an integrated Supplier Selection and Sourcing Policy to enhance operational standards in alignment with international practices and respond to stakeholder expectations throughout the supply chain. All suppliers are required to acknowledge and sign the Supplier Code of Conduct before commencing business with the Company and strictly comply with environmental, social, and governance requirements.

1) Environmental Commitment

Suppliers are required to comply with environmental laws and systematically manage environmental impacts, covering the efficient use of natural resources, water resources, and energy; pollution and waste prevention; plans to reduce greenhouse gas emissions from activities across the value chain; promotion of renewable energy use; and avoidance of impacts from organizational activities on biodiversity.

2) Human Rights & Labor Standards

Suppliers are required to comply with international labor standards, prohibit the use of or involvement with child labor and forced labor, provide fair compensation, ensure safe working conditions, and control working hours so that they do not exceed legal requirements or involve excessive overtime. Communication on human rights issues with suppliers is also required.

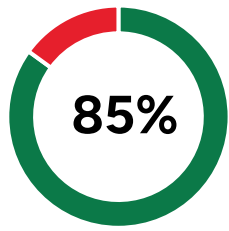
3) Business Ethics

Suppliers are required to conduct business transparently, free from fraud, corruption, and conflicts of interest. The Company incorporates environmental and social issues into the procurement process through contractual terms, procurement policy reviews, and training for procurement personnel, as well as improving supplier capability on sustainability issues to raise shared standards throughout the supply chain.

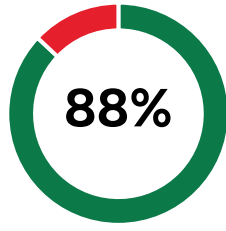
4) Quality & Safety

Suppliers are required to maintain quality management systems and traceability processes to ensure the safety of raw materials and products.

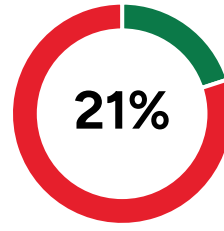
Supplier Classification



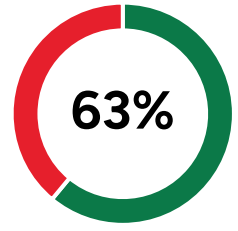
of total procurement value is attributed to Critical Tier-1 suppliers



of suppliers are domestic, based on total supplier count



of suppliers are based in the 14 southern provinces of Thailand, relative to the total supplier base



of raw material procurement value is sourced domestically

53

Tier-1 suppliers who conduct direct business with the company

12

Critical Tier 1 Suppliers

22

Critical Non-Tier-1 suppliers

2

New suppliers were Registered in 2025

Supplier Classification Methodology

- ❑ **Tier 1 Suppliers:** Suppliers directly engaged with the company, delivering raw materials, packaging, or services essential to its production and operations.
- ❑ **Critical Tier 1 Suppliers:** Suppliers with strategic importance and a direct business relationship with the company, identified based on:
 - Top 80% in terms of total procurement volume
 - Is sole supplier or provider of specialized materials that are not easily substitutable
 - Suppliers in this group are prioritized as Group A under the company's supplier classification system (A: Critical / B: Key / C: General). They are subject to regular performance evaluation and reporting processes, such as monthly and quarterly reviews, with summary results communicated every six months.
- ❑ **Critical Non-Tier 1 Suppliers:** Suppliers who do not directly transact with the company but play a crucial role in supply chain stability, such as upstream producers or suppliers to the company's direct suppliers whose operations may impact product quality or supply continuity. These suppliers are identified through the Critical Supplier Non-Tier-1 Survey Form, conducted annually, and through biannual review meetings with Tier-1 suppliers to gather data and monitor relevant supplier status
- ❑ **Carbon Strategic Suppliers:** Suppliers that are directly impact the Company's greenhouse gas emissions, such as packaging and key raw material manufacturers, as well as logistics service providers.

Supplier Selection and Evaluation Process

The Company implements a systematic and thorough supplier selection and evaluation process to ensure that all partners meet the company's standards and can engage in effective, transparent, and sustainable business practices. This process takes into account quality, safety, reliability, environmental impact, and good governance.

New Supplier Selection Process

All New suppliers are required to undergo a due diligence process accordance with The Coca-Cola Company's system and provide documents demonstrating legal compliance and business capability, such as company registration certificates, product/service information, and corporate profiles, before proceeding to the next stages.

As part of the preliminary selection process, suppliers are required to complete a Supplier Self-Assessment covering ESG dimensions and confirm compliance with the Company's 12 core policies in accordance with The Coca-Cola Company's standards prior to approval. This process is conducted to ensure comprehensive due diligence and includes the following steps:

1. Verifying the supplier's status in The Coca-Cola Company system
2. Checking supporting documents, e.g., commercial registration, tax certificates (Por.Por.20 if applicable), letters of authorization, brochures, product information (specifications, MSDS)
3. Reviewing the supplier's business capabilities and relationships with business partners
4. Verifying the supplier's operational and financial status
5. Arranging meetings or on-site visits at the supplier's facilities



In 2025, all new suppliers were informed of and acknowledged the Company's ethical and sustainability guidelines, which are continuously updated to align with evolving ESG standards.

Current Supplier Evaluation Criteria

The company conducts regular assessments of existing suppliers based on the following key criteria

- 1. Quality and Safety:** Compliance with the requirements and standards of The Coca-Cola Company and industry standards; maintaining a low rate of incidents or complaints; and having quality control and traceability systems in place.
- 2. ESG Standards:** Compliance with environmental, social, and governance requirements; implementation of measures to minimize environmental impacts; efficient energy use; protection of labor rights; and transparent business practices.
- 3. Reliability and Delivery Capability:** Ability to deliver in accordance with the Company's requirements and demonstrate flexibility in managing changes in demand.
- 4. Cost Competitiveness and Business Continuity:** Competitive and transparent pricing, with the ability to support cost reduction initiatives or propose efficiency improvement solutions.

Supplier performance is monitored on a monthly basis, with performance scores summarized quarterly and evaluation results communicated to suppliers every six months to support continuous improvement. If a supplier's evaluation results fall below the established criteria, the Company will issue a Corrective Action Plan (CAP) for the supplier to address areas that do not meet the required standards.

Supplier Development and Partnership Enhancement

The Company places importance on building strong collaboration with suppliers throughout the supply chain to elevate business operation standards in alignment with sustainability principles while supporting long-term business growth. The Company focuses on fostering mutual understanding in business ethics, human rights, environmental management, and transparency in sourcing processes, while encouraging suppliers to continuously strengthen their ESG capabilities through communication, knowledge sharing, and systematic performance evaluations.

Supplier Day

In 2025, The Company organized the Annual Supplier Day event to create a platform for knowledge exchange and mutual understanding with suppliers. Executives and representatives from 22 supplier organizations participated in the event, which also included opportunities to visit the production process and exchange operational experiences.

The event communicated the Company's frameworks and expectations regarding business ethics, human rights, sustainability practices, greenhouse gas management, and sourcing approaches that consider environmental and social impacts. In addition, suppliers with outstanding practices were invited to share their experiences, enabling other suppliers to apply these approaches to improve their own operations.



Promoting Greenhouse Gas Reduction Across the Supply Chain

The Company supports suppliers in developing environmental management plans, particularly in greenhouse gas assessment and management at both the organizational level (Carbon Footprint for Organization : CFO) and product level (Carbon Footprint of Product: CFP), to improve environmental data transparency and support greenhouse gas reduction throughout the supply chain.

In addition, the Company continuously communicates sustainability policies and guidelines while encouraging suppliers to develop environmentally friendly technologies and products, such as the use of recycled materials and lightweight packaging development. These initiatives help improve resource efficiency and sustainably reduce environmental impacts.



Supplier Monitoring and Evaluation

The Company continuously monitors and evaluates supplier performance through monthly performance assessments and annual environmental, social, and governance (ESG) self-assessments. Quarterly evaluation summaries are also prepared, with assessment results classified into four performance levels, ranging from needs improvement to excellent. The evaluation results are used to strengthen collaboration with suppliers. The Company supports operational improvements, knowledge sharing, and joint product development initiatives to enhance suppliers' business operation standards and strengthen the resilience of the supply chain over the long-term.

Supplier Risk Management Framework

The Company conducts business in accordance with Sustainable Sourcing principles by integrating ESG considerations into every stage of supplier selection and supplier management to ensure that the supply chain remains responsible, transparent, and capable of sustainable growth together. All suppliers are regularly evaluated on quality, pricing, and ESG responsibility, and are required to acknowledge and sign the Supplier Code of Conduct, which covers human rights, labor laws, business ethics, and environmental practices.

HaadThip places importance on supply chain risk management and has implemented measures to mitigate risks that may affect business operations, as follows:

- 1. Fraud Risk Mitigation:** The Company conducts advance purchasing planning and establishes formal contracts or agreements with suppliers, including credit payment terms, to reduce the risk of business fraud.
- 2. Price Surge Risk Mitigation:** The Company conducts advance bidding processes for key raw materials on an annual basis to effectively manage costs and reduce volatility in raw material prices.
- 3. Natural Disaster, Pandemic, and War Risk Mitigation:** The Company has contingency plans in place to support emergency situations by identifying additional backup suppliers and service providers to ensure that products and services can continue to be delivered on schedule.
- 4. Responsible Selection Process:** The Company evaluates all suppliers based on quality and sustainability criteria in accordance with The Coca-Cola Company's requirements, covering economic, social, and environmental dimensions, to ensure that suppliers operate in alignment with sustainable development principles.

Supplier Audit & Monitoring Process

The Company implements a systematic supplier audit and monitoring process as part of its supply chain risk management plan. The objective is to ensure that all suppliers operate in accordance with the Company's established standards. In addition to evaluations related to product quality, service performance, and pricing, the Company has designated environmental, social, and governance (ESG) issues as key areas of assessment, with particular emphasis on safety, human rights, and environmental practices.

The supplier audit process covers self-assessments, document reviews, and on-site audits to ensure that suppliers strictly comply with labor, safety, and environmental standards. If any deficiencies are identified, the Company works collaboratively with suppliers to establish corrective actions plans to ensure compliance with the required standards.

Supplier Audit and Assessment Process

- **Environmental Management:** The Company reviews suppliers' policies and practices related to energy efficiency, waste management, and greenhouse gas reduction to ensure that suppliers conduct business with consideration for environmental impacts and in alignment with sustainable development principles.
- **Labor Standards and Human Rights:** The Company evaluates suppliers' labor practices in key areas, including fair treatment of workers, appropriate compensation and welfare, prohibition of child labor and forced labor, and compliance with occupational health and safety requirements, to ensure that suppliers appropriately respect human and labor rights.
- **Governance and Business Ethics:** The Company reviews compliance with legal requirements, anti-corruption policies, and product safety practices to ensure that suppliers conduct business transparently, maintain good governance, and comply with business ethics standards.

2025 Supplier Risk Assessment and Monitoring Results

In 2025, the Company implemented its sustainable sourcing policy and systematic supply chain risk management framework, with key performance results as follows:

- **100%** of suppliers signed and acknowledged the Supplier Code of Conduct.
- A total of 2 suppliers underwent **On-Site ESG Audits**, including 1 Critical Supplier.
- **No suppliers were identified** with material risk issues from the audit and assessment process.
- There were no complaints related to sourcing of raw materials from suppliers during the year (**0 cases**).

Risk Management Measures for Identified Audit Findings

In cases where significant issues are identified through supplier audits, the Company has established the following management measures:

1. Suppliers are required to prepare and submit a Corrective Action Plan (CAP) within 15 days from the date of receiving the audit report.
2. The Company increase the frequency of monitoring and follow-up assessments.
3. The Company review the supplier's risk level and long-term role within the supply chain.
4. The Company Identify backup suppliers when key suppliers present ongoing sourcing risks.

2025 Supplier Assessment Summary

Supplier category	Number of Self-Assessment	Number of On-site Audit and Remote Audit
Raw material	8 cases	1 case
Packaging	33 cases	1 case
Other	13 cases	–

Supply Chain Traceability Processes

The Company has designed a traceability process for raw materials and products covering all stages of the supply chain to ensure quality, safety, and transparency in business operations, as well as to support sustainable procurement standards

The traceability process encompasses several key dimensions, including:

Raw Material Information : Partner name, Source, Country of Origin, lot number, manufacture/expiry date, and quality certificate

Product Information : Product's Formula, production line number, manufacturing facilities and quality control at each stage.

Logistics and storage information : transportation route information, storage temperature, delivery date, and storage location

The Company's traceability process can be deeply linked to the source level of raw materials by dividing the inspection levels into:

Tier 1 : Key partners such as sugar mills, CO2 producers, and packaging

Tier 2 : Indirect partners, such as sugarcane plantations, manufacturers of aluminum for cans/lids or PET resins, etc.

Tier 3 and above : Source of raw materials, such as natural resources or producers of specialized chemical raw materials.

The development of this in-depth traceability process enables the company to effectively manage raw material risks and promote transparency in the supply chain at all levels. In addition, it is an important basis for tracking the environmental information of each type of packaging, which will lead to responsible and sustainable design of products and services.

Environmental Management

HaadThip Public Company Limited recognizes the role of the business sector in protecting the environment and operates in accordance with sustainable development principles. The Company is committed to reducing environmental impacts throughout its business operations, from raw material sourcing, production, transportation, and distribution to waste management. The Company also places importance on delivering quality products and services while fostering environmental management among employees at all levels. The Company is firmly committed to reducing greenhouse gas emissions, a key driver of climate change, while using natural resources efficiently and maximizing their value. This includes promoting waste reduction, reuse, and resource conservation to maintain ecological balance and pass on a healthy environment to future generations.

In its environmental operations, the Company strictly complies with applicable laws, regulations, and standards, while continuously improving and enhancing its practices to align with appropriate guidelines and the business context. This approach helps build confidence among customers, communities, government agencies, and all stakeholder groups. In addition, the Company emphasizes transparent, accurate, and verifiable environmental reporting and disclosure, while encouraging the participation of employees, suppliers, and business partners in driving tangible and continuous environmental performance.



***In 2025,** the Company found no significant environmental impacts or complaints and incurred no fines from business activities that caused environmental impacts in violation of applicable laws.*



Environmental Policy and Practices

HaadThip Public Company Limited is committed to producing quality beverages and delivering quality services while promoting awareness among all employees of their responsibility toward society and the environment in every activity undertaken by the Company. To limit the environmental impact of its activities throughout the supply chain, the Company has developed and publicized sustainability-related policies such as the Water Resources Management Policy, Environmental Policy, and Energy Policy.

The Company also seeks technologies and innovations to maximize resource efficiency, reduce operating costs, minimize environmental impacts, and continuously develop beverage packaging innovations to be more environmentally friendly. In addition, the Company is committed to instilling awareness among employees, communities, and relevant stakeholders so that they recognize environmental issues and work together to restore the environment for sustainable benefits for future generations.

The Company recognizes the importance of environmental stewardship alongside business operations. It has established environmental policies and operational guidelines in alignment with its vision and social responsibility policy, while fostering awareness among employees and business partners to create a shared culture of environmental protection. The Company implements measures to prevent and reduce environmental impacts, including biodiversity conservation throughout the supply chain, through environmental practices aligned with its policies and strategic plans as follows:

1. **Conserve water resources** through sustainable water management, prevention and control of wastewater pollution, and water discharge management for reuse.
2. **Conserve resources and energy** by maximizing the efficient use of raw materials, oil, fuel, and electricity, while promoting the adoption of clean and alternative energy to minimize environmental impacts, including climate change.
3. **Prevent and reduce pollution at source**, such as air pollution, noise, waste, and solid waste across all activities, by supporting reuse to minimize environmental impacts.
4. **Comply with applicable environmental and energy management laws** and requirements, as well as commitments made to stakeholder groups.
5. **Communicate and provide knowledge** to employees, personnel working under the organization, and business partners throughout the supply chain to encourage awareness and regulatory compliance with environmental management and energy conservation policies and systems, supporting sustainable development together.



Environmental Management Framework

HaadThip Public Company Limited is firmly committed to producing quality beverages and providing excellent service, while prioritizing social and environmental responsibility in all aspects of its business operations. The Company recognizing the importance of balancing business operations with environmental stewardship, the Company has established and communicated sustainability policies covering a wide range of areas, such as water resource management, environment, and energy. These policies focus on mitigating the potential environmental impacts of the organization's activities throughout the supply chain. The Company seeks alternative technologies and innovations that can enhance resource efficiency, reduce operating costs, and minimize environmental impacts. It also develops new innovations for more sustainable beverage packaging, which not only benefits the environment but also reflects a commitment to responsible use of natural resources and ethical practices in instilling environmental awareness and consciousness. Furthermore, by implementing projects and activities that promote knowledge, understanding, and participation among employees and local communities help the Company to create sustainable change at both organizational and societal levels. These policies demonstrate the Company's commitment to co-creating a sustainable world for present and future generations.



Sustainable Packaging Management

As a beverage producer and distributor in Southern Thailand, HaadThip Public Company Limited recognizes that packaging is not only an integral part of the product and consumer experience, but also, a systemic sustainability issue associated with environmental and social impacts, as well as long-term business sustainability. This is particularly relevant to packaging waste and post-consumer plastic, which continue to receive attention from government agencies, consumers, and investors.

The Company has applied the packaging policies and operating framework of The Coca-Cola Company in a manner that aligns with Thailand's operating context. The Company focuses on packaging management throughout the life cycle, from packaging design and material selection to production efficiency and post-consumer packaging management. This approach aims to reduce environmental impacts while maintaining business competitiveness. This reflects the Company's commitment to integrating business objectives with social and environmental responsibility, with emphasis on efficient resource use, waste reduction, and support for a circular economy. The Company's packaging management is guided by strategic targets, continuous performance monitoring, and adjustments to align with changing legal, technological, and market conditions.



Business Impacts from Packaging Management

Environmental Impacts	Regulatory and Legal Changes	Cost Management and Production Efficiency
Strengthens trust among consumers and stakeholders through the commitment and responsibility toward environmental stewardship.	Reduces legal risks and potential reputational impacts arising from non-compliance with relevant laws and regulations.	Supports cost reduction through appropriate packaging selection and improved production efficiency.
Promotes the use of recycled materials and sustainable packaging design to reduce post-consumer packaging waste and mitigate environmental impacts.	Creates market opportunities and strengthens competitive advantage by responding to evolving environmental regulations at both domestic and international levels.	Enhances the Company's ability to adapt to changing market conditions and fluctuations in raw material prices.

Packaging Targets and Commitments



The Company has established packaging targets to guide its medium- and long-term actions in alignment with circular economy principles and social responsibility, as follows:



Increase the proportion of recycled content in primary packaging to at least 50% by 2030



Implement post-consumer packaging collection and recycling initiatives covering 100% of packaging sold to the Market by 2030

The Company's packaging targets are under continuous review and improvement to reflect practical feasibility and align with Thailand's technological context, infrastructure, market mechanisms, and technical limitations. The Company will announce updated targets once they are clearly defined and ready for implementation.

Packaging Management Framework

To ensure that packaging management is systematic and measurable, the Company has established three key areas of action covering the packaging life cycle, as follows:

- 1 **Packaging Design and Material Reduction:** Focuses on designing packaging that uses resources efficiently, reduces unnecessary materials, and supports the use of recyclable materials, while considering product quality, safety, and production efficiency.
- 2 **Packaging Collection and Recycling:** Supports post-consumer packaging collection systems through collaboration with relevant partners. This includes the use of market-based mechanisms and systematic support to continuously increase the volume of packaging returned to the recycling process in a transparent and verifiable manner.
- 3 **Community and Social Engagement:** Promotes community and social participation in packaging waste management through awareness building, support for local activities, capability development for stakeholders involved in waste management systems, and the creation of collaborative networks for sustainable environmental stewardship.

1 Packaging Design and Raw Material Reduction

Packaging Design with Recycled Materials

The Company is committed to enhancing its packaging design by increasing the use of recycled content in its primary packaging to help reduce dependence on virgin materials and minimize environmental impacts associated with resource consumption. The selection of recycled materials considers material properties, quality and safety requirements, durability, and supply chain availability to ensure that packaging continues to meet the Company's standards. In addition, the use of recycled materials helps mitigate long-term risks associated with raw material price volatility, evolving regulatory requirements, and growing market expectations for producers to take greater responsibility for post-consumer packaging.

Recycled Content in Primary Packaging



○ **Plastic Bottles** (1,000 ml sizing) : **100%** recycled content



○ **Aluminum Cans**

- 240 ml can: **30%** recycled content
- 180 ml can: **82%** recycled content



○ **Glass Bottles**

40% recycled content



Lightweight Packaging Initiative

In addition to increasing recycled content, the Company continuously pursues lightweight packaging initiatives to reduce material usage across its packaging portfolio through packaging redesign, including reducing material thickness and optimizing structural design, while maintaining product quality, safety requirements, and functionality throughout the product life cycle, from manufacturing and transportation to consumer use.

PET Bottle



Quantity of
Raw Materials
to be Reduced

261.98

tons



Total Saving

24.09

million THB



GHG Emission
Reduction Equivalent

1.127

tCO₂e

Key Raw Material Consumption

To support sustainable raw material and packaging management, the Company monitors and reports the use of primary packaging materials, covering renewable materials, non-renewable materials, and recycled content. This information is used to analyze resource utilization trends and support the continuous development of environmentally friendly packaging solutions.

Material types	Unit	2023	2024	2025
Renewable Material				
Aluminum (total)	Ton	1,120.07	1,204.39	1,166.09
Virgin material	Ton	326.80	642.83	696.56
Recycled material	Ton	793.27	561.56	469.52
Plastic PET	Ton	10,284.80	11,115.90	11,407.00
Virgin material	Ton	10,284.80	10,740.90	11,233.60
Recycled material	Ton	0	375.00	173.40
Plastic cap (total)	Ton	898.80	822.00	810.05
Virgin material	Ton	0	0	0
Recycled material	Ton	898.80	822.00	810.05
Glass (total)	Ton	1,320.06	3,053.73	1,391.50
Virgin material	Ton	792.04	1,832.24	834.90
Recycled material	Ton	528.02	1,221.49	556.60
Non-renewable Material				
CO ₂	Ton	2,960.18	3,136.08	3,348.49
Liquid sugar	Ton	34,225.76	34,877.40	34,251.84

2 Collection & Recycling



Southern Recycling Alliance

The Southern Recycling Alliance is a collaborative initiative among HaadThip Public Company Limited, Oxytech Co., Ltd., and Royce Universal Co., Ltd. The project aims to promote sustainable post-consumer packaging management, reduce post-consumer packaging waste leakage into the environment, particularly marine litter in Southern Thailand, and increase the collection of post-consumer PET bottles for bottle-to-bottle recycling through a reverse logistics system.

The Company plays a key role in strengthening the recycled material supply chain in Southern Thailand through:

1



Creating Demand for Recycled PET (rPET)

The Company helps drive market demand and increase opportunities for post-consumer PET bottles to re-enter the recycling system.

2



Supporting the Reverse Logistics Systems

The Company facilitates the transportation of recyclable materials from Southern Thailand to processing facilities, where they are converted into recycled PET resin (rPET) for later use in the Company's packaging.

HAADTHIP
A proud Coca-Cola® bottler for Southern Thailand

Oxytech
Certified Ocean Bound Plastic

ROYCE UNIVERSAL

พันธมิตรเพื่อการรีไซเคิลในภาคใต้

*บรรจุภัณฑ์ที่ผลิตจากพลาสติกรีไซเคิล 100%

“The project has set a target to collect 100 tons of post-consumer plastic bottles between September 2025 and June 2026. By the end of 2025, **50 tons** had been collected, representing 50% of the initial-phase target.

Beyond increasing the volume of recyclable materials collected, the project also supports the development of a recycled material supply chain in Southern Thailand by returning post-consumer PET bottles into the bottle-to-bottle recycling process, promoting the increased use of recycled materials in packaging. The collection of post-consumer plastic bottles in Southern Thailand also helps reduce the accumulation of packaging waste in communities where the Company operates and transforms waste into valuable raw materials for production.

While also supports the Company's sustainable packaging commitments by increasing the availability of recycled materials required to achieve its recycled content and post-consumer packaging collection targets through collaboration among stakeholders across the recycling value chain.

In the next phase, the Company is committed to increasing the volume of recycled PET resin (rPET) generated through the project to enhance the availability of rPET for packaging applications, improve the economic viability of collection and recycling activities, and support the sustainable growth of the bottle-to-bottle recycling system in Thailand.

”



Mechanism to Strengthen the Stability of Packaging Collection



The pilot initiative to promote the collection of post-consumer packaging is supported through the Total Assistance Fee (TAF) funding mechanism, which is administered by The Coca-Cola Foundation Thailand. The mechanism provides financial support to collection and recycling operators, helping them maintain liquidity and continue purchasing recyclable materials from informal waste collectors, particularly during periods when market prices for recyclable materials are low. Such market conditions may affect collectors' income and the continuity of packaging recovery activities.

The Company contributes funding to The Coca-Cola Foundation Thailand, a portion of which is allocated to support the Total Assistance Fee (TAF) mechanism. This mechanism supports post-consumer packaging recovery systems and promotes the proper recycling of used plastic bottles. Activities carried out under the mechanism are subject to independent verification to monitor collection transactions and the use of financial support, ensuring transparent and traceable reporting. In 2025, the Company recognized its contribution under this mechanism as part of its sustainability initiatives, with THB 1.4 million in related funding, contributing to the collection and recycling of more than 1,050 tons of used packaging.



3

Community & Awareness

The Company believes that achieving meaningful progress in addressing packaging waste requires active participation from stakeholders across the value chain. Therefore, ongoing initiatives are implemented to raise awareness, encourage action, and strengthen the capabilities of stakeholders involved in waste management systems. Particular emphasis is placed on fostering a culture of waste segregation and packaging recovery at both organizational and community levels.

2025 Performance Highlights

Marine Debris Management and Recycling Program: Koh Panyee (Panyee Island) and Koh Yao (Yao Island), Phang Nga Province

The Marine Debris Management and Recycling Program aims to strengthen the management of beverage packaging waste and recyclable materials in island communities, where waste handling and transportation are often constrained by limited land availability and logistical challenges. The program supports the establishment of local working groups, operational mechanisms, and collection processes that enable recyclable materials including glass bottles, aluminum cans, and PET bottles to be separated from general waste and transported from the islands to appropriate treatment and recycling facilities on the mainland. This approach helps reduce the volume of waste sent to local landfill sites while minimizing the risk of waste leakage into the marine environment.

In 2025, the primary focus was placed on establishing a comprehensive baseline data to support the long-term development of the program. Studies were conducted to assess the volume of the Company's beverage packaging distributed to Koh Panyee and Koh Yao, using historical data from 2022–2024 and will serve as the basis for designing, developing, and enhancing a system to manage the balance between packaging entering and leaving the target areas. The project has established a target to collect post-consumer packaging from the islands in volumes equal to or greater than the volume of packaging introduced into the areas through product distribution. In addition for Koh Yao, activities were implemented as an extension of existing waste management initiatives already operating in the area. A preliminary assessment of the Company's beverage packaging volumes distributed within the district was completed with academic support from the Faculty of Science and Technology, Phuket Rajabhat University. The study findings will serve as baseline information for determining future implementation strategies, establishing performance targets, and monitoring progress in subsequent phases of the program.



Promoting Waste Segregation Culture within the Organization

The Company encourages employee participation in waste segregation and recycling through the Recycling Bank Program at the Hatyai Office. The program promotes the segregation of recyclable materials generated both at home and within the workplace, allowing employees to bring these materials into a structured collection and purchasing system. This initiative helps cultivate proper waste segregation practices at the source, reduce the volume of waste requiring disposal, and enable employees to generate additional income from recyclable materials in accordance with the 3R principles (Reduce, Reuse, and Recycle).

In 2025, the program had a total of 296 registered members, with an average of 73 participants per collection event, representing 24.66% of total membership. Average participation increased by 21.67% compared to 2024, reflecting growing employee engagement in recycling activities and responsible waste management practices.

To further enhance participation and broaden employee engagement, plans have been developed to introduce additional incentives through waste segregation campaigns and reward-based activities. Beginning in 2026, at least one engagement activity will be organized each quarter, including initiatives linked to environmental awareness events such as Global Recycling Day and World Environment Day. The Company also plans to expand the Recycling Bank Program from the Hatyai Office to the Punpin Plant in 2026, increasing program coverage and further strengthening a culture of waste segregation and resource recovery across the organization.



Coca-Cola Recycle Me 2025 Campaign

The **Coca-Cola Recycle Me 2025** campaign is designed to promote waste segregation and encourage recyclable materials to be returned to appropriate recycling and recovery systems. Through incentive-based mechanisms and creative communication activities, the initiative encourages consumers to actively participate in household waste segregation and recycling practices. The campaign is implemented through a collaboration among the Coca-Cola system in Thailand, including Coca-Cola (Thailand) Ltd., Thai Namthip Corporation Limited, and HaadThip Public Company Limited, together with Trash Lucky Co., Ltd. The collaboration aims to foster positive waste segregation behaviors and increase the recovery of recyclable materials through accessible and engaging participation channels.

In 2025, the campaign expanded its presence in Southern Thailand by extending recyclable material collection points from Phuket and Songkhla Provinces to Surat Thani Province. The initiative also partnered with educational institutions to promote awareness and encourage active participation among students and local communities in proper waste segregation practices. During the six-month campaign period, more than **900 kilograms of recyclable materials** were collected through **9 collection points** across Southern Thailand. Participation increased by **73.5%** compared with the previous year, demonstrating growing public engagement in waste segregation and the responsible return of recyclable materials into appropriate waste management and recycling systems.



Operational Waste Management



Waste Management Policy

HaadThip Public Company Limited conducts its business based on the principle of resource efficiency while continuously working to reduce environmental impact. The Company has established a waste management policy that covers both internal and external operations. It aims to embed waste management as part of the organizational culture, ensuring that resources used across every stage of the supply chain are optimized to create the highest benefit and generate the least waste.

Improper waste management not only harms the environment and public health of surrounding communities but also risks the loss of organizational credibility. In an era where consumers place high importance on corporate environmental responsibility, failure to manage waste properly or allowing contamination without appropriate processes may lead to complaints from communities, investigations by regulatory authorities, and even suspension of business licenses especially in areas close to communities or natural ecosystems. For HaadThip, developing an effective waste management system is not merely a cost, but a strategic investment in operational resilience.



Waste Management Framework

The Company emphasizes waste reduction at the source, alongside recycling and reuse, through four key strategies:

- 1** 

Assessment of Waste Sources: The Company evaluates and identifies the sources of waste generated from all production processes and related activities to design targeted and appropriate waste management plans. Data on the volume and types of both hazardous and non-hazardous waste are recorded.

- 2** 

Upstream Waste Reduction: The Company focuses on minimizing waste during the production process by improving raw material efficiency, switching to recyclable or biodegradable materials, and reducing loss during production. The use of circular resources and reusable packaging is also actively promoted.

- 3** 

Efficient Waste Management Systems: The Company adopts appropriate technologies to systematically collect and manage waste data, while establishing clear waste management processes both internally and externally. A structured waste segregation system is implemented to separate recyclable materials from waste requiring disposal by licensed contractors. Enhances management efficiency, supports resource recovery, and minimizes environmental impact.

- 4** 

Creating Organizational Awareness: The Company fosters a culture of sustainable waste management by promoting environmental awareness among all employees through structured training programs, awareness campaigns, and engagement initiatives that encourage participation at every organizational level. With the objective of cultivating responsible consumption and resource use behaviors toward environmental and social sustainability across the organization.

Waste Management Target



The Company has established systematic waste management targets to effectively manage waste generated from its operations. The focus is on reducing waste from production processes while maximizing resource efficiency. This approach covers both non-hazardous and hazardous waste arising from operational activities. Aiming to minimize environmental impacts, enhance resource utilization efficiency, and continuously improve its waste management performance over the long-term.

Target	Base Year	Target Year
Increase of waste recovery for all waste type	2022: 89% of total non-hazardous and hazardous waste recovered	2030: Increase the recovery rate by 3% from the baseline year, achieving a waste recovery rate of 92%

Waste Management Performance

- **Elimination of Landfilling for Production Waste:** Since 2023, the Company has achieved 100% recycling of production waste with zero landfill disposal, reflecting significant progress in sustainable waste management.
- **Hazardous Waste Management:** Since 2023, 100% of hazardous waste generated from production processes has been diverted from landfill and managed through stabilization prior to being sent for recycling. This approach replaces the previous landfill disposal method and strengthens sustainable waste management practices.
- **Recycling rate of manufacturing waste:** In 2025, the Company recovered more than 1,033,530 kilograms of total waste, including both hazardous and non-hazardous waste, equivalent to over 89% of total waste generated. The Company aims to maintain a recycling rate of no less than 89% in 2026.



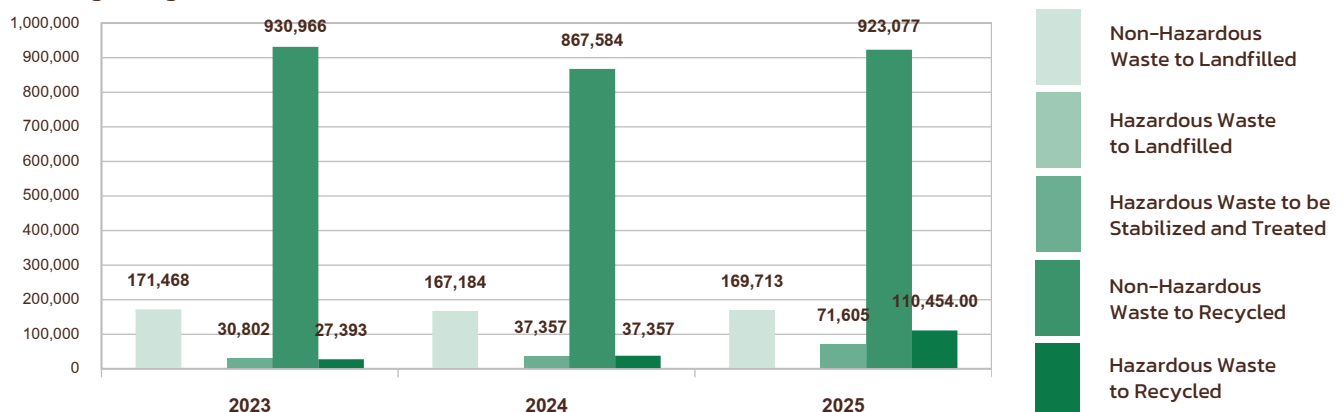
Waste Generation Data

The Company regularly collects and monitors waste generation data, as well as waste management methods, across all operating sites. This information is used to evaluate waste management performance and track progress in waste management initiatives. Efforts are focused on promoting waste segregation, reuse, and recycling to increase the proportion of waste managed through appropriate recovery methods and reduce the volume of waste sent to landfill.



Waste Volumes by Disposal Channel, 2023–2025

Unit: Kilogram (Kg.)



Waste Generation and Disposal Methods

	2023	2024	2025
Total waste generated (kilograms)	1,129,827.00	1,072,125.00	1,203,244.00
Total non-hazardous waste (kilograms)	1,102,434.00	1,034,768.00	1,092,790.00
Non-hazardous waste - Landfill (kilograms)	171,468.00	167,184.00	169,713.00
Non-hazardous waste - Incineration with energy recovery (kilograms)	0	0	0
Non-hazardous waste - Incineration without energy recovery (kilograms)	0	0	0
Non-hazardous waste - Other (kilograms)	0	0	0
Total hazardous waste (kilograms)	27,393.00	37,357.00	110,454.00
Hazardous waste - Landfill (kilograms)	0	0	0
Hazardous waste - Incineration with energy recovery (kilograms)	0	0	0
Hazardous waste - Incineration without energy recovery (kilograms)	0	0	0
Hazardous waste - Other (kilograms)	30,802.00	37,357.00	71,605.00



Remark:

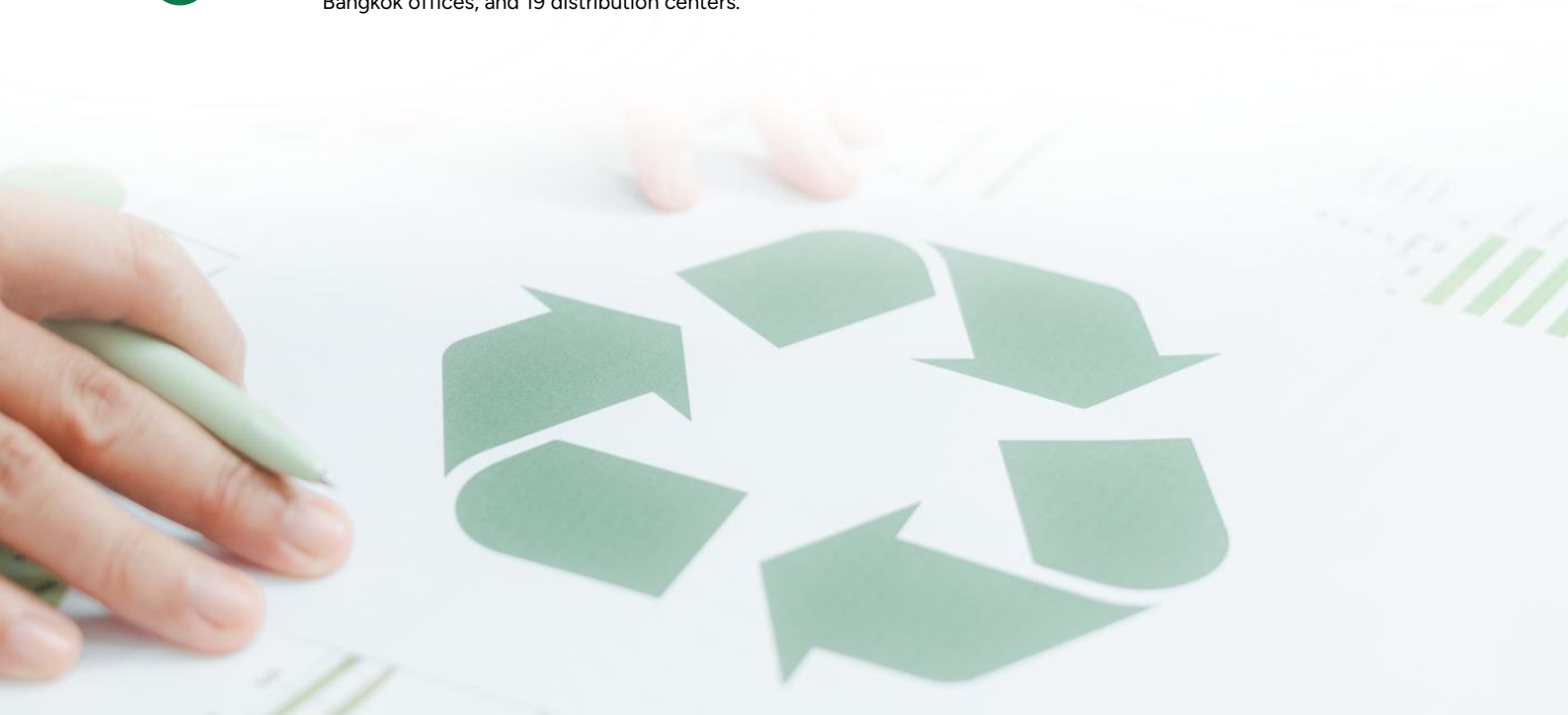
1. The reporting boundary for waste data covers operational activities at the Hatyai Office, the Punpin Plant, two Bangkok offices, and 19 distribution centers.
2. For hazardous waste, the Company engages external service providers certified by the Department of Industrial Works to carry out waste stabilization. This process reduces the hazardous or toxic properties of hazardous waste before it is properly disposed of in accordance with applicable requirements.

Waste Reused and Recycled

	2023	2024	2025
Total Volume of Waste Reuse / Recycle (kilograms)	958,359.00	904,941.00	1,033,531.00
Volume of non-hazardous waste reuse / recycle (kilograms)	930,966.00	867,584.00	923,077.00
Volume of non-hazardous waste reuse (kilograms)	-	-	-
Volume of non-hazardous waste recycle (kilograms)	930,966.00	867,584.00	923,077.00
Volume of hazardous waste reuse / recycle (kilograms)	27,393.00	37,357.00	110,454.00
Volume of hazardous waste reuse (kilograms)	-	-	-
Volume of hazardous waste recycle (kilograms)	27,393.00	37,357.00	110,454.00



Remark: The reporting boundary for waste data covers operational activities at the Hatyai Office, the Punpin Plant, two Bangkok offices, and 19 distribution centers.



Air Emissions Management

HaadThip Public Company Limited is committed to continuously improving operational efficiency and air quality management. The Company aims to control and monitor air pollutant emissions from its manufacturing processes to ensure that emission levels remain below regulatory limits, thereby minimizing potential impacts on the environment and surrounding communities.

To achieve this objective, the Company has established key monitoring indicators for air emissions at the Punpin Plant, its primary manufacturing facility. Regular stack emission monitoring is conducted to control air pollutants at their source and to verify compliance with applicable environmental regulations. These measures not only support regulatory compliance but also help mitigate potential health risks to employees and nearby communities.

In 2025, monitoring results showed that emissions of Sulfur Dioxide (SO₂), Carbon Monoxide (CO), and Nitrogen Oxides (NO_x) from stack sources remained below the applicable regulatory standards for all monitored parameters. The Company utilizes the monitoring results to assess performance and continuously enhance its air quality management practices.

Air Emissions							
Parameter (ppm)	Standard (ppm)	2023		2024		2025	
		1 st Flue	2 nd Flue	1 st Flue	2 nd Flue	1 st Flue	2 nd Flue
Sulfur Dioxide (SO ₂)	950	<2.0	<2.0	<2.0	<2.0	<2.0	<2.0
Carbon Monoxide (CO)	690	<1.0	<1.0	<1.0	132	<1.0	4.9
Oxides of Nitrogen (NO _x)	200	37.3	10.2	17.3	12.6	63	47.4



Remark

1. Air emissions from manufacturing operations and production lines cover only the Punpin Plant in Surat Thani Province and were verified by ALS Laboratory Group (Thailand) Co., Ltd.
2. Air emissions from the facility were determined not to have a significant impact on the environment or surrounding communities.



Climate Change Management



HaadThip Public Company Limited supports climate change mitigation while contributing to national climate policy objectives. The Company is committed to conducting its business in alignment with the transition to a low-carbon economy through greenhouse gas emissions reduction, energy efficiency improvement, renewable energy adoption, and responsible resource management.

Climate change may affect the Company's operations across the value chain, including water availability, supply chain resilience, energy costs, and relevant regulatory requirements. At the same time, it presents opportunities to improve resource efficiency, reduce energy costs, and develop environmentally friendly products and packaging to meet stakeholder expectations and support the transition to a low-carbon economy.

To address these challenges and opportunities, the Company has established greenhouse gas reduction targets and pathways aligned with its commitment to achieve Net Zero Emissions by 2050. The Company also supports efforts to limit the increase in global average temperature to no more than 1.5°C and continues to implement climate-related initiatives, including energy efficiency improvements, renewable energy utilization, and reduction of operational greenhouse gas emissions.

In addition, the Company places importance on participating in industry networks and organizations to exchange knowledge, strengthen organizational capabilities, and monitor developments in policies, laws, and regulatory requirements. These efforts support the assessment of potential business impacts and help ensure that operational processes, data systems, and implementation plans are prepared to respond appropriately to future developments.

With respect to disclosure, the Company is committed to enhancing its climate-related reporting in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The Company is currently preparing relevant data and monitoring policy developments, guidelines, and regulatory requirements to further develop its disclosure approach in a manner that is appropriate and aligned with its operational context.



To ensure effective operation, the Company has established the following greenhouse gas management policy:

1

Governance

The Company has established a clear governance structure for climate change management. **The Sustainability Committee** is responsible for setting the direction, strategy, and policies related to Climate Action, as well as overseeing and evaluating performance in greenhouse gas emission reduction initiatives. In parallel, the Sustainability Task Force, comprising relevant executives, is responsible for driving implementation plans on emission reduction, energy efficiency improvement, and renewable energy adoption. The team also promotes climate awareness across all employee levels and regularly reports progress to the Sustainability Committee to ensure effective, transparent management aligned with established targets.

In addition, the Company has established a **Net Zero Carbon Emission Working Team**, consisting of representatives from multiple internal functions, to drive operational implementation, monitor performance, and recommend practical emission reduction measures across Scope 1, Scope 2, and Scope 3. Progress is reported on a regular basis to ensure alignment with the Company's Net Zero target by 2050 and integration within the enterprise risk management framework.

2

Fostering Resource Conservation Mindset

The Company promotes a low-carbon organizational culture through awareness-building initiatives, training programs, and employee engagement activities. These efforts encourage environmentally responsible behaviors at all levels of the organization and extend to families, business partners, and stakeholders across the value chain.



3

Climate Change Risk Assessment

The Company recognizes that climate change may impact business operations, including energy costs, operational continuity, and supply chain stability. Accordingly, climate-related and greenhouse gas risks are systematically assessed and integrated into the enterprise risk management process. This approach supports long-term strategic planning and informed decision-making, strengthening business resilience under evolving environmental conditions.

4

Climate Change Adaptation Measures and Action Plans

In response to identified climate-related risks, the Company recognizes that climate change may affect its business operations, supply chain, and long-term business continuity. These climate change related impacts may arise from physical risks, such as droughts, floods, storms, and rising temperatures, as well as transition risks driven by changes in laws and regulations, technology, and stakeholder expectations. In response, the Company continues to strengthen adaptive capacity and preparedness to address potential future impacts. To support the management of these risks, climate change considerations have been integrated into the Company's corporate strategy and enterprise risk management processes. Risk assessment results are taken into account in strategic decision-making, investment planning, and operational management to enhance organizational resilience, strengthen the ability to respond to future uncertainties, and support long-term sustainable value creation.



Climate Vision and Net Zero Commitment

HaadThip Public Company Limited is committed to systematically reducing greenhouse gas emissions, with the goal of achieving Net Zero greenhouse gas emissions by 2050. This commitment supports sustainable business operations and aligns with climate-related directions at both national and international levels. The Company has established a strategic approach covering its own operations, supply chain activities, collaboration with business partners, and engagement with key stakeholders.

To support the transition toward becoming a Net Zero organization across the entire business, the Company has revised its greenhouse gas emissions baseline to reflect the expanded reporting boundary. Previously, the reporting scope covered only two main production facilities; it has now been expanded to cover all operating sites. This adjustment enables the Company's greenhouse gas emissions data to more comprehensively reflect the impacts of its operations and provides an appropriate basis for long-term target setting and performance tracking.

The Company's Net Zero target and greenhouse gas reduction pathway have been developed in alignment with efforts to limit the increase in global average temperature to 1.5°C. The process was carried out in collaboration with the Thailand Greenhouse Gas Management Organization (Public Organization), or TGO, and informed by internationally recognized frameworks and guidance, including the SBTi Corporate Net ZERO Standard Version 1.1, IWA 42:2022, Net Zero Guidelines, and ISO 14068. These references help ensure that the Company's climate targets are scientifically grounded, appropriate to its operational capabilities, and practically achievable over the long-term.

In addition, the Company has been certified as a Climate Action Leading Organization (CALO) by the Thailand Greenhouse Gas Management Organization (Public Organization). This recognition reflects the Company's commitment to achieving its Net Zero target in accordance with TGO's requirements and guidelines for Net Zero greenhouse gas emissions certification.





Actions Toward Achieving Net Zero

The Company has established a climate strategy and implementation framework to support its long-term transition toward Net Zero. Climate-related considerations are integrated into corporate strategy development, risk management, and investment planning processes to ensure that greenhouse gas reduction efforts can be systematically measured, monitored, and verified, while remaining aligned with the Company's business context and stakeholder expectations.

The Company has developed a greenhouse gas management plan and Net Zero Roadmap based on its organizational carbon footprint data, which has been verified and certified by the Thailand Greenhouse Gas Management Organization (TGO). This information serves as the foundation for target setting, performance tracking, and the continuous review of climate-related action plans.

In addition, the Company analyzes significant greenhouse gas emission sources across its value chain, covering Scope 1, Scope 2, and relevant Scope 3 emissions categories. The results are used to prioritize emission reduction initiatives and identify opportunities to support the transition toward a low-carbon economy. To advance this transition, the Company continues to invest in technologies and innovations that improve energy efficiency, expand the use of renewable energy, and enhance production efficiency, while strengthening data systems and tools used to monitor climate-related performance.

At the same time, the Company incorporates climate considerations into capital allocation and business decision-making processes. This includes evaluating climate-related factors in supplier selection, machinery and technology investments, and product and packaging development. These efforts support energy conservation, efficient resource utilization, and greenhouse gas emissions reduction throughout the value chain, while enhancing the Company's long-term competitiveness and sustainable growth.



Net Zero Emissions Reduction Targets

Emissions Scope	2023 Baseline Emissions (tCO ₂ e)	Reduction Target (tCO ₂ e)	Target Year
Scope 1	14,758.00	11,314 (-23.33%)	2030
Scope 2	12,174.00	9,333 (-23.33%)	2030
Scope 3	44,067.00	33,785 (-23.33%)	2030
Total	70,999.00	54,433 (-23.33%)	2030
Long-term Target		7,100 (-90.00%)	2050

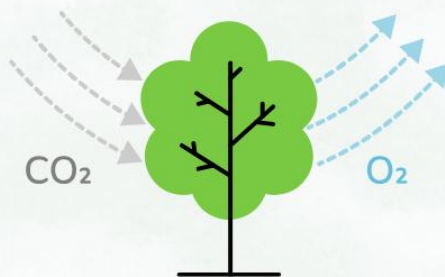
Greenhouse Gas Management Strategy

Through its sustainability strategy the Company focuses on reducing greenhouse gas emissions from actual operational activities without relying on carbon offset mechanisms. Priority is given to reducing emissions at the source through a decarbonization strategy, supported by quantitative targets and clear implementation plans. This approach covers Scope 1, Scope 2, and Scope 3 greenhouse gas emissions, with a focus on improving energy efficiency, expanding the use of renewable energy, enhancing production process efficiency, managing transportation and logistics, and promoting the procurement of lower-carbon raw materials and packaging to support the achievement of the Company's long-term Net Zero target.



Progress Against Decarbonization Roadmap

Emission Scope	Key Measures / Initiatives	2025 GHG Reduction (tCO ₂ e)	Reduction Contribution (%)	Cumulative GHG Reduction 2024–2025 (tCO ₂ e)	2026 GHG Reduction Target
Scope 1					
Fuel Use in Production and Transportation	Optimization of fuel consumption in production process	146.72	3.21%	187.31	Reduce by 10% from baseline emissions not to exceed 13,282 tCO ₂ e
	Transportation efficiency	12.53	0.27%	34.16	
Scope 2					
Electricity Use	Installation of solar power generation systems	841.13	18.39%	1,211.83	Reduce by 10% from baseline emissions not to exceed 10,957 tCO ₂ e
	Energy efficiency improvement in production processes and machinery	668.73	14.62%	689.06	
Scope 3					
Purchased Raw Materials (Packaging)	Packaging lightweighting	2,904.52	63.51%	4,885.30	Reduce by 10% from baseline emissions not to exceed 39,899 tCO ₂ e
Total		4,573.62	100%	7,007.66	Reduce by 10% from baseline emissions not to exceed 63,899 tCO ₂ e



Allocation of Investment to Support Greenhouse Gas Reduction Targets



The Company places importance on reducing greenhouse gas emissions across its business operations. The Company has developed an framework to align its investment plans with its organizational decarbonization targets. In considering investment projects, projects related to the supply chain, as well as the procurement of machinery, equipment, or related technologies, the Company does not consider only costs, purchase prices, or financial returns. It also considers greenhouse gas emission reduction, environmental impacts, operational efficiency, payback period, management capability, and risks to business continuity as part of its decision-making process. This is to ensure that future investments are appropriate from a business perspective and suitably support the Company's decarbonization direction.

Membership in Climate-Related Organizations



The Company recognizes the importance of participating in collaborative networks at both the national and international levels that are dedicated to advancing climate change initiatives. The Company is part of The Coca-Cola Company's Bottling Partner network, which has established a global commitment to achieve Net Zero Emissions by 2050 and has set Science-Based Targets that have been validated by the Science Based Targets initiative (SBTi). At the same time, the Company encourages suppliers to assess their organizational and product carbon footprints (CFO and CFP) to promote greenhouse gas management across the value chain. The Company also continuously communicates its sustainability policies and initiatives to suppliers through various channels, including its website, online media, and annual sustainability reports, to drive positive change across the supply chain.

At the national level, the Company is a member of the Thailand Carbon Neutral Network (TCNN) under the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). Through this network, the Company contributes to knowledge sharing, organizational capacity building, and the promotion of practical greenhouse gas reduction approaches. The Company is also among the pioneering organizations that have publicly declared their commitment to achieving Net Zero, reflecting its proactive role in supporting the country's climate policy agenda alongside other business sectors in Thailand.

In addition, the Company is a member of the Thai Beverage Industry Association (TBA) and participates in environmental initiatives through the Association's environmental working group, which operates under the strategic development division. In this capacity, the Company contributes to knowledge sharing and monitors developments in environmental laws and policies, including climate change-related matters, while assessing approaches that enable businesses to adapt in alignment with the country's environmental policy direction.

Climate Scenario Analysis



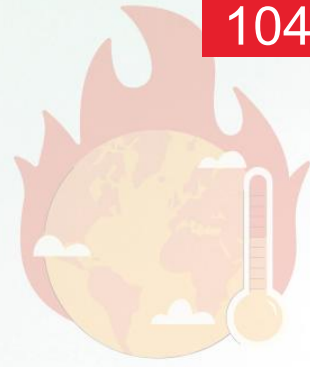
The Company conducts climate scenario analysis to explore and assess potential impacts on its business operations under different future environmental conditions. The analysis considers external factors associated with climate change, including transition-related factors such as trends in greenhouse gas reduction regulations, raw material costs, energy costs, and the expectations of investors and business partners. It also considers physical factors, including the frequency and severity of natural disasters, rising temperatures, and climate variability, which may affect manufacturing facilities, supply chains, transportation routes, and operational continuity.

The analysis is conducted through scenario modeling based on varying assumptions regarding the stringency of climate-related measures and the severity of physical climate impacts. This enables the Company to assess potential effects on cost structures, investment requirements, competitiveness, and long-term business resilience. The results are used to support the prioritization of climate-related risks and opportunities, the development of greenhouse gas reduction initiatives under the Net Zero roadmap, the planning of energy and technology investments, and the integration of findings into the Company's Enterprise Risk Management (ERM) process to strengthen the Company's preparedness to systematically manage and respond to climate change.



Climate Scenario Framework

The Company has conducted climate scenario analysis by considering both the **inside-out** and **outside-in** perspectives to comprehensively assess potential impacts, as follows:



1) Inside-Out Perspective (Impacts of the Organization on the External Environment)

The Company has assessed the impacts of its business operations that contribute to greenhouse gas emissions, which may affect the environment and society at large, including its contribution to climate change. The information obtained is used to establish greenhouse gas reduction measures, improve energy efficiency, and support the Company's sustainability objectives.

2) Outside-In Perspective (Impacts of External Factors on the Business)

The Company has assessed the impacts of climate change, including droughts, floods, and climate variability, which may affect operations, supply chains, and the Company's infrastructure. The results of the analysis are used to support business continuity planning (BCP), risk management, and preparedness measures to minimize potential impacts in the future.

Climate Change Risks and Opportunities Analysis

The Company recognizes that climate change presents both significant risks and opportunities for its beverage business operations. From a risk perspective, the Company has identified that changing rainfall patterns and rising temperatures may affect the availability of water resources, which are a key raw material in the production process. In addition, extreme weather events, such as floods and droughts, may disrupt raw material supply chains, production continuity, and logistics infrastructure across Southern Thailand. From an opportunity perspective, the Company sees potential in increasing the use of renewable energy in its operations, which can contribute to long-term energy cost savings. The Company also recognizes opportunities to develop sustainable packaging solutions to meet the growing demand from consumers who place greater importance on environmental issues.



Time Horizons: The Company classifies climate-related risks and opportunities according to the following time horizons



Short-term risks and opportunities
(1–3 years)



Medium-term risks and opportunities
(3–10 years)



Long-term risks and opportunities
(more than 10 years)

Climate-Related Risks and Opportunities Affecting Business

- 1. Operational Cost Risk (*Timeframe: Long-term Risk*)** - Pollution management and greenhouse gas emission reduction may lead to higher costs, including investments in technology, renewable energy, and new infrastructure, as well as costs associated with compliance with environmental laws. The Company therefore incorporates this risk as input for financial planning by prioritizing environmental investment plans, with a focus on projects that can help reduce long-term costs, deliver cost-effective outcomes, and support the Company's greenhouse gas management targets. In addition, when the Company invests in machinery or infrastructure to expand production capacity, environmental impacts, greenhouse gas emissions, and energy consumption are considered as part of the evaluation process to avoid investments that may become stranded assets in the future.
- 2. Legal and Reputational Risk (*Timeframe: Short-term Risk*)** - Failure to comply with environmental standards or exceeding greenhouse gas emission limits may expose the Company to legal penalties, fines, and reputational impacts among consumers and the public, which could reduce confidence and lead to customer loss. The Company has invested in systematic greenhouse gas monitoring and management systems to support accurate, verifiable disclosure aligned with investor expectations. It is also preparing to achieve its Net Zero targets and roadmap, which helps reduce future regulatory risks and strengthen confidence among lenders and capital markets.
- 3. Market Opportunity (*Timeframe: Long-term Risk*)** - Systematic greenhouse gas management and climate-related disclosure are important factors that can increase opportunities for business collaboration with domestic and international partners, particularly in innovation, energy, resource management, and sustainable supply chains. This approach helps strengthen the Company's credibility among business partners and investors, supporting business opportunities and long-term competitive advantage.
- 4. Natural Disaster and Climate Change Risk (*Timeframe: Long-term Risk*)** - More severe and frequent natural disasters, such as droughts, floods, storms, and rising temperatures, may affect the Company's plants, business partners, and transportation routes, potentially leading to property damage, production losses, and recovery costs. The Company therefore integrates climate-related issues into its Business Continuity Plan (BCP), covering supply chain risk assessment, emergency response planning, and budget allocation for prevention and recovery, in order to limit financial impacts and maintain long-term operational continuity.

Financial Impacts of Climate-Related Risks and Opportunities



The Company has assessed the financial impacts of risks and opportunities related to climate change by considering key factors that may affect business operations in both the short and long-term. These include the transition toward a low-carbon economy, the development of government environmental policies and regulations, volatility in energy and resource prices, and technological advancements related to greenhouse gas emission reduction. Based on the assessment, the Company found that these factors may lead to higher investment costs and operating expenses, particularly due to the need to upgrade machinery and systems to improve efficiency and align with greenhouse gas reduction trends. They may also create regulatory risks that could result in additional cost burdens in the future, as well as exposure to volatile and rising energy and resource costs.

The Company has integrated climate change issues into its enterprise risk management process and continuously uses them as input for investment and operational planning. The Company focuses on proactive preparedness and closely monitors developments in relevant policies, regulations, and trends to ensure that it can appropriately adjust its strategies and resource allocation over the long-term.



Climate Change Adaptation

The Company recognizes that climate change may affect business continuity, operational efficiency, resource security, and supply chain resilience. As a result, climate-related risks have been integrated into the Company's enterprise risk management and business planning processes to strengthen its ability to respond to both physical risks, such as droughts, floods, and extreme weather events, and transition risks related to technology, energy, and climate-related policies.

The Company has implemented key adaptation measures, including water source risk and vulnerability assessments, improvements in energy efficiency and the adoption of renewable energy, the integration of greenhouse gas reduction criteria into machinery procurement and investment planning, the reduction of dependence on fossil fuels, the development of business continuity plans and crisis management systems, as well as supplier risk assessments and the promotion of ESG engagement throughout the supply chain. These measures are intended to enhance organizational resilience, minimize potential impacts from climate change, and support the long-term sustainability of the business.



Related Risk : Water resource variability and drought conditions.

Action Taken : The Company conducts Source Vulnerability Assessments (SVA) and evaluates water-related risks using hydrological modeling that covers short, medium, and long-term scenarios on an ongoing basis. This approach enhances preparedness for proactive water management and supports planning to address future water resource risks.



Related Risk : Extreme weather events affecting business continuity

Action Taken : The Company has established a Business Continuity Plan (BCP) and a Crisis Response Team, with regular testing and implementation of the plans in actual situations. These measures are designed to improve response effectiveness, minimize operational disruptions, and strengthen the Company's organizational resilience and recovery capabilities.



Related Risk : Energy cost volatility and climate-related policy changes

Actions Taken : The Company promotes the use of renewable energy, improves energy efficiency, and continuously explores alternative energy sources to strengthen energy security, reduce exposure to fluctuations in fuel costs, and support the transition to a low-carbon economy.



Related Risk : Raw material uncertainty and potential climate change impacts on suppliers

Actions Taken : The Company regularly monitors and assesses risks associated with suppliers and critical raw materials. Measures have been established to ensure supply continuity, including the development of alternative sourcing options, diversification of procurement sources, and collaboration with suppliers to enhance preparedness for climate change impacts. These efforts aim to strengthen supply chain resilience and reduce the risk of business disruptions.



Related Risk : Changes in climate-related laws and regulations

Actions Taken : The Company continuously monitors, analyzes, and exchanges information on climate-related laws and regulations through industry working groups and business networks. This enables the Company to assess potential business impacts and prepare for future regulatory requirements in a timely manner.





Energy and Greenhouse Gas Management

HaadThip Public Company Limited recognizes that energy consumption in production processes and business operations is a key factor influencing the Company's cost structure, competitiveness, and greenhouse gas emissions. This issue is significant from both an environmental perspective, due to greenhouse gas emissions, and a financial perspective, due to energy cost volatility, climate-related regulations, and the expectations of investors and business partners. The Company therefore places strong emphasis on systematic energy management, improving energy efficiency, and transitioning toward renewable energy sources to support long-term business resilience and the transition to a low-carbon economy. At the same time, the Company continues to enhance its monitoring and evaluation systems to ensure data accuracy and verifiability, enabling the use of such information for target setting, investment planning, and ongoing performance monitoring.

Energy Management Targets



Target	Base Year (2018)	Target Year (2030)
Increase the proportion of renewable energy consumption	Electricity generated from renewable energy sources accounted for 7.5% of total electricity consumption.	Increase the proportion of electricity generated from renewable energy sources to 20% of total electricity consumption.

The Company implements its energy and greenhouse gas management strategy by integrating it into the operational processes of its manufacturing facilities and relevant functions. This includes improving the efficiency of machinery and production systems, managing energy consumption in filling operations and refrigeration systems, promoting the adoption of energy-efficient technologies, and raising employee awareness of efficient energy use. The Company also incorporates energy and greenhouse gas data into investment planning and risk management processes to ensure that its operations remain resilient and adaptable to evolving energy and climate-related challenges.



Energy and Fuel Consumption



The Company implements its energy management plan with a focus on improving energy efficiency while promoting participation from employees at all levels. The plan encompasses both behavioral and technical measures to ensure energy is used efficiently and in alignment with the Company's operational context. Key initiatives include promoting energy conservation through behavioral change by raising awareness, strengthening internal communication, and conducting ongoing energy-saving campaigns to encourage employees to recognize their role in using energy efficiently as part of their daily work. At the same time, the Company applies technical and engineering-based energy management approaches, such as optimizing work processes, improving the efficiency of machinery and equipment, and adopting technologies that reduce energy consumption and maximize resource efficiency.

In 2025, the Company consumed energy from fuel sources associated with its operations, including 4,061,423.25 liters of diesel fuel, 159,226.80 liters of gasoline, 16,068.00 liters of fuel oil, 647,248.00 kilograms of liquefied petroleum gas (LPG), and 182,794.17 kilograms of natural gas.

Total electricity consumption across the organization amounted to 31,149,535 kilowatt-hours (kWh). Electricity was sourced from two categories: purchased electricity from the Provincial Electricity Authority (PEA) and the Metropolitan Electricity Authority (MEA), totaling 25,878,802 kWh, and renewable energy generated from Solar Rooftop and Solar Floating systems, totaling 5,270,733 kWh. Renewable energy accounted for 20.37% of total electricity consumption, helping reduce reliance on grid electricity while avoiding 2,635 tonnes of carbon dioxide equivalent emissions (tCO₂e) and contributing to long-term energy cost savings.

Energy Consumption Intensity per Unit of Production



2023	2024	2025
0.33 MJ/L _{bev}	0.32 MJ/L _{bev}	0.33 MJ/L _{bev}

The Company's energy management practices are systematically developed to align with its corporate culture, applicable laws and regulations, and relevant national and international standards and guidelines. Clear roles and responsibilities have been established, performance is regularly monitored and evaluated, and management approaches are continuously reviewed and improved to ensure that energy management plans can be effectively implemented and deliver sustainable outcomes.



Fuel Consumption

	2023	2024	2025
Diesel (Liters)	3,552,216.46	4,040,174.00	4,061,423.25
Gasoline (Liters)	121,970.00	162,136.30	159,226.80
Fuel oil (Liters)	122,000.00	138,383.00	16,086.00
LPG (Kilograms)	749,096.87	588,326.80	647,248.00
Crude Oil (Barrels)	-	-	-
Natural gas (Kilograms)	294,325.72	285,726.53	182,794.17
Cooking gas (Kilograms)	-	-	-
Steam (Tonnes)	-	-	-
Coal (Tonnes)	-	-	-



Remark:

The reporting boundary for energy and fuel data covers operational activities of Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers.

Electricity Consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	27,401,245.00	28,971,555.00	31,149,535.00
Electricity purchased from non-renewable energy sources (Kilowatt - Hours)	24,352,122.00	25,194,159.00	25,878,802.00
Electricity purchased or generated from renewable energy sources (Kilowatt - Hours)	3,049,123.00	3,777,396.00	5,270,733.00



Remark:

1. The reporting boundary for electricity data covers operational activities of Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers.
2. Electricity generated from solar energy through rooftop solar panels installed on factory and office buildings (Solar Rooftop) and floating solar panels (Solar Floating).



Improving Energy Efficiency



The Company has implemented various projects to improve energy efficiency, reduce costs, and minimize environmental impacts, including the following:



Installation of an Inverter for the Cooling Water Booster Pump

The Company installed an inverter for the booster pump in the injection machine cooling water system to control water pressure according to actual operating load, instead of allowing the pump to operate at full capacity continuously. This resulted in energy savings of 51,039.52 kilowatt-hours.



Installation of an Induction Heater

The Company installed an induction heater to control temperature in areas where heat exceeded the specified level, to reduce heat accumulation, and minimize energy loss in the production process. This resulted in energy savings of 33,447.00 kilowatt-hours.



Installation of a Pressure Sensor in the PET Production Line

The Company improved the control system of the evaporative condenser fan by installing a pressure sensor, enabling the system to operate according to compressor load rather than operating continuously. This resulted in energy savings of 84,805.70 kilowatt-hours.



Adjustment of Water Mixing Temperature in the Mixer

The Company increased the water mixing temperature from 12°C to 18°C in the PET production line to reduce the cooling load without affecting product quality. This resulted in a reduction in LPG consumption of 39,705 kilograms.



Improving Logistics and Distribution Efficiency

The Company optimized transportation routes using distribution data, order volumes, and customer locations to analyze and reorganize delivery routes. This helped reduce overlapping distances, shorten travel time, and increase the loading rate per trip, resulting in a reduction in transportation fuel consumption of 4,667.73 liters.





Integration of Climate-Related Risks into Business Strategy

The Company has integrated climate-related risks and opportunities into its business strategy. To mitigate climate-related impacts, the Company has established a target to reduce combined Scope 1, Scope 2, and material Scope 3 greenhouse gas emissions by at least 23.33% by 2030 compared with the 2023 base year. Key initiatives include improving energy efficiency in production processes, transitioning to low-GWP refrigerants, and expanding solar rooftop power generation capacity.

In terms of products and packaging, the Company focuses on lightweight packaging design and increasing the use of recycled PET (rPET) in packaging to reduce the carbon footprint per unit of product. At the same time, the Company plans to explore opportunities to reduce energy consumption in packaging and transportation processes to support future greenhouse gas emissions reduction efforts.

Greenhouse Gas Management Measures and Action Plans

The Company has established systematic greenhouse gas management measures and action plans covering risk prevention, emission reduction, and performance monitoring. Key approaches include the following:

- Production Process and Equipment Efficiency Improvements**
 Enhancing production processes and technologies to reduce energy consumption and greenhouse gas emissions per unit of production, while also reducing the Company's overall greenhouse gas emissions.
- Energy Efficiency and Clean Energy Transition**
 Reducing reliance on fossil fuels and increasing the use of renewable energy and alternative energy sources throughout business operations.
- Sustainable Procurement**
 Promoting the selection of raw materials, products, and services with lower greenhouse gas emissions, while working collaboratively with suppliers to reduce emissions across the value chain.
- Greenhouse Gas Monitoring and Reporting**
 Assessing and monitoring the Company's greenhouse gas emissions in accordance with the standards of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), and continuously reviewing management approaches to support the achievement of the Company's long-term climate objectives.

Compliance with Greenhouse Gas Management and Climate Change Standards

The Company manages and reports climate change-related matters in accordance with recognized principles and standards, referencing the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) and other relevant international practices. The Company applies the Operational Control Approach to define its organizational boundary, ensuring that greenhouse gas measurement and reporting appropriately reflect the impacts of its business operations.

In establishing its greenhouse gas reduction targets and Net Zero Pathway, the Company reviewed and revised its base year from 2019 to 2023 to align with the expanded greenhouse gas reporting boundary, which now covers all operational sites, including two Bangkok offices and 19 distribution centers across Southern Thailand, as well as the collection of material indirect greenhouse gas emissions (Scope 3) data. This base year revision was undertaken to ensure that the data used for target setting is complete, aligned with the Company's current operational boundary, and appropriately reflect the impacts of its business activities. The revised framework was considered as part of the target-setting process in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). For greenhouse gas measurement and reporting, the Company discloses Scope 1, Scope 2, and Scope 3 emissions, focusing on material emission categories that are relevant to its business operations and value chain impacts. This approach supports the identification and assessment of material climate-related risks and opportunities.

Independent Verification of Greenhouse Gas and Energy Data

The Company places great importance on the accuracy, reliability, and transparency of environmental data, particularly greenhouse gas emissions and energy consumption arising from its operations. Accordingly, the Company engages an independent external verifier to verify such information. For the 2025 reporting year, the verification covered data collected during the period from January 1 to December 31, 2025.

The Company's greenhouse gas emissions data were verified by VGreen KU Co., Ltd., acting as an independent external verifier. The verification covered Scope 1, Scope 2, and material Scope 3 greenhouse gas emissions, as well as energy consumption data associated with the Company's operations. This process helps ensure that disclosed information is accurate, aligned with applicable assessment criteria, and fully traceable.

The verification was conducted in accordance with the Corporate Carbon Footprint for Organization (CFO) guidelines established by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), which are aligned with the principles and reporting framework of ISO 14064. This approach supports high-quality greenhouse gas reporting and enhances stakeholder confidence in the Company's climate-related performance.

Net Zero Greenhouse Gas Emissions Target

The Company has declared its commitment to systematically reducing greenhouse gas emissions, with a long-term target to achieve Net Zero Greenhouse Gas Emissions by 2050. This commitment supports sustainable business operations and aligns with national and international climate change directions. The Company has established a strategic direction that covers the Company's own operations as well as its upstream and downstream value chain.

In setting its greenhouse gas reduction targets and Net Zero Pathway, the Company revised its base year from 2019 to 2023 to align with the expanded greenhouse gas reporting boundary. Historical data for certain operational sites under the previous reporting boundary could not be collected with a consistent level of completeness. Therefore, 2023 was selected as the new base year for tracking and monitoring greenhouse gas reduction.

The adjustment of the base year aims to ensure that target setting and progress tracking are aligned with the current reporting boundary, based on complete and verifiable data. The Company's Net Zero Pathway has been developed and reviewed in collaboration with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) to ensure that the target is based on appropriate technical principles, aligned with the Company's operational capabilities, and practical for long-term implementation.

Net Zero Greenhouse Gas Emissions Targets and Pathway		
Target Years	Short-Term Target	Long-Term Target
	2030	2050
Target	Reduce GHG Emissions by 23.33% from base year or 16,566.00 tCO ₂ e	Reduce GHG Emissions by 90% from base year or 63,899 tCO ₂ e
Scope	Scope 1, Scope 2, and Scope 3	Scope 1, Scope 2, and Scope 3
Scope 3 Included	Category 1 (Purchased Goods and Services)	Category 1 (Purchased Goods and Services)
Base year 2023	Base year GHG emissions: 70,999.00 tCO ₂ e	Base year GHG emissions: 70,999.00 tCO ₂ e
Announcement	2025	2025

Greenhouse Gas Management Performance

The Company recognizes the potential impacts of its operations on communities and the environment. The Company is therefore committed to continuously minimizing the environmental impacts associated with business growth. To achieve this, the Company has established a policy to control and reduce greenhouse gas emissions in accordance with internationally recognized standards and has consistently implemented greenhouse gas management initiatives since 2013. These efforts contribute to Thailand's commitment to global climate action and the mitigation of climate change.

In 2025, the Company collected and assessed greenhouse gas emissions data from activities across its entire organization, resulting in total emissions of 69,378 tCO₂e. This comprised 16,026 tCO₂e of direct greenhouse gas emissions (Scope 1), 12,300 tCO₂e of indirect greenhouse gas emissions from purchased energy (Scope 2), and 41,059 tCO₂e of other indirect greenhouse gas emissions (Scope 3). The disclosed data are currently undergoing verification and certification by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).

To enhance the accuracy of greenhouse gas data management and enable more timely performance monitoring, the Company has adopted a carbon accounting platform and a Carbon Footprint of Product Platform. These systems are designed to support organizations in measuring and tracking greenhouse gas emissions across Scope 1, Scope 2, and Scope 3 activities. The platforms collect and analyze data from multiple sources, including energy consumption, transportation activities, and supply chain operations, and are integrated with the Company's Enterprise Resource Planning (ERP) system. The data are converted into carbon dioxide equivalent (CO₂e) in accordance with recognized international methodologies, enabling supporting more effective greenhouse gas management of greenhouse gas emissions. In addition, the platforms help identify high-emission activities and provide insights into opportunities for reducing energy consumption and improving operational practices to further reduce greenhouse gas emissions.



Greenhouse Gas Emissions Data

The Company places significant importance on systematic greenhouse gas management through the monitoring, measurement, and assessment of greenhouse gas emissions generated from its business operations. These efforts support the reduction of environmental impacts and climate change-related effects, while ensuring transparent disclosure of information to stakeholders.

The Company defines its greenhouse gas measurement and reporting boundary using the **Operational Control Approach**, covering all operating locations, including the Hatyai Office, Punpin Plant, two Bangkok offices, and 19 distribution centers across Southern Thailand. This framework ensures that greenhouse gas emissions data comprehensively reflect the impacts of the Company's business operations and provide a reliable basis for tracking long-term progress toward greenhouse gas emissions reduction targets.

	2023	2024	2025
Total Greenhouse Gas Emissions (tCO ₂ e)	70,999.00	78,497.00	69,378.00
Scope 1 Greenhouse Gas Emissions (tCO ₂ e)	14,758.00	16,031.00	16,026.00
Scope 2 Greenhouse Gas Emissions (tCO ₂ e)	12,174.00	12,595.00	12,293.00
Scope 3 Greenhouse Gas Emissions (tCO ₂ e)	44,067.00	49,871.00	41,059.00
GHG Emissions per Unit of Production (tCO ₂ e/L _{bev})	0.000186	0.000199	0.000164



Remark:

- The reporting boundary for greenhouse gas data covers operational activities at the Hatyai Office, the Punpin Plant, two Bangkok offices, and 19 distribution centers.
- The greenhouse gas emissions data for 2025 is in the process of being verified and certified by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO)
- Scope 3 indirect greenhouse gas emissions are reported in accordance with the requirements for calculating and reporting organizational carbon footprints, as issued by the Thailand Greenhouse Gas Management Organization (Public Organization) (5th Revision, January 2021), considering activities with high emissions (Category 1 – Purchased Goods and Services)
- Greenhouse gas emissions per unit of production are calculated as the sum of Scope 1, 2 and 3 emissions

Approach to Reducing Investments in Carbon-Intensive Assets



The Company has established a clear plan to progressively replace carbon-intensive assets with lower-carbon alternatives. Key initiatives include replacing fuel oil-fired boilers with systems powered by natural gas or biomass, which generate lower greenhouse gas emissions. The Company also plans to replace older coolers that use hydrofluorocarbon (HFC) refrigerants with newer models utilizing hydrofluoroolefin (HFO) refrigerants or carbon dioxide (CO₂), both of which have significantly lower Global Warming Potential (GWP).

In addition, the Company continues to expand solar power generation capacity through Solar Rooftop installations at its manufacturing facilities and warehouses to partially replace electricity purchased from the grid. The Company is also investing in Electric Vehicles (EVs) for urban transportation and distribution activities. To support this transition, the Engineering Department is required to evaluate lower-carbon alternatives as the preferred option before proceeding with the procurement of any new assets.



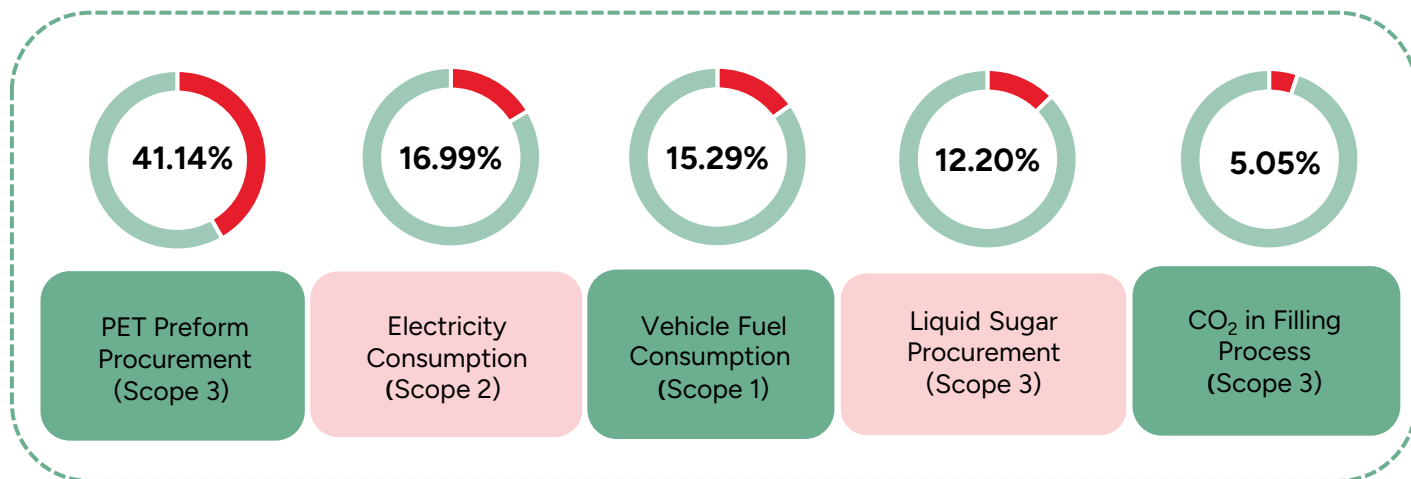
Analysis of Greenhouse Gas Emission Sources Across Value Chain



The Company assesses greenhouse gas emissions across its entire value chain, covering Scope 1, Scope 2, and Scope 3 emissions. The assessment identified PET preforms, sugar, electricity consumption, vehicle fuel consumption, and purchased carbon dioxide used in the filling process as the five most significant sources of greenhouse gas emissions.

These emission sources have been identified as priority areas for greenhouse gas reduction initiatives. The Company focuses its efforts on activities that contribute significantly to overall emissions and where effective management measures can be implemented to achieve meaningful and measurable emission reductions.

Top 5 GHG Emissions Sources



2025 Greenhouse Gas Emissions Reduction Initiatives

In 2025, the Company implemented a range of systematic GHG Emissions reduction initiatives covering emission sources across Scope 1, Scope 2, and Scope 3. These efforts focused on improving production efficiency, increasing the use of renewable energy, and reducing impacts throughout the value chain.



Scope 1 Emission Reduction Initiatives

- **Water Mixing Temperature Adjustment in the PET Production Line Mixer**
 - The Company optimized its production process to reduce LPG consumption without affecting product quality. As a result, GHG Emissions were reduced by 146.72 tCO₂e.
- **Transportation Route Optimization and Fuel Consumption Reduction**
 - The Company improved transportation route planning to reduce fuel consumption and enhance fleet efficiency, resulting in a GHG Emissions reduction of 12.53 tCO₂e



Scope 2 Emission Reduction Initiatives

- **Energy Efficiency Improvements in Production Processes and Machinery**
 - The Company enhanced equipment and machinery control systems within its production processes, reducing electricity consumption by 169,292.22 kWh, equivalent to a reduction of 668.73 tCO₂e.
- **Installation of Solar Power Generation Systems**
 - The Company increased the use of renewable energy to replace electricity purchased from the external grid, resulting in a reduction of 841.13 tCO₂e of GHG Emissions.



Scope 3 Emission Reduction Initiative

- **PET Packaging Lightweighting Project**
 - The Company continued to redesign and reduce the weight of PET packaging to improve resource efficiency and reduce plastic resin consumption in the packaging production process. In 2025, this initiative reduced GHG Emissions by 2,904.52 tCO₂e.



Water Management

HaadThip Public Company Limited places great importance on efficient and sustainable water management. The Company has developed a comprehensive water management plan covering all production processes and operational activities to maintain the balance of water resources within the organization and the surrounding communities. Clear targets have been set to reduce water losses and improve water use efficiency, while establishing an operational foundation aligned with sustainable development principles.



Water Management Policy and Framework

The Company is committed to managing water resources efficiently and minimizing waste. It has set clear water management goals, supported by regular inspections of equipment to ensure optimal water usage and reduce losses as much as possible. Additionally, the Company aims to stewardship awareness enhance water use efficiency to alleviate pressure on water sources within both the organization and the community, establish systems to maximize water reuse and improve water-use efficiency, and continuously foster water awareness among employees, communities, and related stakeholders across the value chain.

1. Water Governance

The Company has established the Water Management Committee responsible for setting guidelines, monitoring the progress of water management measures, and assessing water-related risks that may impact its business operations and neighboring communities. Furthermore, the Company has integrated water management approaches into its sustainability strategic plan, with transparent water performance disclosures published annually in its Sustainability Report and filed with the Stock Exchange of Thailand. This ensures that stakeholders can track the Company's progress on a continuous basis.

2. Water Conservation Awareness

The Company promotes responsible water use by providing training to employees at all levels and extending awareness initiatives to communities and business partners throughout the value chain. Campaigns on water conservation and educational programs on sustainable water management are regularly conducted to strengthen collective awareness and encourage efficient water use practices.

3. Water Source Risk Assessment

Water is a critical resource for HaadThip, serving both as a key raw material in the production process and as a factor directly influencing product quality. Accordingly, an integrated approach to water resource management is adopted to ensure business continuity while safeguarding ecosystems and maintaining a balanced use of water resources alongside surrounding communities. A comprehensive water risk assessment framework has been established, covering quantitative availability, water quality, and community-related considerations. This assessment is supported by scientific data and regular site-based monitoring to ensure that water use does not create adverse impacts on water sources or stakeholders.

The Company complies with all applicable water-related laws, regulations, and standards, with no incidents of non-compliance reported during the year.

Water Management Targets



The Company recognizes the importance of efficient and sustainable water resource management. The Company has therefore established water management targets that encompass both internal operations and shared value creation with communities. These targets are designed to balance business growth, natural resource stewardship, and long-term water security. In addition, the targets are structured to enable measurable performance tracking and progress evaluation.

The Company is committed to continuously improving water-use efficiency within its production processes in order to reduce water consumption per unit of production and minimize impacts on natural water resources. The targets are based on historical performance and an assessment of opportunities to improve operational efficiency. The Company has established 2019 as its base year, during which the water use ratio was approximately 1.59 liters per liter of beverage produced (L/L_{bev}), equivalent to a net water consumption of 549,634.00 cubic meters (m^3). By 2030, the Company aims to reduce its water use ratio to no more than 1.50 L/L_{bev} equivalent to a net water consumption of no more than 522,152.00 m^3 .

Water Management Target



Target

Water Use Ratio (WUR)

Net Water Consumption (m³)



Base Year (2019)

1.59 L/L_{bev}

549,634.00 m³



Target Year (2030)

≤ 1.50 L/L_{bev}

522,152.00 m³ (-5%)



Water Management Plan

1



The Company has established a water management plan for operating sites that use water in the production process, namely the Punpin Plant in Surat Thani Province. The plan covers efficient water use and water reuse in the production process, represents 100% of the Company's production water consumption.. The Company also sets and monitors water-use efficiency indicators based on the performance of the Punpin Plant, which is the Company's main production facility. Other operating sites consume water at a non-material level and are therefore not included within the scope of this plan and its related indicators.

2



The Company has assessed the financial impacts related to water risks by considering both potential costs and investments for long-term risk prevention and mitigation. In terms of costs, the Company incurs expenses related to water management, such as improving water-use efficiency in the production process and treating wastewater in accordance with legal standards. However, based on the water risk assessment, the Company's operating areas are classified as low risk. As a result, no material financial impacts arising from water-related risks have been identified.

3



In terms of investment, the Company continuously allocates budget to water management-related projects. In 2025, total investment amounted to **4.7 million Thai Baht** , covering projects related to water-use efficiency improvement, water reuse, and wastewater treatment system upgrades.

Water Management Measures and Action Plans

The Company has established systematic water management measures and action plans covering risk prevention, water-use efficiency, wastewater treatment, and performance monitoring to ensure efficient water use and minimize environmental impacts. Key approaches include the following:



Improving Machinery and Production Process Efficiency: Continuously upgrades and enhances machinery and production technologies to reduce water consumption per unit of production and improve water-use efficiency throughout operational processes.



Reducing Water Consumption and Enhancing Water Efficiency Across Operations: Measures are implemented to minimize unnecessary water use in both production and supporting activities, ensuring that water resources are utilized efficiently and responsibly.



Water Resource Management and Clean Production Technologies: Advancing environmentally responsible production standards through the adoption of leading technologies, including Membrane Bioreactor (MBR) and Reverse Osmosis (RO) systems. These technologies are used in the water treatment process to effectively remove contaminants and minerals, ensuring that water entering the production process meets international quality standards.



Water Reuse & Recovery: promotes the reuse of treated water in appropriate applications to reduce dependence on natural water sources and improve overall water resource efficiency.



Wastewater Treatment and Environmental Impact Reduction The Company places strong emphasis on systematic wastewater management by utilizing a Waste Stabilization Pond system to improve water quality through natural biological treatment processes. Environmental performance indicators are regularly monitored to ensure that discharged water complies with legal requirements and contributes to the long-term protection of local ecosystems.



Water Usage Monitoring Continuously monitors, reviews, and analyzes water consumption data to identify trends, uncover improvement opportunities, and support effective water management decision-making.

Water Management Performance

In 2025, the Company recorded a total water withdrawal of 670,011 cubic meters (m³), Groundwater remains the primary water source for beverage production, while municipal water is used for supporting operational activities within the organization. HaadThip's water management approach focuses on improving water efficiency, reducing losses, and maximizing water reuse to ensure responsible and sustainable utilization of water resources.

Water Management Strategies and Initiatives



- **Backwash Recovery Project** – The Company implemented a system to recover and reuse water from the filtration backwash process. Through proper system design and quality control prior to reuse, this initiative reduces water loss within the production process. The project enables the recovery of more than 50,000 m³ of water per year, directly reducing reliance on groundwater and enhancing internal water resource efficiency.



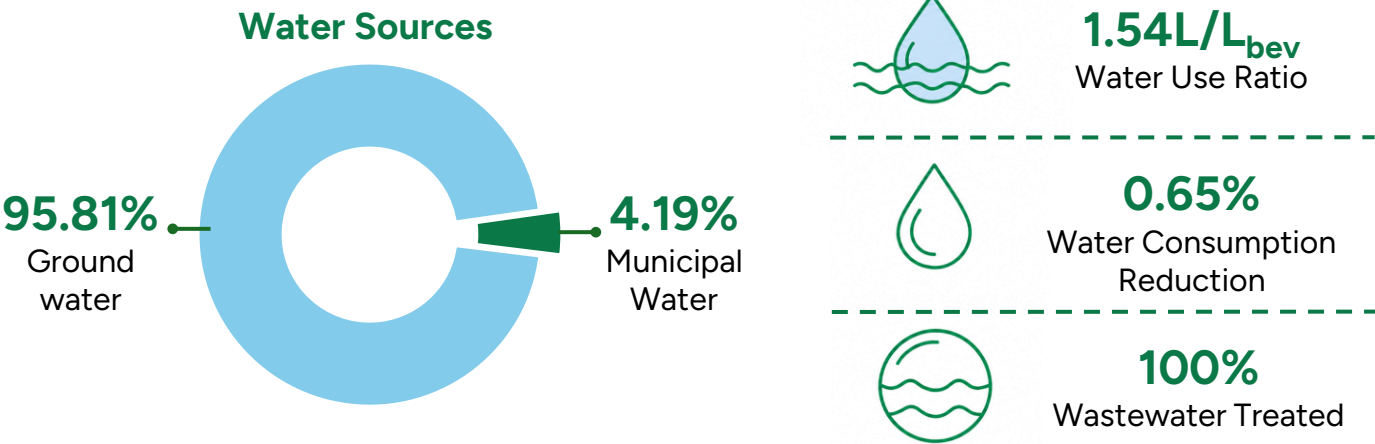
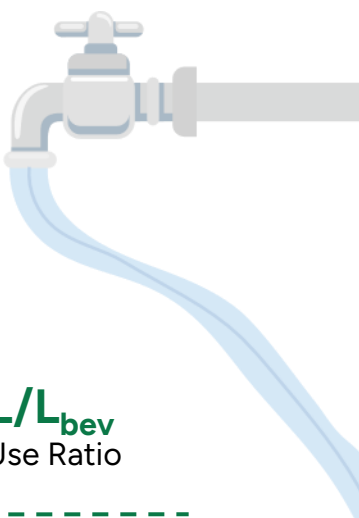
- **Reuse of Condensate Water in Warmer Process** - The production process was improved by systematically collecting and reusing condensate water generated from heating operations in the warmer system. Under controlled water quality standards, this initiative reduces freshwater consumption by approximately 25,000 m³ per year, increasing operational water efficiency and contributing to long-term resource cost optimization



- **Water Meter Installation and Water Balance Management** – The Company has installed water meters at critical control points throughout the production process and developed a comprehensive water balance system to analyze water input, consumption, loss, and discharge at each stage. This enables anomaly detection, identification of loss points, and the implementation of continuous improvement measures. As a result, water management is conducted with greater accuracy, transparency, and systematic planning to optimize water use across operations.

Water Management Performance

In 2025, the Company’s total water consumption was 670,011 cubic meters (m³), equivalent to a water use ratio of 1.54 liters per liter of beverage produced (L/L_{bev}). Water consumption comprised 95.81% groundwater and 4.19% municipal water. Total water consumption decreased by 0.65%, or 4,385 m³, compared with the previous year’s consumption of 674,396m³, despite the expansion of production capacity through the installation of a new returnable glass bottle production line at the Punpin Plant. During the year, the Company discharged a total of 261,830 m³ of treated wastewater into the local public waterway. All wastewater was treated through a Waste Stabilization Pond system, a natural wastewater treatment process that utilizes anaerobic bacteria to break down organic contaminants in wastewater. The treatment system has sufficient capacity to support the Company's production requirements and is operated under strict water quality controls to ensure compliance with standards established by the Department of Industrial Works.



Water Consumption by Source

The Company reports water consumption arising from its operations across all facilities, including the Hatyai Office, Punpin Plant, two Bangkok offices, and 19 distribution centers throughout Southern Thailand. The reporting boundary covers water used in production processes as well as supporting activities within the organization. This reporting boundary excludes water consumption associated with suppliers, contractors, and water resources used by business partners in their operations. Wastewater generated from the Company's activities is treated through designated wastewater treatment systems before being discharged to public water bodies. This approach ensures that discharged water meets applicable legal requirements and relevant standards, while supporting the responsible management of water quality and environmental impacts.

Water Consumption

	2023	2024	2025
Water consumption (m ³)	612,658.00	674,396.00	670,011.00
Volume of recycled water used (m ³)	56,251.00	51,280.00	51,937.00
Water consumption per production per unit (l/l _{bev})	1.54 L/L _{bev}	1.56 L/L _{bev}	1.54 L/L _{bev}



Remark: The reporting boundary for water data in covers operational activities at Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers

Water Withdrawal by Sources

	2023	2024	2025
Total water withdrawal (m³)	612,658.00	674,396.00	670,011.00
Municipal water and third-party water withdrawal (m ³)	38,666.00	37,900.00	28,102.00
Surface Water withdrawal (m ³)	0	0	0
Groundwater withdrawal (m ³)	573,992.00	636,496.00	641,910.00
Seawater withdrawal (m ³)	0	0	0
Water withdrawal from production processes (m ³)	0	0	0



Remark: The reporting boundary for water withdrawal data covers operational activities at Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers

Wastewater Management and Water Quality Control

The Company utilizes a Waste Stabilization Pond system for wastewater treatment, which relies on natural biological processes and anaerobic microorganisms to decompose organic contaminants. The system has sufficient capacity to accommodate wastewater volumes generated by the Company's production activities, and treated effluent quality complies with the standards established by the Department of Industrial Works.

In 2025, a total of 261,830 m³ of wastewater was treated before being discharged into a public community waterway. To strengthen wastewater monitoring and regulatory compliance, the Company has installed an Online BOD Monitoring System to continuously report effluent quality data to the Department of Industrial Works. Water quality monitoring is conducted by the Company's registered internal laboratory, together with analyses performed by accredited external laboratories, to enhance the accuracy, transparency, and reliability of testing results.

Wastewater Discharge Management

Operating Site	Water Treatment System	Receiving Water Body	Water Body Type	Monitoring and Control Measures
Punpin Plant	Waste Stabilization Pond	Local Public Waterway	Public	Monthly wastewater quality analysis, online BOD monitoring, and reporting of monitoring data to relevant government authorities
Hatyai Office	Waste Stabilization Pond	Local Public Waterway	Public	Monthly wastewater quality analysis

Water quality data for treated effluent by discharge source

Parameter	Standard	Hatyai Office			Punpin Plant		
		2023	2024	2025	2023	2024	2025
pH	5.5 – 9.0	8.4	8.1	8.5	7.7	7.8	7.7
BOD	Not exceeding 20 mg/l	6.4	8.5	15.8	6	6	7
COD	Not exceeding 120 mg/l	35	46	70	25	30	39
TDS	Not exceeding 3,000 mg/l	392	420	216	385	389	494
SS	Not exceeding 50 mg/l	20	13	30	15	19	13



Remark: The reporting boundary for water treatment covers operational activities at the Hatyai Office, the Punpin Plant, two Bangkok offices, and 19 distribution centers.

Water Discharge by Destination

	2023	2024	2025
Percentage of wastewater treated (%)	100	100	100
Total wastewater discharge (m ³)	133,336.00	213,154.00	261,830.00
Wastewater discharged to third parties (m ³)	0	0	0
Wastewater discharged to surface water (m ³)	133,336.00	213,154.00	261,830.00
Wastewater discharged to groundwater (m ³)	0	0	0
Wastewater discharged to ocean or sea (m ³)	0	0	0



Remark: The reporting boundary for water treatment and discharge data covers operational activities at Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers

Water Source Risk Assessment

In 2025, the Company conducted a comprehensive water source risk assessment under the Source Vulnerability Assessment (SVA) scenario. The assessment applied scientific hydrological modelling to evaluate both the quantity and quality dimensions of the groundwater source, covering short-, medium-, and long-term risk scenarios. The assessment was independently reviewed and analyzed in collaboration with the Department of Civil and Environmental Engineering, Faculty of Engineering, Prince of Songkla University. The scope of the assessment covers the Company's main raw water source and is scheduled for review every five years to ensure that water abstraction does not compromise long-term water security for the business, surrounding communities, or other users sharing the same aquifer. The results are currently being finalized and will be integrated into the Company's long-term water management strategy to further strengthen responsible water stewardship and risk mitigation planning.



Water Source Risk Assessment



Water is a key resource for HaadThip Public Company Limited both as a primary raw material in the beverage production process and as a critical element that significantly affects product quality. The Company therefore places strong emphasis on holistic water resource management, not only to maintain business continuity, but also to protect surrounding ecosystems and support the responsible shared use of water with local communities, which is a fundamental foundation of sustainable business operations.

To ensure that the Company's water use does not create negative impacts on water sources or stakeholders, the Company has established a multidimensional water source risk assessment system covering water quantity, water quality, and community relationships. The assessment is conducted in accordance with international standards and supported by reliable scientific data, together with regular site-specific data collection.

To manage water resources effectively and comprehensively, the Company has established a systematic water source risk assessment process that is continuously implemented across three key levels. These levels are linked to local context, water resource conditions, and long-term stakeholder relationships.

1. Internal Assessment Based on The Coca-Cola Company's Guidelines

The Company uses a self-assessment water risk evaluation developed by The Coca-Cola Company, covering water quantity, water quality suitability, the organization's management capacity, as well as relationships and impacts on nearby communities. This assessment is conducted annually to monitor trends, groundwater recharge rates, and potential water loss points within the system, enhancing the company's ability to predict risks in advance and design accurate management measures.

2. Monitoring data from government sources

The Company monitors water resource situations on a quarterly basis using data from the Hydro-Informatics Institute (Public Organization), a primary government agency responsible for national and regional water data. This evaluation includes both groundwater and surface water sources near the factories, and the insights are incorporated into strategic decisions, such as seasonal water allocation or preparedness for potential water crises.

3. Collaboration with external experts

At the local level, the company works with researchers from Prince of Songkla University to develop scientific hydrological models to systematically analyze water quantity and quality, as well as to study the ecosystem vulnerabilities surrounding operational areas. These indepth assessments are performed on a five-year cycle, with the latest assessment cycle scheduled to conclude in 2025.



Water Source Risk Assessment Results



The Company has conducted water source risk assessments focusing on water sources that are material to its production processes, which represent the core activities of the business. The assessment results are as follows:

- The assessed water sources are located in low water risk areas in terms of both water availability and water quality.
- No water sources were identified in areas experiencing water-use conflicts or with a history of water scarcity.
- Water sources are regularly monitored and tested by relevant authorities, with water quality analyses conducted at least one to two times per year.

Risk Prevention and Management Measures

To strengthen water resilience and prepare for future uncertainties, the Company has established a systematic approach to water risk management, including the following measures:

- Develop monitoring and assessment systems to track trends in water-related risks, covering both water quantity and water quality.
- Establish a Water Contingency Plan to address drought conditions and other water-related emergencies.
- Promote collaboration with local communities and government agencies to support effective water resource management.
- Continue implementing water stewardship initiatives. In 2025, the Company replenished water to local communities at a volume exceeding 100% of the water used in its production processes.
- Regularly inspect water production systems and related infrastructure to assess their ability to withstand seasonal fluctuations in water availability.

Although the Company operates in an area classified as having low water stress, water remains a key raw material for the beverage business. The Company therefore assesses and monitors risks related to water resources, including potential impacts from pollution and future climate change, to help ensure the continuity and efficiency of its supply chain. To support this objective, the Company has adopted a Water Stewardship approach covering both water stewardship to ecosystems and communities and water reuse within its production processes to improve water-use efficiency. These efforts not only help reduce water-related costs but also support responsible water use alongside local communities. Failure to manage water resources effectively could increase the risk of conflicts with nearby communities, particularly during dry seasons or periods of water scarcity.

In addition, although the Company's operating areas are not currently affected by water shortages, it continues to engage with stakeholders, including local communities, regulators, and business partners, through ongoing communication and collaborative initiatives. These efforts aim to improve water-use efficiency, reduce water-related risks, and support the sustainable management of water resources.

Water Stewardship Toward Communities and Environment

HaadThip Public Company Limited recognizes the importance of comprehensive water stewardship, extending beyond its production processes to the protection and restoration of water resources within surrounding communities. This commitment is aligned with the Company's water stewardship objective, which aims to return water to ecosystems and communities in volumes equivalent to or greater than the amount of water used in production. Through this approach, the Company seeks to maintain a balance between business operations and the long-term sustainability of water resources.

Performance Highlights



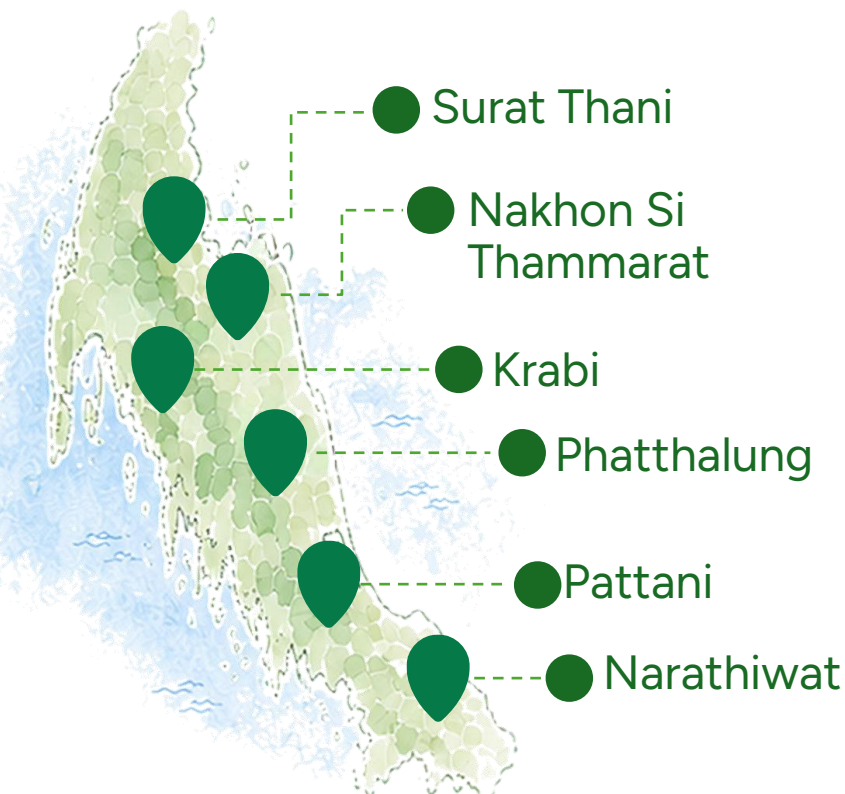
6 Strategic Locations



Water Replenishment Rate
> 100 %



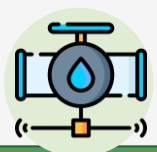
Beneficiaries
> 5,176 households



Implementation Frameworks



Development of water storage facilities



Installation of water supply systems



Annual water quality testing and monitoring

Consumer Responsibility and Marketing



Consumer Responsibility and Marketing Policy

HaadThip Public Company Limited recognizes the importance of consumer responsibility and is committed to promoting sustainable consumption and conducting marketing activities ethically, in line with national and international standards. This is achieved through responsible marketing practices, the development of nutritional alternatives, the reduction of potential negative product impacts, the protection of vulnerable groups, transparent communication, and compliance with applicable legal requirements. The Company is committed to enhancing consumer well-being alongside environmental stewardship through marketing practices that are transparent and accountable. The Company does not focus its marketing communications on youth audiences and promotes healthier product alternatives to support sustainable growth and deliver long-term shared value to stakeholders.



1. No Direct Marketing to Children

Consistent with The Coca-Cola Company's Responsible Marketing Policy, the Company does not directly market beverages to children under 13 years of age.

2. Guidelines for Beverage Sales in Schools

The Company does not conduct marketing or advertising activities in primary schools. For secondary schools and above, the Company works with educational institutions to support nutrition education and responsible beverage choices where appropriate and in compliance with applicable policies.

3. Transparency in Communications and Advertising

The Company is committed to responsible marketing communications and advertising based on accurate and transparent information. The Company avoids misleading content and excessive persuasive practices, particularly those targeting youth audiences. In 2025, no complaints related to marketing communications or advertising were reported.

4. Governance and Internal Oversight

The Company regularly reviews its marketing strategies on a monthly basis in collaboration with Coca-Cola (Thailand) Ltd. Marketing communications are reviewed through established approval processes, while marketing ethics training is conducted annually.



Promoting Access to Better Nutrition

In response to growing consumer interest in health and wellness, the Company recognizes its role in promoting healthier beverage consumption choices. The Company is committed to developing beverage options that provide refreshment while offering nutritional benefits, with a focus on product development, accessibility, and transparent, easy-to-understand consumer information.

To support evolving consumer health preferences, the Company has established a target to increase the proportion of zero-sugar product sales relative to total sales.



Zero-Sugar Product Sales Target (%)



2025 Target	2025 Performance	2030 Target
5.2%	5.5%	10%



Note: The target is Based on the proportion of sales volume generated from zero-sugar beverage products relative to total beverage sales.



Expanding Zero-Sugar and Healthier Product Choices

The Company is driving growth through the development of zero-sugar and healthier beverage options, with the objective of continuously increasing the proportion of sales generated from no-sugar products. Key initiatives include:



Reformulating beverages to reduce sugar content while maintaining the taste preferred by consumers



Expanding the range of zero-sugar products to meet the needs of different age groups and consumer preferences



Selecting ingredients in accordance with recognized nutritional principles to support consumer health and safety



Maintaining accessible pricing to encourage consumers to choose healthier beverage alternatives more conveniently





Transparent Nutrition Communication

HaadThip Public Company Limited acknowledge that access to accurate information is essential in helping consumers make informed and balanced food and beverage choices. The Company therefore places strong emphasis on nutrition communication across all channels, including product labels, website information, and community health promotion activities, with a focus on providing transparent and easy-to-understand information. The Company also collaborates with public health organizations and relevant institutions to promote healthier consumption behaviors and support initiatives that contribute to the long-term well-being of Thai consumers. Products that meet the nutritional criteria established by the Nutrition Promotion Foundation of Mahidol University are eligible to display the “Healthier Choice” logo, enabling consumers to easily identify and select products that support healthier lifestyles. In addition, the Company's products are certified under the Halal Standard by the Central Islamic Council of Thailand and are permitted to display the Halal logo on product labels. This certification supports the diverse needs of consumers, particularly in Southern Thailand, while reflecting the Company's commitment to respecting religious beliefs and serving consumers in an inclusive and equitable manner.

Products under the Coca-Cola trademark manufactured and distributed by HaadThip Public Company Limited clearly display nutritional information and calorie content on product packaging. This information helps consumers make informed purchasing decisions based on their dietary and health considerations while meeting consumer demand for both refreshment and healthier beverage choices.



From an environmental perspective, beverage products manufactured by the Company have undergone Carbon Footprint of Product (CFP) assessments and have been certified by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The certification reflects greenhouse gas emissions throughout the product life cycle, from raw material sourcing and production to distribution, use, and end-of-life waste management. This information enhances product transparency and enables consumers, particularly those concerned about environmental issues, to make more informed purchasing decisions and contribute to climate change mitigation efforts.



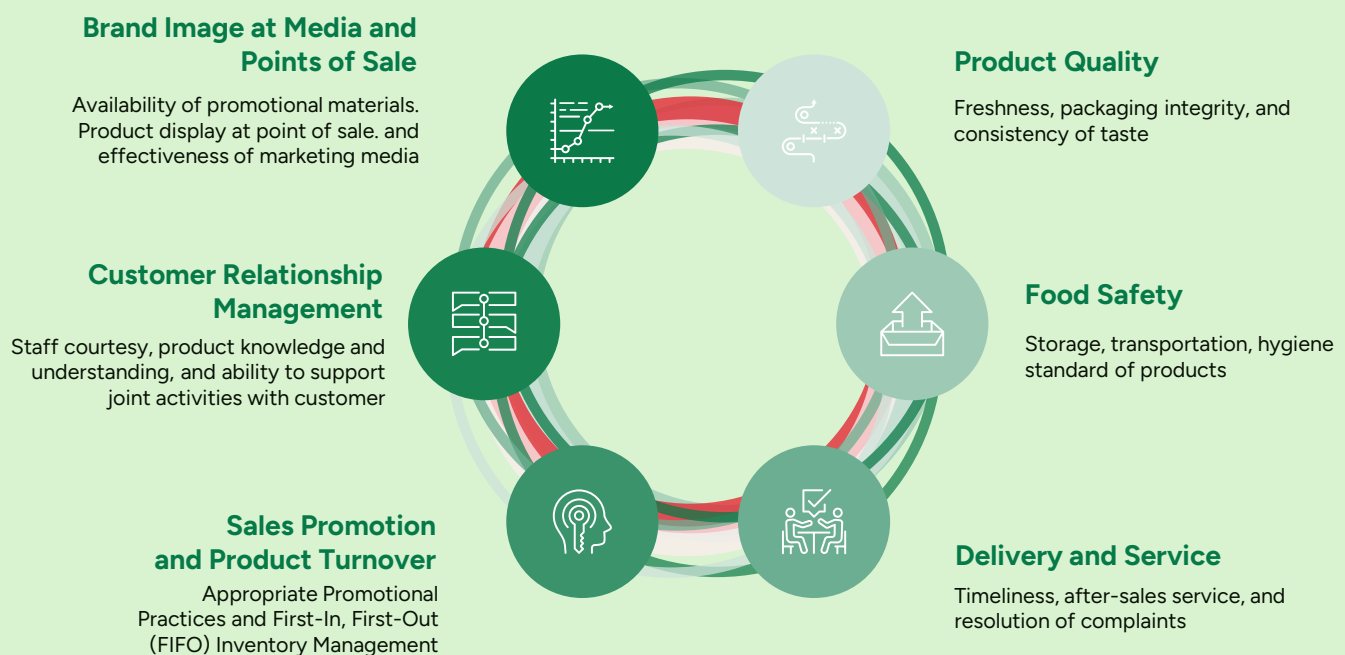
Further information on Carbon Footprint of Product (CFP)-certified products is available at:
<https://htc-cfp.crex.page/>

Customer Satisfaction Management

HaadThip Public Company Limited places great importance on building long-term relationships with customers and is committed to continuously enhancing service quality to ensure that customers receive the best possible experience at every touchpoint. The Company therefore implements a systematic approach to monitoring and analyzing customer satisfaction on a regular basis across its business operations in all 14 provinces of Southern Thailand. The information obtained is used to plan, improve, and develop operational processes to better meet the needs of different customer groups, prevent recurring issues, and maintain the Company's reputation over the long-term.

Customer Satisfaction Assessment

To deliver positive customer experiences and maintain customer satisfaction across all customer groups, the Company conducts regular customer satisfaction assessments. These assessments cover all customer segments through survey tools specifically designed to reflect the characteristics and key concerns of each customer group. The assessments provide comprehensive insights into product quality, service quality, and customer relationship management. This assessment process enables the Company to gather customer feedback and recommendations from multiple perspectives, reflect actual performance outcomes, and utilize the information obtained to continuously improve and develop its products, services, and overall customer experience in a targeted and effective manner.



Customer Satisfaction Strategy



The Company places importance on continuously enhancing customer satisfaction by conducting surveys and assessments across its operating areas in the 14 provinces of Southern Thailand. These activities reflect customer needs and feedback on key issues. The insights obtained are analyzed to address root causes of problems and improve service processes in line with the expectations of each customer group through the following key activities and measures:

1. Customer Satisfaction Survey

The Company conducts customer surveys covering product quality, service quality, and product delivery processes. The results are analyzed and used to improve services to better meet customer needs, enhance service efficiency, reduce operational weaknesses, and strengthen long-term customer satisfaction. **In 2025, No critical issues requiring immediate corrective action were identified.**

2. Customer Visit & Follow-up

Sales staff conduct regular customer visits to communicate with customers, listen to concerns, and collect insights from actual customer experiences. This information is used to develop more targeted sales plans, improve service efficiency, and reduce service time without affecting product or service quality.

3. Service Quality Monitoring and Sales Capability Development

The Company regularly monitors and evaluates the service quality of sales staff, including service responsiveness, problem-solving, and compliance with established standards. Assessment results are used to develop individual development plans and design appropriate training programs to continuously enhance sales skills and customer service quality.

4. Customer Feedback and Complaint Management

The Company has established the Customer Information Center (CIC) as the main channel for receiving customer feedback and complaints. The Company promptly follows up on issue resolution and uses the information received to improve operational processes and reduce the recurrence of problems. This systematic management of customer feedback enhances responsiveness to customer issues, reduces repeated problems, and strengthens long-term customer confidence.



Employee and Labor Management

Employee and Labor Management Policy

HaadThip Public Company Limited places high importance on employee and labor management under internationally recognized labor and human rights standards, including the ILO Core Conventions and applicable national labor laws.. The Company is committed to creating fair, safe, and high-quality work environment where employees can grow alongside the organization. We believe that effective employee management not only enhances the Company's competitiveness but is also a critical factor in driving long-term sustainability. The Company has established a comprehensive employee and labor management plan covering key issues such as fair remuneration, employee potential development, promotion of employee relations and engagement, respect for human rights and non-discrimination, prohibition of child labor and forced labor, as well as occupational health and safety. This helps build a stable organization where every employees can grow confidently and sustainably.



1. Fair Compensation and Benefits

The Company prioritizes fair and competitive remuneration based on experience, qualifications, and actual performance, with periodic adjustments to align with industry standards and cost-of-living changes. The Company is committed to gender equality and non-discrimination, ensuring all employees have equal opportunities for pay and career progression regardless of gender or LGBTQI+ identity. A continuous performance evaluation system supports salary adjustments, bonuses, and incentive rewards for outstanding performance.



2. Employee Training and Capacity Building

The Company supports skills development through training programs covering leadership skills , technical skills, management skills, and digital skills, enabling employees to adapt and grow with the organization. The Company also supports further academic education and participation in professional development to help employees reach their full potential.





3. Promoting Employee Engagement and Participation

The Company values employee engagement through activities that build relationships, such as employee meetings, recreational activities, and employee engagement programs. Open communication channels are in place so employees can freely share opinions and suggestions for improvement. HaadThip fosters an open and diverse organizational culture, supporting equality and inclusivity for LGBTQI+ employees as well as individuals of different races, religions, and abilities, to ensure everyone can work with confidence.



4. Non-Discrimination

The Company operates under human rights principles, equality, and fairness, promoting a culture of diversity and nondiscrimination across all dimensions, including gender, age, race, religion, language, marital status, physical condition, social status, or cultural beliefs. The Company believes that respecting differences and creating equal opportunities for all employees will help unlock their full potential and sustainably strengthen organizational performance. To support this, the Company has established "Welfare Regulations for LGBTQI+ Employees" and regularly holds awarenessraising activities on diversity regarding gender, race, religion, and culture, ensuring no direct or indirect discrimination. Employees are encouraged to contribute to a safe, respectful, and inclusive work environment.



5. Child and Forced Labor

The Company is committed to respecting labor rights in accordance with international human rights principles, especially protecting children's rights and prohibiting forced labor across all parts of its supply chain. The Company operates in line with the UN Universal Declaration of Human Rights, modern slavery laws, and International Labor Organization (ILO) conventions on minimum working age and youth labor protection. Under the Children's Rights and Business Principles (CRBP), HaadThip considers potential impacts on children and youth from its business activities, extending this concern to contractors, suppliers, and surrounding communities. Supplier screening measures are in place to ensure there is no child labor or forced labor, and all parties in the supply chain are encouraged to share this responsibility.





6. Occupational Safety and Health

The Company is committed to creating a safe and healthy workplace by implementing occupational health and safety measures in accordance with international standards. These measures are designed to prevent and reduce workplace accidents, illnesses, injuries, and losses through an Occupational Health and Safety Management System certified under ISO 45001:2018. In addition, the Company provides annual safety training to employees to strengthen their skills and preparedness in responding to unexpected situations in ways that protect the lives and property of employees and the organization. The Company also maintains ongoing monitoring and follow-up processes to prevent accidents and reduce potential risks. Furthermore, the Company supports employees with disabilities by providing appropriate working environments and necessary facilities to enable them to perform their work effectively.



7. Working Hours and Overtime Management

The Company places importance on the appropriate management of working hours and overtime practices and strictly complies with applicable labor laws regarding normal working hours, holidays, and overtime work in order to protect labor rights and promote employees' quality of life and work-life balance. The Company also takes proactive measures to reduce the risk of excessive working hours.

In addition, the Company focuses on reducing the risk of excessive working hours through workforce planning and appropriate workload allocation. Workforce requirements and workload distribution are regularly reviewed to ensure sufficient staffing levels for business operations, reduce the need for continuous overtime work, and support operational efficiency while promoting employees' health and well-being over the long-term.



8. Retirement Care

The Company is dedicated to caring for employees approaching retirement with preparation programs such as:



1 Financial planning support for post-retirement security.



2 Post-retirement vocational skills training to open opportunities after retirement.



3 Post-retirement health programs to support a good quality of life.



2025 Employee Initiatives

1



Performance Management and Career Development

The Company continues to enhance its performance management system by applying SMART KPIs together with real-time digital technologies to improve the accuracy, transparency, and fairness of employee performance evaluations. Performance assessment results are linked to annual salary adjustments and bonus payments to ensure rewards appropriately reflect employees' actual performance through a structured incentive approach.

2



High-Potential Talent Development and Retention

To develop future leaders, the Company implements a Succession Plan covering all management functions and operates a Talent Pool & Development Program for high-potential employees. Equal opportunities are provided to all employee groups, including LGBTQI+ employees and women. Currently, women represent more than 45% of middle and senior management positions combined.

3



Supporting Employee Family Well-Being

The Company supports employee family well-being through various benefits and activities, including maternity leave in accordance with legal requirements, nursing rooms in the workplace, Children's Day activities for employees' families, and programs that support employees' children through scholarships, English camps, and sports activities.

4



Digital Human Resource Management

The Company utilizes a Human Resource Information System (HRIS) to support human resource management, enabling employees to access personal information, such as salary details, leave balances, and employee benefits through an online platform. The Company also continues to modernize HR processes, reduce paper usage, and improve the convenience and efficiency of employee services.

5



Non-Discrimination and Diversity, Equity, and Inclusion (DE&I)

The Company is committed to the principles of Diversity, Equity, and Inclusion (DE&I) by fostering a workplace culture that respects diversity, promotes equal opportunities for career advancement, and prohibits discrimination in all forms, regardless of race, gender, religion, or social status to promote understanding and participation among employees from all backgrounds.

6



Respect for Cultural and Religious Diversity

To promote social cohesion in a culturally diverse workplace, the Company supports employees in practicing their religious beliefs by providing facilities such as prayer rooms and supporting participation in important religious observances abroad, including the Umrah pilgrimage in Saudi Arabia and pilgrimage ceremonies in India.



In addition, the Company promotes equal employment opportunities by providing suitable job opportunities for persons with disabilities, enabling them to earn an income, achieve greater self-reliance, and continuously develop their capabilities. The Company supports both the professional development and well-being of employees with disabilities through workplace accommodations and accessible facilities, including designated parking spaces, accessible restrooms, and other workplace enhancements. The Company also provides opportunities for employees with disabilities to contribute meaningfully to the organization, such as serving as managers of the employee welfare shop, reinforcing their active role and value within the workplace.



Employee and Labor Management Targets

Target	Indicators	Current performance	Target year
 Promote employee relations and engagement	 Employee engagement level (%)	 2025 Employee engagement survey Score = 74%	 By 2027, achieve an employee engagement survey result of ≥ 75%
 Employee training and development	 Average training hours per employee per year	 2025 Average training hours = 5.47 hours/ person/year	 By 2026, achieve average training hours of 5.63 hours/ person/year



Awards and Recognition in Labor Management and Employee Relations: In 2025, the Company received several recognitions from independent external organizations for its commitment to ethical business conduct, respect for human rights, and systematic labor management practices. These recognitions reflect the Company's dedication to fostering a fair, transparent, and sustainable working environment.



- **Recognized and certified as a “Best Places to Work 2025”** organization by WorkVenture in 2025, in recognition of its outstanding workplace environment that fosters employee engagement, capability development, and career advancement, while cultivating a corporate culture that supports growth and instills pride in being part of the organization.



- **Outstanding Human Rights Model Organization Award 2025** Large Business Organization Category, awarded by the Rights and Liberties Protection Department, Ministry of Justice, for the fifth consecutive year since 2021. The award reflects the integration of human rights principles into the Company's operations and labor management practices across all dimensions.



- **Thailand Labor Management Excellence Award 2025** Received for the third consecutive year, recognizing the Company's compliance with labor laws, protection of labor rights, and implementation of effective employee welfare programs. These efforts contribute to enhancing workplace safety, employee morale, and quality of life in a sustainable manner.

Labor and Human Rights Grievance Reporting

Indicators	2023	2024	2025
Complaints related to labor and human rights violations (cases)	0	0	0
Complaints related to discrimination (cases)	0	0	0
Complaints related to child rights violations (cases)	0	0	0
Complaints related to child labor and forced labor (cases)	0	0	0
Complaints related to harassment or abuse (cases)	0	0	0
Complaints related to violations of freedom of association or collective bargaining rights (cases)	0	0	0

Employment



The Company implements a fair and transparent employment policy grounded in human rights principles, non-discrimination, and equal access to career opportunities. The Company provides opportunities for qualified individuals of all genders, ages, religions, races, and social backgrounds to contribute to the organization, thereby promoting diversity and strengthening long-term sustainable growth potential. The Company's recruitment process considers both the long-term strategic direction of the business and the balance of the internal workforce structure. At the same time, the Company places importance on hiring within the areas where it operates. The Company believes that creating local employment opportunities not only helps reduce employees' housing and transportation expenses but also fosters long-term relationships between the organization and the community, while supporting the sustainable strengthening of the local economy. This approach reflects a commitment to creating both economic and social value in parallel.

Employment of Workers with Disabilities



The Company has a policy of promoting equal opportunities by employing people with disabilities in suitable positions. This allows them to generate income, be self-reliant, and continuously develop their potential. The Company focuses on supporting both the work and quality of life of people with disabilities in the organization. The Company has improved and developed a work environment conducive to the performance of people with disabilities, such as providing designated parking spaces, restrooms designed for people with disabilities, and facilitating access within the office. The Company has also established projects that provide opportunities for employees with disabilities to participate in creating value, such as managing the welfare shop within the organization, to promote the important role of people with disabilities in the organization.

	2023	2024	2025
Total employment of workers with disabilities (persons)	24	24	24
Total number of employees with disabilities (persons)	24	24	24
Male Employees with Disabilities (persons)	16	13	12
Female Employees with Disabilities (persons)	8	11	12
Contract Workers with Disabilities or Their Dependents (persons)	0	0	0
Support for Disability Rehabilitation and Quality of Life Programs	Not Applicable	Not Applicable	Not Applicable

Employment Data



Employee (persons)		2023		2024		2025	
Total employees		2,404		2,478		2,490	
• Male		1,787		1,846		1,863	
• Female		617		632		627	
Managers and Executives by Gender							
• Male		180		190		176	
• Female		151		156		208	
New Hires	Number (persons)			Rate (%)			
	2023	2024	2025	2023	2024	2025	
Total New Employee Hires		346	345	313	0.14	0.14	0.13
By age group							
• 29 and lower		161	182	186	0.07	0.07	0.07
• 30 – 50		178	159	122	0.07	0.06	0.05
• Over 50		7	4	5	0.00	0.00	0.00
By gender							
• Male		276	276	255	0.11	0.11	0.10
• Female		70	69	58	0.03	0.03	0.02
By region							
• Southern Thailand		319	327	287	0.13	0.13	0.12
• Bangkok Metropolitan Region		21	12	20	0.009	0.005	0.008
• Other Regions in Thailand		6	6	6	0.002	0.002	0.002
• Outside Thailand		0	0	0	0	0	0

Employee Turnover	Number (persons)			Rate (%)		
	2023	2024	2025	2023	2024	2025
Total Employee Turnover	285	274	334	0.12	0.11	0.13
By gender						
• 29 and lower	76	87	99	0.03	0.04	0.04
• 30 – 50	175	160	180	0.07	0.06	0.07
• Over 50	34	27	55	0.01	0.01	0.02
By gender						
• Male	234	216	262	0.10	0.09	0.11
• Female	51	58	72	0.02	0.02	0.03
By region						
• Southern Thailand	255	258	318	0.11	0.10	0.13
• Bangkok Metropolitan Region	16	13	9	0.007	0.005	0.004
• Other Regions in Thailand	14	3	7	0.006	0.001	0.003
• Outside Thailand	0	0	0	0	0	0


Remark:

1. The reporting boundary for employment's data covers operational activities of Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers
2. New hire rate = number of new hire ÷ Total employees.
3. Employee Turnover rate = number of employee turnover ÷ Total employees



Collective Bargaining and Grievance Mechanism

The Company respects employees' rights to freedom of association and collective bargaining. Accordingly, the Company operates under a Collective Bargaining Agreement (CBA) that covers 100% of permanent employees. To ensure that employee demands and collective bargaining processes are conducted transparently and with appropriate representation, any submission of employee demands must be supported by no less than 15% of the Company's total workforce.



Employee Consultation on Operational Changes

In accordance with the HaadThip Public Company Limited Employee Regulations B.E. 2564 (2021), Chapter 9: Grievance Procedures, employees who experience grievances or believe they have not received fair treatment in connection with their employment, such as employment status, working conditions, supervision, harassment, work assignments, compensation, or other employment-related benefits, may submit a grievance through the established process. Employees are required to submit a written grievance through their line supervisor. If this is not practicable, the grievance may be submitted directly to the Human Resources Department. Upon receipt of a grievance, the responsible authority is required to investigate and gather relevant facts and determine an appropriate resolution within seven days from the date the grievance is received. Once a resolution has been determined, the employee will be informed of the outcome as soon as practicable.

If the employee is not satisfied with the proposed resolution, the matter may be appealed to the next level of management, up to and including the Chief Executive Officer. The decision of the Chief Executive Officer shall be considered final. Employees may not submit the same grievance repeatedly. Any employee found to have intentionally submitted a false grievance for the purpose of harassment, defamation, or causing damage to another person or the Company will be subject to disciplinary action for serious misconduct.

Employee Category	Advance Notice Period for Significant Operational Changes	Notification Method
 Senior Management	 At least 4 weeks	Written notification
 Middle Management	 At least 4 weeks	Written notification
 Permanent Employees	 At least 2 weeks	Written notification
 Contract Employees	 As specified in the employment contract	Written notification

Employee Remuneration

The Company has established a compensation policy to attract, develop, and retain high-performing employees in a competitive market. Employees are offered competitive and market-aligned compensation packages. Receiving appropriate compensation motivates employees to work towards sustainable results, contributing to the Company's continuous growth. The Company has implemented a performance evaluation system at both the departmental and individual levels. This system encompasses goal setting, task execution, planning, progress tracking, development, and evaluation against Key Performance Indicators (KPIs). This ensures that performance management for individuals, departments, and the organization is aligned, reliable, fair, and motivating for all employees



Total employee remuneration (Thai Baht)	2023	2024	2025
	834,272,767.00	883,020,943.00	945,814,973.00

Performance Review



The Company conducts annual performance evaluations and monitors performance regularly to ensure that employees are aware of their current performance. These measurements align with performance indicators that correspond to the overall performance evaluation of the department, division, and organization. Supervisors provide guidance, advice, and encouragement to help employees improve their performance, which is linked to compensation and performance-based rewards. This process also focuses on developing employee knowledge and skills to enhance work efficiency, achieve targets, and foster future growth. The Company determines salary and benefits packages that are competitive within the industry, considering the job requirements and employee skills for each position. The Company upholds the principles of non-discrimination and equal opportunities for all, including people with disabilities, in accordance with human rights principles. This approach aims to promote career advancement and encourage employees to grow sustainably with the Company in both the short and long-term. Promotional decisions are based on knowledge, skills, and readiness for advancement, ensuring fairness and equal opportunities for all.

Percentage of Employees Receiving Annual Performance Reviews (%)	2023	2024	2025
By gender			
• Male	100	100	100
• Female	100	100	100
By employee level			
• Senior Management	100	100	100
• Middle Management	100	100	100
• Operational Level	100	100	100



Remark: The reporting boundary for employment's data covers operational activities of Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers



Employee Freedom of Association

HaadThip Public Company Limited respects employees' rights to freedom of association, participation, and freedom of expression in accordance with applicable labor laws. The Company supports employee participation through the Employee Welfare Committee, which serves as a mechanism for communication and consultation between the Company and employees on matters related to welfare, employment conditions, and quality of working life. This approach promotes positive labor relations and fosters a workplace environment built on mutual respect, cooperation, and sustainable development. The Employee Welfare Committee consists of employee representatives from various functions across the organization and has the following key roles:

1. Jointly consider and propose appropriate employee welfare arrangements.
2. Serve as a channel for listening to and reflecting employees' opinions, suggestions, and needs to management.
3. Monitor and evaluate welfare and employment condition practices to ensure alignment with employee needs and relevant requirements.
4. Provide recommendations for the continuous improvement of employee welfare and quality of working life.

In addition, the Employee Welfare Committee serves as an important mechanism for gathering employee opinions and suggestions to support consultation processes and implementation under the Company's collective bargaining agreement.





Diversity, Equity, and Inclusion



HaadThip Public Company Limited is committed to fostering an open and inclusive workplace culture that embraces diversity and treats all employees fairly and equitably. The Company upholds human rights principles and prohibits discrimination in all forms, regardless of gender, race, religion, age, nationality, disability or health condition, as well as economic or family status. To promote equality at a structural level, the Company has established a Diversity, Equity, and Inclusion (DE&I) Policy and implemented management practices that support a workplace environment where the dignity, rights, and value of every employee are respected.

To support the implementation of this policy, the Company has established the following key practices:

1. Promote the recruitment and employment of individuals from diverse backgrounds across all levels of the organization
2. Provide equal opportunities for career advancement without discrimination
3. Respect the identity, individual rights, and differences of all employees
4. Communicate DE&I policies and progress transparently to employees and other stakeholders.
5. Maintain grievance channels and mechanisms to prevent discrimination and harassment in all forms
6. Regularly monitor and evaluate the effectiveness of diversity, equity, and inclusion practices

The Company has established welfare provisions for LGBTQI+ employees to ensure access to benefits equivalent to those provided to employees with legally recognized spouses. These benefits include marriage-related welfare, family accommodation benefits, and benefits for children, including adopted children. This reflects the Company's commitment to equal treatment and respect for diversity, while fostering employee engagement, a sense of belonging, and an inclusive workplace where everyone can realize their full potential.



Promoting Diversity and Gender Equality

The Company promotes diversity and equality in the workplace through Pride Month activities to demonstrate its support for LGBTQI+ individuals. Activities included awareness campaigns, symbolic parades, and educational communications on equality and non-discrimination, fostering an inclusive workplace culture that respects individual differences.



Respect for Religious Diversity and Beliefs

The Company respects diversity, equality, and employees' freedom of religion and belief. Employees are supported in practicing their religious observances in an appropriate and equitable manner within a workplace environment founded on mutual respect. During 2025, the Company provided welfare support for employees undertaking religious pilgrimages and observances, including pilgrimages to Buddhist sacred sites in India and Nepal, as well as participation in the Hajj pilgrimage in Saudi Arabia. These initiatives reflect the Company's commitment to promoting equality, respecting diversity, and supporting employees' well-being in all dimensions.



Supporting Religious Pilgrimage
Benefits for Employees of Different
Faiths



Employee Welfare and Well-Being

The Company provides comprehensive employee welfare and support programs covering health, family, and quality of life to promote employee well-being throughout all stages of employment. Key benefits include maternity and paternity leave, welcome gifts for employees' newborn children, birthday gifts, and medical benefits. In addition, the Company provides support during significant life events, including funeral assistance for employees' family members, marriage support, financial assistance for ordination ceremonies and religious observances, and care packages for employees who are ill or hospitalized. These initiatives reflect the Company's ongoing commitment to supporting and caring for employees in all aspects of their lives.



Employee Benefits * Provided by the Company

1



Executive life
insurance
benefit

6



Funeral Assistance
for Employees'
Family Members

2



Medical
Benefits

7



Marriage
Assistance Benefit

3



Disability
Insurance

8



Ordination or
Religious Ceremony
Assistance Benefit

4



Maternity Leave
Benefits

9



Birthday Gift
Set for
Employees

5



Retirement
Savings Benefit

10



Newborn Welcome
Gift Set for
Employees' Children



Remark: * Certain benefits are available based on employment type and eligibility criteria..

Employee Engagement and Employee Representation



HaadThip Public Company Limited is committed to fostering strong employee engagement throughout the employee lifecycle, from onboarding through retirement. The Company upholds fair labor practices, respects labor rights, promotes equal opportunities, and encourages employee participation in organizational development to create a workplace that supports the sustainable growth of both employees and the Company.

The Company values employees as an integral part of the HaadThip family and is committed to supporting their well-being, adaptation, and professional development at every stage of their careers. The Company continuously enhances employee welfare programs to align with changing lifestyles, leverages digital technologies to improve the efficiency of human resource management processes, and develops career pathways that reflect employees' roles and capabilities.

The Company also supports employees as they transition into retirement through various welfare programs and engagement activities, including access to Company facilities, participation in retiree communication groups, employee-price purchasing privileges, and programs that provide knowledge on financial planning and post-retirement careers. In addition, the Company supports retired employees through initiatives that help promote quality of life and financial stability after retirement. To better understand employee perspectives and continuously improve people management practices, the Company regularly conducts employee engagement surveys. Survey results are analyzed and used to enhance policies, programs, and human resource management approaches, supporting good corporate governance and long-term organizational sustainability.

Guiding Principle on Employee Engagement

- Support employees in all dimensions, including work performance, workplace adaptation, and capability development, to enable effective job performance.
- Continuously enhance employee welfare programs to align with changing lifestyles and leverage technology to improve the efficiency of human resource management processes.
- Design career development pathways that align with employees' roles and capabilities, from onboarding through retirement preparation.
- Promote quality of life after retirement through financial and career planning programs, support for post-retirement occupations, and retired employee networking initiatives.
- Conduct regular employee engagement and satisfaction surveys to understand employees' perspectives, expectations, and sources of motivation.
- Analyze survey results and use the findings to continuously improve policies, human resource management practices, and the working environment.



Parental Leave Policy

The Company recognizes the importance of parenthood and family care responsibilities of its female employees. In line with human rights principles and labor laws, the Company has established a parental leave policy that enables employees to properly care for their children before and after childbirth while maintaining job security and income. Female employees are entitled to maternity leave of up to 98 days with full pay throughout the leave period, in addition to receiving social security benefits as required by law (up to 45 days). Together with further supports a smooth return to work by providing flexible work arrangements and creating a supportive environment for the health and well-being of both mothers and children

	2023	2024	2025
Number of employees entitled to parental leave			
• Male (persons)	1,791	1,848	1,876
• Female (persons)	613	630	614
Number of employees who took parental leave			
• Male (persons)	0	0	0
• Female (persons)	10	6	8
Number of employees who returned to work after parental leave			
• Male (persons)	N/A	N/A	N/A
• Female (persons)	10	6	8
Number of Employees Who Returned to Work After Parental Leave and Remained Employed for 12 Months			
• Male (persons)	N/A	N/A	N/A
• Female (persons)	10	6	8
Return-to-Work Rate After Parental Leave			
• Male (%)	N/A	N/A	N/A
• Female (%)	100	100	100
Employee Retention Rate After Parental Leave			
• Male (%)	N/A	N/A	N/A
• Female (%)	100	100	100



Remark:

1. The reporting boundary for employment's data covers operational activities of Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers
2. No male employees utilized parental leave during the reporting period.

Additional Measures to Support Maternal and Child Well-being Include:



Nursing Room within the office area to provide a suitable and convenient space for employees to breastfeed or express breast milk.



Mentoring for New Mothers on maternal health, newborn care, and postpartum recovery.



Newborn Welcome Gift to congratulate and encourage employees on the birth of their child.

These measures not only reflect the Company's care for employees' quality of life, but also support gender equality and work-life balance, which are essential foundations of a sustainable organization.

Employee Health and Well-Being Promotion

The Company places importance on promoting employee health and well-being, recognizing that modern working conditions may limit opportunities for physical activity and contribute to long-term health risks. The Company therefore implements programs and activities that support employees in maintaining their health in an appropriate and sustainable manner within the context of their daily work. These initiatives include health-related benefits and facilities, such as access to fitness centers and sports facilities, annual health examinations, and group exercise activities that are easily accessible to employees. The Company also organizes wellness activities and sports competitions to encourage participation and healthy lifestyles. In addition, sports clubs and ongoing health awareness communications are supported to promote physical activity as part of employees' daily lives

Examples of Employee Health and Well-Being Programs



Fitness Center
and Exercise
Programs



Annual Health
Check-Ups



Group Wellness
Clubs and
Activities



Internal Sports
Competitions



Health
Communication
and Awareness
Programs



Employee Engagement Survey

The Company recognizes the importance of employee perspectives and feedback in helping the organization gain a comprehensive understanding of employee sentiment, expectations, and motivations. This insight serves as a foundation for improving and developing internal management practices to better meet employee needs.

In 2025, the company conducted an Employee Engagement Survey in collaboration with an external human resources specialist, to assess employee satisfaction, organizational sentiment, and workplace attitudes. This was measured using the People Satisfaction Index (PSI), which covers four key areas:



1. People & Culture



2. Job Attributes



3. Reward & Career



4. Corporate Image



2025 Target	2025 Survey Result	2026 Target
Employee satisfaction ≥ 70%	73%	75%



Based on the annual employee engagement survey, the Company achieved a PSI Score of 73%, reflecting a satisfactory level of employee engagement and overall satisfaction with the organization. The survey results are not only used to assess employees’ views and sentiments, but also serve as an important input for strategic human resource planning and development. Key focus areas include strengthening leadership capabilities, enhancing career development pathways, and fostering a shared organizational culture, with the aim of continuously improving the employee experience and strengthening long-term employee engagement.



Training and Development

Training and Development Policy

HaadThip Public Company Limited is committed to promoting continuous learning and development in both the short and long-term to strengthen employees' core competencies and foster a positive learning mindset across all levels of the organization. Employees are provided with learning opportunities through a variety of approaches, including classroom training, experiential learning, and development programs. In addition to supporting the knowledge and skills required for job performance and collaboration in line with the Company's core competencies, the Company develops annual training plans based on training needs assessments, business priorities, and annual objectives, supported by standardized evaluation processes. The Company also places emphasis on developing future-ready capabilities through modern learning programs delivered by qualified experts, while encouraging employees to deepen their professional expertise, integrate new knowledge with existing experience, and share knowledge with colleagues. Furthermore, the Company promotes a learning culture through digital learning tools that enable employees to manage their own career development. Employees can access career pathways and development plans independently, supporting both individual growth and the long-term competitiveness of the Company.

Training and Development Objectives

- **Develop the capabilities** of employees and management through training programs that cover both current job requirements and future-ready competencies, including upskilling and reskilling initiatives.
- **Identify individual competency gaps** through performance and potential assessments and develop Individual Development Plans (IDPs), supported by appropriate development approaches such as training, coaching, and on-the-job learning.
- **Implement Future-Proof Learning Programs** covering digital, business, and behavioral skills, including strategic thinking, communication, collaboration, and leadership, to prepare employees for future challenges.
- **Continuously identify and develop high-potential employees** through the Talent Pool program and targeted development initiatives focused on leadership, innovation, and strategic thinking to strengthen succession readiness for key positions within the organization.



Training and Development Approach and Performance

- **Capability Excellence:** Enhance employee capabilities at all levels in alignment with the Company's strategic direction through a structured and practical approach to capability development.
- **Learning Organization:** Establish a learning ecosystem that integrates modern learning technologies and diverse learning approaches to support continuous skills development.
- **Culture of Continuous Learning & Lifelong Learning:** Promotes continuous upskilling and reskilling opportunities through flexible and accessible learning experiences.
- **Knowledge Transfer Framework:** Strengthen knowledge transfer processes to ensure that critical organizational knowledge is effectively retained, shared, and continuously developed.
- **Future Readiness:** Develop and prepare the next generation of leaders to assume key leadership roles in the future.
- **Future-Proof Training Curriculum:** Develop learning curricula that encompass digital competencies and other critical skills required for future workforce readiness.

The Company seeks to strengthen employee competencies at all levels, enabling employees to develop the knowledge and skills required to support business objectives, adapt to changing economic and business environments, and enhance organizational resilience and long-term competitiveness..



Training and Development Performance Data

	2023	2024	2025
Average hours of training per year per employee (hours)	2.40	5.47	7.79
Average day of training per employee (days)	0.04	0.45	0.58
Total training hour per year (hours)	1,744.00	34,981.50	80,662.00
Total investment on employee training and development (million Thai Baht)	7.80	7.10	7.30
Average hours of training per year per employee <u>by gender</u>			
• Male (hours)	1.79	5.66	10.49
• Female (hours)	3.00	4.76	10.63
Average hours of training per year per employee <u>by employment level</u>			
• Senior management (hours)	1.66	8.00	7.38
• Middle management (hours)	1.43	7.25	8.12
• Operation level (hours)	2.77	6.90	7.17



Remark: The reporting boundary for employment's data covers operational activities of Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers



Training Categories and Course Scope Implemented to Enhance Employee Capabilities in 2025

Training Categories	Number of Courses	Number of Participant
Organizational Culture Training Programs	3	2,114
Quality, Environmental, Occupational Health and Safety Management System Training Programs	38	5,282
Job Skills Development Training Programs	33	2,136
Supervisory Skills Development Training Programs	6	1,253
Social Responsibility Training Programs	1	320
New Employee Orientation Programs	2	344
Pre-Retirement Preparation Programs	1	65



Remark :

- For details of Quality, Safety, Occupational Health, and Environmental (QSE) training programs, please refer to the "Employee Safety Training and Development" section on page 175.
- New employee orientation programs cover key topics including the Code of Conduct, basic safety training, anti-corruption practices, corporate culture, and the Company's whistleblowing framework.



Enhancing Employee Capabilities through Continuing Education Support

In addition to providing various training and skills development programs to strengthen employee capabilities, the Company also promotes further education for employees who are committed to developing their knowledge and abilities. This includes scholarship support at the bachelor's, master's, and doctoral degree levels, as well as allowing scholarship recipients to manage their study time alongside their work responsibilities as appropriate. Education support enables employees to develop in-depth knowledge and expertise in fields relevant to the Company's business operations. This contributes to improved work performance, the application of knowledge to innovation and process improvement, and the long-term strengthening of organizational capabilities.

In 2025, the Company provided **three master's degree scholarships**, with a total value of **450,000.00 Thai Baht** to promote continuous learning and develop employee capabilities in support of the Company's future growth.

Number of Employees Receiving Educational Scholarships	2023	2024	2025
	6	3	3
Employee education support budget (THB)			
Vocational Certificate / Higher Vocational Certificate	-	-	-
Bachelor's Degree	100,000.00	-	-
Master's Degree	750,000.00	450,000.00	450,000.00
Doctoral Degree	-	-	-
Total	850,000.00	450,000.00	450,000.00





Occupational Health, Safety and Working Environment



Occupational Health, Safety, and Working Environment Policy

HaadThip Public Company Limited is committed to complying with applicable legal requirements and internationally recognized occupational health and safety standards. The Company systematically eliminates hazards and reduces occupational health risks, with strong emphasis on consultation and encouraging participation from employees, partners, and contractors to cultivate a deeply rooted safety culture within the organization. Safe work practices are considered the responsibility of everyone in the company. This policy also includes public safety, prevention of occupational diseases, and minimizing losses through regular risk assessments. In the event of an accident, the Company has a systematic investigation process, focusing on root cause analysis to identify targeted corrective measures and prevent recurrence. Investigation results are reported to the Safety Committee and used to improve work processes, control measures, or additional training as appropriate. Furthermore, the Company ensures that safety policies are broadly communicated to all stakeholders, including employees, visitors, contractors, and the public. At the operational level, the Company sets annual occupational health, and safety targets and closely monitors performance through collaboration among all levels of management and employees. While also provides safety training appropriate to each job function and supports annual health check-ups to promote both physical and mental well-being. Health-related communications, such as seasonal disease information, are shared through internal channels to further support a safe and sustainable working environment aligned with international standards.



Safety Culture and Quality Management System

The Company operated its occupational health and safety under the **"Zero is Possible"** framework, a global vision of The Coca-Cola Company aimed at achieving zero workplace accidents and creating a safe, healthy, and sustainable working environment for employees, contractors, visitors, and all stakeholder groups. This commitment is reflected in the implementation of an occupational health and safety management system certified to ISO 45001:2018, which is integrated with the Company's ISO 9001 Quality Management System, FSSC 22000 Food Safety Management System, and ISO 14001 Environmental Management System. This integrated framework enables the Company to maximize operational effectiveness across quality, consumer safety, and environmental performance.

At the product level, the Company complies with The Coca-Cola Quality System (KORE), a globally applied quality framework that governs product quality throughout the entire value chain, from raw material sourcing and manufacturing to storage and distribution. The Company is also certified to internationally recognized standards, including FSSC 22000 and Halal certification, to meet the needs and expectations of all consumer and stakeholder groups. Since the COVID-19 pandemic, the Company further strengthened hygiene and safety measures throughout its production operations, including enhanced process controls, monitoring of critical control points, and product quality testing prior to market distribution. These measures reflect the Company's commitment to consumer safety and the consistent delivery of high-quality products under all circumstances.

Factory, Quality, and Food Safety Standards

To enhance the credibility of its production processes and product safety, The Company's operates under internationally accepted management system standards across quality, food safety, environmental, occupational health, and safety dimensions. This ensures every product reaching consumers is of high quality, safe, and produced in systematically controlled facilities, supported by certifications as follows



Occupational Health, Safety, and Working Environment Management

The Company places strong emphasis on the systematic and comprehensive management of occupational health, safety, and working conditions across all levels of the organization. To ensure effective oversight, Occupational Safety, Health, and Working Environment Committees have been established at the production plant and all branch offices. These committees are responsible for setting policies, developing action plans, overseeing implementation, monitoring and evaluating safety performance, and providing recommendations to management to support continuous improvement.

In addition, the Company has appointed safety officers at all legally required levels. In 2025, the Company employed 120 Executive-Level Safety Officers, 427 Supervisory-Level Safety Officers, and 8 Professional Safety Officers. All safety officers perform their duties in accordance with legal requirements and the Company's internal policies. The Company's safety management activities cover annual budget allocation, workplace environment monitoring and inspections including lighting intensity, noise levels, heat exposure, and chemical hazards proactive risk assessments, high-risk work controls, accident investigations, and the implementation of Corrective and Preventive Actions (CAPA) to prevent recurrence. These efforts reflect HaadThip's commitment to fostering a workplace culture driven by safety, accountability, and active employee participation.

Designation of Safety Officers

The Company has appointed a total of 555 total safety officers at various levels to oversee occupational health and workplace safety across its principal operating sites. These safety officers support the management of workplace safety, risk monitoring, and compliance with applicable legal requirements and occupational safety standards.

Operating Sites	Safety Officers (persons)		
	Executive-Level Safety Officers	Supervisor-Level Safety Officers	Professional Safety Officers
Punpin Plant	21	85	3
Hatyai Office	74	249	1
Distribution center	25	93	4
Total	120	427	8



หมายเหตุ: The reporting boundary for safety officer data covers the Hatyai Office, Punpin Plant, and 19 distribution centers for the period from January 1 to December 31, 2025.



Occupational Health and Safety Risk Assessment

To systematically manage occupational health and safety (OHS) risks and minimize the likelihood of accidents or adverse impacts on employees and stakeholders, the Company conducts comprehensive risk assessments across all operational activities. The Company adopts a clear and structured analytical approach, covering both current operations and new activities or projects in the planning and development stages.

The risk assessment process consists of the following steps:

- 1. Activity Classification and Hazard Identification** Each department is required to assess risks and potential impacts associated with its operations. If no risk is identified, the information is retained as a reference in the Company's safety database. If a risk is identified, the activity is further analyzed through a systematic severity assessment process
- 2. Risk Level Evaluation** Relevant departments assess the severity of the hazard along with the likelihood of occurrence. Risks are then classified as low, medium, or high. A hazard register is created for each activity to facilitate monitoring and guide risk management actions.
- 3. Risk Control Measures** If the assessed risk level exceeds acceptable thresholds, the Company implements appropriate control measures. These may include modifying work processes, providing and using personal protective equipment (PPE), upgrading machinery, or applying engineering controls to eliminate or reduce risks to a safe level.
- 4. Implementation of Control Plans** Responsible departments must execute the control measures according to plan and continuously monitor performance. All data is recorded in the Company's centralized system to support evaluation and future audits.
- 5. Review and Improvement** Risk assessments are reviewed regularly. In the event of an accident or a near-miss incident, the Company conducts a root cause analysis to identify the underlying factors. The results are submitted to the Safety Committee for further improvement of control plans, ensuring they are aligned with real-world conditions and responsive to changing risk factors.

Additionally, the Company encourages employee participation in risk assessment processes through the Safety Committee and targeted training programs. This fosters a deeper understanding and long-term awareness of occupational safety throughout the organization.



Occupational Safety Performance Indicators

In 2025, the Company established key occupational safety performance indicators to monitor, review, and evaluate safety performance in a systematic manner. The indicators are designed to provide clear quantitative measurements and enable the Company to effectively assess its occupational safety performance.

	2025 Target	2025 Actual	2026 Target
Total Incident Rate (TIR)	0.93	0.57	0.44
Lost Time Injury Rate (LTIR)	0.83	0.57	0.37
Lost Time Injury Rate Severity (LTIRS)	6.78	3.62	3.47



Significant Safety Incidents and Recurrence Prevention Measures

In 2025, the Company reviewed and investigated occupational health and safety incidents arising from work activities to identify significant accident types, determine root causes, and establish measures to prevent recurrence. Particular attention was given to incidents resulting in injuries, lost workdays, and serious events that could affect the lives and safety of employees, contractors, and other relevant stakeholders. The findings from these investigations were used to develop corrective and preventive measures at the system level, with the objective of strengthening risk controls and reducing the likelihood of recurring incidents.



Significant Safety Incidents	Nature of the Incident / Root Cause Analysis	Response and Future Prevention Measures
Contractor Work-Related Incident	The Company experienced a contractor-related ground collapse during construction activities, resulting in one fatality. The subsequent investigation highlighted the need for enhanced task-specific risk assessments, closer monitoring of changing site conditions, and strengthened contractor safety oversight throughout the work process.	The Company reviewed and strengthened its contractor selection and management processes, with greater emphasis on risk assessments at all stages of work activities, daily work plan reviews, pre-job risk assessments, and verification of relevant work permits. These measures are intended to ensure that all safety requirements are thoroughly evaluated before work commences each day. In addition, the Company has enhanced contractor supervision and oversight practices to further improve the effectiveness of safety management.
Motorcycle-Related Work Incidents	Employees experienced motorcycle-related incidents during work activities, such as collisions with other road users, loss of control, or sudden braking. Key contributing factors included distance judgment, traffic conditions, high-risk routes, and driving behavior.	The Company provides Defensive Driving training for employees who use motorcycles for work and maintains a registration process for authorized riders. Route risk assessments, pre-trip Inspections, and scheduled vehicle maintenance are conducted to support safe operations. The Company also implements the Safety Dome system, holds Fleet Safety Committee meetings to share lessons learned and prevention measures, establishes safety KPIs, and conducts ongoing safety awareness campaigns through morning briefings and QR Code feedback channels.

Significant Safety Incidents	Nature of the Incident / Root Cause Analysis	Response and Future Prevention Measures
Material Handling Equipment or Ramp Movement Incident	Employees were injured while using material handling equipment, such as carts or handlift, when moving goods on ramps or in high-risk areas. Key contributing factors included insufficient route assessment, incomplete pre-use equipment inspection, and the need to strengthen safety controls during goods movement.	The Company requires route risk assessments and equipment inspections before lifting or moving goods. Employees are also encouraged to apply the Take 5 principle by pausing to assess the work environment before starting tasks, including checking conditions above, below, left, right, and in front to ensure safe operations.
Work-Related Vehicle Incident	Employees were involved in vehicle incidents while traveling for work purposes. Contributing factors included road and weather conditions, traffic conditions, driving behavior, and the readiness of both drivers and vehicles.	The Company provides Defensive Driving training, assesses and registers authorized drivers, and conducts route risk assessments prior to travel. Pre-Trip Inspections and scheduled vehicle maintenance are required, with maintenance records maintained in the system. Driving behavior is also monitored through the Telematics system. In addition, the Fleet Safety Committee reviews case studies, establishes preventive measures and safety KPIs, and promotes ongoing safety awareness activities to strengthen safe driving practices and reduce the risk of recurrence.

Promoting Occupational Health and Safety

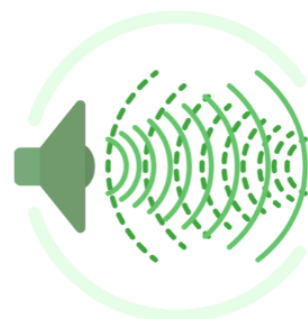
To achieve its occupational health and safety objectives effectively, HaadThip Public Company Limited has established supporting strategies across operational systems, employee behavior, and communication. These strategies incorporate both preventive and proactive measures at the policy level. The Company develops and reviews its occupational health, safety, and working environment plans on an annual basis, appoints safety officers at all levels as required by law, and establishes Safety, Health, and Working Environment Committees at each operating site to provide strategic direction and oversee implementation.

From an operational perspective, the Company implements comprehensive occupational health and safety measures covering both internal activities and contractor operations. Key initiatives include contractor safety management, machine safety monitoring, inspection and maintenance of fire protection systems, and the management of high-risk work through the Permit-to-Work system. All activities are governed by established procedures and guidelines, supported by regular training and communication to ensure employees understand and consistently follow safety requirements.

In parallel with operational controls, the Company places strong emphasis on employee health surveillance, particularly regarding workplace conditions that may pose long-term health risks. Workplace environment monitoring is conducted annually in accordance with occupational safety regulations and ISO 45001:2018, covering three key areas: lighting, noise, and heat exposure.

Workplace Environment Monitoring and Improvement

The Company is committed to maintaining a safe and healthy working environment for employees. Workplace environmental factors are regularly monitored, including lighting intensity, noise levels, and heat exposure in operational areas, to assess compliance with applicable legal requirements. Monitoring results are used to identify improvement opportunities, support workplace enhancement plans, and continuously reduce occupational health risks.



Monitoring Activity	Location		Monitoring Frequency	Number of Non-Compliant Points	Corrective Action Status
Workplace Lighting Intensity	Hatyai Office	683 locations	Once per year	30 locations	Under correction
	Punpin Plant	266 locations		48 locations	Corrective actions completed
	Distribution Centers	454 locations		188 locations	Under correction
Workplace Noise Level	Hatyai Office	3 locations	Once per year	0	0
	Punpin Plant	23 locations		10 locations	Corrective actions completed
Workplace Heat Exposure	Punpin Plant	21 locations	Once per year	2 locations	Corrective actions completed


Remark:

- The reporting boundary for Workplace Environment Monitoring data in 2025 covers operational sites at Hatyai office, Punpin Plant, and 19 distribution centers

For locations where monitoring results were found to be outside applicable standards, corrective actions were implemented accordingly. Improvement measures included optimizing workplace lighting, enhancing noise mitigation controls, and improving ventilation systems in higher-risk areas to support a safe and healthy working environment. In addition, the Company promotes a strong safety culture through risk-based training and awareness programs. Key training topics include new employee safety orientation, personal protective equipment (PPE), defensive driving, firefighting, emergency preparedness and response, chemical safety, and specialized incident response procedures relevant to workplace hazards.

Employee Safety Training and Development

2025 Occupational Health and Safety Training Programs		
Training Program	Target Participants	Actual Participants
Defensive Driving Training	300	284
Hazardous Chemical Incident Response Training	65	50
Occupational and Environmental Disease Awareness Training	49	30
Basic Firefighting Training	1,180	1,140
Occupational Health and Safety Training for New Employees	330	330
Lockout & Tagout Training	25	21
Electrical Safety and Hazardous Energy Training	25	21
Personal Protective Equipment (PPE) Training	31	31
Forklift Safety Training	149	142
Radiation Safety Training	9	9
Safety Talk Townhall	828	828

Employee participation is a key element of the Company's safety strategy. The Company promotes a strong safety culture through engagement activities such as Safety Talks, Safety Monitor, Life Saving Rules, and Safety Day, encouraging employees at all levels to actively identify workplace hazards, provide safety recommendations, and contribute to maintaining a safe working environment within their respective areas of responsibility.

Whistleblowing and Employee Participation

At the same time, the Company provides various channels for incident reporting and feedback, such as suggestion boxes, reporting through supervisors, and internal communication systems. These channels help make the reporting of incidents and near misses a normal part of the organizational culture, allowing reported cases to be systematically investigated and used to develop preventive measures.

In addition to technical safety measures, the Company supports employee well-being through annual health check-ups, health knowledge communication, and group activities that promote work-life balance, such as running clubs, cycling, football, and yoga. These activities help strengthen employees' capacity to work safely and effectively.

Occupational Health and Safety Coverage

The Company has designed its occupational health and safety management system to cover all personnel performing work or activities within the company's premises, including permanent employees, branch employees, and external contractors. The aim is to create a safe working environment, reduce the likelihood of accidents, and comprehensively protect the health and well-being of all individuals involved, equally and fairly.

95.34%

2,374 employees covered by the Occupational Health and Safety Management System and internal safety audits

Note: The remaining employees are located at administrative offices outside the operational boundary where ISO 45001 certification is not applicable.

- **Employees Covered by the Occupational Health and Safety Management System**

The Occupational Health and Safety (OHS) Management System covers employees working at the Company's production facilities sites and distribution centers within the reporting boundary. The system includes risk assessments, training programs, performance monitoring, and access to the necessary protective equipment and control measures. Safety practices and management processes are regularly reviewed through internal audits to support continuous improvement.



40.44%

1,007 employees covered by the Occupational Health and Safety Management System and external audits

The boundary for external audit coverage is limited to the Hatyai Office and Punpin Plant.

• Employees Covered by External Audits

For factory areas, which have higher safety risks than general office areas, the Company arranges for its Occupational Health and Safety Management System to be assessed by independent external parties. These assessments include certification audits under ISO 45001:2018 and safety requirements of Coca-Cola (Thailand) Ltd. to ensure that working environments and risk control systems in production areas are effective and aligned with international standards.

100%

4,149 contractors covered by the Occupational Health and Safety Management System and internal audits

• Contractors

All contractors performing work within the Company's premises are required to comply with the Company's occupational health and safety requirements. Contractors are subject to the Company's Permit-to-Work (PTW) process and are monitored through both internal and external audit and assessment mechanisms. Prior to commencing work, contractors are required to complete safety induction training and, where applicable, undergo safety readiness assessments before entering high-risk work areas. These measures help ensure that contractor activities are conducted in accordance with the Company's occupational health and safety standards and risk control requirements.

49.77%

2,065 contractors covered by the Occupational Health and Safety Management System and external audits

Note: Contractor data cover the Hatyai Office and Punpin Plant only





Occupational Health, Safety, and Working Environment Statistics

	Unit	2023	2024	2025
Total working hours – employees	hours	5,447,432	5,575,632	5,637,896
Total working hours – contractors	hours	210,000	345,264	733,664
Number of employee work-related fatalities	Cases	0	0	0
Number of contractor work-related fatalities	Cases	0	0	1
Lost-Time Injury Rate – employees (LTIR)	rate per 200,000 working hours	0.66	1.22	0.57
Lost-Time Injury Rate – contractors (LTIR)	rate per 200,000 working hours	0	0	0
Non-Lost-Time Injury Rate – employees (N-LTIR)	rate per 200,000 working hours	0.59	1.08	0
Non-Lost-Time Injury Rate – contractors (N-LTIR)	rate per 200,000 working hours	0	0	0
Lost-Time Injury Severity Rate – employees (LTISR)	rate per 200,000 working hours	5.84	8.57	3.62
Lost-Time Injury Severity Rate – contractors (LTISR)	rate per 200,000 working hours	0	0	0
Occupational severe illness rate – employees	rate per 1,000 people	0	0	0.0028
Occupational severe illness rate – contractors	rate per 1,000 people	0	0	0
General occupational illness rate – employees	rate per 1,000 people	0	0	0
General occupational illness rate – contractors	rate per 1,000 people	0	0	0



Remark:

- The reporting boundary covers operational activities at Hatyai office, Punpin Plant, two Bangkok offices, and 19 distribution centers between 1 January 2025 to 31 December 2025
- LTIR (Lost-Time Injury Rate): $(\text{Number of lost-time incidents} \times 200,000) \div \text{total working hours}$
- LTISR (Severity Rate): $(\text{Number of lost-time days} \times 200,000) \div \text{total working hours}$
- N-LTIR: Non-Lost-Time Injury Rate



Community and Social Engagement

HaadThip Public Company Limited is committed to achieving sustainable growth alongside strengthening communities under the “Homeland Uplifting” pillar of its “Together for Good” framework. This pillar comprises three key focus areas: social cohesion, community development, and crisis response and resilience. Through these focus areas, the Company aims to enhance quality of life, foster unity, and build long-term resilience in the communities where it operates.

Core Social Pillars



Social Cohesion

Promote understanding, trust, and peaceful coexistence among people in a multicultural society, particularly in Southern Thailand, through collaboration, positive relationships, and participation from all sectors of society.



Community Development

Improve quality of life and strengthen the capabilities of people in local communities, particularly vulnerable and underserved groups, through support for education, health, skills development, and initiatives that create opportunities for individuals and communities to grow.



Crisis Response & Resilience

Provide assistance and support the recovery of communities affected by disasters or crisis situations through emergency relief, quality-of-life restoration, and preparedness for future challenges.



In 2025, the Company invested THB 17.70 million in community and social initiatives, with no community complaints or community-related fines reported during the reporting year.





Community and Social Development Targets

The Company establishes its community and social management targets with priority given to the southern region, which represents the company's core area of operations. This includes communities surrounding its facilities and areas related to the Company's operations, under three key social pillars: social cohesion, community development, and crisis response and community resilience.

HaadThip sets its community and social engagement priorities with a primary focus on the Southern region, which is our operating territory. This includes communities surrounding its facilities as well as those linked to its business activities. The approach is guided by three key social pillars: social cohesion, community development, and crisis response and resilience.

Target	Target Year	Indicator	Base Year Data
 Promoting access to clean water and adequate sanitation	2030	Cumulative number of households benefiting from water management initiatives exceeding 15,000 household	2018: Established the target and indicator for the cumulative number of beneficiaries from water management projects
 Employment and professional skill development	2030	Cumulative number of community members receiving vocational skills development and education support exceeding 35,000 people	2025: Established the target and indicator for beneficiaries from education and vocational skills development initiatives





Community and Social Engagement Framework

The Company believes that long-term business growth can only be achieved when the Company creates shared value and contributes to the prosperity of the communities and society in the areas where it operates. The Company therefore places importance on implementing community and social initiatives in a systematic manner with clear objectives, focusing on improving quality of life, reducing inequality, and creating opportunities for local communities. Through an operational framework that encompasses economic, social, and environmental dimensions, the Company is able to monitor and evaluate the effectiveness of its initiatives in a tangible manner. To ensure a structured and effective approach, the Company has established a four-step community and social engagement process as follows:



Community Assessment and Issue Identification: The process begins with field assessments to understand the context of each community through direct observation, in-depth interviews, and surveys involving community leaders, government representatives, and members of the public. This process enables the Company to gather information on key issues, urgent needs, and community expectations while providing opportunities for stakeholder participation and feedback. The information collected is used to assess the significance of issues and prioritize areas requiring support.



Needs Assessment and Project Design: Based on the findings from the assessment process, the Company works closely with relevant stakeholders, including government agencies, schools, hospitals, and community representatives, to design projects that address the actual needs of each community. Project design takes into consideration the Company's expertise, available resources, and operational capabilities. Initiatives may include educational development, community health, water management, or environmental projects. Each project is supported by clearly defined objectives, key performance indicators (KPIs), and implementation plans.



Project Approval and Implementation: Projects that have completed the design stage are submitted to management for approval of budgets and related resources. Once approved, implementation is carried out according to the established plan, taking into consideration project timelines, operational risks, and ongoing communication with communities throughout the implementation process. This helps ensure stakeholder understanding, participation, and support.



Monitoring, Evaluation, and Reporting: The Company continuously monitors and evaluates project performance using both quantitative and qualitative indicators. Quantitative indicators may include the number of beneficiaries and the value of resources invested, while qualitative indicators may assess changes in participant behavior or improvements within the community. Project outcomes are regularly reported to management, and lessons learned are incorporated into future initiatives to enhance effectiveness and maximize positive community impact.

Community Impact Assessment

Community Opinion, Concern, and Needs Assessment Site Visits in 2026: Upper Southern Thailand



- Conducted a site visit and consultation meeting with the local administrative organization in Khao Phra Thong Subdistrict, Cha-uat District, Nakhon Si Thammarat Province, to collect information and understand support needs under the community water management project.
- Visited Ban Khuan Mai Bong, Wang Ang Subdistrict, Cha-uat District, Nakhon Si Thammarat Province, to meet community representatives and conduct a satisfaction survey among community members benefiting from the community water management project.
- Conducted a site survey and data collection to prepare for a community water management project at Ban Wang Tham, Khiri Rat Nikhom District, Surat Thani Province.
- Conducted a site visit at Koh Panyee, Mueang District, Phang Nga Province, to discuss the design of a packaging waste and recyclable materials management mechanism and monitor project implementation progress.
- Conducted a site visit in Takuk Nuea Subdistrict, Vibhavadi District, Surat Thani Province, to survey and improve water storage systems for agricultural use.

Community Opinion, Concern, and Needs Assessment Site Visits in 2026: Lower Southern Thailand

- Held a project briefing meeting for the “Community-Based Flood Disaster Management Knowledge Project in the Sai Buri River Basin: Case Study of Si Sakhon Subdistrict, Si Sakhon District, Narathiwat Province” with communities, local administrative organizations, and relevant agencies to build understanding and exchange views.
- Conducted a site visit to engage with the community and gather feedback for planning the Local Cultural Learning Center Project in Na Mom District, Songkhla Province.
- Site visit at Ban Hua Pa Khiao, Thale Noi Subdistrict, Khuan Khanun District, Phatthalung Province, to monitor support provided under the project to improve community water service points during disasters.



Community Impact Assessment Results



In 2025, the Company held a total of 18 meetings with representatives from communities surrounding its operating areas to gather feedback, concerns, and community needs, while also facilitating dialogue and fostering mutual understanding regarding the Company's operations and community-related matters. These engagements helped strengthen collaboration between the Company and local stakeholders and served as an important mechanism for monitoring community impacts and identifying issues that may affect local communities.

Based on its activities in 2025, the Company did not receive any significant community complaints or identify any material community disputes related to its business operations. Feedback and recommendations received from community stakeholders were incorporated into the ongoing development and improvement of the Company's social and community initiatives.

Community and Social Initiatives: Key Projects in 2025

1. Social Cohesion

1.1 Ruam jai Rao Yoo (United We Stand) Activity

The Company designates November 12 of each year, the birthday of Lieutenant Pairoj Rattakul, former Managing Director, as “Ruam Jai Rao Yoo” Day to honor the founder’s aspiration for the Company to grow alongside communities in Southern Thailand. The initiative also provides an opportunity for employees across the organization to participate in community service activities together.

In 2025, the initiative was organized for the 30th consecutive year across the Company’s operating areas in 14 provinces of Southern Thailand, as well as in Nonthaburi for the Bangkok Office. Executives and employees from all operating bases participated in activities such as improving school, temple, and public areas; repairing educational buildings and equipment; providing meals for patients and caregivers in hospitals; conducting beach clean-ups; planting trees; and releasing aquatic species to support ecosystem restoration. In addition, 186 employees participated in blood donation activities in collaboration with the Thai Red Cross Society and local hospitals, contributing approximately 65,700 cc of blood to support local healthcare services and patients in the community.





1.2 One Year, One School Project

In commemoration of the Company's 56th anniversary, the Company implemented the "One Year, One School" Project to support the development of health and safety infrastructure for children and youth in Southern communities.

In 2025, the Company supported the development of a hygienic school cafeteria at Somdet Chao Pha Kho School in Sathing Phra District, Songkhla Province. The project improved the cafeteria area to make it cleaner, safer, and aligned with food sanitation principles. Improvements included modifying the facility to reduce accident risks, providing adequate handwashing points and water systems, enhancing kitchen facilities, and improving tables and chairs to better suit student use.



1.3 Medical Equipment Support for Post-Flood Community Healthcare Recovery

Following the severe flooding in 2024 and 2025, Nong Chik Hospital in Pattani Province, a key community healthcare provider, experienced damage to buildings, utilities, and medical equipment. This reduced the hospital's capacity to provide healthcare services, particularly in physical therapy and medical equipment safety control within the central sterilization unit. The Company supported the recovery of healthcare service capacity by providing essential medical equipment, including a combined ultrasound therapy machine for the physical therapy unit and a spore testing device for the central sterilization unit. This support helped strengthen patient care readiness, enhance medical safety standards, and support infection control within the hospital.





1.4 HaadThip Volunteers Project “Community Waste Reduction”

The Company promoted volunteerism and stakeholder participation through waste collection and segregation activities in public areas across 17 branches. The initiative involved 296 employees and representatives from 100 partner organizations, including government agencies, private sector organizations, business partners, and customer groups, with a total of 1,029 participants. The activities aimed to raise awareness of waste management at source, improve community landscapes, and ensure that waste was directed to proper management processes. In 2025, the project collected a total of 1,639.60 kilograms of waste for proper management, including 724.40 kilograms of packaging waste, while strengthening positive relationships with local communities and partners.



1.5 HaadThip Fan Run, 5th

The Company organized the 5th HaadThip Fan Run at Samila Beach, Songkhla Province, with more than 2,000 participants. The event promoted health, physical activity, family and community relationships, and public participation in social contribution activities. All proceeds from registration fees and event activities, without deduction of expenses, were donated to the Rehabilitation Medicine Center of Bang Klam Hospital in Songkhla Province to support the purchase of medical equipment and improve the quality of rehabilitation care for patients. Over the five years of the event, cumulative participation exceeded 8,000 people, and more than THB 4.5 million has been contributed to hospitals in Southern Thailand.



1.6 Rak Nam Project



The Company, in collaboration with The Coca-Cola Foundation Thailand, implemented the “Rak Nam” Project at Moo 11, Ban Wang Tham, Nam Hak Subdistrict, Khiri Rat Nikhom District, Surat Thani Province, with the participation of the Company’s employee volunteers. The project aimed to enhance community water management, improve access to clean water, reduce household expenses, and support the use of renewable energy technology. The Company supported the expansion of the village water supply pipeline system to households, enabling residents to access water more conveniently and equitably, while encouraging community participation in managing local water resources.



1.7 Preserving Local Arts, Inspiring the Future Project



The Company is committed to advancing community development under the Homeland Uplifting strategy through the “Preserving Local Arts, Inspiring the Future Project 2025” The project aims to transfer knowledge and skills in Southern local arts through practical workshops in two main courses: Sathing Mo pottery and traditional Thai art patterns. It seeks to raise awareness of the value of local culture and lay the foundation for sustainable career development among younger generations.

Project Outcomes and Achievements

- **Community Capability Development:** A total of 46 participants, including youths, students, and members of the public, joined the training program. Each participant received 100 hours of intensive and systematic practical skills training. The total value of support was 285,885 THB.
- **Social and Cultural Value:** The project helped preserve local identity and prevent it from being lost over time. Participants were able to apply the skills gained to further education or supplementary occupations for income generation, while also strengthening pride and cultural resilience within the community.



2. Community Development Framework

The Company implements community development initiatives under a framework that aims to reduce inequality, enhance skills, and create opportunities for people in local communities, preparing them for further education and future employment. The Company places importance on creating “accessible opportunities” through support in the form of resources, knowledge, and platforms for individuals to demonstrate their potential. In 2025, the Company’s community development initiatives able to benefited a total of 5,081 people, reflecting its approach to strengthening community capabilities alongside business growth in its operating areas. These initiatives were implemented through four key approaches:



1. **Organizing development and opportunity-building activities** such as competitions or capability development activities that provide participants with platforms to showcase their work, exchange experiences, and further develop their abilities.



2. **Providing budget support and scholarships** to help reduce financial barriers, improve equitable access to education, and support long-term human capital development.



3. **Collaborating with external organizations** including government agencies involved in human resource development, educational institutions, and local partners, to improve access to target groups, enhance the quality of activities, and support continuity of outcomes.



4. **Providing experiential learning opportunities** such as internship programs and work-based learning activities that help strengthen labor market-relevant skills and improve readiness before entering employment.



2.1 SHOW PROUD Project 2025



The Company is committed to nurturing and promoting the potential of youth in Southern Thailand, particularly in the areas of performing arts and music. The Company creates platforms of opportunity that help young people build skills, confidence, and readiness to pursue future professional pathways.

In 2025, the Company implemented the SHOW PROUD project to provide a stage for young people aged 13-23 with talent and passion in singing, dancing, and music to express their full potential. The project also supported the development of essential skills for those aspiring to become professional artists. The initiative received strong engagement, with a total of 378 participants and supporters.

The project was supported by a social investment budget of 1,586,459 THB . In addition to developing individual talent, the Company integrated a local economic dimension by providing space for local vendors to sell products at the event, helping generate income and stimulate local economic activity.

Looking ahead, the Company plans to expand the SHOW PROUD project to other provinces across Southern Thailand to broaden access to opportunities, promote equitable talent development, and create wider positive social impact for youth.



2.2 Sprite Music Contest 2025

The Company remains committed to supporting youth development and enhancing opportunities for young people in local communities through the Sprite Music Contest, which has been continuously organized since 2005. Now in its 19th year, the competition has become one of the largest and longest-running music contests for secondary school students across the 14 provinces of Southern Thailand.

The project provides a creative platform for young people aged 13–19 who are passionate about music to showcase their talents, build confidence, and gain experience in performance and teamwork. Participants also receive valuable guidance and feedback from experienced educators and nationally recognized artists, helping prepare them for future educational and professional opportunities in the music industry.

In 2025, the competition was held at Central Hatyai, where 15 outstanding youth bands were selected to compete in the final round for scholarships totaling more than THB 260,000, together with honorary trophies and awards. The event attracted a total of 595 participants and attendees.





2.3 Scholarships and Educational Support

The Company is dedicated to promoting educational opportunities and sustainable human capital development through scholarship support for youth, students, and employees' children. In 2025, the Company provided a total of 1,280 scholarships, with a total value of THB 2,303,400. These included the Prince of Songkla University Seedling Scholarship, educational support for underprivileged youth through the C.C.F. Foundation, general scholarships, and scholarships for employees' children. The scholarships aim to reduce educational inequality, increase equitable access to education, and support long-term human capital development.



2.4 Collaboration with External Organizations

The Company collaborated with educational institutions to support youth development through study visits and professional experience enhancement activities. A total of 110 students participated in these activities, which aimed to prepare them for the labor market and support sustainable human capital development.



2.5 Experiential Learning Opportunities

The Company provided opportunities for 83 third- and fourth-year university students to participate in internship programs and gain hands-on work experience in a real business environment. The program aimed to develop professional skills, enhance readiness for the labor market, and support sustainable human capital development.

3. Disaster Relief and Community Recovery Framework

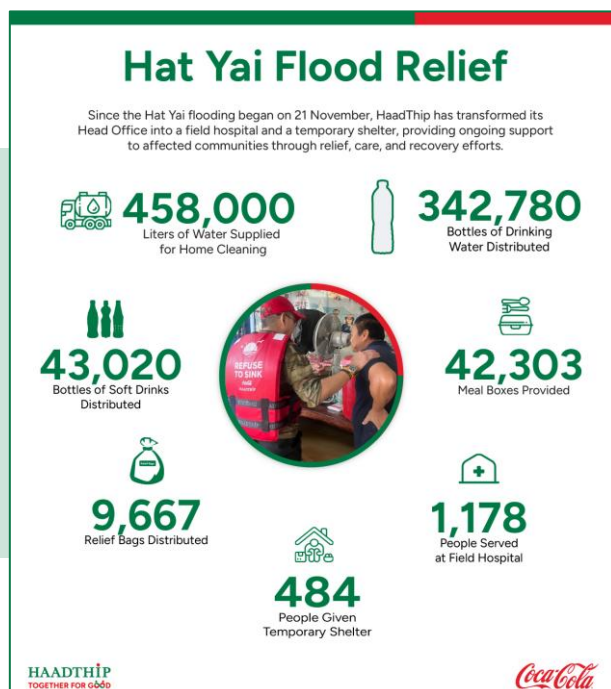
3.1 Disaster Relief and Community Recovery



During periods of heavy rainfall and flooding across several provinces in Southern Thailand, particularly in Hat Yai District, Songkhla Province, where flooding affected extensive areas, the Company established a Crisis Response Team (CRT) at the Hatyai Office to manage the situation in accordance with its Business Continuity Plan (BCP). Although the Company's office premises were not directly affected by the flooding, employees, their families, and retail outlets within the Company's network experienced widespread impacts. The Company therefore provided both relief and recovery support by leveraging its distribution network to assist affected communities. The Company also coordinated with partners and business associates to procure essential supplies and prepare relief packages for distribution to flood-affected communities.

In addition, employee volunteers participated in the preparation of relief packages and supported coordination efforts to ensure that assistance reached affected areas in a timely manner. The Company also converted its Hatyai headquarters into a temporary shelter to accommodate affected individuals and supported the establishment of a field hospital to provide basic care for disaster victims. Furthermore, the Company organized a community kitchen and food support activities to help alleviate hardship during the emergency period.

The Company's support covered immediate access to essential necessities, health and well-being assistance, and post-flood recovery efforts, helping affected communities return to normal conditions as quickly as possible.



Statement of use	HaadThip Public Company Limited, has reported the information cited in this GRI content index for the period 1 st January 2025 to 31 st December 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
	GRI STANDARD & DISCLOSURE	LOCATION
General Disclosures		
GRI 2: General Disclosures 2021	The organization and its reporting practices	
	2-1 Organizational details	5
	2-2 Entities included in the organization's sustainability reporting	7
	2-3 Reporting period, frequency and contact point	7
	2-4 Restatements of information	80, 98
	Activities and worker	
	2-6 Activities, value chain and other business relationships	15
	2-7 Employees	144, 145
	2-8 Workers who are not employees	144, 175
	Governance	
	2-9 Governance structure and composition	AR 185
	2-10 Nomination and selection of the highest governance body	AR 228-231
	2-11 Chair of the highest governance body	AR 212-219
	2-12 Role of the highest governance body in overseeing the management of impacts	AR 211
	2-13 Delegation of responsibility for managing impacts	AR 204-211
	2-14 Role of the highest governance body in sustainability reporting	3
	2-15 Conflicts of interest	AR 171-172
	2-16 Communication of critical concerns	AR 207-209
	2-17 Collective knowledge of the highest government body	AR 202-203

	GRI STANDARD & DISCLOSURE	LOCATION
	Governance	
	2-18 Evaluation of the performance of the highest governance body	AR 234-236
	2-19 Remuneration policies	AR 219
	2-20 Process to determine remuneration	AR 157
	2-21 Annual total compensation ratio	AR 221-223
	Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	3
	2-23 Policy commitments	8-10
	2-24 Embedding policy commitments	12-13
	2-25 Processes to remediate negative impacts	32-33
	2-26 Mechanisms for seeking advice and raising concerns	32-33
	2-27 Compliance with laws and regulations	34, 36, 66, 76, 143, 177
	2-28 Membership associations	102
	Stakeholder engagement	
	2-29 Approach to stakeholder engagement	21-23
	2-30 Collective bargaining agreements	147
Material Topics 2021		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	19
	3-2 List of material topics	20
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR 5-6
	201-2 Financial implications and other risks and opportunities due to climate change	
	201-3 Defined benefit plan obligations and other retirement plans	AR 301, 319
	201-4 Financial assistance received from government	N/A

	GRI STANDARD & DISCLOSURE	LOCATION
Market Presence		
GRI 3: Material Topics 2021	3-3 Management of material topics	148
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	148
	202-2 Proportion of senior management hired from the local community	AR 212-219
Indirect Economic Impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	14
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	14
	203-2 Significant indirect economic impacts	14
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	67
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	68
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	24
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	29
	205-2 Communication and training about anti-corruption policies and procedures	31
	205-3 Confirmed incidents of corruption and actions taken	34
Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	AR 176
GRI 206: Anti- competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	AR 176-177

	GRI STANDARD & DISCLOSURE	LOCATION
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	79
GRI 301: Materials 2016	301-1 Materials used by weight or volume	81-82
	301-2 Recycled input materials used	81-82
	301-3 Reclaimed products and their packaging materials	81-88
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	109
GRI 302: Energy 2016	302-1 Energy consumption within the organization	111
	302-3 Energy intensity	111
	302-4 Reduction of energy consumption	112
	302-5 Reductions in energy requirements of products and services	110
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	121
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	126-132
	303-2 Management of water discharge-related impacts	128-129
	303-3 Water withdrawal	127
	303-4 Water discharge	129
	303-5 Water consumption	127
Emission		
GRI 3: Material Topics 2021	3-3 Management of material topics	95
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	117
	305-2 Energy indirect (Scope 2) GHG emissions	117
	305-3 Other indirect (Scope 3) GHG emissions	117
	305-4 GHG emissions intensity	117
	305-5 Reduction of GHG emissions	118-120
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	94

	GRI STANDARD & DISCLOSURE	LOCATION
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	89
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	90-91
	306-2 Management of significant waste-related impacts	90
	306-3 Waste generated	91
	306-4 Waste diverted from disposal	92-93
	306-5 Waste directed to disposal	92-93
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	67
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	69
	308-2 Negative environmental impacts in the supply chain and actions taken	73-74
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	138
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	145-146
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	152-153
	401-3 Parental leave	156-157
Labor/Management Relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	147
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	148

	GRI STANDARD & DISCLOSURE	LOCATION
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	164
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	165-166
	403-2 Hazard identification, risk assessment, and incident investigation	167
	403-3 Occupational health services	171
	403-4 Worker participation, consultation, and communication on occupational health and safety	174
	403-5 Worker training on occupational health and safety	173
	403-6 Promotion of worker health	153, 157
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	168-170
	403-8 Workers covered by an occupational health and safety Management system	174-175
	403-9 Work-Related Injuries	176
	403-10 Work-Related Ill Health	176
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of Material Topics	159
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	161
	404-2 Programs for upgrading employee skills and transition assistance programs	160, 163
	404-3 Percentage of employees receiving regular performance and career development reviews	149

	GRI STANDARD & DISCLOSURE	LOCATION
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	151
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	145
	405-2 Ratio of basic salary and remuneration of women to men	148
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	139
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	143
Child Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	139
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	143
Forced or Compulsory Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	139
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	143
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	177
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	180-181, 181-190
	413-2 Operations with significant actual and potential negative impacts on local communities	180-181

	GRI STANDARD & DISCLOSURE	LOCATION
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	67
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	69
	414-2 Negative social impacts in the supply chain and actions taken	73-74
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	133
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	134
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	137
Marketing and Labelling		
GRI 3: Material Topics 2021	3-3 Management of material topics	133
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labeling	135
	417-2 Incidents of non-compliance concerning product and service information and labeling	133
	417-3 Incidents of non-compliance concerning marketing communications	133
Customer Privacy 2016		
GRI 3: Material Topics 2021	3-3 Management of material topics	35
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	36

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