

3. Driving Business for Sustainability Report

The Driving Business for Sustainability Report has been prepared in accordance with the Sustainability Reporting Guidelines for listed companies on the Stock Exchange of Thailand.

3.1 Driving Business for Sustainability Policy

Saha-Union Public Company Limited has always realized that business cannot move forward and grow sustainably if it does not contribute to social care for the environment. It also includes creating shared values for all stakeholders to grow together with the intention and determination to operate in continuous sustainable development. As a result, Saha-Union Public Company Limited has been selected by Thaipat Institute as one of the 100 listed companies with outstanding performance in environment, society, and good governance (Environmental, Social and Governance: ESG) in 2015, and was awarded for 8 consecutive years from 2018-2025. Also, it received the corporate governance assessment from the Thai Institute of Directors Association in 2025 at the level of "Excellent".

Vision

Conduct business based on good corporate governance with the ultimate goal of the organization's sustainability, which creates shared economic, social, and environmental values in the Company's business chain.

Core values for success and sustainable growth together in the business chain
Integrity - Ethics - Quality - Developing Innovation with Knowledge - Mutual Benefit

Conceptual framework and strategy for sustainable development



Saha Union's Sustainability (ESG) Policy and Practices Governance Framework and Advancement of Sustainability Development for Group Companies

Objective of the Policy

This policy has been established as a framework for sustainability development practices, serving as a common standard covering all companies within the **Saha Union Group**. Its objective is to enable group companies to apply the framework appropriately in addressing social challenges at both domestic and international levels, while emphasizing sustainable business operations and progressing toward the **Net Zero** target based on the principles of good governance and social and environmental responsibility. The policy also aims to integrate sustainability development into the business plans, risk management, and performance measurement of all group companies.

Sustainability Development Policy and Practices

Environment

Objective: To reduce environmental impacts and undertake activities every year to reduce greenhouse gas emissions in pursuit of the **Net Zero** target.

- Promote knowledge and understanding of both the positive and negative environmental impacts arising from the Company's activities.
- Foster an organizational culture that encourages employees to participate in environmental protection and to develop approaches for the efficient use of energy and resources in order to reduce waste and greenhouse gas emissions.
- Manage waste, refuse, and pollution by emphasizing waste reduction through a circular economy system.
- Manage both direct and indirect greenhouse gas emissions.
- Promote sustainability throughout the supply chain by selecting suppliers and partners that have environmental management capabilities consistent with the Company's policy.
- Place importance on product design and the application of technology or innovation to reduce environmental impacts.

Social

Objective: To be an organization recognized for respecting human rights, promoting equality, and contributing to the development of related communities.

- Treat employees and workers in accordance with human rights principles, equally and fairly, without discrimination based on gender, age, or disability, from recruitment, employment, compensation, development, and career advancement.
- Maintain a safe workplace, good occupational health, and care for employees' health and well-being.
- Promote engagement with communities and stakeholders by listening to opinions, supporting community development, and cooperating with relevant agencies so that communities can achieve sustainable self-reliance.
- Conduct marketing activities responsibly toward consumers, taking into account consumer information, feelings, and rights, in order to build confidence and sustainable relationships with customers.

Governance

Objective: To be an organization recognized for transparency, accountability, and ethics in organizational management.

- Prepare a business code of conduct and promote adherence by employees at all levels to the principles of honesty, responsibility, and respect for stakeholders' rights, together with transparent control and reporting systems.
- Establish a clear anti-corruption policy covering all levels, communicate it thoroughly, and provide internal control systems, safe whistleblowing mechanisms, and fair disciplinary procedures.
- Assess operational risks, establish measures to prevent and mitigate impacts, monitor and review risks regularly, and integrate such risk management into strategic decision-making.
- Select suppliers whose business practices are aligned with sustainability (ESG) principles, set ethical and sustainability standards in contracts, regularly monitor and evaluate supplier performance, and support supplier capability development for sustainable growth together.

Duties and Responsibilities

Board of Directors

- Oversee business operations to ensure alignment with sustainability development goals and international principles.
- Appoint the Corporate Governance and Sustainability Committee and define its roles, duties, and responsibilities.

Management

- Establish sustainability development policies, goals, strategies, and key performance indicators.
- Appoint responsible persons, such as working committees or individuals, to drive sustainability development.
- Monitor and review sustainability performance
- Promote and support employees in complying with the policy and practices.

Person who Responsible for Sustainable Development

- Drive sustainability policies, practices, and strategic goals.
- Monitor progress, review accuracy, and report progress to management.
- Promote, support knowledge, and build a culture of sustainability development within the Company.

Employees

- Understand and acknowledge sustainability development in the context of the Company.
- Comply with the prescribed sustainability development policies, guidelines, and strategies.

Control and Monitoring Mechanisms

- Saha Union shall establish an Organizational Development Department responsible for sustainability development (ESG).
- Group companies shall appoint an ESG Coordinator.
- Group companies shall set clear objectives, key performance indicators (KPIs), and implementation plans (timeline).
- An ESG Scorecard shall be used for performance measurement and monitoring.

- In certain cases, sustainability performance shall be linked to management performance evaluation.
- Each company's ESG Coordinator report performance results to the Managing Director and the respective team at least once a year, together with a dashboard or supporting documents, in order to summarize the performance for submission to the Corporate Governance and Sustainable Development Committee and the Board of Directors.

Communication and Training

- Communicate the objectives, policy, and monitoring mechanisms to relevant stakeholders.
- Sustainability development training shall be provided to executives and employees of Saha Union and its group companies at least once a year.
- An annual sustainability development meeting shall be held to monitor progress and exchange Best Practices.
- Channels shall be opened continuously to receive feedback from employees, communities, and stakeholders.
- Participation shall be encouraged in sustainability-related activities both within and outside the organization.

3.2 Management of Impacts on Stakeholders in the Business Value Chain

Regarding the management of impacts on stakeholders in the Company's business value chain, the Managing Director is responsible for overseeing the implementation of sustainability policies, plans, and operational guidelines within the organization.

3.2.1 Business Value Chain

The business value chain of each core business can be considered as stated in Section 1.2 Nature of Business Operations.

3.2.2 Stakeholder Analysis in the Business Value Chain

The Company's stakeholders consist of various groups, including shareholders, employees, investors, joint venture partners, customers, suppliers, creditors, competitors, local communities, relevant government agencies, and intellectual property owners, among others.



Summary Table of Priorities of Stakeholders and the Engagement of all 7 Stakeholder groups

Priority	Stakeholders	Expectations	Management strategies	Engagement Communication Process	Stakeholders Engagement
1	Shareholders Creditors Investors Investment Institutions Financial Institutions Business Partners Co-investors	<ul style="list-style-type: none"> Fair return on operations and business growth Return on investment, business security information Equal Treatment Comply with the terms and conditions of the contract Conducting environmental friendly business 	<ul style="list-style-type: none"> Develop and expand the business for continuous and sustainable growth Reduce and diversify the risk in obtaining returns from investments Monitor and review the performance of the investments Conduct business according to the principles of good governance. Manage liquidity 	<ul style="list-style-type: none"> Annual General Meeting of Shareholders Company Website 	<ul style="list-style-type: none"> Attending shareholder meetings. Voting Rights Proposing Meeting Agenda Asking Questions Participating in Strategic Decision Evaluating and Monitoring Performance Promoting Good Governance
2	Executives Employees Workers	<ul style="list-style-type: none"> Compensation, welfare Career path Work safety Corporate pride Participation Self-development and learning 	<ul style="list-style-type: none"> Compensation and benefits management Improving quality of life and ensuring stability Developing a positive work environment Promoting and developing employee potential Building employee commitment 	<ul style="list-style-type: none"> Bulletin board Employee training and development plan Anti-corruption efforts 	<ul style="list-style-type: none"> Participation in policy and strategy formulation Participation in operational decision-making Opportunities for expressing opinions and communication Promotion of training and development Establishment of channels for submitting complaints or reporting tips (whistleblower) Promotion of ethics and safety training
3	Customers	<ul style="list-style-type: none"> Products/services are satisfactory and environmentally friendly Good quality and timely service Adherence to contract terms and conditions Customer engagement 	<ul style="list-style-type: none"> Delivery of goods/services according to requirements Fast, accurate, and secure service Fair contract Fair price 	<ul style="list-style-type: none"> Meeting and visiting clients Signing and fulfilling contracts 	<ul style="list-style-type: none"> Establishing complaint channel or whistleblowing Participate in customer relationship management activities Provide information about the Personal Data Protection Policy (PDPA) Promoting good governance and sustainability

Priority	Stakeholders	Expectations	Management strategies	Engagement Communication Process	Stakeholders Engagement
4	Partners Debtors Contractors	<ul style="list-style-type: none"> • Timely and full payment • Transparent business practices • Engagement with business partners 	<ul style="list-style-type: none"> • Credit management and trust building • Anti-corruption • Managing good relationships with business partners 	<ul style="list-style-type: none"> • Sales agreement/contract 	<ul style="list-style-type: none"> • Registration and selection process • Supplier performance evaluation, such as quality, delivery, and safety • Providing feedback or suggestions that are beneficial for sustainable business growth • Established supplier code of conduct that suppliers must accept and adhere to, such as respect for human rights, etc.
5	Community/Society Independent Organizations Non-profit organizations Educational Institutions	<ul style="list-style-type: none"> • Environmentally friendly businesses • Support and participation in social development 	<ul style="list-style-type: none"> • Organizational/employee involvement with government agencies. • Supporting to government agencies/educational institutions/various organizations. 	<ul style="list-style-type: none"> • 56-1 One Report • Company website 	<ul style="list-style-type: none"> • To do the public hearings and community concerns through surveys, meetings, or field visits • Participating in the development and promotion of quality of life by supporting local activities such as traditional events and cultural preservation • Establishing complaint channels or whistleblowing • Promoting operations that consider the impact on the environment and the community
6	Competitors	<ul style="list-style-type: none"> • Fair competition 	<ul style="list-style-type: none"> • Do not infringe on the rights of competitors. 	<ul style="list-style-type: none"> • The Group's Code of Ethics. 	<ul style="list-style-type: none"> • Conduct business with transparent and fair competition, respecting competition laws (e.g., the Competition Act B.E. 2560) • Collaborate on social or environmental projects
7	Government Agency Regulators	<ul style="list-style-type: none"> • Compliance with the law. • Payment of taxes and fees correctly and completely. 	<ul style="list-style-type: none"> • Conduct business according to good governance principles. • Respect all regulations. 	<ul style="list-style-type: none"> • Good corporate governance 	<ul style="list-style-type: none"> • Compliance with laws and regulations, such as annual reports, financial statements, and Form 56-1 One Report to the SEC and the Stock Exchange of • Participation in audits and evaluations, such as participation in governance assessment projects, CG Score, ESG Rating, or environmental impact • Involvement in governance and anti-corruption efforts.

3.3 Sustainability Management in Environmental Dimensions

3.3.1 Environmental Policy and Practice

The Company has established policies and plans to conserve energy and the environment as part of its business operations. The “Energy Conservation Policy” has been set as follows:

1. The Company will operate and develop an appropriate energy management system by stipulating the energy conservation to be a part of the Company's operations to comply with the law and other related requirements.
2. The Company will continually improve the efficiency of energy resource usage to be appropriate for business, technology, and good practice.
3. The Company will set energy conservation plans and goals each year and communicate them to all employees to understand and act correctly.
4. The Company regards energy conservation as the responsibility of the owners, executives, and employees at all levels to cooperate in implementing the specified measures, monitoring, and reporting to the Energy Management Working Group.
5. The Company will provide the necessary support, including human resources, budget, working time, training, and participation in presenting ideas to improve energy work.
6. Energy management executives and working groups review and update energy policies, goals, and plans every year.

The main business of the Company is investment and product trading. The operations, therefore, do not use natural resources to have an impact on living things in their natural habitat. There are no things that cause pollution to wastewater to destroy the environment. As for the Company, there is a public relations campaign on energy and water efficiency.

The Company promotes environmental conservation awareness so that employees are aware of the value of various resources. Therefore, It encourages executives and employees to use electricity and water economically and be mindful of the value. For example:

- Campaigns to turn off lights when not in use
- Adjusting air conditioner temperatures to appropriate levels
- Communicating energy-saving practices through company notice boards
- Promoting paper reduction in office use by encouraging double-sided printing
- Implementing online document approval systems instead of paper-based processes
- Switching to appropriately thick toilet paper to reduce overall consumption
- Promoting waste separation and recycling of reusable materials

However, in terms of the invested companies, they are also aware of the use of resources and environmental protection, complying with relevant standards and laws. For example:

▪ **Strategies for Sustainable Use of Resources**

The Company has invested in the combined cycle power generation business in the People's Republic of China in Zhejiang Province, using coal as fuel. In this regard, strategies for reducing coal consumption using modern technology have been studied and planned for operations. As a result, coal consumption can be reduced by using coal ash, a waste residue, as a fuel, thereby reducing the use of natural resources. It also improves operating results due to cost reduction.

Furthermore, during the year 2024, factories within the industrial sector in the Bang Pakong area began using the Solar Energy Phase I and Solar Rooftop projects in the Bang Chan area. This has resulted in significant cost reduction in production. In 2025, the company further implemented Solar Energy Phase II at factories within the industrial sector in Bang Pakong area.

- **Preventing and reducing the impact of pollution**

Every company that invests in manufacturing factories has a protection system and has investment expenses to reduce the impact of pollution on the environment. The management is under the standards and laws. For example, the rubber factory has a 2-stage wastewater treatment system inside the factory until it is tested that the wastewater released outside the factory does not pollute the environment. After passing through a system to prevent and reduce the effects of pollution, wastewater can be discharged. Other investment firms also act similarly.

- **Environmental Pollution Reduction**

Since 2019, the Company and the Group have campaigned for its personnel to stop using plastic drinking glasses by using stainless steel mugs instead produced by the group companies. It aims to reduce plastic waste, help reduce global warming, and can be reused forever. Since it is an excellent quality product, it can maintain hot and cold temperatures. If the employee wishes to have it personally, they will be entitled to purchase at the cost price for the first piece. But if it is used in the company's canteen, there will be welfare support for this matter. When used, it must be returned to the place provided for the canteen to clean and use again. Incidentally, employees can cooperate very well.

In addition, the Group has seriously and continuously emphasized compliance with environmental standards. Some companies have been certified for various standards, such as two major companies in the plastics, rubber, and metal business sectors that have been certified for environmental management systems. ISO14001:2005.

In 2023, the company made additional investments in businesses related to clean energy (solar cells), aligning with the ESG trend and green business initiatives. Furthermore, the company continues to explore new investment opportunities in the clean energy sector in 2025 and beyond to ensure sustainable long-term revenue growth and stability.

The Group remains committed to reducing the impact of climate change caused by emissions from its production processes. Accordingly, the Company has improved and developed innovative production processes to minimize environmental pollution.

With a strong commitment to reducing greenhouse gas emissions, the Company has initiated an organizational carbon footprint assessment as a preliminary self-evaluation. Based on this, the Company establishes and implements various measures to continuously reduce greenhouse gas emissions. In addition, the Company has joined the greenhouse gas reduction network of the Industrial Estate Authority of Thailand.

Furthermore, the Company encourages employees to participate in volunteer activities, particularly tree-planting initiatives to expand green areas, in collaboration with government agencies, communities, and society as appropriate.

3.3.2 Environmental Performance

3.3.2.1 Energy Management

3.3.2.1.1 Energy Management : Electricity

The Company efficiently manages energy, both in lighting systems and air conditioning, as detailed below:

Objective: Set energy conservation goals to reduce energy usage by 0.30% from the year 2024.

Plan: Establish energy conservation plans in various formats by applying relevant technologies and communicating through various channels to campaign for awareness among employees and management about the necessity of resource utilization, such as through informational posters, etc.

Implementation: Installation and maintenance of control equipment for related electrical systems. Transition the motion detection switch for automatic control of the lights in the stairwell inside the

building, as well as Transition from fluorescent tubes to energy-saving LED bulbs to reduce electricity costs. In 2024, several of the building's air conditioning systems were upgraded to Inverter systems. These upgrades reduce energy usage and improve air quality, contributing to a cleaner environment.

Performance: In 2025, the company's electricity consumption decreased by 11.7% compared to 2024 (exceeding its set target).

Further details are summarized as follows:

	2025	2024	2023	2022
Electricity consumption (kilowatt-hour)	899,000	1,018,000	1,020,000	990,000
Air conditioner	39.71%	55.84%	49.56%	47.16%
Light	22.27%	25.37%	17.47%	19.06%
Other	17.09%	18.79%	32.97%	33.78%
Electricity cost (million baht)	4.04	4.44	4.97	4.58

3.3.2.1.2 Energy Management : Fuel

The Company efficiently manages energy, both in lighting systems and air conditioning, as detailed below:

Objective: The energy conservation target is to reduce the organization's vehicle fuel consumption by at least 5.00 percent from 2024 onwards.

Plan: Establish a plan to reduce fuel consumption from vehicles by promoting employee education on various fuel-saving methods. This will be achieved through multi-channel communication to raise awareness among employees and management about the importance of reducing fuel consumption.

Implementation: Implement measures to ensure efficient fuel use, such as turning off the engine whenever parked, sharing vehicles for off-site work along the same route, and planning travel routes. Maintain vehicles in good working condition at all times, including engine checks twice a year.

Performance: In 2025, the company's fuel consumption decreased by 1,063.2 liters, or 13.96%, compared to 2024, achieving its set target.

Further details are summarized as follows:

Year	Fuel consumption (liters)
2025	6,550.60
2024	7,613.80
2023	6,295.90
2022	7,877.89

Furthermore, in 2025, the company's executives and employees will travel by plane for meetings to discuss and monitor the performance of companies in which they have invested. This travel will result in the following greenhouse gas emissions:

Year	Greenhouse gas emissions In units of kilograms of carbon dioxide equivalent (KgCO ₂)
2025	8,319.47
2024	4,063.20

3.3.2.2 Water Management

As the Company serves as an office supporting the operations of the Group, water usage is limited to the office building and office premises only, as detailed below:

Objective: Set water usage reduction goals, aiming to decrease water consumption by 5.00% from the year 2024.

Plan: Establish plans for water conservation in various formats by adopting modern technologies and communicating through various channels to promote awareness among employees and management about the importance of resource utilization, such as through informational posters, etc.

Implementation: Regular maintenance and inspection of the internal water distribution systems within the building. Selection of environmentally friendly products, along with efficient management of wastewater. In 2025, the company renovated some of the restrooms, implementing water-saving sanitary ware to reduce water consumption.

Performance: In 2025, the Company's total water consumption was 6,811 cubic meters, a reduction of 445 cubic meters or 6.13 compared to the previous year, achieving the set target.

Further details are summarized as follows:

Year	Water Consumption (Cubic Meters)
2025	6,811
2024	7,256
2023	12,687
2022	13,519

3.3.2.3 Paper Consumption

The Company has implemented management processes to reduce paper consumption, aiming to mitigate deforestation and global warming, as detailed below:

Objective: Set paper usage reduction goals, aiming to decrease paper consumption by 1.00% from the year 2024.

Plan: Establish plans to reduce paper usage through communication and campaigns promoting paper reduction in workplace in various formats.

Implementation: The company has been promoting awareness among executives and employees through campaigns and activities aimed at reducing paper usage. Employees are encouraged to adopt various technologies, such as Google Forms, and transition from paper-based data transmission to electronic formats or email. Additionally, the company continues to advocate for the full utilization of both sides of paper to minimize waste.

Performance: The Company's paper consumption has been steadily decreasing from 2020 to 2024. However, in 2025, the Company used a total of 204,000 sheets of paper, an increasing of 27,000 sheets or 15.25% compared to the previous year, due to the workload and activities within the organization increased, the goals set could not be achieved.

Further details are summarized as follows:

Year	Office Paper Consumption (sheets)
2025	204,000
2024	177,000
2023	179,500
2022	189,500

3.3.2.4 Management to reduce greenhouse gas emissions

The Company emphasizes effective management to reduce greenhouse gas emissions, focusing on setting operational goals to produce environmentally friendly products and services within the group. It prioritizes efficient use of resources, minimizes waste generation, and promotes recycling or reuse of waste materials. The activities with the highest greenhouse gas emissions found in the Company are electricity usage from air conditioning units in offices and fuel consumption from organizational vehicles. Consequently, the Company implements continuous energy conservation plans, including regular maintenance of air conditioning units.

One of the leading companies within the plastics, rubber, and metals business group has established quality and environmental policies, as well as energy conservation policies, to ensure consistent practices across the organization. The company is committed to developing its production processes into environmentally friendly green industries, improving efficiency to reduce waste generation, controlling wastewater treatment systems, and monitoring effluent quality prior to discharge into public water sources. It also aims to reduce pollution and greenhouse gas emissions from its operations. In 2025, the company conducted a Carbon Footprint for Organization (CFO) assessment, which was certified by the Thailand Greenhouse Gas Management Organization (Public Organization). This assessment is conducted annually, using 2022 as the base year for setting targets to reduce greenhouse gas emissions.

Objective:

1. Reduce greenhouse gas emissions to become a carbon neutral organization by 2030
2. Reduce greenhouse gas emissions (Scope 1 and 2) by at least 20% compared to the base year 2022 by 2027.

Implementation: Reduce electricity consumption in wastewater treatment systems (aeration units):

1. Upgrade the 100Hp Bag Filter vacuum cleaner (inverter, energy efficiency measure).
2. Upgrade the farm ventilation fans in the breadboards plant to reduce electricity consumption (solar cell).
3. Repair and maintain heat (steam) leakage points in the production process.
4. Replace old, damaged light bulbs with LED lights, especially in areas with increased operating points.
5. Replace air conditioners with new inverter types and use R32 or R410A refrigerants.

Performance: In 2025, greenhouse gas emissions (Scope 1 and 2) are projected at 4,434 tons of carbon dioxide equivalent (tonCO₂e), a 20.81% decrease from the baseline of 2022 (5,599 tons of carbon dioxide equivalent (tonCO₂e)), achieving the planned target.

Power Consumption	Unit	Assessment Results in 2022	Assessment Results in 2023	Assessment Results in 2024	Assessment Results in 2025
The amount of greenhouse gas emissions: Scope 1	Tons of carbon dioxide equivalent (tonCO ₂ e)	2,364	2,588	2,432	2,256
The amount of greenhouse gas emissions: Scope 2	Tons of carbon dioxide equivalent (tonCO ₂ e)	3,235	2,801	2,438	2,178
The amount of greenhouse gas emissions (Scope 1 and 2)	Tons of carbon dioxide equivalent (tonCO ₂ e)	5,599	5,389	4,870	4,434
The amount of greenhouse gas emissions: Scope 3	Tons of carbon dioxide equivalent (tonCO ₂ e)	9,772	5,167	5,687	6,529

For the manufacturing sector, particularly the textile and apparel industry, the Company has collaborated with its joint venture partners and supply chain to proactively implement Carbon Footprint and sustainability initiatives in preparation for upcoming European regulatory requirements. These efforts have directly driven improvements across the entire supply chain, from raw material sourcing and supplier selection to production processes and energy usage, as well as transportation and logistics. Product design has also been aligned with carbon reduction principles and the circular economy concept.

In addition, the Company has assigned each department the responsibility of collecting data related to the Company's Carbon Footprint, which contributes to its overall greenhouse gas emissions. This includes key resource usage such as raw materials, fuel consumption, electricity, and other energy sources. The collected data is compiled, analyzed, and reported annually to Alsico Group, serving as a database for the assessment of the Carbon Footprint for Organization (CFO) and for establishing group-level greenhouse gas reduction strategies.

Furthermore, the Company recognizes that procurement of products and raw materials is not merely a function to support daily operations, but a strategic mechanism that enables the Company to maintain quality and international credibility, while effectively managing costs and supply chain risks. It also ensures readiness for increasingly stringent ESG and carbon-related regulations in the future, which will be a key factor in supporting the Company's long-term competitiveness and sustainability

3.3.2.5 Waste and Waste Management

One of the leading companies in the plastics, rubber, and metal business group has implemented measures to reduce waste generated in the production process or disposed of waste within the company premises. This includes developing activity plans to reduce waste from the production process and promoting waste reduction in offices and factory areas outside of the production process.

Target: In 2025, no more than 10% of non-hazardous waste and waste will be sent to landfills.

Implementation: Regarding the "Production Process," the waste management system in the production process considers industrial waste that must be disposed of properly according to legal requirements. The company has designated separate collection points for production waste and other waste to ensure that responsible parties dispose of them correctly without mixing. Currently, the company strives to dispose of waste in ways that maximize its usefulness and reduce landfill disposal. For example, it uses waste as blended fuel or alternative fuel, or sells it to other businesses for reuse in the production of other products, following the principles of the Circular Economy.

Regarding the "Office and Other Factory Areas," waste segregation in offices and factory areas is crucial and must be understood by all employees. The company therefore promotes waste segregation by using three colored bins: red for hazardous waste, green for general waste, and yellow for recyclable waste. This is implemented in all departments within the company. It is necessary to raise awareness among all employees about their responsibility to sort their waste before disposing of it in the correct bins. The company also conducts "reduce paper usage" activities by encouraging employees to apply technology more in their work, such as sending documents to each other via email or the intranet system, and using technology to create electronic forms instead of paper documents, such as Google Forms and signing documents via PDF, etc., with the hope of reducing paper usage to zero.

In 2025, the company further promoted employee education on waste sorting and proper disposal to reduce waste generation within the company. The result was a significant reduction in the amount of waste each month, leading to lower costs for disposal and destruction. The company also campaigned to encourage all employees to reduce the use of plastic bags, as it was observed that many employees bought food to eat in the factory area each day, and each person used many plastic bags. The company recognized that if this continued, there would be more waste in the factory area and a greater impact on the environment. Therefore, the company promoted and campaigned for

employees to reduce the use of plastic bags, encouraging employees to put all their purchases together in the same bag or to reuse plastic bags. In addition, the company promoted the use of cloth bags instead of plastic bags, ultimately leading to the complete elimination of plastic use, which is a campaign to encourage employees not to use any plastic packaging at all. This involves encouraging the use of reusable containers such as lunch boxes and vacuum-sealed water bottles, and promoting proper waste sorting among employees to reduce the amount of waste requiring disposal.

Performanec: In 2025, 7% of non-hazardous waste and refuse will be sent to landfills, meeting the set target.

The amount of non-hazardous waste is 740.05 tons, categorized by management type in 2025.



3.4 Sustainability Management in Social Dimensions

3.4.1 Human Rights

The company promotes respect for fundamental human rights, including freedom of association, equality of expression, and economic, social, and cultural rights, which all stakeholders are entitled to receive to the highest possible standard. We strive to uphold the following fundamental principles and rights in the workplace:

- **Freedom of association and recognition of the right to collective bargaining.**

The company respects and promotes the freedom of association and the recognition of the right to collective bargaining of its employees, adhering to labor law and international labor standards. The company has established a Welfare Committee, composed of employee representatives and employer representatives as required by law, to serve as a mechanism for listening to opinions, suggestions, and demands regarding employment conditions and employee welfare.

- **Elimination of forced labor in all its forms.**

The company complies with international human rights laws and standards to eliminate forced labor in all its forms.

- **Management of child labor.**

The company oversees the employment of children, the non-use of child labor (of minors), and monitors and verifies operations to ensure that the entire value chain operates in accordance with human rights principles.

- **Non-discrimination in employment and occupation.**

The company prioritizes fair, equitable, and non-discriminatory labor practices and respect for human rights in all aspects of employment, compensation, promotion, training, and employee development. Without discrimination based on gender, age, educational institution, race, or religion, and supporting employment for disadvantaged groups, including the elderly, to create opportunities, careers, and stable incomes.

- **A safe and hygienic working environment.**

The company promotes accident and work-related illness prevention through training, communication, and employee participation, as well as continuously providing appropriate equipment and a suitable working environment to create a safety culture at work.

- **Fair treatment of business partners.**

The company recognizes that business partners are an important part of the value chain, and that responsible business operations must include respecting the human rights of business partners and workers in the supply chain. Therefore, the company has a responsible procurement policy and a code of conduct for business partners, which are approved by the Managing Director and reviewed annually.

The Company has established preventive measures for human rights violation and a human rights policy based on 3 main principles: Respect, Protect, and Remedy. This includes strictly prohibits the employment of child labor below the legal minimum age and respecting and refraining from violating human rights, protecting others from human rights abuses, and remedying any impacts or violations arising from business operations. The Company adheres to and implements the principles of the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights (UNGPs). It emphasizes fair labor practices and respect for human rights without discrimination in areas such as hiring, compensation, promotions, training, and development, regardless of gender, age, education, ethnicity, or religion. Additionally, the company supports hiring opportunities for disadvantaged groups, such as the elderly, to create opportunities, livelihoods, and sustainable income as part of achieving the Sustainable Development Goals (SDGs) of the country and the world.

In the year 2025, the Company established policies regarding preventive measures for human rights violation, as detailed below:

Objective: To achieve zero human rights violations in 2025.

Plan: Promote human rights awareness and prevention among employees at all levels. This included conducting annual business ethics training that covered human rights violation prevention for all employees. Additionally, the Company held meetings of the Occupational Health and Safety Committee to assess the effectiveness of its occupational health management system, recognizing it as a fundamental human right.

Implementation:

1. The company conducts annual business ethics training for all employees, covering the prevention of human rights violations. 100% of employees participated in the training.
2. The company regularly sends questionnaires to its business partners to survey their human rights practices.

Performance: In 2025, the company received no complaints or reports related to human rights violations in its activities, business operations, or supply chain. Surveys on human rights are sent to

business partners annually, resulting in a zero human rights violation rate by 2025 and no human rights-related risks within the organization.

3.4.2 Fair treatment of workers

Treatment of employees and workers concerning human rights includes fair employment, termination and compensation, employee training and development, improvement of employee engagement and satisfaction, safety management, occupational health, and working environment, etc., to maintain competitiveness, attract potential employees, and improve employee engagement with the organization. In 2025, the Company had the following essential employee operations:

Employment

Detail	Number of employees (person)		
	Male	Female	Total
Full-time employee	28	51	79

Employment of People with Disabilities

In 2025, the company will not employ any people with disabilities because the number of employees has not yet met the legal requirements. However, the company continues to prioritize equality and non-discrimination in the workplace.

Employee Training

The company prioritizes the development and transfer of knowledge and skills to personnel at all levels. It promotes and focuses on continuous development of knowledge, skills, and potential through training programs that provide essential job knowledge for both internal and external managers and employees. This aims to enhance operational efficiency, as the company recognizes that its personnel are a vital part of the organization and wants them to grow and advance alongside the company. The company considers the benefits to both the company and its employees, including providing job security and opportunities for advancement based on ability. This is achieved through a selection process that analyzes the necessary training for each position to identify high-potential individuals capable of taking on higher-level responsibilities.

In the year 2025, the Company organized training courses for employees, as detailed below:

Objective: To maintain employee training and development at not less than 15.00 hours of training per person per year in 2025.

Plan: The Company conducted training needs assessments based on input from both employees and their supervisors in order to enhance employees' knowledge and expertise in their respective areas of responsibility. The program also aimed to strengthen job-related skills and develop additional competencies that would contribute to the Company's future organizational development.

Implementation: The Company organized employee training programs in various formats, as follows:

- **In-house Training**
The curriculum covers job skills development and professional knowledge in areas such as Microsoft Excel (Basic and Advanced), cost accounting principles, and key tax issues.
- **External Training**
Employees were assigned to attend training programs organized by external institutions in courses necessary for their work performance, such as Update on New Laws and Relevant Tax

Issues, Data Leak Protection Basic, and Storytelling courses and Professional Secretary of the Audit Committee.

- **Participation in the ESG Sustainability workshop**
Encourage employees to participate in ESG and sustainability workshops, such as the ESG Sustainability Workshop hosted by the Stock Exchange of Thailand and the Understanding Corporate Sustainability course.
- **Ethics and safety training**
We conduct training courses on business ethics, good corporate governance, as well as safety training and annual fire evacuation drills, and training for safety officers, supervisors, etc.

The company prioritizes tracking the outcomes of employee training and development, evaluating both the benefits to the organization and the benefits to employees as follows:

Organizational Benefits:

1. **Increased Work Efficiency:** Employees acquire new skills and knowledge, leading to improved work performance and higher quality results.
2. **Knowledge and Innovation Creation:** The organization generates new knowledge and fosters innovation through the exchange of ideas.
3. **Reduced Costs:** Increased efficiency reduces losses, accidents, and long-term operating expenses.
4. **Improved Morale and Reduced Turnover:** Employees recognize the organization's commitment, see opportunities for growth, fostering engagement and/or a sense of belonging, and reducing turnover rates.
5. **Creation of a Positive Organizational Culture:** Enhanced engagement, unity, and positive team relationships create a smooth work environment.
6. **Future-Preparedness:** Developing personnel with up-to-date skills (e.g., AI, strategic skills) enables the organization to adapt and compete in a changing world.

For Employees:

1. **Self-Development:** Employees learn new skills, gain specialized expertise, and develop leadership skills.
2. **Increased Confidence:** Employees feel confident in their abilities and are more enthusiastic about their work.
3. **Opportunities for Growth and Advancement:** Employees see career paths and are prepared for advancement to higher positions.

Performance: In 2025, the Company organized 25 training courses for employees to increase their skills and potential to work for employees, with an average of 25 hours of training or knowledge development activities for employees per person per year. (Year 2024: 16.10 hours per person per year).

▪ **Employee Engagement**

In the year 2025, the Company implemented an employee engagement development plan, as detailed below:

Objective: To maintain a voluntary turnover rate of less than 4.00 percent.

Plan: The Company focused on fostering positive employee relationships, creating a suitable work environment, enhancing employees' knowledge and skills, and establishing individualized career paths that align with their competencies and abilities.

Implementation: The Company organized annual employee engagement activities, such as the traditional New Year merit-making event and regular yoga exercise sessions. Additionally, efforts were made to improve the workplace environment and continuously support employee skill development through both on-site and off-site training programs.

Performance: In 2025, employees voluntarily resigned (Turnover rate) 5.06% an increase of 1.16% from the previous year (2024: 3.90%), which exceeded the established target.

The employee turnover rate in 2025 increased compared to the previous year, primarily due to changes in labor market conditions.

To address this matter, the Company has undertaken a review of its human resource management processes and implemented initiatives to enhance employee engagement, including career development pathways and the long-term strengthening of organizational culture.

3.4.3 Safety, Occupational Health and Work Environment

In 2025, the Company continuously developed and improved operational efficiency in safety. It aims to reduce the risk of illness, injury, or death and to ensure the quality of life of employees or employees appropriately. The important operations are as follows:

The Company places significant importance on the management of occupational health, safety, and the working environment as an integral part of its sustainable development framework. A clearly defined governance structure has been established through the Occupational Health, Safety, and Environment Committee (Safety Committee), which is responsible for formulating policies, setting objectives, and regularly monitoring safety performance. This is undertaken in coordination with safety officers at both management and supervisory levels, who are tasked with overseeing, assessing, and mitigating risks to ensure a safe working environment. These efforts are intended to cultivate a strong safety culture, minimize losses, and support the Company's stable and sustainable growth. The key initiatives are as follows:

Objective: To achieve zero cases of illness, injury, accidents, or fatality resulting from workplace operations and to maintain a lost time injury frequency rate of zero cases per one million working hours.

Plan: Established a safe and hygienic work environment for all employees to prevent illnesses, injuries, or fatalities. Additionally, preventive measures for infectious diseases will be implemented.

Implementation:

1. Inspections are conducted to ensure the safety and efficiency of buildings, elevators, electrical systems, and air conditioning systems, ensuring compliance with international safety standards.
2. Promote training programs, safety campaigns, internal communication, and employee engagement at all levels to enhance awareness and foster shared responsibility for safety.

Performance: In 2025, the workplace illness, injury, and fatality rate remained at zero. There were no lost time injuries per one million working hours, and no fatalities occurred among employees, contractors, or business partners operating within the Company's premises.

Detail	2025	2024	2023	2022
Rate of illness, injury, accidents, or fatality resulting from workplace operations of employees, contractors, and business partners	0	0	0	0

Furthermore, the Company has implemented several key safety measures, including:

- **Adjusting the working environment to prevent the spread of Infectious Diseases, such as COVID-19**

The Company places great importance on the health and safety of employees, which is the foundation and key mechanism to drive the organization. Even though the COVID-19 situation is easing, the management and administration continue to implement the "COVID-19 Prevention and Control Measures" policy to maintain health and safety in the office consistently and ask for cooperation from all employees to wear a protective mask at all times inside the building and wash their hands frequently with soap or hand sanitizers provided at various spots within the building.

The company still maintains a policy of organizing and participating in meetings through online systems (as an option) to prevent the spread of diseases.

In addition, the Company has also created a channel of communication within the organization between executives and employees. It creates a group in the LINE application for communication and public relations information within the organization, including messages of concern to build morale. It also shares useful information directly from management for everyone's safety and health.

- **Adjusting the working environment to prevent the impact of PM 2.5**

The company has implemented measures to manage and maintain the health and hygiene of employees by ensuring that indoor air quality meets standards. This is achieved through the installation of air quality monitoring devices to continuously monitor and adjust air management as needed. Additional air purifiers have been installed in certain areas, and activities that may generate dust and harmful smoke are avoided. The company also encourages employees to reduce activities or behaviors that contribute to pollution. Additionally, some air conditioning systems within the building have been replaced with energy-saving Inverter systems, which help save electricity and improve air quality for a cleaner environment.

3.4.4 Responsible product and service to customers.

The Company adheres to the quality of the product or service to a standard, is safe for consumers' health, and has a reasonable price according to the agreed quality.

- **Customer health and safety**

The company prioritizes sourcing goods that meet high-quality standards and ensure human safety, such as stainless steel (non-corrosive metals), which are environmentally friendly and recyclable. The stainless steel used in manufacturing vacuum flasks must meet stringent quality criteria to guarantee product excellence and long-lasting durability. Through the production processes implemented by affiliated companies, our vacuum flask products are not only safe for health but also maintain exceptional quality. We ensure that the colors utilized in manufacturing these items adhere to food-grade standards, instilling confidence in consumers regarding the quality of our products. Similar attention to quality is observed in the international distribution of adhesive tape products under reputable trademarks such as UNI TAPE, PANFIX, FUJI, and NICHIBAN. Furthermore, the company is committed to upholding product quality standards and ensuring timely delivery, providing customers with fair and satisfactory service.

The Saha-Union Group has companies that manufacture elastic bands for fabric masks and face masks. It is accredited with the ISO13485 Quality Management System. It is a comprehensive quality management system from designing, developing, manufacturing, and selling, medical devices. It applies to user safety, with the medical device service provider having a high level of confidence, trust, and safety. In addition, the company mentioned above has been certified by both the Thai Food and Drug Administration (FDA) in both of Thailand and the United States and passed the OEKO-Tex Standard 100 audit and certification or passed the standard test of international products from the Swiss Textile Testing Institute. It is a global institution that internationally believes and trusts that certified products do not contain harmful residues and are not detrimental to consumer health.

During the year 2025, the main companies within the plastic, rubber, and metal business group achieved a customer satisfaction rating of 91.40%, which is below the target set at no less than 90%. Plans were made to further enhance customer satisfaction by focusing on every aspect of the product manufacturing process. This involves meticulous quality management, starting from the selection of high-quality raw materials to setting performance indicators for production control to ensure excellence. Every batch of produced goods is consistently of high quality and safe for consumers. Moreover, the aim is to continually improve various processes with quality development goals in mind, aiming to reduce complaints and increase customer satisfaction.

In the year 2025, both the Company and the main companies within each business group did not encounter any significant issues related to legal violations or regulatory non-compliance concerning the specifications and usage of products and services.

- **Product and service labeling**

The Company considers consumers to receive good quality products. It must have information on how to use them correctly to achieve the objective that customers feel the product's value and benefit from using the product. The Company has a standard product label with the product name, brand, package size, product code number, component. It will specify the international standard code (some products have it), features, instructions for use, warnings, date of manufacture. It is following international standards and applicable laws that all information is truthful.

- **Marketing Communications and Customer Business Secrets**

Most of the Company's business is an investment and trading products with the partner who is not the last consumer. The Company, therefore, has no advertising marketing costs. Consumers do not have to bear the cost of this marketing expense. In addition, the Company is aware of the business ethics for sustainability. The Company does not disclose customer's confidential information and does not misuse the customer's information for its benefit or related parties.

3.4.5 Participation in community and social development

In 2025, the main companies in the hotel business group participated in ESG activities, a guideline for sustainable business practices, and organized various activities as follows:

- **Participation in the community**

- Organized the "Passport to Success Program" for students of "Hua Hin Wittayakom School" to provide knowledge about the food and beverage department, mocktail making, and international table manners, as well as the use of various utensils and tableware for Western-style eating, to enhance their experience for future careers in the hotel industry.

- Participated in Hua Hin Grand Inter Pride 2025 to celebrate the enactment of the equal marriage law.

- Volunteer activities to clean Hua Hin Temple, Hua Hin Beach, and the Thap Tim Shrine.

- Releasing blue crabs and cleaning the blue crab bank at Khao Takiab.

- Training activities to make artificial flowers from used lottery tickets.
- Donating blood to the Thai Red Cross Society.
- Providing meals, snacks, and donating 2 computers to 50 children at the School for the Blind in Cha-am, Phetchaburi Province.
- Volunteering to make straw pillows for patients. In partnership with the Power For Sustainable Future Foundation:
 - Participated in a seed bombing activity at Khao Nang Phanthurat National Park.
 - Donated money to support the dog and cat cremation project at Wat Khao Chong Pradu, Hua Hin.
 - Participated in Thai Elephant Day activities by donating 60,000 baht to support the wild elephant monitoring and deterrence center in the Pa Deng area, Kaeng Krachan District, Phetchaburi Province. Also participated in merit-making activities and provided meals for park officials and local villagers.
 - Organized Earth Week activities including cooking meals for local villagers, conducting a Food Waste workshop, and releasing crabs and collecting trash in the community.
 - Donated surplus food to the environmental organization Scholars of Sustenance Foundation Thailand (SOS Thailand) to help reduce food waste and share surplus food with those in need.

One of the company's core subsidiaries within the hospital business group has organized community care activities around the hospital under the concept of "Healthy Neighborhood," such as:

- Providing fingerstick blood sugar testing, blood pressure measurement, and basic health consultations at the Miftahul Jinaan Mosque (Lamjiak) Charity Day event.
- Providing basic health check-ups and influenza vaccinations to members of the Pho Thong community.
- Collaborating with the Khok Kram Police Station to organize a volunteer activity, "We Do Good Deeds for the Nation, Religion, and King," providing basic health check-ups, blood pressure measurements, and fingerstick blood sugar testing to assess health and provide self-care advice at Charoensuk 4 Village.
- Providing first aid training to youth at the Baan Phra Porn Foundation, a Christian organization focused on helping ex-convicts and underprivileged youth.

In addition, the company conducts surveys and assessments of the community and social impacts of its operations, covering both direct and indirect impacts, as well as current and potential future impacts. The assessment in 2025 found no negative impacts on surrounding communities and no complaints from external parties regarding the company's operations. However, the company values community involvement and will continue to monitor such issues.

▪ **Role in the market and job creation**

The Company and the invested companies in the community contributed mainly to the community development by employing people in the neighborhood to work with the Company. It aims to give the local people a stronger livelihood foundation in the areas where the Company invests, for example, Bang Pakong, Bang Chan, and Hua Hin. Most of the Group's employees are local residents. It is an important labor market and can create jobs for the local community to increase their income continuously. As a result, communities and societies are developed.

3.4.6 Anti-Corruption

Anti-Corruption Policy and Whistleblowing and Malpractice Complaints

Policy

Since 2016, the Company has established an "anti-corruption policy" and "Whistleblowing and malpractice complaints policy" in writing for all Saha-Union Group companies. This policy has been communicated to serve as a guideline for our operations for the management to be effective, transparent, and verifiable. In addition, it can truly build trust and confidence among all stakeholders. (details can be downloaded from the Company's website at www.sahaunion.com).

The Company has communicated anti-corruption policies and guidelines to the management and employees. It prints the summary document, including the example of the guidelines for implementing the said policy so that the management and employees understand and follow it properly. Also, it publicizes such information to executives and employees in clearly visible areas as well.

In addition, the Company confirms and declares its intent and disseminates the anti-corruption policy. It has sent the message regarding "anti-corruption policy" and "Whistleblowing and malpractice complaints policy" on the performance of the Company's duties and companies in the group to the stakeholders for acknowledgment. Those stakeholders shall sign the acknowledgment of the policy in such matter by the responsible person concerned and send it back to the Company.

The Company has established a Code of Conduct manual through the resolution of the Board of Directors. It has a business policy following the Company's values and good governance and management to operate with honesty and without corruption. It is not only the business of the Company and its group in Thailand but also its businesses that have invested in foreign countries. It includes complete, correct, and accurate accounting records, tax calculations, and correct tax payments so that bribes are not paid to those involved. Therefore, the relevant authorities will receive correct information and accurate tax payments, and the state does not lose benefits. The Company's policy has always been adhered to as a practice which has made the Company reliable to the public and society.

Guidelines in agencies that comply with the policy

The Company has instilled values, integrity, quality, and service from executives to employees. It has a policy to comply with the law and related regulations by creating awareness among executives and employees. In addition, employees will receive a manual on work regulations. It is defined in Section as follows: Disciplinary and Disciplinary Penalties Articles 6.1 (f) and Article 6.2 (4) must act with integrity, and Article 6.3 on penalties for violations and termination of employment. For the operating system to follow the Company's policy, there is an effective and efficient internal control system, with audits, follow-up to avoid corruption, and the internal audit process of the internal audit unit.

The Company has established guidelines for the management and employees to comply with the anti-corruption policy in 8 areas as follows:

- Guidelines on conflicts of interest;
- Guidelines on Securities Trading Practices and use of inside information;
- Guidelines on Sourcing/Procurement;
- Guidelines for receiving or giving assets or any other benefits that might motivate one to make any decision;
- Guidelines for charitable donations and grants;
- Guidelines on Political Practices;
- Guidelines for dealing with government agencies;
- Guidelines on Tax Practice

Disclosure of operating results and progress in practice

Regarding key operational and progress disclosure in the past year, the Company has not encountered any of the following cases or events:

- Cases or incidents reported as complaints in various issues.
- Cases or complaints alleging human rights violations during business operations.
- Violations of the company's corporate corruption policy.
- Cases related to litigation, investigation, accusation, or litigation involving unfair competition practices.
- Cases related to unfair employment practices, unfair hiring, non-compliance with the law, and failure to report complaints of violations against stakeholders.

However, the Company has implemented measures to prevent such incidents. In the event that such cases or situations arise, the Company will establish appropriate corrective actions and introduce measures to prevent recurrence in the future.

3.4.7 Personal Data Protection

Saha-Union Public Company Limited recognizes the importance of protecting personal data of shareholders, investors, partners, directors, Company's personnel and persons associated with the Company to ensure that such persons are fully protected under the Personal Data Protection Act B.E. 2562 (2019) and other relevant laws. The Board of Directors has approved the Personal Data Protection Policy as part of the Company's Good Corporate Governance Manual in order to serve as supervision measures and management of personal data from collection, usage, disclosure, and the preservation of personal data to ensure security. The Company has established a personal data protection policy which is divided into 4 areas as follows:

1. Personal Data Protection Governance;
2. Personal Data Processing;
3. Data Subject Rights; and
4. Personal Data Security.

Details in each aspect of the Personal Data Protection Policy and Personal Data Protection Policy Notification Form are as follows;

- For directors, executives and persons who may be directors, executives;
- For shareholders, proxies or delegates from shareholders;
- For partners and business relationships;
- For employees and job applicants;
- For third parties; and
- For CCTV use.

The Company has disclosed all on its website, <https://www.sahaunion.com/personaldataprotectionpolicy/>

In the past year, the Company has not received any complaints or incidents relating to personal data breaches involving: 1.) Directors, executives, shareholders, and employees. 2.) Business partners. 3.) Related persons or connected entities.

3.5 Sustainability Management in the Governance Dimension

For further details, please refer to Part 2 Corporate Governance, Section 6. Corporate Governance Policy, Section 7. Corporate Governance Structure and Information about Board of Directors, Sub-Committee, Executives, Employees, and other issues, and Section 8. Major Development regarding Corporate Governance