Sustainability Report 2025
KCG Corporation Public Company Limited.

DELIGHTS OUR *Customers*

NOURISHES OUR *Communities*

AND SUSTAINS *The planet*

Vision

"To be a leading culinary provider that delights our customers, nourishes our communities, and sustains the planet"

Missions

- Excellence in Quality and Taste
- Sustainability
- Health and Wellness Focus
- Cultural Appreciation and Education
- Community Involvement and Local Impact
- Innovation and Growth

Core Values

H — HEART DRIVEN
Exceed expectations

E — EXPERTISE
Aspire to excellence

A — AGILE
Adaptable to change

R — RESPONSIBLE
Accountable across all dimension

T — TEAMWORK
Bring pleasure to all

Core Values

H — Heart-Driven
มีใจ
มุ่งมั่นต่องานและองค์กร

มีใจรักต่องานและองค์กร
โดยตั้งใจทำในสิ่งที่ถูกต้อง พร้อมแสดงออกถึง
ความมุ่งมั่นในผลลัพธ์ และคุณภาพพร้อมผลักดัน
ส่งเสริมคุณค่าเพื่อให้องค์กรเติบโต
และมีอนาคตที่ยั่งยืน

Having a heart for work and the organization,
shown through commitment to results and quality,
while driving and promoting value to support
the organization's sustainable growth and future.

ตัวอย่างพฤติกรรมที่องค์กรคาดหวัง

- ปฏิบัติงานด้วยความตั้งใจ มุ่งมั่น และทุ่มเท ให้เกิดผลลัพธ์ที่ดี
- เสริมสร้างคุณค่า ที่ดีแก่องค์กร
- มีทัศนคติต่องาน และองค์กร ให้เติบโตอย่างยั่งยืน

E — Expertise
ตั้งใจ
พัฒนาความเชี่ยวชาญ
และนวัตกรรม

การตั้งใจที่มุ่งมั่นพัฒนาตนเอง
อย่างต่อเนื่อง ให้เกิดความเชี่ยวชาญ
ในงานของตนเอง และตอบรับต่อการเจริญเติบโต
ด้วยความเชี่ยวชาญและนวัตกรรม

A commitment to continuously improving oneself,
gaining expertise in one's work and
embracing growth through skill and innovation

ตัวอย่างพฤติกรรมที่องค์กรคาดหวัง

- ใฝ่รู้พัฒนา ตนเองอยู่เสมอ
- เปิดรับและ แลกเปลี่ยนความรู้ กับผู้อื่น
- ใช้ความรู้และ ทักษะอย่างสร้างสรรค์ เพื่อความสำเร็จของงาน

A — Agile
เปิดใจ
พร้อมเดินหน้า
ปรับเปลี่ยน

การเปิดใจรับสิ่งใหม่
ปรับตัวต่อการเปลี่ยนแปลง สอดรับกับ
แนวคิดเชิงนวัตกรรม เพื่อสร้างสรรค์
ผลลัพธ์ และกระบวนการใหม่ๆ ให้ตนเอง
และองค์กรขับเคลื่อนไปข้างหน้า

Embracing new ideas, adapting to change,
and fostering innovation to create fresh outcomes
and processes that drive personal
and organizational growth forward.

ตัวอย่างพฤติกรรมที่องค์กรคาดหวัง

- เปิดใจรับฟัง ความคิดเห็นใหม่ๆ
- ปรับตัวได้รวดเร็ว รอบครอบเมื่อเผชิญ กับความเปลี่ยนแปลง
- แนวคิดเชิงนวัตกรรม เพื่อผลลัพธ์ หรือกระบวนการใหม่ๆ

R — Responsible
ใส่ใจ
รับผิดชอบรอบด้าน

การยึดมั่นรับผิดชอบ
ใส่ใจในทุกด้านของผลลัพธ์
และผลกระทบทั้งในงานของตนเอง
ทีมองค์กร สังคม รวมถึงสิ่งแวดล้อม
โดยคำนึงถึงความซื่อตรง
โปร่งใส และความยั่งยืน

Accountability for thoughtfully assessing
the results and consequences
of our work on our team, the organization, society,
and the environment, and operating
with integrity, transparency, and sustainability

ตัวอย่างพฤติกรรมที่องค์กรคาดหวัง

- ทำงานด้วย ความซื่อสัตย์และ โปร่งใส
- รับผิดชอบต่องาน และผลลัพธ์ที่เกิดขึ้น
- คำนึงถึงผลกระทบ ต่อเพื่อนร่วมงาน สังคม และสิ่งแวดล้อม

T — Teamwork
ร่วมใจ
สนับสนุนทั้งงาน และจิตใจ

การมีส่วนร่วมในการทำงาน
ร่วมใจเชื่อมั่น และเคารพ สามัคคีซึ่งกันและกัน
เข้าใจบทบาทของตนเอง พร้อมสนับสนุนทีม
เพื่อเป้าหมายและความสำเร็จอันเดียวกัน

Engaging collaboratively, trusting
and respecting each other.
We understand our individual roles
and empower the team
to reach collective goals and success.

ตัวอย่างพฤติกรรมที่องค์กรคาดหวัง

- ร่วมมือกับเพื่อนร่วมงาน ด้วยความจริงใจ และเปิดกว้าง
- ให้ความเคารพ และยอมรับ ซึ่งกันและกัน
- สนับสนุนช่วยเหลือ เพื่อเป้าหมายและ ความสำเร็จของทีม

KCG Cooperation

Customers/Consumers

Community

Employees

Business Partners

Contents

Message from the Chairman of the
Corporate Governance and Sustainability Committee

In an era marked by rapid scientific and technological advancement, the world is undergoing continuous transformation, particularly in the field of Artificial Intelligence (AI), which has become deeply embedded in everyday life. AI not only responds closely to human needs but also creates expectations that its capabilities may surpass current limitations in the future.

When AI combines with the change dynamics driven by natural forces, social conditions, and human behavior, it significantly increases uncertainty within economic systems and business operations. This combination may create both "risks and opportunities", and the scale of the impact is difficult to predict.

The Corporate Governance and Sustainability Committee: CG-SD is committed to preparing the Company through organizational readiness, adaptive strategy, and enhanced management capability to address these challenges effectively.

KCG places great importance on innovation management as a key mechanism for strengthening its competitive capabilities and achieving sustainable growth. This is achieved by promoting a corporate culture that embraces new ideas, developing technologies and operational processes, as well as establishing a systematic innovation management framework within the organization. KCG also fosters collaboration with external partners, such as academic institutions, technology experts, and business partners, to jointly develop knowledge, technologies, and innovations that can be leveraged to create new value for the organization and its stakeholders in the long term.

In 2025, Form 56-1 One Report was presented in two parts: the Operating Results and Financial Statements Report and the Sustainability Report, reflecting the Company's determination to conduct its business in accordance with ESG and AI Governance principles in the context of the digital age.

In 2025, KCG launched initiatives and expanded its efforts in the following major areas:

• Enhancing respect for human rights by expanding the scope and standards to encompass suppliers and business partners.
• Strengthening AI Governance by establishing clear guidelines to ensure the ethical, transparent, safe, and socially responsible use of AI.
• Developing an Innovation Management system both internally and through collaboration with external partners to create new products, processes, and business models that deliver sustainable value.
• Declaring the Company's intention to join the Thai Private Sector Collective Action Against Corruption (CAC) to strengthen a network of transparency across the organization and throughout the value chain.

Furthermore, in 2025, KCG received corporate governance and sustainability awards from leading institutions, including the Stock Exchange of Thailand, the Thai Institute of Directors, the Thaipat Institute, the Thai Chamber of Commerce, etc. These recognitions reflect the confidence placed in the Company by various sectors.

The Corporate Governance and Sustainability Committee remains committed to sustaining the sustainability ecosystem that KCG has cultivated, enhancing collaboration with suppliers, business partners, and stakeholders in order to drive responsible economic growth in alignment with ESG principles amid a rapidly changing global context.

On behalf of the Corporate Governance and Sustainability Committee, we would like to express our gratitude to the Board of Directors, executives, employees, suppliers, and all stakeholders for their continued dedication to advancing KCG as a truly sustainable organization.

Mr. Poonsawat Phaoprapat and Mr. Vichan Amornrojanawong
Co-Chairman of the Corporate Governance and Sustainability Committee
KCG Corporation Public Company Limited

Message from the Chief Executive Officer

2025 was a challenging year for the food industry. Economic volatility and global geopolitical conflicts affected the food industry's value chain significantly, particularly sustainability risks and natural disasters from intensifying climate change that directly impacted agricultural raw materials and the overall supply chain of the food industry. The advancements in AI and shifting consumer behavior toward socially and environmentally responsible products, including an increasing pressure to disclose governance and transparency in the competitive capital markets, further intensified these challenges. However, amid these challenges, KCG stood firm and transformed these pressures into a driving force for a sustainable organization.

"Quality" is our heart, "Sustainability" is our foundation. KCG remains committed to pursuing economic growth alongside responsible and sustainable operations by strengthening its proactive risk management systems and elevating ESG standards, focusing on enhancing competitiveness through a strong and comprehensive supply chain. This includes innovation development for new and health-oriented products to meet customer and consumer needs, raising food safety standards to international levels, and expanding acceptance and trust in overseas markets. KCG received FSSC 22000 certification, the highest international food safety standard, as well as HALAL-Q certification from Indonesia.

In the environmental dimension, KCG expanded solar roof installation to cover all factories and warehouses, operating at full capacity to generate solar energy. In 2025, KCG generated up to 4.5 MWh of electricity from solar power, significantly reducing reliance on purchased electricity in a sustainable manner. Production and transportation processes have been optimized to reduce energy and resource consumption. In addition, achieving zero waste to landfill at the Theparak Factory has contributed to significant reductions in water and energy costs, as well as greenhouse gas emissions.

In the governance dimension, KCG continues to develop a good corporate governance framework and principles to achieve broader recognition and has declared its intention to join the Thai Private Sector Collective Action Against Corruption (CAC). In addition, KCG has strengthened its cybersecurity governance and achieved ISO/IEC 27001:2022 certification for its Information Security Management System, while preparing to establish AI Governance.

In the social dimension, KCG conducts human rights due diligence and promotes youth and community empowerment through the "KCG Ignite the Dream" project, reflecting its commitment to operating a responsible business for all stakeholder groups.

This commitment is reflected in significant awards and recognitions, including an AAA rating in the SET ESG Ratings, the Commended Supply Chain Management Awards, a 5-star CGR rating for the second consecutive year, and sustainability disclosure awards, as well as the Thai Chamber of Commerce Business Ethics Standard Test Awards.

KCG will continue to drive its sustainability strategy to mitigate risks and create long-term value while strengthening its supply chain and securing raw material sources, developing food innovations that promote well-being, managing climate risks and reducing greenhouse gas emissions in accordance with the Net Zero roadmap, and maintaining high standards of corporate governance alongside transparent and verifiable disclosure of information.

On behalf of the Executive Committee and employees of KCG, I would like to express our gratitude for the trust and confidence of all stakeholders who have joined us on this journey. Please be assured that KCG will continue to strive toward sustainable growth while being responsible for society, the environment, and all stakeholder groups to deliver value and sustainability for all.

Mr. Damrongchai Vipawatanakul
Chief Executive Officer and Managing Director
KCG Corporation Public Company Limited

Awards and Recognitions

SET ESG Rating 2025

Achieved an "AAA" rating for the SET ESG Ratings 2025 from the Stock Exchange of Thailand.

Commended Supply Chain Management Awards

Received the Commended Supply Chain Management Awards 2025 in the Sustainability Excellence category at the SET Awards 2025, organized by the Stock Exchange of Thailand in collaboration with Money & Banking Magazine, at the Stock Exchange of Thailand.

ESG 100

Selected as one of the 100 companies with outstanding operating results and sustainability performance for the ESG 100 Company 2025 for the second consecutive year by Thaipat Institute.

Sustainability Disclosure Acknowledgement

Awarded with Sustainability Disclosure Acknowledgement 2025 from Thaipat Institute for the disclosure of sustainability information to the public and stakeholders, leading to a higher level of information disclosure and long-term sustainability organization development.

Excellent CG Scoring 2025

Received a 5-star rating for the Corporate Governance Report of Thai Listed Companies or Excellent CG Scoring for 2025 from the Thai Institute of Directors (IOD), by the Stock Exchange of Thailand (SET). The Company was also ranked in the Top Quartile of listed companies with a market capitalization of 3,000 - 9,999 million baht.

AGM Checklist

Achieved a perfect score of 100 or an "Excellent" rating for the 2025 Annual General Meeting Checklist by the Thai Investor Association and the Federation of Thai Capital Market Organizations.

Thai Chamber of Commerce Business Ethics Standard Test Award

Received the Thai Chamber of Commerce Business Ethics Standard Test Award 2025 (23rd Edition), organized by the Thai Chamber of Commerce and the Board of Trade of Thailand.

CAC

Declared intention to join the Thai Private Sector Collective Action Against Corruption (CAC).

Superior Taste Awards from International Taste Institute, Brussels, Belgium

• Received the Superior Taste Awards with a 3-star rating for Imperial Wafer Coconut Flavor.
• Received the Superior Taste Awards with a 2-star rating for Imperial Gold Selection Belgium Danish Butter Cookies and Bakers' Choice Almond Cracker.

Certification

Green Industry Level 4

Received Green Industry Certification Level 4 (Green Culture) from the Department of Industrial Works, certifying that everyone in the organization collaborates in an environmentally friendly manner in all aspects of operations, making it an integral part of corporate culture.

FSCC 22000
(Food Safety System Certification 22000)

Certified with an internationally recognized standard for food safety system certification, as well as FSSC 22000 (Food Safety System Certification for Transport and Storage) for KCG Logistics Park.

ISO/IEC 27001:2022

Certified with international standard for Information Security Management System (ISMS)

HALAL BPJPH Certification From Indonesia

Received HALAL BPJPH certification from Halal Indonesia for the Bang Phli and Theparak branches, complying with Indonesia's mandatory halal standards, demonstrating respect for religious and cultural diversity, and supporting the large Muslim consumer market in Indonesia.

HALAL Certification for Imported Products at KCG Logistics Park

KCG Logistics Park received HALAL certification for the handling and management of imported food products.

Roundtable on Sustainable Palm Oil, Segregation (SG) Model

The Theparak factory received RSPO (Roundtable on Sustainable Palm Oil) certification under the Segregation (SG) model for the first time in 2025. This certification ensures sustainable palm oil supply chain management, where raw materials are sourced exclusively from RSPO-certified producers and are segregated from non-certified materials.

Key Sustainability Performance

As of December 31, 2025

Economic Performance

Sales Revenue:
8,645.5 Million Baht,
12% increased from 2024

Dairy Products
58.7%

Food and Bakery Ingredients
29.2%

Biscuits
12.2%

Net Profit:
503.9 Million Baht,
24% increased from 2024

Employee Remuneration and Welfare
951.45 Million Baht

Employee Training and Development
3.98 Million Baht

Community Development and Engagement Investment
3.4 Million Baht

Research and Development
48.6 Million Baht

Governance and Economic Dimension

Generated revenue from product innovations amounted to
637.8 million baht,
comprising **396.4 million baht** from new innovative products and **241.1 million baht** from health and nutrition innovative products.

100% of critical suppliers and new suppliers signed to comply with the Supplier Code of Conduct

100% of critical suppliers and new suppliers conducted the Supplier ESG Risk Assessment

Zero complaints regarding Misconduct and Corruption

100% achievement of critical Business Continuity Plan (BCP) drills

Zero incidents of cyberattacks on business operations

Zero incidents of personal data breaches or leaks

Certified with ISO/IEC 27001:2022, international standard for Information Security Management System (ISMS)

Social Dimension

Achieved customer satisfaction of **80%**

Achieved an employee engagement score of **73.2%**

Achieved an average of **20.8** training hours per person per year

Achieved a Lost Time Injury Frequency Rate (LTIFR) of **2.37**

Zero violations of Laws, Rules, Social Regulations, or Human Rights

Environmental Dimension

Scope 1 and 2 greenhouse gas emissions **decreased by 6.7%** compared to the 2024 base year

Scope 1 and 2 greenhouse gas emissions intensity per unit of production **decreased by 3.9%** compared to the 2024 base year

Reduced water consumption per ton of production by **5.4%** compared to 2024

Achieved Green Industry **Level 4** Certification.

Zero oil and chemical spills that significantly impacted the environment.

Renewable electricity utilization from solar rooftop systems **increased to 18.2%,** up from 7.4% in 2024

Reduced electricity consumption per ton of production by **0.7 %** from 2024

Total electricity expense decreased by **17.7%** compared to 2024

Zero waste to landfill at the Theparak Factory

Reduced waste per ton of production by **6%** compared to 2024

Decreased food waste intensity by **44.8%** compared to 2024

About This Report

KCG Corporation Public Company Limited (the "Company") has prepared the 2025 Sustainability Report to disclose its sustainability operation, covering material topics across the environmental, social, governance, and economic dimensions. This report is based on the perspectives and significant impact assessments of key stakeholders. The Company has set sustainability goals aligned with the United Nations Sustainable Development Goals (SDGs) and places great emphasis on annual sustainability reporting to communicate its commitment to achieving sustainable development goals across all dimensions to stakeholders and interested parties.

Scope of the Report

This report presents the sustainability performance of KCG Corporation Public Company Limited and its subsidiaries (the Company) operating in Thailand. The scope of reporting covers 2 factories, the head office, an office, 4 distribution centers, and subsidiaries for the period from January 1, 2025, to December 31, 2025.

- Head Office: Phra Khanong, Bangkok
- Office: Bangna, Bangkok
- Bang Phli Factory: Bang Phli, Samut Prakan
- Theparak Factory: Bang Phli, Samut Prakan
- KCG Logistics Park, an integrated distribution and warehouse center: Bang Phli, Samut Prakan
- Distribution Center: San Sai, Chiang Mai
- Distribution Center: Mueang Khon Kaen, Khon Kaen
- Distribution Center: Tha Chang, Surat Thani
- Indoguna Company Limited: Bangphli, Samut Prakan

Standards and Guidelines for Information Disclosure

This report has been prepared in accordance with the Sustainability Reporting Guidelines for listed companies as provided by the Stock Exchange of Thailand (SET) and in accordance with Global Reporting Initiative Standards 2021 (GRI Standards 2021).

Assurance of the report

The economic performance data disclosed in this report is derived from the same accounting records used for the Form 56-1 One Report and has been audited by certified public accountants. as disclosed in the 2025 Form 56-1 One report. Material topics on sustainability, targets, and performance data related to governance, environmental, and social dimensions have been collected, verified, and compiled by the Company's internal working team in accordance with the GRI Standards 2021.

In addition, this report has been reviewed by senior executives and presented to the Corporate Governance and Sustainability Committee for consideration and recommendations on disclosure and report development in accordance with international standards. This process ensures that the Company's sustainability disclosures are accurate, sufficient, and responsive to the expectations of all stakeholder groups.

Contact Information
For further details or inquiries about this report, please contact:

Sustainable Development and Risk Management Department

KCG Corporation Public Company Limited

3059 - 3059/1-3 Sukhumvit Road, Bang Chak Subdistrict, Phra Khanong District, Bangkok 10260

E-mail: sd@kcgcorporation.com

Business Overview

- Nature of Business

Nature of Business

The Company is engaged in the manufacturing and distribution of dairy products, including butter and cheese, under the Imperial, Allowrie, and Dairygold brands, as well as biscuits, food and bakery ingredients, and selected Western food products from around the world. The Company is a leader in food manufacturing, with extensive experience in managing processes throughout the supply chain from upstream to downstream, starting from research and development to the creation of production formulas, sourcing raw materials and products, manufacturing, and distribution. This includes product storage, distribution, and delivery, both domestically and internationally. Additionally, the Company imports leading products from abroad to distribute in Thailand, catering to the diverse needs of customers and consumers.

The Company has two factories, Theparak and Bang Phli, with a combined production capacity of approximately 67,711 tons per year. In 2025, the total production capacity was 38,232 tons per year, a 3% decrease from 2024 due to the shutdown of the butter production line in Q3 2025 for line improvement and capacity expansion. The dairy product group accounted for the largest share of production, accounting for 52% of the total volume, followed by the biscuit group at 26% and the food and bakery ingredients product group at 22%.

In addition to in-house products, the Company also purchases products from both international and domestic brands for distribution. However, the Company primarily distributes products under company brands, which are specially designed to meet the needs of its customer groups. These in-house products account for approximately 70.7% of total sales revenue, while outsourced products make up about 29.3%.

For more information on the nature of business, please refer to <u>the 2025 Form 56-1 One Report</u> under the section "Nature of Business" on pages 25-33

Products and Services

The Company's products and services are divided into three groups as follows:

1. Dairy Products

These include butter, cheese, and other processed milk products such as whipped cream, cream cheese, pasteurized milk, cheese snacks, and yogurt.

Allowrie

IMPERIAL

Dairygold

2. Food and Bakery Ingredients (FBI)

This category includes food ingredients and ready-to-eat food products such as frozen foods, meat, seafood, bakery ingredients, and concentrated fruit juice beverages.

IMPERIAL

Sunquick

Bake Master

Premio

3. Biscuits

This category includes cookies, crackers, and wafers.

IMPERIAL

Rosy

Violet

Baker's Choice

Cookie Choice

Variety

The Company is dedicated to sourcing high-quality products from around the world and has a strong advantage as a distributor of imported food products, particularly from Europe and Australia, which are recognized for their premium image. Furthermore, the Company distributes renowned brands such as Sunquick orange juice from Denmark, LeGall butter from France, Corman butter from Belgium, Mövenpick ice cream from Switzerland, Bruggeman yeast from Belgium, Ambrosial Greek Yogurt from China, and Shineroad whipping cream from China, and other leading brands.

Financial Information

The Company discloses material financial information on its website both quarterly and annually. This information is audited by certified public accountants prior to submission to the Securities and Exchange Commission (www.sec.or.th) and is publicly disclosed within the specified timeframe.

In 2025, the Company continued to achieve strong operating results compared to 2024. The total sales revenue reached 8,645.5 million Baht, representing an 11.6% increase and marking the fourth consecutive year of growth. Net profit amounted to 503.3 million Baht, increasing by 24% and setting a bar of high record for the third consecutive year. These results reflect the Company's thriving business performance, supported by systematic improvements in operational efficiency and strong sales growth across all distribution channels.

This growth was driven by effective value chain management, enhanced production efficiency, and continuous cost control. As a result, the percentage of SG&A to Sales declined significantly compared to the previous year. The Company has also improved its operational processes by applying digital technologies to enhance the accuracy of sales forecasting and inventory management, alongside appropriate manpower planning.

In addition, the Company continues to invest in environmental and climate-change projects, including solar roof installation projects, centralized chilled water production systems, and the expansion of water recycling systems to reduce energy and resource consumption while lowering long-term operating costs. This approach strengthened the Company's ability to achieve sustainable business growth while responsibly managing resources and aligning with the organization's long-term sustainability strategy.

In 2025, the Company's significant financial information, tax management, and economic performance data are as follows:

Financial Information	2023	2024	2025
Profit and Loss Statement (million baht)			
Total Revenue	7,204.7	7,790.3	8,678.1
Revenue from Sales and Services	7,157.0	7,743.4	8,645.5
Profit before Income Tax	386.2	511.2	628.8
Income Tax Expense	80.3	105.4	125.5
Net Profit	305.9	405.8	503.3
Statement of Financial Position (million Baht)			
Total Assets	5,872.0	5,993.8	6,315.9
Total Liabilities	3,178.1	3,052.4	3,119.2
Shareholders' Equity	2,693.9	2,941.4	3,196.6
Income Tax Payable	29.5	57.8	70.5
Dividend per Share (Baht)[1/2/]	0.30	0.41	0.51
Dividend Payout Ratio (%)[1/]	53.4%[1/]	55.1%	55.2%
Key Financial Ratios			
Gross Profit Margin (%)	30.0%	30.9%	30.9%
Net Profit Margin (%)	4.2%	5.2%	5.8%
Return on Assets %	8.2%	9.5%	10.9%
Return on Equity %	15.8%	14.4%	16.4%
Liquidity Ratio (times)	1.1	1.1	1.2
Quick Ratio (times)	0.7	0.7	0.7

Remarks:

[1/] The Company was listed on the Stock Exchange of Thailand on August 3, 2023, and adjusted the average number of registered shares in 2023 to 545 million shares.

[2/] The dividend payment for the 2025 operating results at the rate of 0.51 baht per share will be proposed for approval at the General Meeting of Shareholders on April 23, 2026.

Tax Management

The Company is committed to managing taxes in a comprehensive, accurate, and standardized manner, ensuring transparency and verifiability, and complying with all relevant tax regulations, rules, and laws. The Company has developed a tax policy that serves as a guideline for tax operations, which is strictly followed, including the disclosure of income tax information in the Company's financial report, financial statements, and Form 56-1 One report in accordance with financial reporting standards to enhance stakeholder confidence.

> For further information, please refer to the
> **Tax Policy.**

General Information of the Company

Company Name	**KCG Corporation Public Company Limited**
Securities Abbreviation	KCG
Business Type	Manufacturing and distribution of consumer products, primarily Western food products. There are 3 primary product groups: dairy products, food and bakery ingredients, and biscuits.
Business Category	Food and Beverage
Industry Group	Agro and Food Industry
Establishment Date as a Limited Company	May 24, 1985
Registration Date as Public Company	December 9, 2022
Start Date for Trading on the Stock Exchange	August 3, 2023
Registered Capital and Paid-Up Capital	545,000,000 Baht, 545,000,000 shares, par value 1.00 Baht per share
Head Office Address	3059-3059/1-3 Sukhumvit Road, Bang Chak Subdistrict, Phra Khanong District, Bangkok 10260
Telephone Number	02-332-8040-9
Website	www.kcgcorporation.com

Organizational Memberships and Networks

The Company is a certified member of various public and private organizations and actively participates in promoting sustainable business operations.

Sustainability Dimension
- Thaipat Institute (a certified member and active participant in sustainability activities)

Governance and Economic Dimension
- Federation of Thai Industries
- Thai Institute of Directors
- Thai Chamber of Commerce
- Thai-Japanese Association
- National Food Institute
- Thai Listed Companies Association

Social Dimension
- Thai Red Cross Society (supporting and participating in social activities)
- Bangkok Metropolitan Administration (participating in community development projects)
- Right Livelihood Foundation (supporting social development projects)

Environmental Dimension
- The Greenhouse Gas Management Organization (Public Organization) (participating/registered projects)
- Green Industry Project, Department of Industrial Works, Ministry of Industry (certification)
- Department of Energy Business, Ministry of Energy (compliance with applicable laws and regulatory requirements)

Driving Business For Sustainability

- Sustainable Development Policy
- Sustainability Development Structure
- Business Value Chain
- Stakeholder Analysis in Business Value Chain
- Stakeholder Engagement
- Material Topics
- Sustainability Strategy and Goals

Sustainable Development Policy

The Company is committed to driving business by taking into account stakeholder needs, sustainability risk management, and sustainability governance. Policies have been established to manage material topics on governance, economic, social, and environmental dimensions, as well as climate change. The Company integrated and adopted the United Nations Sustainable Development Goals (SDGs) related to government policies and the sustainable development framework of regulatory agencies as guidelines for sustainability management, ensuring they align with our vision, mission, nature of business, strategic plans, material topics, and stakeholder expectations to create shared value across the value chain to promote long-term sustainable growth.

> For further information, please view
> **Sustainability Policy**

Sustainable Development Structure

To ensure the Company's efficiency in sustainability management, the Board of Directors appointed the Corporate Governance and Sustainability Committee to oversee and scrutinize the Company's policies, strategies, goals, and management approaches. The Corporate Governance and Sustainability Committee appointed the Chief Executive Officer and Managing Director to establish the Sustainability and Risk Management Working Team (SRMT) and to be the leader of the SRMT team. This working team consists of senior executives and representatives from departments to take action on material topics and put them into practice and communication to enhance understanding and foster employee cooperation across the organization. According to the organizational structure, the Sustainable Development and Risk Management Department, under the Corporate Sustainability Division, jointly coordinate and monitor sustainability risk management and the implementation of the sustainability action plan carried out by the working team to support the achievement of the Company's strategies and objectives.

The Company's Sustainable Development and Risk Management Structure is as follows:

Sustainable Development and Risk Management Structure

Board of Directors

Sustainable Development

Risk Management

Corporate Governance and Sustainability Committee

Executive Committee

Audit Committee

Chief Executive Officer and Managing Director

Internal Audit

Corporate Sustainability

Sustainable Development and Risk Management Department

Sustainability and Risk Management Working Team: SRMT

Management

Employee

Governance and Economic
- Corporate Governance
- Risk and Business Continuity Management
- Innovation and Technology
- Sustainable and Responsible Supply Chain Management
- Cybersecurity

- Corporate Governance Department
- Financial and Accounting Department
- Sustainable Development and Risk Management Department
- Research, Development, and Innovation Department
- Supply Chain Management Department-
- Information Technology Department

Society
- Product Safety and Responsibility to Customers and Consumers
- Human Rights and Human Capital Management
- Occupational Health and Safety
- Community Involvement and Development

- Corporate Quality Department
- Marketing Department
- Human Resources Department
- Safety Health and Environment Department
- Corporate Communications Department

Environment
- Energy and Resource Management
- Waste and Pollution Management
- Climate Change Adaptation and Decarbonization

- Production Department
- Safety Health and Environment Department

Other Sustainability Working Teams
- Occupational Safety, Health and Environment Committee
- Occupational Safety, Health and Environment Working Team
- Personal Data Protection Committee
- Human Resources Committee
- The Labour Standards Management Committee
- Welfare Committee
- Energy Management Working Team

Business Value Chain

The Company analyzed its business value chain and reviewed the changing business context to appropriately identify stakeholders and potential impacts arising from the Company's primary and support activities across the value chain, from upstream to downstream, in a comprehensive manner across all dimensions. The Company's value chain is as follows:

KCG Value Chain

Primary Activities

01 Raw Material & Trading Goods Sourcing

01
Source raw materials, products, and services by acquiring high-quality, safe products. Conduct Supplier Sustainability Risk Assessment to ensure environmental and social responsibility.

02
Develop an efficient manufacturing process that reduces waste and optimizes resources to meet international safety standards, manages waste and pollution to achieve the least environmental impact.

02 Operations

03
Manage sustainable warehouses and logistics through efficient energy consumption and transportation to reduce environmental impacts and greenhouse gas emissions.

03 Warehouse Distribution & Logistics

05
Strengthen customer relationships, provide customer satisfaction surveys and feedback channels, implement corrective action processes, and analyze feedback to enhance products and services.

04
Provide complete and accurate product and nutritional information, promote responsible sales, and ensure that quality assurance processes adhere to stringent quality and hygiene standards.

04 Marketing & Sales

05 After Sales Service

Support Activities

Infrastructure ▸ General Procurement ▸ Human Resource Management ▸ Accounting & Finance ▸ Innovation & Technology

Stakeholders

Employee · Customers and Consumers · Supplier · Business Partner · Shareholders & Investors · Government Agencies and Regulatory Agencies · Communities · Financial Institutions/ · Media

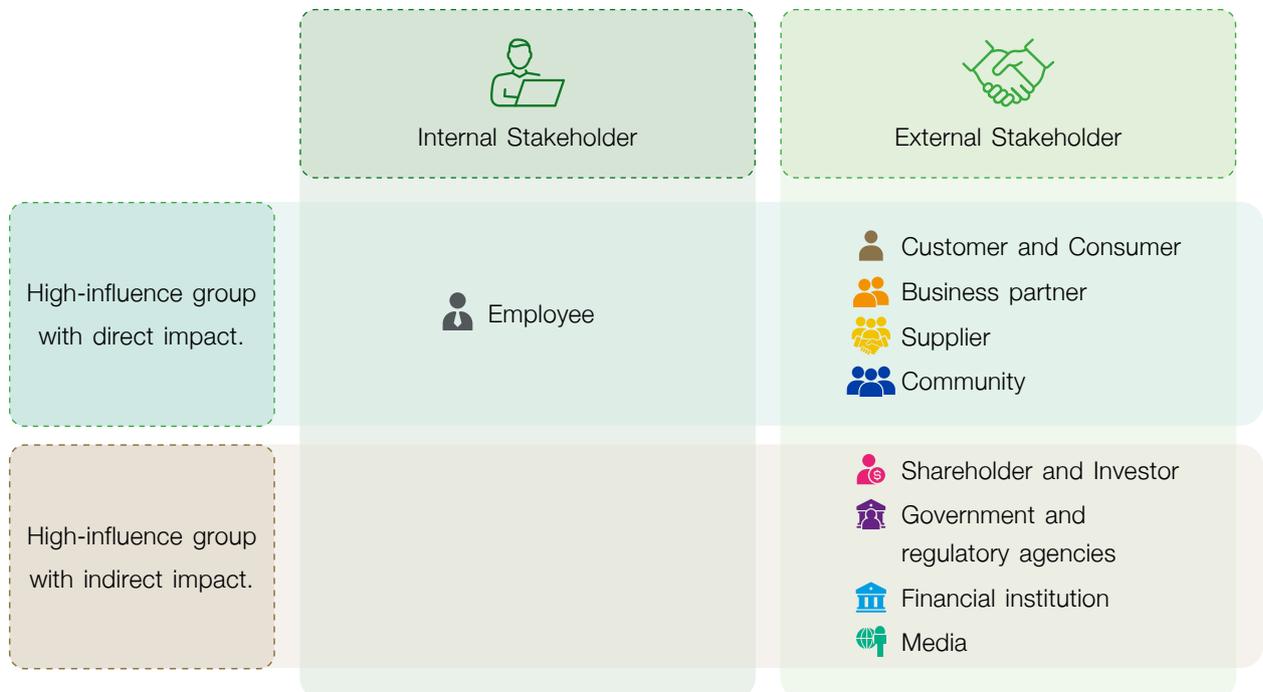# Stakeholder Analysis in the Business Value Chain

The Company identifies stakeholder groups involved in activities across its business value chain. Then, analyze and prioritize stakeholder relationships based on their influence on the Company and the potential impacts on stakeholders to establish engagement guidelines between the Company and stakeholders, respond to stakeholders' expectations or needs, and provide accessible communication channels. The Company also clearly defines roles and responsibilities, communication processes, and appropriate engagement approaches for each stakeholder group. This includes implementing mitigation plans for both stakeholder groups and the Company.

Stakeholder Analysis Process

Identify stakeholders in each activity	→	Assess and prioritize the relationships of each stakeholder group	→	Establish engagement guidelines between the Company and its stakeholders	→	Provide channels to meet stakeholder expectations
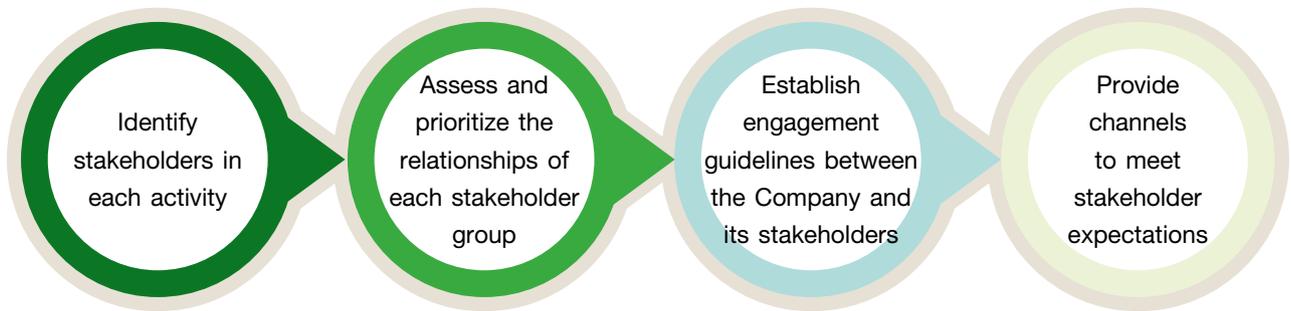
The Company assesses and ranks stakeholder relationships to set priorities for effective stakeholder management. The 5 primary stakeholders that have significant influence on the Company and are directly impacted by its operations include customers and consumers, business partners, suppliers, employees, and communities.

The secondary stakeholders that have significant influence on the Company but are indirectly affected by its operations include shareholders/investors, government agencies, regulatory agencies, and the media. The Company has classified and prioritized its stakeholders into 9 groups, as follows:

	Internal Stakeholder	External Stakeholder
High-influence group with direct impact.	Employee	Customer and Consumer Business partner Supplier Community
High-influence group with indirect impact.		Shareholder and Investor Government and regulatory agencies Financial institution Media

Stakeholder Engagement

Stakeholder Group	Expectations	Responses	Communication Channels
Employee All individuals employed under any form of employment relationship, whether Thai nationals or foreigners that fall under the Company's legal responsibility.	• Fair remuneration and Welfare in accordance with the law • Continuous skills and capability development • Career progression • Better quality of life • Equitable treatment • Safe and healthy working environment • Acceptance at work among colleagues and executives • Effective and thorough communication of internal information • Provide channels for complaints and feedback	• Competitive compensation to the same industry and appropriate welfare to the quality of life • Protect and respect for human rights • Employee welfare • Enhance workplace environments in accordance with the Occupational Health and Safety guidelines, promoting employee well-being • Promote continuous learning to enhance knowledge, skills, and abilities • Promote workplace innovation development and foster collaboration, such as KCG Innovation Contest, Kaizen project, etc. • Effective and fair performance assessment system	• Executive-Employee Interaction activities and Direct Meetings with Executives, such as KCG Town Hall and Talk2CEO Channel, etc. • Employee Engagement Survey • Internal communication via email, intranet website, Line@, Line group, share drive, and public relations boards • Personnel development and team-building activities • Complaint channels (e.g., comment boxes, corporate website, or email) • HR & Welfare Committee or the Occupational Health and Safety Committee
Customer and Consumer Individuals or juristic persons who use the Company's products and services, either directly or indirectly, through various sales channels, including end customers or consumers who purchase directly from the Company or through its business customers	• Quality products/services and food safety • Product variety • Compliance with purchase agreements • On-time delivery • Clear nutritional information • Reasonable pricing • Easy access to products • Promotions and offers • Timely response to issues and complaints and be responsible • Consumer rights compliance • Personal data protection • Sustainable business operation	• Quality and food safety standards • Appropriate pricing process and mechanism • Research, Development and Technology • Advanced production technology, product quality and safety, and cost reduction • Two-way communication channels for inquiries and complaints • personal data protection • Effective complaint management • ESG disclosure	• Direct meetings or interactions with B2B and B2C Customers • Online communication and Social Media channels • Satisfaction surveys • Advertisement and marketing activities • Product labels with complete nutritional information • Complaint channels (e.g., corporate website, email, etc.) • Exhibitions • Company visits for B2B customers • Sales and customer service department
Business Partner Groups of individuals or juristic persons who collaborate in business activities, sharing resources and strengths to achieve mutual business goals, both in the short and long term. This includes developing strategies for sales, marketing, business plans, and collaborative efforts in branding, marketing, or media. For example, the Top 10 key accounts or strategic partners in each channel.	• Fair business practices • Increased operating results • Quality & safety products and services • Innovative products and services that meet customer needs • Competency and personnel development • Good reputation • Business Confidentiality • Sustainable business operations	• Fair contracts and agreements • Cooperative business planning and development • Collaborate on product/business development to increase sales (e.g., workshops, menu creation) • Organize press conferences to promote cooperation • Maintain quality standards and safety of products and services • personal data protection • Effective complaint management • ESG disclosure	• Direct meetings or interactions • Online communication and social media channels • Customer satisfaction surveys • Complaint channels (e.g., website, email, etc.) • Exhibition • Company visits • Sales and customer service department

Stakeholder Group	Expectations	Responses	Communication Channels
Supplier Product and service providers, whether individuals or juristic persons, both domestic and international, that procure and deliver products or provide services to the Company under contracts or agreements with the Company.	• Fair business practices • Long-term partnerships • Information sharing (e.g., service plans, projections, etc.) • Fair contracts and agreements • Transparency in procurement • Business Confidentiality • Timely receipt of payments for goods and services • Supplier development	• Fair contracts and agreements • Transparent, fair, and responsible procurement processes. • Fair, equitable, and transparent supplier engagement • Foster mutual growth and development • Timely and fair compensation as agreed upon • Clear operating procedures, measures and standards • Personal data protection • Jointly develop suppliers in regard to quality, social and environmental responsibility	• Direct meetings or interactions • Supplier engagement activities (e.g., KCG Supplier Day, etc.) • Corporate website and social media • Email or telephone • Complaint channels (e.g., website, email, etc.) • Exhibition • Purchasing department
Shareholder/ Investor Individuals or juristic persons interested in investing in the Company, including those who own shares and have the right to provide feedback, make recommendations, and receive information on the Company's performance as required by law. This also includes securities analysts and investors.	• Operating results and return on investment • Company goals, vision, and strategy • Corporate governance • Accurate, complete, transparent, continuous, and timely disclosure of information • Shareholder/investor relationship management • Qualified Board of Directors and executives • Effective risk management • Sustainability operations	• Business Confidentiality • Conduct business with transparency and efficiency, adhering to CG code and Code of Conduct • Investor relations department • Regularly disclose operating results • Provide accurate information disclosure via SET and related agencies • ESG disclosure	• Form 56-1 One Report • Sustainability Report • Annual General Meeting of Shareholders • Opportunity Day • Analyst meetings • Investor relations activities such as site visits, company visits • Roadshows/Corporate Day activities • Complaint channels (e.g., website, email, etc.) • Investor relations information on the corporate website • Investor Relations (IR) Department and Company Secretary
Government and Regulatory agencies Government agencies, state-owned enterprises, public organizations, and regulatory bodies that are responsible for creating and enforcing rules, laws, and regulations that the Company must comply with, both domestically and internationally.	• Regulatory compliance • Good corporate governance • Disclose information on business operations and ESG sustainability operations • Provide feedback and participate in government and regulatory activities • Consumer protection and supervision of food quality	• Regulatory compliance • Engage in government activities or projects continuously • Enhance operating procedures in compliance with rules and regulations • Establish a responsible department to ensure regulatory compliance	• Sustainable operations • Direct meetings or interactions • Seminar activities organized by government and regulatory agencies • Complaint channels (e.g., website, email, etc.) • Company visits

| Stakeholder Group	Expectations	Responses	Communication Channels
Community Individuals or groups residing near the Company's operations, including those within the Company's transportation range, agencies, institutions, or organizations (such as schools, shelters, temples, the Red Cross, and hospitals) located in the same area or province in which the Company operates.	• Zero impact on daily life, whether social or environment • Community employment • Community engagement activities • Complaint and whistleblowing channels	• Conduct business with social responsibility • Provide local employment opportunities • Organize corporate social responsibility activities in collaboration with the community • Ensure compliance with environmental laws	• Corporate social responsibility activities • Corporate website • Public relations through organization's personnel • Complaint channels (e.g., website, email, etc.)
Financial Institution Business entities within the financial system that offer financial services to companies through transactions, including loans and investments that the Company is responsible for repaying loans according to agreed-upon terms (e.g., banks, financial institutions, and insurance companies.)	• Timely loan and interest repayment • Select alternative financial products and services • Foster business growth and sustainability	• Strict compliance with contracts and agreements • Promote mutual understanding, collaboration, and positive relationships	• Direct meetings or interactions • Email or telephone • Corporate website • Complaint channels (e.g., website, email, etc.) • Financial and Accounting Department
Media Organizations or individuals responsible for delivering news and information to the public through both online and offline media channels, including influencers in digital media.	• Accurate and timely disclosure of information • Accurate product information, special offers, and sales promotions. • Positive relationships with the Company	• Accurate and timely disclosure of information • Press releases • Press conferences and interaction with media	• Online media (e.g., corporate website and social media) • Offline media (e.g., telephone calls and executive interviews) • Corporate Communication

Material Topics

Materiality Assessment is a crucial process for identifying and prioritizing material topics that significantly impact the business and its stakeholders. This process enables the Company to align its operations with sustainable development by effectively prioritizing resources and investing in projects that address economic, social, and environmental issues while meeting stakeholder needs.

Materiality Assessment

The Company assessed and identified the material topics according to the following process:

Step 1: Understand the Organization's Context
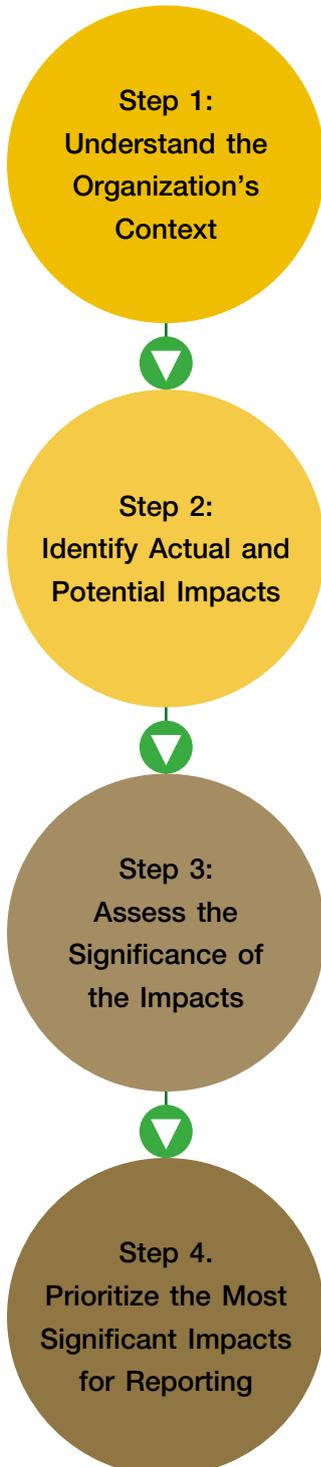
Step 1:
Understand the Organization's Context

The Company identifies and collects sustainability issues that may have an impact on business operations and stakeholders by analyzing the internal sustainability context, vision, mission, strategies, goals, and value chain activities through the identification of value chain analysis and external context using the PESTEL analysis, stakeholder expectations, and sustainability trends in the agricultural and food industries, including sustainability assessments by regulatory agencies and recognized standards, such as SET ESG Ratings, FTSE Russell ESG Scores, GRI, and the SDGs, to precisely and thoroughly understand and identify issues.

Step 2: Identify Actual and Potential Impacts

Step 2:
Identify Actual and Potential Impacts

The Company identifies actual and potential impacts on sustainability, as well as negative and positive impacts on the economy, society, and environment. The Company considered economic, social, and environmental issues that affect its profitability and growth in a variety of areas, including strategy, performance, finance, operations, regulatory compliance, etc. This includes economic, social, and environmental issues that may either benefit or impact stakeholders, which affect the Company's business, reflecting its short- and long-term risks and opportunities.

Step 3: Assess the Significance of the Impacts

Step 3:
Assess the Significance of the Impacts

The Company established materiality and likelihood criteria to assess the significance of both positive and negative impacts. The material topics were determined by classifying the significance of the impacts. The Company compared the material topics to standards and leading companies in the same industry.

Step 4. Prioritize the Most Significant Impacts for Reporting

Step 4.
Prioritize the Most Significant Impacts for Reporting

The Company prioritized the significant impacts by considering the level of impact on stakeholders and business operations in order to develop sustainable management guidelines based on their significance and urgency. The Company solicits feedback from stakeholders and employee representatives who interact with stakeholders to prioritize the impacts from the stakeholder perspective. In terms of the organizational perspective, senior executives prioritize the significant impacts for reporting.

Review and Validation of Material Topics

To ensure that the material topics comprehensively cover all issues the Company should address and disclose, the Sustainability and Risk Management Working Team presented the material topics to the Management Committee for review and, subsequently, to the Corporate Governance and Sustainability Committee for consideration and approval, including the review of the implementation framework and the appropriateness of disclosure, such as business confidentiality and the availability and completeness of the information.

In addition, the Sustainability and Risk Management Working Team consulted sustainability experts to verify the content of material topics, such as human rights and anti-corruption, to ensure appropriate implementation and the disclosure of the Company's sustainability information.

The Company conducts an annual review of material topics and targets, monitoring performance and sustainability plans to efficiently adjust management guidelines with flexibility to adapt to changes and potential risks

KCG Material Topics

In 2025, the Company had 12 material topics as follows:

GOVERNANCE & ECONOMIC

- Corporate Governance
- Risk and Business Continuity Management
- Innovation and Technology
- Sustainable and Responsible Supply Chain Management
- Cybersecurity

SOCIAL

- Product Safety and Responsibility to Customer and Consumer
- Human Rights and Human Capital Management
- Occupational Health and Safety
- Community Involvement and Development

ENVIRONMENT

- Energy and Resource Management
- Waste and Pollution Management
- Climate Change Adaptation and Decarbonization

Prioritization of Material Topics

Materiality Matrix

Impact on Stakeholders (High / Low)

Impact on Business (Low / High)

Product Safety and Responsibility to Customer and Consumer

Occupational Health and Safety

Human Rights and Human Capital Management

Corporate Governance

Innovation and Technology

Risk and Business Continuity Management

Climate Change Adaptation and Decarbonization

Energy and Resource Management

Sustainable and Responsible Supply Chain Management

Community Involvement and Development

Waste and Pollution Management

Cybersecurity

● Governance and Economic Dimension

● Social Dimension

● Environmental Dimension

Materiality Assessment

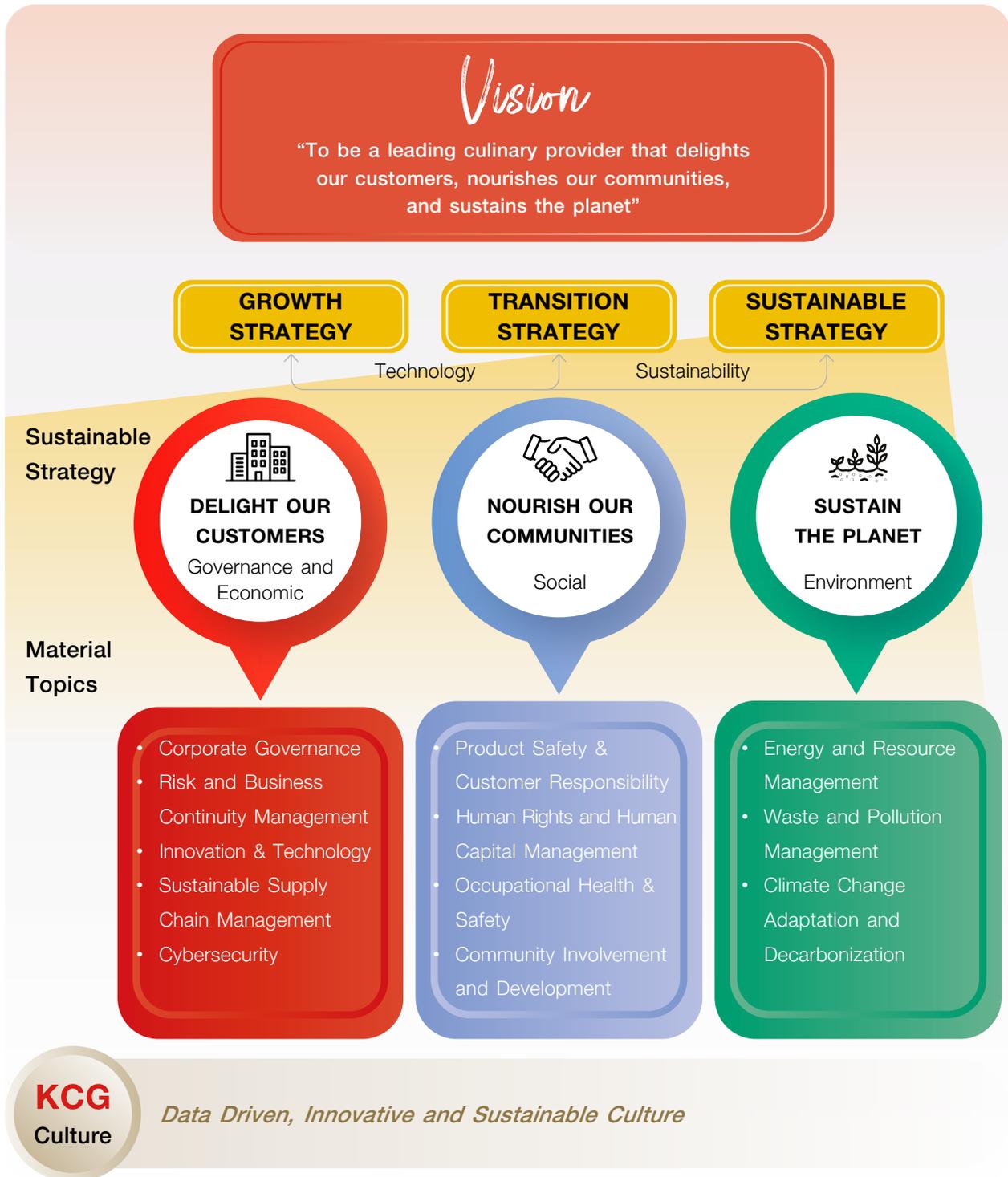| Dimension		Material Topics	Risk/Opportunities and Impacts	Material Impacts		Connection to Enterprise Risks	Report Content
				Opportunity (+)	Risk (-)		
Governance and Economic	1	**Corporate Governance**	Ensure transparent business operations with good corporate governance and a commitment to preventing all forms of corruption. Prioritize compliance with relevant laws, regulations, and requirements, aligning with the CG Code and the code of conduct to build stakeholder trust	✓	✓	• Compliance risk • Corruption risk	Corporate Governance
	2	**Risk and Business Continuity Management**	Manage enterprise risk, crisis, unexpected events, and emerging risks in order to achieve the business's strategy and goals and ensure sustainability. Increase flexibility in business continuity management while minimizing overall impacts on the Company's stakeholders	✓	✓	• Business continuity risk	Risk and Business Continuity Management
	3	**Innovation and Technology**	Drive innovation and expand on new concepts. Utilize technology to develop products, processes, services, and business models that enhance the Company's strategic planning, increase efficiency, and add value to products/ services.	✓		• New product launch risk • Technology Disruption Risk	Innovation and Technology
	4	**Sustainable and Responsible Supply Chain Management**	Promote responsible supply chain management by considering the economic, social, and environmental impacts. Develop suppliers and business partners to reduce operational risks for both the Company and its partners, while fostering collaboration and sustainable growth.	✓	✓	• Price Fluctuation Risk in Raw Materials and Product Costs • Climate change risk	Sustainable and Responsible Supply Chain Management
	5	**Cybersecurity**	Enhance the Company's strength and credibility in maintaining cybersecurity, preventing risks to key work systems and critical data of the Company and its stakeholders.		✓	• Cybersecurity risk	Cybersecurity
Social	6	**Product Safety and Responsibility to Customer and Consumer**	Manage and develop quality systems to ensure the delivery of high-quality and safe products. Develop healthy and nutritious products that can respond to constantly changing needs. Maintain responsible business operations and marketing activities and nurture sustainable relationships with customers for mutual growth.	✓	✓	• Product quality and safety risk	• Product Safety and Responsibility to Customer and Consumer • Social Performance

Dimension		Material Topics	Risk/Opportunities and Impacts	Material Impacts		Connection to Enterprise Risks	Report Content
				Opportunity (+)	Risk (-)		
Social	7	**Human Rights and Human Capital Management**	Manage human resources by treating employees fairly and respecting their rights. Foster skill development and encourage employee responsibility and participation, offering opportunities for involvement. This includes promoting well-being within the organization	✓		• Human capital development risk	• Human Rights and Human Capital Management • Social Performance
	8	**Occupational Health and Safety**	Prioritize occupational health and safety management in accordance with international standards. Develop safety management processes to minimize workplace risks in areas where potential hazards may affect employees.		✓		• Occupational Health and Safety • Social Performance
	9	**Community Involvement and Development**	Take responsibility for the actual impacts and potential impacts to communities in the business area by taking appropriate proactive measures. Pay attention and foster positive relationships with the community through community involvement. Initiate activities or projects to develop potential and strengthen sustainable communities.	✓		• Community and environmental risk	• Community Involvement and Development • Social Performance
Environment	10	**Energy and Resource Management**	Manage, plan, develop, and improve resource utilization methods that reduce fossil energy sources, including electricity, fuel, and water, as well as resources used in the Company's activities, in order to achieve maximum resource efficiency. Commit to increasing the use of renewable energy or suitable alternative energy in accordance with sustainable energy management goals.	✓		• Climate change risk	• Energy and Resource Management • Environmental Performance
	11	**Waste and Pollution Management**	Manage waste with the goal of reducing garbage and waste generation. Seek opportunities to develop methods for recycling or reusing resources, waste, or raw materials to maximize benefit. Manage and control environmental impacts in all aspects, such as water, air, and noise pollution caused by the Company's production, distribution, and supply chain activities.	✓	✓	• Community and environmental risk	• Waste and Pollution Management • Environmental Performance
	12	**Climate Change Adaptation and Decarbonization**	Commit to driving business while managing climate change adaptation to reduce greenhouse gas emissions and transition to a low-carbon society to mitigate the effects of climate change in accordance with the Company's strategy and national goals.	✓	✓	• Climate change risk	• Climate Change Adaptation and Decarbonization • Environmental Performance

KCG Sustainability Strategy

To effectively drive the business towards sustainability and achieve the Sustainable Development Goals, the Company upholds sustainable development as one of the primary strategies and formulates sustainability strategies and management guidelines that align with its vision and business strategy, ensuring that business and sustainability are integrated and move in the same direction.

ESG Integration & Value Creation

Vision

"To be a leading culinary provider that delights our customers, nourishes our communities, and sustains the planet"

GROWTH STRATEGY | **TRANSITION STRATEGY** | **SUSTAINABLE STRATEGY**

Technology | Sustainability

Sustainable Strategy

DELIGHT OUR CUSTOMERS
Governance and Economic

NOURISH OUR COMMUNITIES
Social

SUSTAIN THE PLANET
Environment

Material Topics

DELIGHT OUR CUSTOMERS	NOURISH OUR COMMUNITIES	SUSTAIN THE PLANET
• Corporate Governance • Risk and Business Continuity Management • Innovation & Technology • Sustainable Supply Chain Management • Cybersecurity	• Product Safety & Customer Responsibility • Human Rights and Human Capital Management • Occupational Health & Safety • Community Involvement and Development	• Energy and Resource Management • Waste and Pollution Management • Climate Change Adaptation and Decarbonization

KCG Culture — *Data Driven, Innovative and Sustainable Culture*

Sustainability Management and Strategies in 3 dimensions include:

Delights Our Customers
Governance and Economic:

The Company aims to drive business for sustainable growth with good corporate governance, transparency, and zero tolerance for corruption. The Company emphasizes sustainable supply chain management in collaboration with suppliers, develops innovation and technology to create products and services that benefit customer and consumer health. Additionally, the Company enhances operational efficiency, operates as a green organization and promotes sustainability for society.

Nourish Our Communities
Social:

The Company conducts business with social responsibility and respects human rights in all aspects. The Company focuses on delivering quality and safety products while striving to be a safety organization that emphasizes employee potential development and actively strengthens and develops communities for sustainability.

Sustain The Planet
Environment:

The Company emphasizes conducting business alongside sustainable environmental management by optimizing energy and resource consumption throughout the supply chain and reducing greenhouse gas emissions to minimize environmental and climate change impacts.

Sustainable Development Goals

The Company sets sustainable development goals aligned with its key strategies and objectives, adhering to SET sustainability investment guidelines, international sustainability standards, and the United Nations Sustainable Development Goals (SDGs) to effectively integrate sustainable development and business operations while managing risks and impacts across all sustainability dimensions.

Dimension	Material Topics	Sustainable Development Goals	Performance	SDGs
Governance and Economic	Corporate Governance	• Zero complaints on violations of the code of conduct and corruption	• 0 cases	3 GOOD HEALTH AND WELL-BEING 9 INDUSTRY INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
		• Zero cases that significantly violate laws, rules, or social	• 0 cases	
		• 100% of new employees acknowledged the Code of Conduct.	• 100%	
		• 100% of employees received communication and training on the anti-corruption policy.	• 100%	
	Risk and Business Continuity Management	• Conduct critical business continuity plan (BCP) drills according to the established plan: 100%	• 100%	
	Innovation and Technology	• At least 3 award-winning projects from the KCG Innovation Contest generate business value for the organization	• 6 projects	
		• Sustainable Innovative Company: More than 300 employees participate in KCG Innovation Contest	• 480 people	
	Sustainable and Responsible Supply Chain Management	• 70% of critical Tier 1 suppliers have signed to comply with the Supplier Code of Conduct.	• 100%	
		• 50% of new suppliers have signed to comply with the Supplier Code of Conduct.	• 100%	
		• 100% of critical Tier 1 suppliers completed ESG risk assessments.	• 100%	
		• 100% of new suppliers completed ESG risk assessment.	• 100%	
	Cybersecurity	• Zero incidents of cyberattacks on business operations.	• 0 cases	
		• Zero incidents of personal data breaches or leaks.	• 0 cases	
		• 80% of employees using the Company's information technology systems received cybersecurity training in 2025, with a target of 100% by 2027.	• 82%	

Dimension	Material Topics	Sustainable Development Goals	Performance	SDGs
Social	**Product Safety and Responsibility to Customer and Consumer**	• 80% Customer satisfaction	• 80%	1 NO POVERTY · 2 ZERO HUNGER · 3 GOOD HEALTH AND WELL-BEING · 8 DECENT WORK AND ECONOMIC GROWTH
		• 5% reduction in customer and consumer complaints per sales volume compared to the previous year.	• 17.7% decrease	
		• Respond to complaints and provide corrective and preventive actions within 2 business days of notification through the Company's system	• 81.68%	
		• 100% of products labels required by law display nutritional information	• 100%	
	Human Rights and Human Capital Management	• Zero incidents of significant human rights and labor violations.	• 0 cases	
		• 100% of employees received human rights training in 2026.	• 11.23%	
		• 75% employee engagement score	• 73.2%	
		• Average training hours per employee: At least 14 hours per year	• 20.8 hours per employee per year	
	Occupational Health and Safety	• Lost Time Injury Frequency Rate (LTIFR) ≤ 3 in 2025	• 2.37	
		• Zero fatality rate	• 0	
		• Zero cases of occupational disease	• 0	
	Community Involvement and Development	• Zero complaints or disputes from the community or society	• 0 cases	
		• At least one project/activity to promote community involvement and development.	• 2 batches of KCG Light Up Your Passion, Cook Up Your Dream Project	
Environment	**Energy and Resource Management**	• 0.5% reduction in electricity intensity per unit of production compared to the 2024 base year.	• 0.7% decrease	6 CLEAN WATER AND SANITATION · 7 AFFORDABLE AND CLEAN ENERGY · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION
		• 0.5% reduction in fuel energy intensity per unit of production compared to the 2024 base year.	• 2.5% increase	
		• Increase renewable electricity Consumption to 10% of total electricity consumption.	• 18.2%	
		• 3% reduction in water intensity per ton of production compared to the 2024 base year.	• 5.4% decrease	
	Waste and Pollution Management	• Zero Waste to Landfill 100% at Thepharak Factory.	• 0 tons	
		• Reduce waste per ton of production by 5% from 2024	• 6% decrease	
		• Zero complaints related to violations of laws or environmental impacts.	• 0 cases	
	Climate Change Adaptation and Decarbonization	• Reduce Scope 1 and 2 greenhouse gas emissions by 10% from 2024 base year	• 6.7% decrease	
		• Reduce Scope 1 and 2 greenhouse gas emissions intensity per unit of production by 5% compared to the 2024 base year	• 3.9% decrease	
		• Achieve Net Zero greenhouse gas emissions by 2050		

Delight Our Customers

- Corporate Governance
- Risk and Business Continuity Management
- Innovation and Technology
- Sustainable and Responsible Supply Chain Management
- Cybersecurity

Message from
Chairman

Business Overview

Driving Business
For Sustainability

**Governance
and Economic**

Social

Environment

Appendix

Corporate Governance

The Company operates in accordance with good corporate governance principles, transparency, responsibility, and ethics to support sustainable growth and build confidence among all stakeholders. The Company recognizes that ineffective corporate governance may result in compliance, corruption, and operational risks, potentially affecting its reputation, corporate image, investor and stakeholder confidence, as well as long-term competitiveness.

Therefore, the Company prioritizes the establishment of clear policies, regulations, and governance mechanisms, including appropriate checks and balances, and continuously enhances its corporate governance framework in alignment with international standards. This enables effective and appropriate risk management, mitigates potential losses, and reinforces credibility, while ensuring that business operations consider the impacts on society, the environment, and all stakeholder groups in all aspects.

Policies and Management Approach

The Board of Directors has established a Corporate Governance and Sustainability Policy to serve as a framework for directors, executives, employees, and stakeholders. The Corporate Governance and Sustainability Committee is responsible for overseeing, monitoring, and supervising the Company's corporate governance practices to ensure they are appropriate, transparent, and responsive to the changing business context.

The Company conducts an annual review of the corporate governance policy and practices to ensure compliance with applicable laws and regulations, international best practices, and stakeholder expectations. These policies and practices serve as effective mechanisms for monitoring and evaluating corporate governance performance.
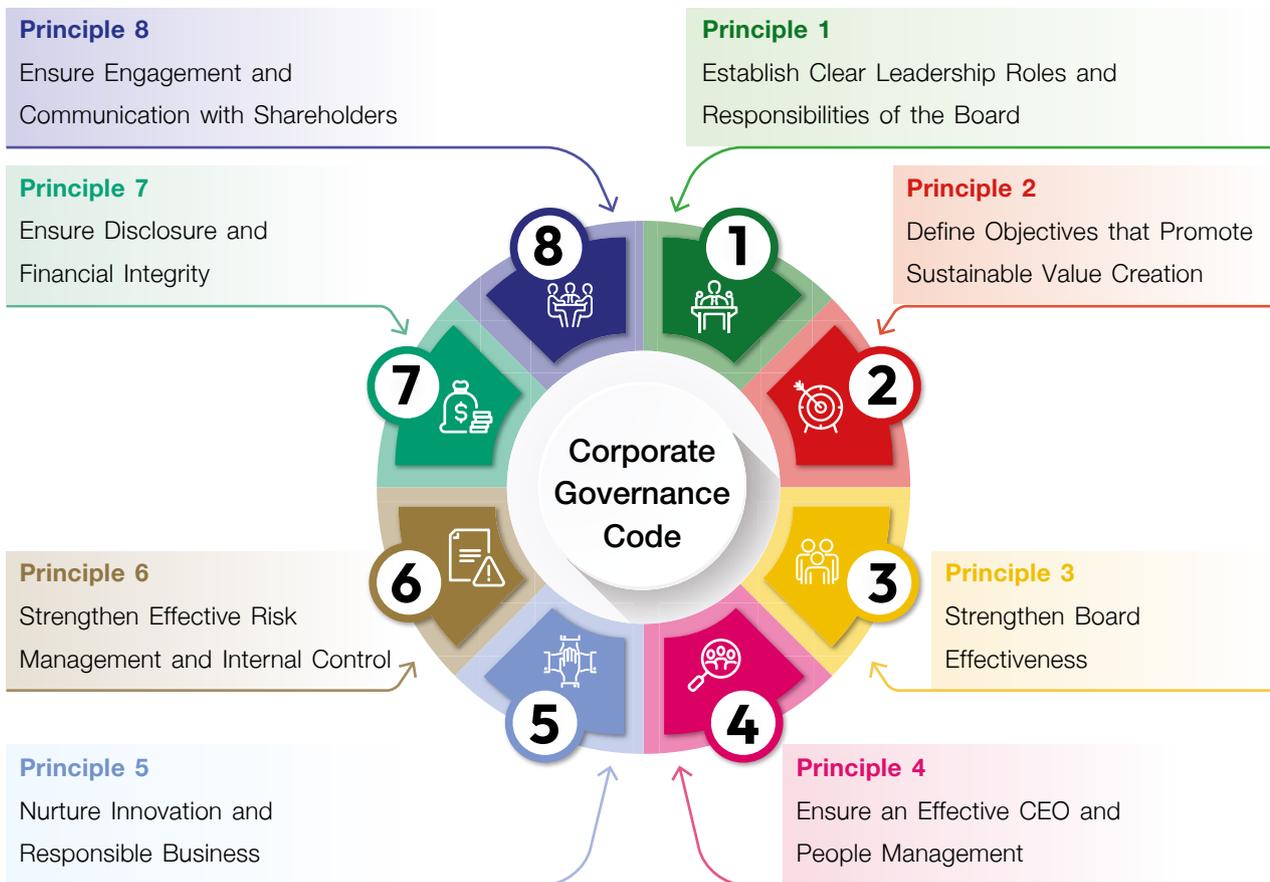
To enhance corporate governance in line with recognized standards, the Company has adopted regional and international corporate governance criteria and principles for policy formulation and operations. These include the ASEAN Corporate Governance Scorecard (ACGS), the OECD Principles of Corporate Governance, and the Corporate Governance Code for Listed Companies issued by the Securities and Exchange Commission, as well as international ESG standards and assessment frameworks such as the SET ESG Ratings and the FTSE Russell ESG framework.

The integration of these principles and criteria enables the Company to conduct its corporate governance practices with transparency and in alignment with international standards while supporting long-term sustainable growth. This framework encompasses 8 principles of the corporate governance code, which serve as the key foundation of the Company's corporate governance management framework, as outlined below:

Principle 1: Establish Clear Leadership Roles and Responsibilities of the Board

Principle 2: Define Objectives that Promote Sustainable Value Creation

Principle 3: Strengthen Board Effectiveness

Principle 4: Ensure an Effective CEO and People Management

Principle 5: Nurture Innovation and Responsible Business

Principle 6: Strengthen Effective Risk Management and Internal Control

Principle 7: Ensure Disclosure and Financial Integrity

Principle 8: Ensure Engagement and Communication with Shareholders

Principle 8
Ensure Engagement and Communication with Shareholders

Principle 7
Ensure Disclosure and Financial Integrity

Principle 6
Strengthen Effective Risk Management and Internal Control

Principle 5
Nurture Innovation and Responsible Business

Principle 1
Establish Clear Leadership Roles and Responsibilities of the Board

Principle 2
Define Objectives that Promote Sustainable Value Creation

Principle 3
Strengthen Board Effectiveness

Principle 4
Ensure an Effective CEO and People Management

Corporate Governance Code

For more information, please view the
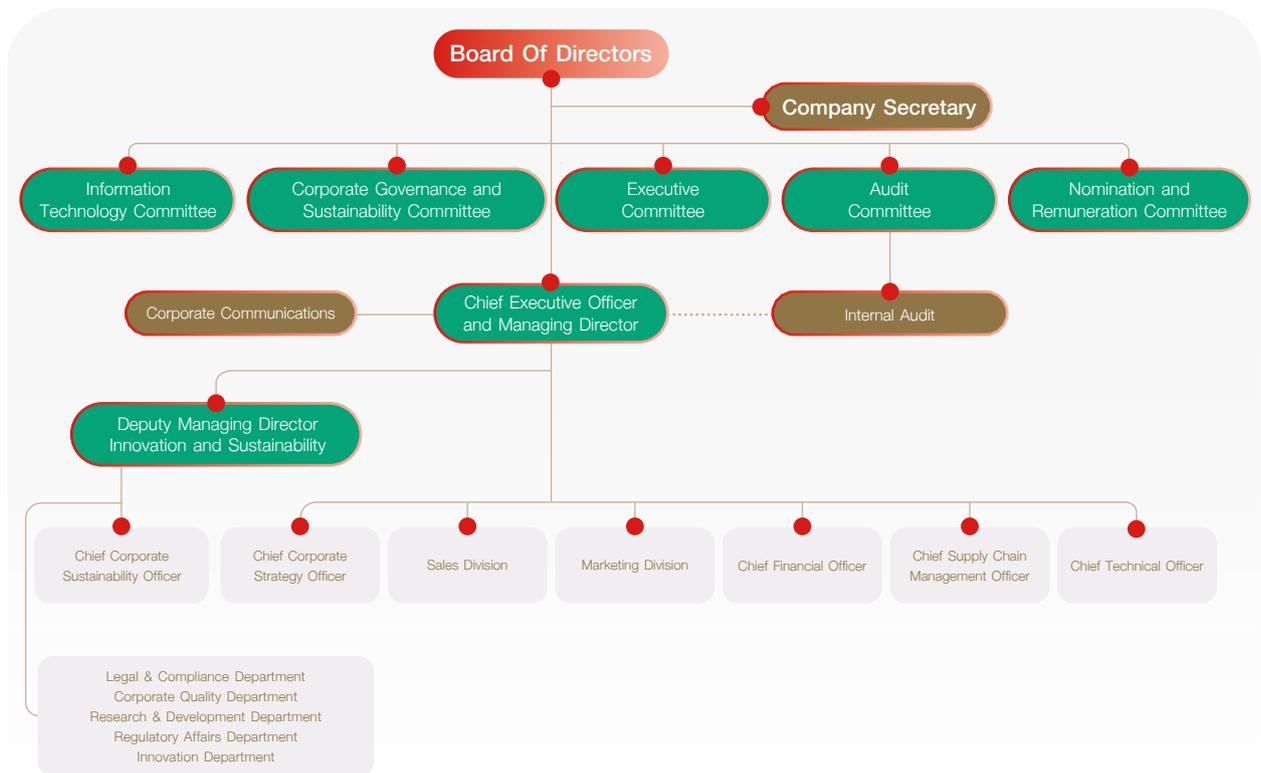**Corporate Governance and Sustainability Policy**

Corporate Governance Structure

The Company's Board of Directors and executives perform their duties in the best interests of the Company and its shareholders under a clearly defined corporate governance structure that ensures appropriate checks and balances and verifiability. The Board of Directors is responsible for setting policies, direction, and strategies, as well as monitoring and overseeing the Management Team's execution of plans and achievement of targets. There is a clear separation of roles, duties, and responsibilities between the Board of Directors and the Management Team.

The Company's corporate governance structure comprises the Board of Directors and 5 subcommittees: the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, and the Information Technology Committee.

KCG Corporation Public Company Limited's Organizational Structure

as of January 1, 2026

Board Of Directors

Company Secretary

- Information Technology Committee
- Corporate Governance and Sustainability Committee
- Executive Committee
- Audit Committee
- Nomination and Remuneration Committee

Corporate Communications

Chief Executive Officer and Managing Director

Internal Audit

Deputy Managing Director Innovation and Sustainability

- Chief Corporate Sustainability Officer
- Chief Corporate Strategy Officer
- Sales Division
- Marketing Division
- Chief Financial Officer
- Chief Supply Chain Management Officer
- Chief Technical Officer

Legal & Compliance Department
Corporate Quality Department
Research & Development Department
Regulatory Affairs Department
Innovation Department

Board of Directors Information as of December 31, 2025:

Total number of directors: **12**

The Chairman of the Board is **not** the same person as the Chief Executive Officer and Managing Director.

The Chairman of the Board is an **independent** director.

Non-executive directors: 5 **41.67%**

Female directors: 2 **16.67%**

Non-executive directors: 5 **41.67%**

Executive directors **do not** hold positions in other listed companies.

Number of board meetings in 2025: **10**

Each director may hold directorships in no more than **5** listed companies.

Average meeting attendance: **100%**

For more information regarding Corporate Governance, please refer to Section 2: Corporate Governance in the 2025 Form 56-1 One Report, pages 84-150.

The Company complies with the Corporate Governance Code for Listed Companies B.E. 2560 (2017), as issued by the Securities and Exchange Commission (SEC). The Board of Directors reviews the application of these principles at least annually to ensure they are effective and appropriately adapted to the changing business context.

Furthermore, the Company has established key corporate governance policies, including a human rights policy, an anti-corruption policy, a conflict of Interest policy, an insider trading policy, and a personal data protection policy. These policies are published on the Company's website, and compliance is regularly monitored.

The Board of Directors has assigned the Corporate Governance and Sustainability Committee to regularly consider, review, refine, and update the corporate governance and sustainable development policy, as well as related policies, at least once a year or as deemed appropriate to ensure alignment with international best practices and recommendations from relevant authorities before proposing them to the Board of Directors for approval.

The Company places significant importance on continuously promoting and enhancing the diversity of the Board of Directors. In 2025, the Company achieved its target for board diversity in terms of competencies. The Company's directors have experience and expertise across diverse industries and professional fields. In regard to gender diversity, the Board currently comprises two female directors, representing approximately 16.67% of the total Board. The Company has set a target to improve the gender ratio to at least 30% by 2028. In terms of governance structure, The Company aims to increase the proportion of independent directors to more than 50%, compared to the current level of approximately 41.67%.

For more information on corporate governance, please refer to Section 2: Corporate Governance in the 2025 Form 56-1 One Report, pages 84-150

Code of Conduct

The Company has established guidelines for stakeholder engagement in the Business Ethics and Code of Conduct, taking into account all stakeholder groups, including shareholders, employees, customers, suppliers, contractors, communities, society, and the environment. The Company also promotes free and fair competition and prohibits actions that may result in conflicts of interest, intellectual property infringement, or any form of corruption.

> For more information, please view
> **Business Ethics and Code of Conduct**

The Company expects all directors, executives, and employees at every level to be aware of, understand, and strictly comply with the Code of Conduct. A system is in place to regularly monitor compliance, and executives at all levels are required to act as role models, demonstrating a strong tone at the top. Furthermore, the Company promotes awareness among employees to ensure that business operations are conducted with honesty, integrity, fairness, and responsibility toward stakeholders and shareholders.

The Company has clearly defined procedures and disciplinary actions for violations of the Code of Conduct to prevent misconduct and corruption, safeguard the organization's image, strengthen stakeholder confidence, and support sustainable business operations and organizational development.

In addition, the Company conducts compliance risk assessments related to its business operations and sustainable development. Processes are established to monitor, verify, and report compliance with applicable laws, regulations, business ethics, and the Code of Conduct. These processes include complaint handling mechanisms, whistleblowing channels, and anti-corruption measures. Reports are submitted annually to the Corporate Governance and Sustainability Committee to ensure that the Company's operations adhere to the corporate governance code, maintain transparency, and remain free from corruption.

Communication and Promotion of Compliance with Corporate Governance Principles and the Code of Conduct

Promotion of Compliance with the Code of Conduct

The Company encourages directors, executives, and employees at all levels to develop knowledge, understanding, and awareness of the corporate governance code, Code of Conduct, and relevant laws, regulations, and practices. All new employees receive business ethics and code of conduct training as part of the orientation process before starting work at the company.

Furthermore, the Company discloses the Code of Conduct through its website, intranet, and internal communication channels to ensure that all personnel have access to the information and are able to comply with it consistently and appropriately.

Integration of the Corporate Governance Code into Performance Evaluation

In 2025, the Company enhanced its corporate governance and business ethics by integrating them into its human resource management system. "Governance and Ethics" was incorporated as a core competency for all employees. The assessment results are used for employee development, promotion, and annual remuneration adjustments, reinforcing concrete compliance with the Company's Code of Conduct and related policies.

Corporate Governance Code Communication

The Company continuously communicates its corporate governance code and Code of Conduct to employees and stakeholders through various channels and activities to raise awareness and demonstrate its commitment to conducting business with transparency and responsibility, such as the following:

- Communicating morals, ethics, and anti-corruption through executive-led meetings and seminars with suppliers.
- Disseminating knowledge on the corporate governance code, internal controls, human rights, and work ethics through internal learning materials, with a target of 100% employee training and acknowledgement by 2025.
- Providing business ethics and code of conduct training for new employees, targeting 100% of employees by 2025.
- Emphasizing the anti-corruption policy and no-gift policy for all festive seasons and other relevant occasions and communicating these policies to customers, suppliers, and all relevant employees.
- Communicating policies on insider trading, information disclosure, and conflicts of interest to directors, executives, and employees, with a target of 100% participation by 2025.

Confidentiality of Information

The Company places significant importance on safeguarding the confidentiality of internal information, recognizing that certain data are sensitive and may affect the Company's stability, reputation, and competitiveness if disclosed without authorization. Therefore, the Company has established policies and measures to ensure appropriate data governance.

Confidentiality of Information Guidelines

- Access Control: Access to sensitive information is restricted to authorized personnel only.
- Identity Verification and Authentication: Using password systems, digital signatures, and information security technologies such as SSL to grant access to information.
- Data Classification: Information is classified into Confidential Level, Secret Level, and Top Secret Level to determine appropriate control and protection measures based on the level of risk.
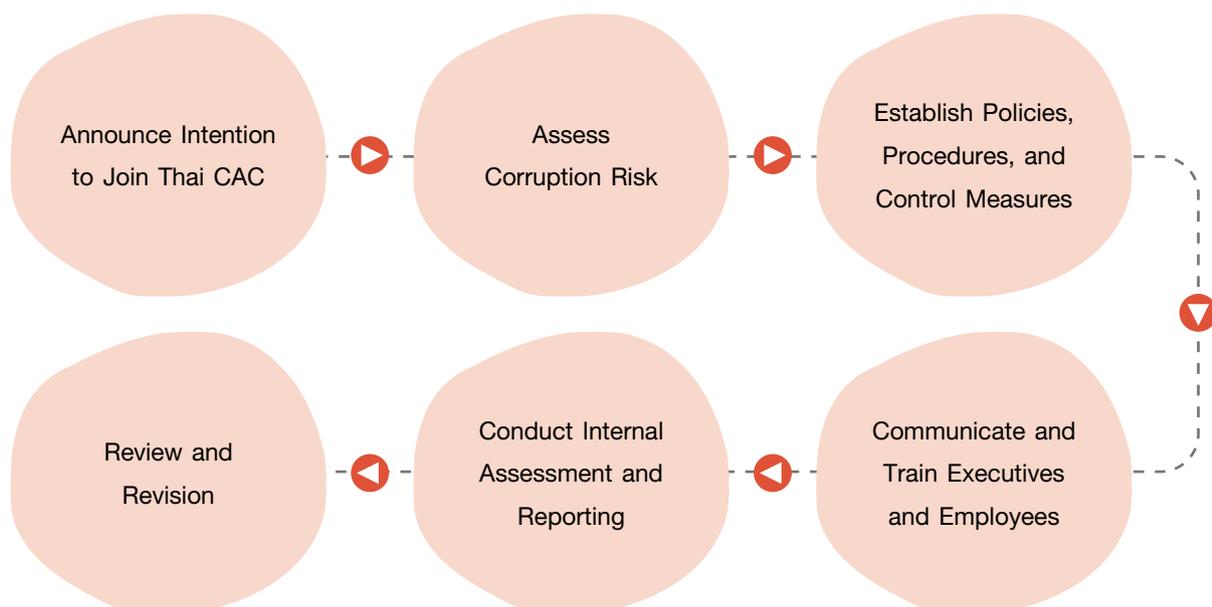
Anti-Corruption

The Company is committed to conducting business with transparency, upholding the rule of law, and recognizing the importance of combating all forms of corruption, considering it a significant threat to the country's economic and social systems. The Company maintains a strict policy of not accepting or supporting any form of corruption, whether directly or indirectly. All employees are encouraged to perform their duties with honesty, integrity, and responsible citizenship toward society

Management Guidelines

In 2025, the Company announced its intention to join the Thai Private Sector Collective Action Against Corruption (CAC) on November 13, 2025. The Company completed the required documentation for certification in December 2025 and is currently in the approval process.

In accordance with CAC requirements and guidelines, the Company has improved its internal management processes by conducting corruption risk assessments across all organizational activities and determining strict preventive and control measures under the Company's Anti-Corruption Policy and the membership standards of the CAC. The key operational guidelines are as follows:

Announce Intention to Join Thai CAC ▶ Assess Corruption Risk ▶ Establish Policies, Procedures, and Control Measures ▼ Communicate and Train Executives and Employees ◀ Conduct Internal Assessment and Reporting ◀ Review and Revision

Establishing Written Policies, Procedures, and Control Measures

The Company has established a written Anti-Corruption Policy and related guidelines covering the giving and receiving of gifts or other benefits, entertainment, donations, and sponsorships to serve as a framework for the conduct of directors, executives, and employees at all levels. These policies and practices have been reviewed and updated to align with the requirements of the Thai Private Sector Collective Action Against Corruption (CAC) and were approved by the Board of Directors at Meeting No. 9/2025 on November 13, 2025. This reaffirms the Company's commitment to conducting business with transparency and regulatory compliance for the benefit of society.

Corruption Risk Assessment

The Company has established a Collective Action Against Corruption Working Team, a sub-working team under the Sustainability and Risk Management Working Team (SRMT), comprising representatives from executives and relevant departments. This working team is responsible for assessing corruption risks across the Company's activities.

The assessment process includes risk identification, risk impact and risk likelihood assessment, establishment of control measures and risk management plans, and ongoing monitoring. The Company plans to integrate corruption risk into its enterprise risk starting in 2026 and will establish a system for regularly reporting risk management results to the executive committees and relevant subcommittees.

Communication and implementation

The Company has communicated its Anti-Corruption Policy and related practices to all directors, executives, and employees to raise awareness and ensure strict adherence to the policy framework in daily operations. In addition, the Company has established measures to monitor and control the giving and receiving of gifts or benefits from various agencies and continuously reinforces its No Gift Policy to strengthen corporate governance standards and mitigate corruption risks.

The Company places strong emphasis on anti-corruption throughout its value chain by communicating its Anti-Corruption Policy and No Gift Policy to suppliers and business partners to promote collective efforts in upholding ethics, transparency, and sustainable business practices.

The Company has communicated the anti-corruption policy to 100% of its customers, suppliers, and business partners. In addition, 100% of directors, executives, and employees have received training and completed assessments on the policy. These actions aim to reinforce stakeholder confidence that the Company is firmly committed to conducting business in accordance with the corporate governance code and free from all forms of corruption.

Internal Audit and Reporting

The Internal Audit Department is responsible for auditing and monitoring operations to ensure compliance with anti-corruption policies and practices. This includes developing an annual internal risk audit plan and reporting audit findings to the Audit Committee for acknowledgement and oversight.

Review and Revision

The Company requires an annual review of the anti-corruption policy and related practices. In 2025, in addition to updating the Anti-Corruption Policy, the Company reviewed and revised its Whistleblowing Policy and related procedures to ensure alignment with the requirements of the Thai Private Sector Collective Action Against Corruption (CAC).

Whistleblowing Policy

The Company has established a whistleblowing policy and procedures for corruption, violations of the Code of Conduct, and governance complaints. Whistleblowing channels are available to directors, executives, employees, customers, stakeholders, and any individuals who have information or observations relevant to a complaint. Reports may be submitted directly to the Audit Committee or the Chairman of the Audit Committee regarding suspected misconduct, fraud, embezzlement, violations of the Code of Conduct, or the promotion or support of actions that violate the Code of Conduct. The Company has established the following channels for whistleblowing and complaint submission:

Electronic Mail (Email):

Contact : Audit Committee or Chairman of the Audit Committee

Email : whistleblower@kcgcorporation.com

Mail:

Contact : Audit Committee or Chairman of the Audit Committee

Address : KCG Corporation Public Company Limited. 3059-3059/1-3 Sukhumvit Road
Bang Chak, Phra Khanong, Bangkok 10260

Website : https://www.kcgcorporation.com/en/corporate-governance/anti-corruption-and-whistleblowing

For more information, please view the following link.
Anti-Corruption Policy

For more information, please view the following link.
Whistleblowing Policy

Performance

- Through its commitment to disclose information in accordance with **the Corporate Governance Code, the Company received a 5-star ("Excellent") rating in the Corporate Governance Report of Thai Listed Companies (CGR) for 2025** from the Thai Institute of Directors (IOD), supported by the Stock Exchange of Thailand (SET). The Company was also ranked in the top quartile of listed companies with a market capitalization of Baht 3,000–9,999 million and achieved a perfect **score of 100 on the AGM Checklist.**

- Received the **Thai Chamber of Commerce Business Ethics Standard Test Award 2025** (23rd Edition), organized by the Thai Chamber of Commerce and the Board of Trade of Thailand.

- Participated in the **JUMP+ project** to elevate its governance standards in alignment with national and international best practices. The Company has participated in the Stock Exchange of Thailand's JUMP+, a project that supports listed companies in strengthening governance systems in a concrete and continuous manner. The Company created **a three-year Corporate Governance Enhancement Plan** as part of the program. This plan includes clear goals, key performance indicators, and action plans for significant areas such as risk management, internal control, and the code of conduct. The key action plans include:

  - **Enhancing Anti-corruption and Fraud Prevention Efforts Plan:** Strengthening a culture of transparency, responsibility, and zero tolerance for all forms of corruption.

  - **Enhancing Whistleblowing Mechanisms Plan:** Providing employees and stakeholders with secure, fair, and accessible whistleblowing channels.

  - **Enhancing Governance of Artificial Intelligence Applications Plan:** Ensuring that the adoption of AI technology is ethical, transparent, and aligned with the corporate governance code.

  - **Enhancing Governance of Information Security Plan:** Enhancing cybersecurity to protect the corporate data and information systems, supporting increased technology risks.

Participating in the JUMP+ project provides the Company with a systematic framework for developing and monitoring corporate governance, strengthening confidence among shareholders, investors, and stakeholders. This supports effective strategic decision-making by the Board of Directors and the Management Team. The Company will continuously monitor progress and report the results of each action plan to ensure that corporate governance enhancements deliver tangible and sustainable results.

In 2025, there were no complaints regarding violations of the code of conduct, business ethics, or corruption. There were 0 cases or incidents that violated the laws or sustainability regulations.

Cases of Violation or Infraction	Unit	Performance
Number of cases of violation of the Code of Conduct or corruption	case	0
Number of significant cases or incidents of non-compliance of laws and regulations[1]	case	0
Value of damages or fines from significant violation of the law[1] (Baht)	Baht	0

Remarks: [1]Number of incidents of non-compliance with laws and regulations regarding business operations, products, services, product labels, advertising, and marketing, as well as incidents of violation of personal data, environment, and human rights.

Risk and Business Continuity Management

The uncertainty and volatility caused by external factors, whether economic, social, or environmental, and climate change are becoming more intense and constantly changing. As a result, the Company prioritizes risk and business continuity management to support operations and enable the achievement of its objectives, strategy, and goals. This has also increased its flexibility, allowing the Company to quickly adapt and respond to changes without affecting its main operations or goals, both under normal conditions and in the event of unexpected occurrences in the short and long term. The Company is able to respond appropriately to stakeholders' needs while mitigating the impact of the Company's operations on the environment and stakeholders in the value chain. Furthermore, it enhances the organization's capability and resilience in projecting and managing future events or changes from both internal and external factors that may impact the Company's business operations in a timely manner.

Risk Management Plan and Policy

The Company has also established a risk management policy, along with a business continuity management policy in the same direction, to ensure that appropriate risk management and effective control systems are implemented throughout the organization, enabling the Company to achieve its strategic objectives and various key goals. The risk management policy and risk appetite are reviewed and approved annually by the Board of Directors.

To ensure that enterprise risk management remains effective and aligned with international standards, the Company has adopted risk management principles based on COSO-ERM 2017 (The Committee of Sponsoring Organizations of the Treadway Commission: Enterprise Risk Management), integrating strategy and performance for sustainable risk management, ensuring that enterprise risk management is efficient and aligned with international standards. The Company conducted a study on COSO-ERM 2017: Guidelines for Applying Enterprise Risk Management (ERM) to Environmental, Social, and Governance (ESG) – Related Risks, to gain a comprehensive understanding and effectively identify ESG risks, integrating them with strategies and business management.

> More Information available in :
> **Risk Management Policy**

> More Information available in :
> **Business Continuity Management Policy**

Enterprise Risk Management Structure

- The Board of Directors has assigned **the Executive Committee** to establish and review the risk management policy, oversee enterprise risk management in alignment with the Company's strategy and objectives, and provide guidance to the Management Team in maintaining risk appetite to ensure effective enterprise risk management. In addition, **the Audit Committee** is responsible for monitoring and ensuring that risk management is aligned with the risk management policy and plan.
- The Board of Directors has scheduled regular joint meetings of the two committees at least twice a year to discuss material risks and ensure alignment between risk management and internal control systems, provide perspectives on enterprise risk management, review the Company's risk management policy and risk appetite before presenting to the Board of Directors for consideration and approval, and provide comments and suggestions on risk management prior to submission to the Board of Directors for approval. This includes submitting enterprise risk management reports to the Board of Directors regularly, twice a year.

- The Executive Committee established comprehensive risk management, enabling the Company to effectively conduct business and achieve its objectives, strategies, and goals. The Company's enterprise risks are categorized into six areas: strategic risk, operational risk, financial risk, compliance risk, ESG risk, and emerging risk. **The Chief Executive Officer and Managing Director** are responsible for leading enterprise risk management at the management level.
- The Chief Executive Officer and Managing Director established **the Sustainability and Risk Management Working Team**, comprising senior executives from all departments and employee representatives, to oversee the management of both business and sustainability risks in an integrated manner. This structure supports efficient risk management from both top-down and bottom-up risk management approaches. Furthermore, the Working Team is responsible for identifying emerging risk factors, assessing risk impacts, reviewing risk appetite and key risk indicators, as well as monitoring the effectiveness of risk mitigation plans to maintain risk tolerance. It also promotes the continuous development of a risk management culture among executives and employees across the organization.
- The enterprise risk management process is reviewed by the Internal Audit Department and further reviewed by the Audit Committee to ensure that risk management is adequate and effective.
- The Company maintains a Business Continuity Management (BCM) and conducts annual emergency response drills based on key risk factors. In 2025, new drills were incorporated and conducted, such as earthquake drills, food defense drills, etc.
- The Company has also established a risk control system by using the Three Lines of Defense Model to ensure effective risk management and internal control. Under the first line of defense, all employees are responsible for managing their risks. The second line requires executives to report to their supervisors, the Sustainability and Risk Management Working Team, and the CEO. The third line requires an Internal Audit Department, which is an independent department, to conduct audits to ensure that the Company's regulations, policies, and internal control systems are appropriately implemented to manage risks effectively

Risk Management Processes and Tools

The Company has prepared an Enterprise Risk Management (ERM) Manual to provide guidance on risk management in accordance with the COSO Enterprise Risk Management Framework (2017), an internationally recognized standard. The manual defines risk management processes covering both operational and sustainability risks. This aligns with sustainability strategies and objectives as well as international standards. Enterprise risk appetite and Key Risk Indicators (KRIs) were determined for each identified risk. Bow-tie analysis is applied for risk assessment and evaluation of risk likelihood. Risk mitigation plans are developed and continuously monitored to ensure that enterprise risks are effectively mitigated and controlled within the risk appetite of operational risk factors.

Enterprise risk management process
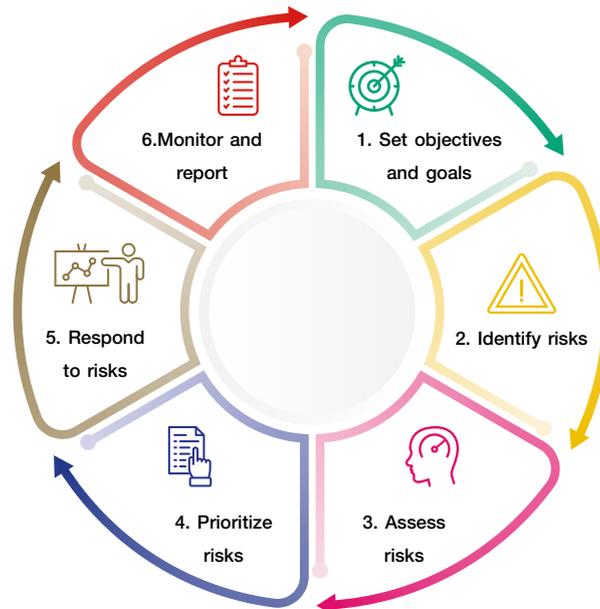
1) **Set objectives and goals:** Set objectives and goals for business operations, and review risk appetite annually to ensure it aligns with operational goals.

2) **Identify risks:** Identify the impact of actual and potential risks on the achievement of its goals and strategies, taking into account both internal and external factors. Enterprise risks are classified into six groups: strategic risk, financial risk, operational risk, compliance risk, ESG risk, and emerging risk.

3) **Assess risks:** Assess and analyze risks by evaluating their impact and likelihood in the risk assessment process. In the event of any changes to policies or goals, the Company reviews risk factors to ensure alignment, considering risks both before and after the implementation of risk control measures.

4) **Prioritize risks:** Prioritize risks based on their significance and impact, identifying key risk factors to gain a comprehensive understanding of enterprise risks and the urgency of risk management.

5) **Respond to risk:** Respond to risks by managing their causes or potential impacts within risk appetite or have the least impact by considering the cost-benefit analysis of risk management.

6) **Monitor and report:** Monitor the performance after implementing the risk management plan and report the results to the Audit Committee and the Executive Committee for review and recommendations before presenting them to the Board of Directors for consideration. This ensures that the risk management plan is effective and capable of managing risk appetite in a timely manner.

Business Continuity Management
Impact and Significance

Disruptions to business operations from unforeseen events, such as natural disasters, fires, floods, raw material shortages, international transportation disruptions, cyber threats, or disease outbreaks, can significantly affect production and delivery capabilities, food safety, and customer confidence, as well as the Company's reputation and business value. Without appropriate support systems, this may lead to financial losses, strained business relationships with suppliers, and a loss of stakeholder confidence in the Company. Effective Business Continuity Management (BCM) enables the Company to respond to crises in a systematic manner, minimize the duration of business disruptions, control potential damage, and ensure the continuity and timely delivery of products to customers.

Operational Guidelines and Measures

To mitigate risks, the Company has established a Crisis Management and Response for Business Continuity and Contingency Plan to serve as a guideline for assessing potential risks and the severity of events that may impact operations. The framework includes preventive, response, and recovery measures designed to ensure business continuity, minimize supply chain risks, and control potential losses not only in operations but also in food safety, consumer protection, customer relationships, assets, and the Company's image and branding. This ensures that all departments operate in a consistent and effective manner. The Company has established a clear crisis management structure, appointing the Chief Executive Officer (CEO) as the Crisis Director and designating executives from relevant departments to be in a working team responsible for managing emergencies in accordance with clearly defined roles and responsibilities.

Furthermore, the Company established post-incident recovery guidelines and conducts emergency response drills annually. In some cases, these drills are conducted in collaboration with customers and suppliers to test the readiness of communication processes, raw material procurement, production, and product delivery during a crisis.

The Company's business continuity plan covers material risks, including natural disasters, fire, floods, supply chain risks, transportation disruptions or shortages of raw materials, cyber threats, climate change risks, and labor shortage risks due to epidemics or infectious diseases. This structure ensures that the Company is well prepared and able to respond promptly to emergency situations. In 2025, the Company conducted emergency response drills based on identified enterprise risks and in compliance with applicable law and requirements as follows:

- Fire and earthquake evacuation drill
- Chemical spill drill
- Gas and boiler leak emergency drill
- Ammonia spill drill
- Flood evacuation drill
- Scenario-based drills regarding food safety and consumer rights, such as product recalls due to quality issues or food crime, etc.
- IT Disaster Recovery Plan (IT DRP) drill

The implementation of this framework enabled the Company to mitigate supply chain disruptions, control financial and operational losses, maintain food safety standards, and protect consumers, while reinforcing the confidence of customers, suppliers, and stakeholders. Therefore, there were no significant disruptions impacting the Company's business operations.

Enterprise Risk Management and Controls Awareness

The Company is committed to fostering a risk culture throughout the organization, ensuring that every employee understands risks in all aspects related to their responsibilities and transactions. Employees must actively contribute and commit to prioritizing enterprise risk management before making investments or conducting transactions. To raise awareness, the Company communicates with employees as follows:

- The Sustainability and Risk Management Working Team held 4 meetings in 2025 to discuss risk management, report on newly identified annual risks, review progress on risk management plans, monitor risk management performance, and assess risks in response to events.
- The Executive Committee and the Audit Committee held 2 meetings and submitted enterprise risk management reports to the Board of Directors twice.
- Set risk indicators (KRI) that are consistent with organizational goals and strategies to connect risk management with the performance evaluation of executives and employees.
- Integrate Department KPI into Corporate KPI to serve as a risk monitoring tool.
- Incorporate some significant risk indicators and sustainability indicators into the KPIs of the organization or risk owners, including risk appetite, to ensure that risk and sustainability management are consistent with the goals of the organization or risk owner. These indicators are then used in the annual performance evaluation of directors. For example, the environmental dimension includes key indicators such as reducing energy consumption , waste management, and greenhouse gas emissions. The social dimension includes indicators such as customer satisfaction, safety & security, and personnel development, etc.
- Include an agenda item for information in meetings of directors or executives to share or update on relevant laws, regulations, requirements, and current situations related to risk management, corporate governance, and sustainability.
- Organize a meeting of the Risk Management Team to report the progress on the risk management plan. Follow up on risk management results and assess risks based on the situation at least twice a year. In 2024, the Risk Management Team held four meetings.
- Ensure all employees have access to policies, the enterprise risk management manual, and Crisis Management and Response for Business Continuity and Contingency Plan through internal communication channels, such as the intranet, shared drive, and email.
- Organize training programs on "Enterprise Risk Management, Internal Control, and Anti-Corruption" for executives and employees at all levels to enhance their understanding and capability in managing enterprise risks. The Company plans to expand these training programs to cover employees at other levels.
- Organize "Anti-Corruption" training program
- Communicate risk management and anti-corruption policies internally and externally.

Message from
Chairman

Business Overview

Driving Business
For Sustainability

**Governance
and Economic**

Social

Environment

Appendix

Key Risk Factors

To identify key risk factors, the Company analyzes the business environment, considering both internal and external factors, including the sustainability impact on stakeholders and emerging risks. This process includes establishing a mitigation plan and continuously monitoring the performance. While monitoring enterprise risk management, some risks are related to material topics. Therefore, the Company is able to manage both operational risks and ESG risks that may impact business operations, the environment, and society, as well as be flexible in handling and mitigating potential impacts to achieve the goals set in the strategic plan and effectively oversee stakeholders, society, and the environment.

Enterprise risks are divided into 6 groups as follows:

1) Strategic Risk

Competitive
Risk
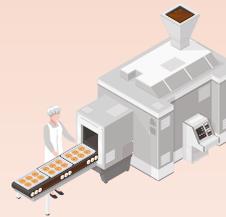
New Product
Launch Risk

International Business
Expansion Risk

Human Capital
Development Risk

Technology
Disruption Risk

2) Operational Risk

Inventory
Management Risk

Price Fluctuation Risk in
Raw Materials and Product Costs

Business
Disruption Risk

3) Financial Risk

Exchange Rate
Volatility Risk

4) Compliance Risk

Risk from Changes in Laws
and Government Policies

5) ESG Risk

Product Quality
and Safety Risk

Reputation Risk

Corruption Risk

Climate Change Risk

Risk from Impacts on
Communities and The
Environment

6) Emerging Risk

Opportunities and Risks
from Free Trade Agreement

Geopolitical Risk

Cybersecurity Risk

For information on risk management, impact, and risk management measures, please refer to the 2025 Form 56-1 One Report under the heading "Risk Management" pages 55 - 65

Message from
Chairman
Business Overview
Driving Business
For Sustainability
Governance
and Economic
Social
Environment
Appendix

Innovation and Technology

The Company recognizes the importance of risk management and long-term business opportunities. The Company adopts innovation and technology as key mechanisms to drive corporate strategy. This approach enables the Company to respond to changes in the economic, social, and environmental dimensions, as well as the behavior of stakeholders throughout the value chain. The Company promotes the development and expansion of new ideas and encourages the application of innovation and technology to operate businesses, create products and services, and develop new business models to enhance operational efficiency, reduce costs, optimize resource utilization, and mitigate potential environmental and social risks arising from production and service processes.

The Company utilizes innovation and technology to support the development of new products, services, and business models that meet the changing needs of customers and stakeholders. This is carried out with consideration for green design, product safety, and sustainable resource use to minimize adverse impacts throughout the product life cycle and create value for stakeholders. Furthermore, the Company places importance on innovative culture and fosters collaborative development with stakeholders across the supply chain to generate shared value and new business opportunities. Innovation and technology are essential to strengthening competitiveness, enhancing business resilience, and supporting long-term sustainable growth in accordance with the Company's strategic direction.

Target

Indicator	Goals	Results
• Award-winning projects from the KCG Innovation Contest generate business value for the organization	At Target **3** projects	**6** projects
• Sustainable Innovative Company: Number of Employee Participation in KCG Innovation Contest	More than **300** people	**480** people

Policies and Management Approach

The Company places significant importance on innovation and technology management, which are key drivers of sustainable growth and competitiveness. Innovation and technology have been incorporated into the Company's sustainability policy framework, under the sustainable development policy, with the objective of promoting and supporting the development of innovative products, services, work processes, and new business models through the application of appropriate technologies, research and development (R&D). The Company fosters collaboration with both internal and external departments to systematically and continuously advance innovation while taking social and environmental sustainability into consideration. This approach is designed to meet changing consumer needs and strengthen the Company's competitiveness. The Company's innovation and technology management is as follows:

Vision and Strategic Roadmap

The Company aspires to become an innovative company. Therefore, an Innovation Strategic Roadmap with both short-term and long-term objectives was established to promote the Company's capabilities in developing new technologies and innovations for sustainability. The Company provides continuous resources, budgets, and systematic knowledge management to foster a corporate culture that integrates innovative thinking into all areas of operations. This includes research and development of new products and services that generate economic value and deliver sustainable value and benefits throughout the Company's value chain.

Five Strategies Toward Innovative Company

The Company has defined its innovation strategy through five key pillars to drive the organization toward an "Innovative Company," as follows:

- Building Innovative Company
- Innovative Products
- New Product Developments
- Open Innovation
- Digital Transformation

KCG Innovation Strategic Roadmap

Long Term

Medium Term

Short term

INNOVATIVE COMPANY

INNOVATION LEVEL UP

ENABLE INNOVATION

5 Strategic Pillars

| Innovative Company | Innovative Products | New Product Developments | Open Innovation | Digital Transformation |

KCG Culture: Data Driven, Innovative, Sustainable culture
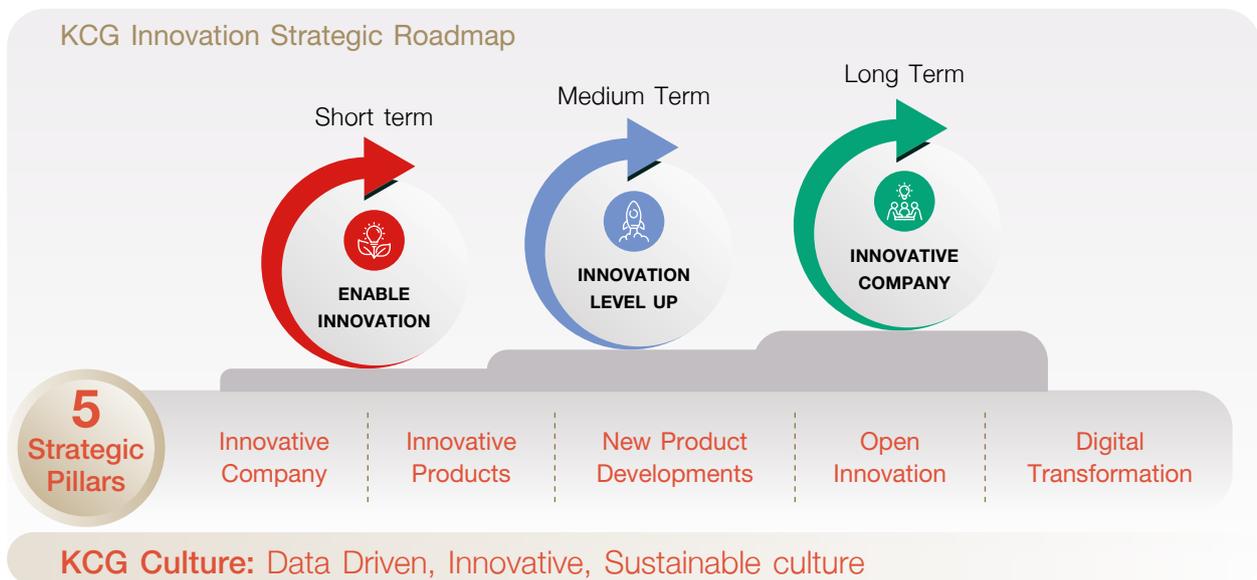
- **Enable Innovation** Driving corporate innovation by establishing systems, environments, and mechanisms that empower employees and business partners, whether customers, suppliers, educational institutions, external government agencies, or national innovation networks, to think creatively, experiment, and develop new innovations. This approach aims to generate business value and sustainability under the core principle that innovation is not limited to a specific group but is a capability of the entire organization.

- **Innovation Level Up** Leveling the corporate innovation by improving internal processes for the development of processes, services, and new business models. This strategy integrates digital technology with product and service innovation, along with customer needs, to create new value, enhance customer loyalty, and elevate the overall customer experience.

The Company is feasibly studying and adopting international innovation management standards to establish, maintain, and systematically develop an innovation management framework. This aims to transform the organization into an innovative company capable of developing products, services, processes, and new business models. The Company also commits to providing the necessary resources, including human capital, budget, time, and infrastructure, to effectively drive innovation across the organization.
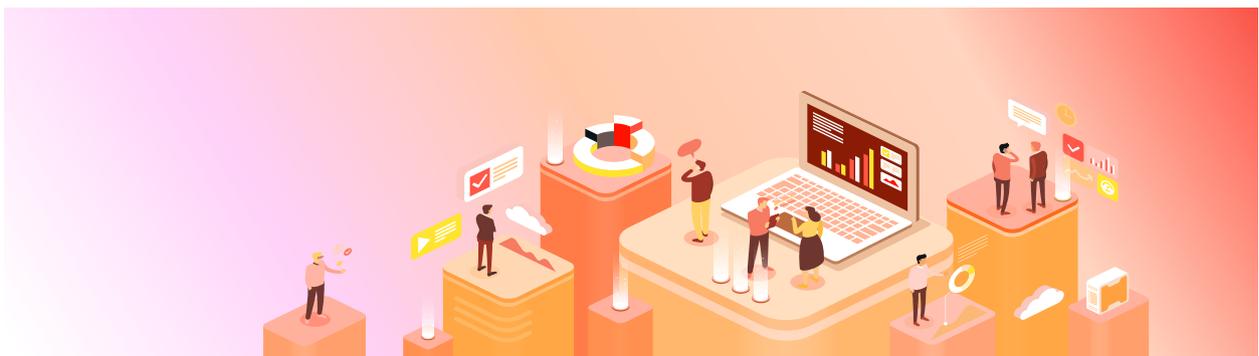
Corporate Innovation & Technology Governance

KCG Corporation Public Company Limited prioritizes innovation and technology as key drivers for a transition strategy to achieve stable and sustainable growth. The Board of Directors has established a governance structure through subcommittees and specialized working teams to ensure that innovation and technology management are effective and aligned with the corporate governance code.

1). **The Corporate Governance and Sustainability Committee** plays a significant role in formulating policies, promoting research and development of new products and services that create value for the Company and contribute to sustainability, fostering a corporate culture, and encouraging creative thinking to enhance operational processes and efficiency. The committee emphasizes innovation and technology as corporate culture standards and oversees innovation and the application of digital technologies to align with the code of conduct and corporate governance code. In regard to innovation action plans, the Chief Executive Officer, Managing Director, and Deputy Managing Director Innovation & Sustainability are the primary responsible persons to lead the corporate innovation and appoint representatives and executives from relevant departments to form an Innovation Working Team. The Innovation Department coordinates and advances innovation activities across the organization through the annual KCG Innovation Contest and related activities.

2). **The Information Technology Committee** plays a key role in driving business by leveraging technology as an enabler of innovation. The Committee is responsible for formulating strategies for digital transformation, applying innovation to develop new business models, overseeing the use of information technology to create new products, enhancing operational processes, and supervising cybersecurity to safeguard digital innovation.

To advance technological development, the Chief Executive Officer and Managing Director have appointed a working team to oversee information and digital technology management. The Deputy Managing Director of Corporate Strategy serves as the primary lead, with the Information Technology Department responsible for coordinating and driving the management of digital and information technology projects.

Furthermore, significant programs and investment projects related to innovation and technology are subject to monitoring progress reporting and performance reviews by the relevant subcommittees to ensure effective execution and alignment with strategic objectives. Therefore, innovation and technology strategy create sustainable corporate innovation development.

Innovative Company

The Company aims to cultivate a corporate innovation culture and utilizes technology across the organization by prioritizing the application of innovation to enhance business operations in order torespond to stakeholder needs and take into account social and environmental impacts in accordance with the Company's sustainability goals.

The Company drives innovation as an integral part of its corporate culture under the guiding motto, "Data-Driven, Innovative, and Sustainable Culture," through the following mechanisms:

KCG Innovation Contest is an innovation competition that provides an opportunity for employees at all levels to participate and submit creative ideas to maximize business value for the organization. The contest encourages innovation in products, processes, services, and business models, ultimately generating economic value for the Company. The KCG Innovation Contest has been conducted continuously since 2016. Innovation projects are categorized into two types:

1) Creator Projects: Projects that are in the conceptual or development stage and have not yet been implemented to deliver tangible benefits to the organization.

2) Innovation Projects: Projects that have been implemented and are generating value and benefits for the organization.

Process improvement projects, such as KCG Kaizen Projects and Business Process Improvement (BPI) Projects, are projects that promote a culture of continuous work improvement within the organization. These projects encourage the development of ideas, enhancement of work methods to reduce waste, lower costs, improve quality and efficiency, and exchange of improvement ideas across departments.

Communication and Training are essential to building a strong foundation for all employees. The Company prioritizes the development of creative thinking, knowledge, and skills, while fostering a mindset that integrates innovation and technology into the work of employees at all levels.

Research and development of new and innovative products

The Company prioritizes research and development of new products, along with continuous innovation development to strengthen its competitiveness and respond to the rapidly changing needs of customers and consumers in the food industry. The Company has a Research & Development and Innovation (RDI) Department that is primarily responsible for systematically researching, developing, and enhancing products. The Research & Development and Innovation Department focuses on both the development of new products and the continuous improvement of the quality and value of existing products. Its operations integrate customer insights, consumer behavior, food industry trends, and technological advancements with the Company's expertise in raw materials and production processes to develop products that meet current and future market demands.

Furthermore, the Company prioritizes product development that aligns with sustainability trends in the food industry, including health-oriented products, reformulated products with less sugar, fat, or sodium content, and the use of eco-friendly raw materials and production processes. This supports new product development and drives continuous product innovation. The Company has established corporate KPIs to measure the success of new products, one of the Company's key growth strategies, as well as the number of innovation projects that generate economic value for the organization. These are categorized as follows:

1) **Innovative Products:** The Company focuses on developing products that align with the lifestyle needs of the new generation, with an emphasis on health, convenience, and sustainability trends. This includes the development of health and nutrition products.

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2) **New Product Development:** The Company has established a systematic process for the research and development of new products and services. This process follows a new product development stage-gate, whereby each project undergoes screening and must meet defined quality and financial evaluation criteria prior to market launch. Risk management measures are also incorporated to mitigate potential delays and other factors that may hinder the successful development of new products.

The Company has established the **KCG Excellence Center** to enhance its research and development capabilities. The Center serves as a hub for developing new products and innovations, particularly within the dairy product segment, as follows:

- Engaging consultants and specialists with extensive knowledge and experience in dairy products.
- Developing products and tailored solutions to meet the needs of both B2B and B2C customers.
- Collaborating with customers to create new menus that generate added value and business opportunities.

In addition, the KCG Excellence Center has a quality testing laboratory with ISO/IEC 17025 certification, the international standard for testing and calibration laboratories. The laboratory provides comprehensive testing services for product quality, safety, and performance in accordance with relevant standards, ensuring product consistency and reliability. The Company also promotes knowledge sharing by collecting insights, research findings, and innovation performance from internal activities, including projects submitted through the KCG Innovation Contest and employee-driven innovations. This approach fosters a strong corporate innovation culture, encouraging employee participation at all levels and supporting the continuous and sustainable development of new products and solutions.

Process Enhancement with Digital Technology & AI

The Company prioritizes the improvement and enhancement of operational procedures to achieve maximum efficiency. This includes the application of digital technologies and Artificial Intelligence (AI) to enhance accuracy, reduce complexity, and minimize operational errors. This will contribute to improved customer satisfaction and support future business expansion.

In the manufacturing sector, the Company is accelerating the adoption of automation technologies to increase production efficiency, reduce costs, and enhance product quality in accordance with sustainable business guidelines.

Furthermore, the Company seeks to empower employees as key drivers of digital transformation by promoting the adoption of digital tools and technologies to enhance and streamline work processes in response to the rapidly changing digital age. The Company provides ongoing training and communication activities to foster awareness and understanding of AI and digital transformation. This foundation supports improved operational performance, responsiveness to customer needs, and long-term organizational competitiveness. At the same time, this helps reduce uncertainty and resistance to change, encouraging employees to adapt and work effectively with the new model.

Accounting Automation Development with AI OCR

The Company is implementing an accounting automation project utilizing AI-OCR technology to convert data from business documents, such as tax invoices, purchase orders, delivery notes, receipts, and other accounting records, into digital data for automatic integration into the ERP system. This significantly reduces reliance on manual data entry. The system is designed to process a wide variety of document formats without requiring predefined templates. It supports accurate data extraction in both Thai and English and includes functionalities such as document classification, data validation, and API integration with the Company's core systems. This project reduces costs and document management workload, enhances data accuracy and availability within the accounting process, improves workflow efficiency, and supports the Company's sustainable long-term growth.

Performance

The Company's innovation and technology development activities in 2025 are as follows:

KCG Innovation Contest 2024 - 2025

The KCG Innovation Contest 2024 - 2025, themed "Think Green, Think Digital, Innovation Beyond Tomorrow," opened for applications between December 2024 and January 2025. The competition results will be announced in March 2025. The judging criteria this year include sustainability benefits and technology integration. This aims to incorporate technology into creative ideas, extending effective innovations while emphasizing the importance of the environment and society.

In 2025, 51 projects were submitted to the competition, with 26 Innovation Projects providing added value and tangible benefits to the organization and 25 Creator Projects showcasing creative ideas. A total of 480 participants attended the event, both onsite and online.

KCG Innovation Contest 2024-2025 Final Day Award Ceremony

The KCG Innovation Contest 2025-2026, under the theme "Data Driven for Sustainable Innovation," accepted project submissions from December 2025 to February 2026. The judging and awards announcement will be held in March 2026. This year, the judging criteria have been expanded to include sustainability impacts and the effective application of customer insights to project development, aiming to drive product development, foster creative ideas, and build upon effective innovations that genuinely meet customer needs, while prioritizing environmental and social responsibility.

Outstanding Innovation from KCG Innovation Contest

At the KCG Innovation Contest 2024-2025, 6 outstanding projects were selected. These cross-functional projects demonstrate strong potential for further development into tangible economic value while promoting sustainability. The projects are as follows:

1) Dairygold Cheese 2 Slices IWS Development Project:

A product innovation project that resulted in a new product, DairyGold Mozzarella-Cheddar Cheese Mixx. This project was a collaboration between the Research & Development and Innovation (RDI), the Marketing Department, and the Production Department. Furthermore, the packaging design was changed from horizontal to vertical to increase sales opportunities, improve product visibility for consumers, and make it easier for retailers to display products. The expansion of this project has consistently generated significant, long-term revenue for the Company. The project demonstrates effective cross-functional collaboration and inspires employees to innovate and improve existing products to increase the Company's competitiveness and support sustainable growth.
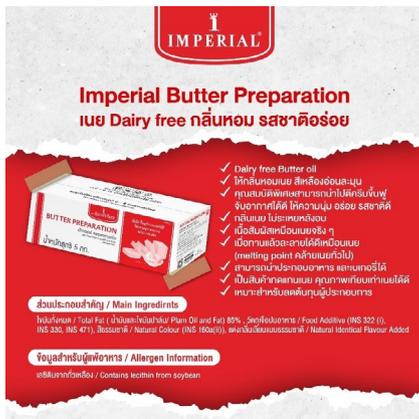
2) IMPERIAL Butter Preparation Project:

A Product Innovation project developed a dairy-free butter oil or margarine as an alternative for dairy-allergic consumers. This product's texture and taste are very similar to real butter and butter blends, making it suitable for a variety of applications. This was a cross-functional project between the Research & Development and Innovation Department, Sales Department, and Production Department.

3) Machine Efficiency Enhancement Project:

This process innovation project aims to improve machine efficiency in the Buttercup production line to reduce production losses and increase product yield. This project builds upon the award-winning KCG Innovation 2023 project. The project was a cross-functional collaboration between the Production Department, Engineering Department, and Research & Development and Innovation (RDI) Department. As a result, the project reduced raw material costs for the product group by more than 4.2 million baht in 2025.

4) Cracker Cream Automation System Project:

This Process Innovation project aims to improve the 165g Cracker Cream packaging line by implementing a new workflow supported by machinery designed to optimize product performance. Previously, crackers were manually placed on trays; this process is now automated, allowing for a continuous production workflow. The project increased the level of automation in the production process while also improving employees' knowledge and skills in using new technologies. As a result, the production rate for Cracker Cream increased to 100 kg per hour and reduced cost by 1.3 million baht in 2025.

5) PC Application Project:

A service innovation project that uses artificial intelligence (AI) to automatically organize and convert product sales reports from LINE chat messages submitted by product consultants (PCs), sales personnel stationed at department stores and retail outlets, into structured databases. Robotic Process Automation (RPA) is then used to create real-time dashboards, allowing the sales team to accurately and quickly monitor sales performance and in-store stock levels, as well as make timely replenishment decisions. The project has been expanded into a PC web application, which provides a more systematic platform for recording sales data (input) and analyzing and making decisions (output). The system will be expanded in the next phase to include PCs that manage consignment products, which will improve inventory management efficiency, reduce errors, and establish standardized data across the organization.
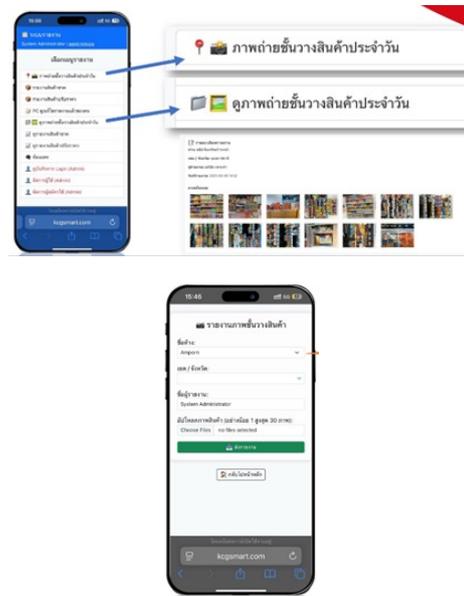
6) Supplier Collaboration Project on Packaging Development

The Company continues to innovate packaging in collaboration with suppliers, with the goal of increasing cost efficiency while creating sustainable value. One of the key actions is to develop parchment packaging for 1-kilogram butter products that were previously acquired from overseas; the original packaging had logistical flexibility constraints. As a result, in 2024, the Company began to seek potential domestic manufacturers to create a more agile supply chain and reduce import risks. In 2025, the Company pursued alternative materials from potential domestic suppliers. This project not only increased cost efficiency but also helped to reduce waste, lower greenhouse gas emissions from transportation, and improve procurement agility.

This project indicates the Company's application of sustainability principles to practical operations, resulting in long-term economic and environmental value. The project resulted in cost savings of approximately 7 million baht in 2025.

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Innovation Project Expansion

In 2025, the Company has expanded the innovation projects to generate tangible benefits. This also encouraged and empowered employees to develop practical innovations. The following project has created value and strengthened the Company's reputation:

1) Sustainable Pallet ESG for the Future

An innovative logistic development that meets the needs of the food industry and supply chain through the customized food-grade pallet design that meets food safety standards. This improves the transportation efficiency of the shuttle pallet system, reducing damage in warehouses and enhancing overall logistics management efficiency. These pallets are designed to be 100% recyclable, supporting the green projects and net-zero greenhouse gas emission goals while creating revenue opportunities and business expansion for suppliers in the supply chain.

This sustainable pallet ESG for the future is an open innovation developed in collaboration with business partners. As a result, the Company received the **Commended Supply Chain Management Award 2025** in the Sustainability Excellence category at the SET Awards 2025, organized by the Stock Exchange of Thailand in collaboration with the Money and Banking Magazine. It also lays the foundation for sustainable pallet ESG standards in the food industry, enabling widespread reuse and recycling.

2) Centralized Transportation Service Efficiency Enhancement Project (Phase 4)

This project originated from the 2022–2025 KCG Innovation Contest and has been successfully implemented and expanded in practice, contributing to the reduction of greenhouse gas emissions. The project applies route management to enhance delivery efficiency per cycle, optimize delivery scheduling, and enable customers to track their deliveries more conveniently. This project has been expanded following its previous success in reducing transportation distances and improving delivery efficiency in high-potential provinces, which resulted in the Company receiving the Innovation Award in 2022.

From 2023 to 2025, the project was continuously enhanced to expand coverage to other regions, increase the use of cross-docking for both ambient and frozen products, and maintain a strong focus on sustainability. This project enabled the Company to better align deliveries with customer demand, achieve a threefold reduction in transportation distances, increase shipment weight capacity, and achieve a 9% reduction in transportation cost per sale.

In addition, the project has optimized storage space at distribution centers to support business expansion and sales growth. In regard to sustainability, this project has improved transportation efficiency, lowered greenhouse gas emissions, reduced redundant operations, shortened delivery times, decreased employee working hours, etc.

KCG Kaizen Project

The Company organized the KCG Kaizen Project from August to October 2025 by offering "Kaizen Fundamentals" training sessions to promote the continuous improvement concept among employees at all levels. The objective was to equip and inspire employees to apply Kaizen principles in their daily work and improve work methods as well as operational efficiency.

The KCG Kaizen Contest was also organized, providing employees with the opportunity to present their work process improvements and ideas aimed at enhancing operational efficiency, reducing costs, and achieving practical implementation. A total of 57 projects were submitted from 11 departments.

Business Enhancement through Digital Technology & AI:

To effectively drive digital transformation, the Company promotes and supports the development of technological knowledge and capabilities among executives and representatives from related departments as follows:

The Essential Leadership Skill and AI for Directors and Executive courses

Digital Transformation & AI Seminar: Mr. Thanakorn Wangpipatwong, Chief Executive Officer of Bangkok Commercial Asset Management Public Company Limited, shared his perspectives and experiences on future organizational transformation with the Company's executives.

Innoverse Model for Food Service Innovation Workshop: The team that advanced to the final round of the KCG Innovation Contest participated in this workshop to enhance their knowledge and presentation skills.
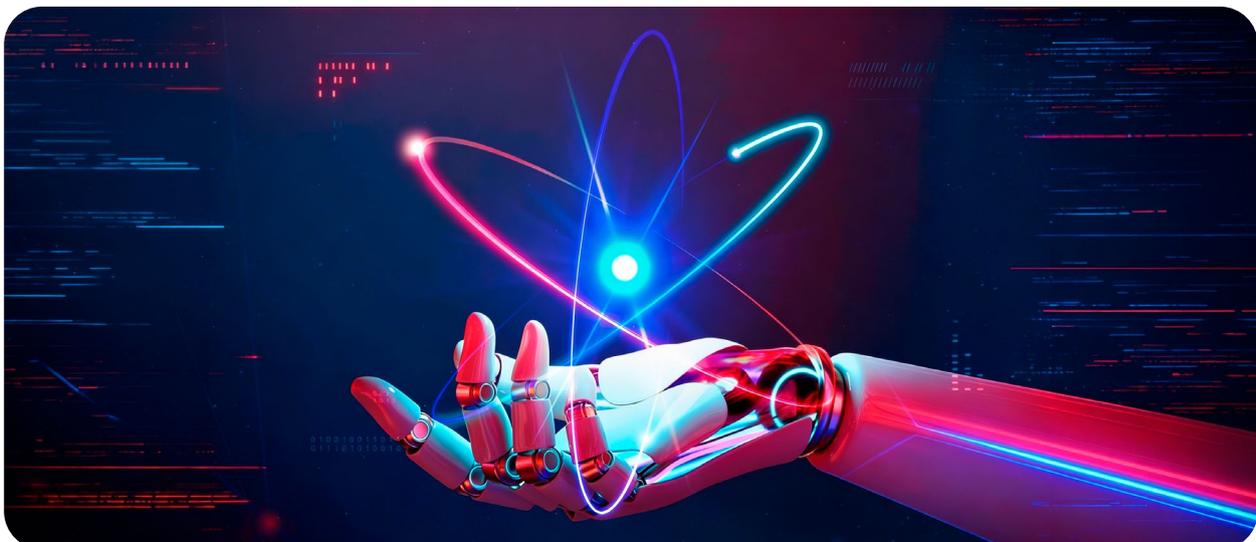
New Innovative Product Development

This project focuses on product redesign to enhance suitability, convenience for consumption, and modern appeal in response to changing consumer behavior and preferences. The project has generated sustainable benefits and revenue growth for the Company. From 2022 to 2025, the new innovative product segment has generated approximately 437.3 million baht in revenue. Key projects under this project include:

Dairy Gold Milkana Cheese Lolly

The Company has expanded its dairy products by introducing a ready-to-eat cheese snack. The product is presented in vibrant, colorful packaging designed to appeal to children, the primary target consumer segment. It is available in two flavors, Milky Ice Cream and Fruit Heart Strawberry, and is developed under a licensed Cheese Lolly character. In addition to being a snack, the product offers better nutrition, containing calcium, vitamin A, and vitamin D. The Company also plans to expand its market reach to the teenage segment.

Dairy Gold Cheese 2 Slices

Dairy Gold Cheese 2 Slices are available at 19 baht in convenience stores at a price point that is affordable for consumers, with a portion size suitable for modern lifestyles. The product can be consumed with instant noodles, in line with the Korean food trend that is popular among the target consumer segment of new-generation teenagers. As a result, Dairy Gold Cheese 2 Slices has received a positive market response and has generated consistent sales for the Company. In 2025, the Marketing Department and the Research & Development and Innovation Department jointly developed new flavors and redesigned the packaging to make it more convenient for customers to pick up the product, as well as to increase shelf space allocation in convenience stores.

IMPERIAL Danish Cookies Less Sugar

The Company incorporates customer and consumer feedback regarding health-conscious biscuit and cookie products as key input into its product development process. The Marketing Department and the Research & Development and Innovation Department collaborate to research and develop new formulations, carefully selecting high-quality ingredients and designing recipes with better nutrition to provide suitable options for health-conscious consumers. As a result, IMPERIAL Danish Cookies Less Sugar was created with a 35% reduction in sugar using the "Less Sugar, Same Great Taste" concept, while retaining the familiar taste and distinctive characteristics of IMPERIAL Danish Cookies. Furthermore, the Company has changed the packaging to a light blue tone to communicate the product's health-conscious positioning, distinguishing it from the red packaging of the original formula. At the same time, the packaging maintains the brand identity of IMPERIAL Cookies Denmark, demonstrating the Company's commitment to developing products that meet consumer needs and promote sustainable balanced consumption.

Imperial Gold Selection

IMPERIAL Gold Selection represents the rebranding of IMPERIAL cookies, transforming the iconic red tin into a more modern and premium product image. The product emphasizes quality, using premium butter and carefully selected ingredients imported from various countries.

The rebranding has resulted in a diverse range of flavors and product styles under the concept of "A uniquely delicious taste...that you'll fall in love with in every bite." The objective is to expand the consumer base within the teenage segment, positioning the cookies as suitable for personal consumption as well as for gifting on special occasions throughout the year, rather than only during festive seasons.

In 2025, new flavors such as Caramel White Chocolate and Matcha White Chocolate were launched and received positive customer feedback.

Health-Promoting Product Development

The Company is committed to developing quality products under the Longevity & Wellness strategy, which focuses on promoting sustainable health and quality of life at all ages, together with responsibility to consumers throughout the value chain. The Company prioritizes research and development of products that appropriately meet health and nutritional needs, focusing on consumer groups with health risks, those requiring specific nutritional supplementation, children and youth, the elderly, and consumers who emphasize preventive healthcare to support long-term well-being.

Product development under the Longevity & Wellness plan not only responds to the growing consumer focus on health and wellness but also serves as a key driver of sustainable business growth. In 2025, the Company generated approximately 241 million baht in revenue from two health and nutrition product groups. This reflects the potential for innovation expansion in healthy food products and the creation of long-term shared value between the business and society

1) Product groups for consumers with health condition

This product group is specifically formulated to meet the needs of consumers with health conditions or with food allergies. The product range includes low-fat, low-sodium, lactose-free, and plant-based formulations, which contribute to reducing the risk of non-communicable diseases (NCDs) and supporting appropriate nutritional intake for the elderly, children, and consumers requiring continuous dietary control. Product groups for consumers with health conditions include:

- 0% Sugar Bakers' Choice Crackers

- IMPERIAL Vegan Cheddar Slice—Ideal for consumers with lactose intolerance.

- IMPERIAL Sunflower Spread and IMPERIAL Extra Virgin Olive Spread – Rich in unsaturated fats and help lower blood triglycerides.

- IMPERIAL Fruit Spreadable (Strawberry, Orange, Pineapple, Mixed Berry and Blueberry—These spreads contain reduced sugar, delivering a less sweet taste while increasing fruit pulp content.

2) Product groups for consumers with health-conscious

This product line comprises dairy products, butter, cheese, and food ingredients formulated to provide high nutritional value, including protein, calcium, and quality fats, to support muscle development, bone health, and overall growth. The products are suitable for the elderly, children, working adults, and individuals seeking to enhance balanced and safe nutritional intake in their daily lives.

- Allowrie Smart Kids Cheddar Cheese, high in calcium.

- Sunquick Concentrated Fruit Juice products in orange, mandarin orange, mixed fruit, and mixed berry flavors are high in vitamin C.

- Allowrie Triangle Snack Cheese Original

Revenue from New Innovation and Health-Promoting Products

Product Group	Revenue (Unit: million Baht)			
	2022	2023	2024	2025
Innovation Products[1]	**210.6**	**451.1**	**569.0**	**637.8**
• **New Innovation Products**[1]	118.3	248.5	369.6	396.4
• **Health-Promoting Products**	92.3	202.6	199.4	241.4
- Health-Promoting Products for Consumers with Health Condition	33.5	44.3	41.7	83.3
- Health-Promoting Products for Consumers with Health-Conscious	58.8	158.3	157.7	158.1
Percentage of Innovation product revenue to total sales.	**3.4%**	**6.3%**	**7.3%**	**7.4%**

Remarks [1] The revenue from innovative products for 2022–2024 has been revised due to a review of the criteria for classifying innovative products to align with the Company's strategy. As a result, certain product items have been reclassified in accordance with the revised criteria.

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Sustainable and Responsible Supply Chain Management

Changes in economic and social conditions, together with climate change risks, have increased the complexity and uncertainty of the Company's supply chain management. These factors affect the continuity of raw material supply, production costs, transportation, and supplier operations, many of which are subject to environmental, social, and governance (ESG) challenges. These changes present operational risk factors. However, it also presents opportunities to strengthen business capability and resilience in the supply chain in the long term.

The Company has therefore established sustainable supply chain management as a core business strategy, aiming to manage the supply chain efficiently, transparently, and responsibly to strengthen its ability to achieve objectives while preventing and mitigating potential environmental, social, and economic impacts arising from the operations of the Company, suppliers, and stakeholders throughout the supply chain.

To manage these risks, the Company conducted a supplier sustainability assessment and promoted a corporate governance code to mitigate risks for supply chain disruption, reputational damage, and non-compliance with applicable laws or related standards. Furthermore, the Company emphasizes long-term collaboration with suppliers through potential development, knowledge sharing, and collaborative innovation to enhance supply chain competitiveness and foster mutual growth and long-term sustainability.

Target

Indicator	Goals	Performance
• Percentage of suppliers assessed for ESG risks.	**100%** of critical Tier 1 suppliers conducted supplier sustainability assessment	**100%**
	100% of new suppliers conducted supplier sustainability assessment	**100%**
• Percentage of suppliers who have signed to comply with the Supplier Code of Conduct.	**70%** of Critical Tier 1 suppliers signed the supplier code of conduct	**100%**
	100% of new suppliers signed the supplier code of conduct	**100%**

Policies and Management Approach

The Company recognizes that suppliers business operations can impact overall goals, not only in economic goals but also in social and environmental dimensions, such as raw material and product safety, regulatory violations, human rights violations, pollution, and environmental issues, including increased greenhouse gas emissions, waste management, and safety of life and property, etc. The Company established a sustainable supply chain policy and related practices by integrating supplier management into relevant operations, identifying critical suppliers, and classifying those with high ESG risks. This approach aims to mitigate supplier risks and foster a unified effort toward Environment, Social, and Governance (ESG). Details of the Sustainable Supply Chain Policy are as follows:

1) Establish strategies and practices for managing the supply chain effectively, transparently, fairly, and verifiably, in compliance with all applicable laws, rules, and regulations.

2) Establish mechanisms for sustainable supplier management by integrating Environmental, Social, and Governance (ESG) criteria into supplier procurement and selection, supplier audit, and supplier collaboration development to ensure suppliers' compliance with the Company's sustainability policy.

3) Commit to sourcing high-quality raw materials and products from suppliers who comply with relevant environmental laws and standards, considering their environmental responsibilities and impacts on biodiversity. This includes efficient energy and water management, sustainable agricultural and livestock practices, the prevention of deforestation, responsible chemical management, animal welfare certification or equivalent standards, and the implementation of raw material traceability systems.

4) Establish partnerships with suppliers to manage greenhouse gas emissions and support the achievement of the Company's long-term greenhouse gas emission reduction targets.

5) Promote and prioritize respect for labor rights and human rights among suppliers, such as fair wages, occupational health and safety management, appropriate working conditions, and the elimination of child labor and forced labor. The Company also encourages suppliers to adhere to human rights principles and labor standards at both national and international levels.

6) Support procurement from local suppliers, workers, and businesses in areas where the Company operates to promote the local economy, employment, and income distribution.

7) Disclose and communicate the Company's sustainable supply chain policy, supplier code of conduct, and business ethics as a framework for sustainable collaboration throughout the supply chain. In addition, whistleblowing and complaint channels have been established to receive cases of unfair practices or suspected corruption

> For more information, please view
> **Sustainable Supply Chain Policy**

Sustainable Supply Chain Management Approach

To ensure effective implementation of the sustainable supply chain policy and to foster cooperation from suppliers in developing sustainability, the Company has established supplier management guidelines covering identification of suppliers, supplier recruitment and selection, supplier assessment, and development of supplier collaboration. The details are as follows:

1. IDENTIFICATION OF CRITICAL SUPPLIERS	2. SUPPLIER PROCUREMENT AND SELECTION	3. SUPPLIER ASSESSMENT	4. DEVELOPMENT OF SUPPLIER COLLABORATION
• Critical Supplier Criteria • Supplier Sustainability Risk Assessment	• Fair screening of new suppliers • New Supplier Sustainability Risk assessment • Supplier Code of Conduct • Approved Vendor List • ESG criteria for supplier selection	• Performance Evaluation • Supplier audit • Supplier ESG Assessment	• Supplier Relationship Management and Development Activities • Supplier sustainability management projects (environment and social)

1. Identification of Critical Supplier

- **Setting Criteria and Identifying Critical Suppliers**

To evaluate the significance of suppliers, the Company has established classification criteria to clearly identify critical suppliers, determine their importance, assess sustainability risks, and manage suppliers appropriately. The criteria are as follows:

1) **Critical Tier 1 Suppliers** are key suppliers that conduct business directly with the Company and meet the following criteria:

   - The value of raw material purchases is within the top 80% of the Company's total annual purchase value.
   - Level of Business Dependency: Suppliers that provide key raw materials or trading goods that are critical to the Company's operations and cannot be readily substituted in the short term.
   - Pose ESG risks, such as environmental impacts, labor violations, or vulnerabilities related to climate change.

2) **Critical Non-Tier 1 Suppliers** This refers to suppliers that do not have a direct sales contract with the Company but play a significant role in or have an impact on the Company's operations, such as manufacturers of key raw materials, product manufacturers, or intellectual property rights holders whose products are sold to the Company through agents, etc.

- **Supplier Sustainability Assessment**

The Company assesses supplier risks that may impact both the economic and ESG dimensions, including:

   - Environmental risks, such as waste and pollution management, non-compliance with environmental laws, climate change, reduction of greenhouse gas emission, etc.
   - Social risks, such as the quality and safety of raw materials and products, human rights violations, occupational health and safety, and personal data security.
   - Governance and Economic risks such as corruption, ethical disputes, etc.

The Company requires suppliers to assess sustainability risks through self-assessments, and purchasers use publicly available evidence for foreign suppliers or interview their references. Guidelines have been established for high-risk suppliers to have an on-site assessment at their facilities. If an on-site assessment is not feasible, an online meeting must be arranged promptly to determine a risk mitigation plan.

- **Critical Supplier and High-Risk Supplier**

In 2025, the Company had 86 critical Tier 1 suppliers that conducted direct business with the Company, representing 8.2% of the total supplier base of 1,052 suppliers. Critical Non-Tier 1 suppliers, 4 suppliers, represented 0.4% of the total supplier base. The number of both Critical Tier 1 and Critical Non-Tier 1 suppliers changed from the previous year due to a review of the supplier identification criteria, particularly adjustments to the annual purchase value. However, the Company has included suppliers that do not conduct direct business with the Company but provide key raw materials or goods in the Approved Vendor List. In 2025, the risk assessment results for Critical Tier 1 suppliers did not show any high-risk suppliers; therefore, no on-site sustainability audits were conducted for this group.

91.4%
8.2%
0.4%

● Tier 1 Suppliers
● Critical Tier 1 Suppliers
● Critical Non-Tier 1 Suppliers
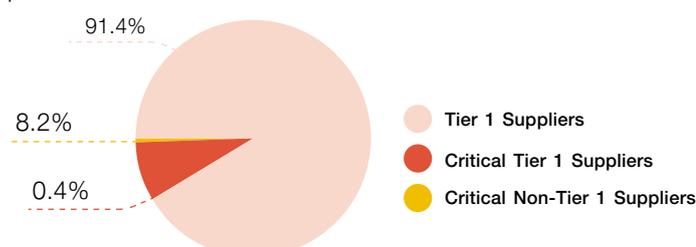
2025 Supplier Sustainability Risk Assessment Results

Type	Number of Suppliers
Critical Supplier (Critical Tier 1 Supplier and Critical Non-Tier 1 Supplier)	90
- High-risk Supplier	0
- Medium-risk Supplier	0
- Low-risk Supplier	0
- Very Low-risk Supplier	90

2. Supplier Procurement and Selection

The Company prioritizes fair and transparent procurement and selection of new suppliers, as well as setting the evaluation criteria for supplier audit and sustainability assessment. The Company has an e-procurement system that enables suppliers to complete applications and submit essential supporting documents. This system is designed to safeguard data security and ensure the confidentiality of supplier information. The information received is used solely for trading or supplier management activities, ensuring data protection and preventing data breaches or misuse of information.

The criteria for selecting new suppliers include a business score based on factors such as product characteristics in accordance with industrial standards, production capacity, quality management, delivery capabilities, and business sustainability, including social and environmental issues.

The purchasing department considers the evaluation results of the sustainability self-assessment of new suppliers and supporting documents for the Approved Vendor List.

- Communicating the Company's Policy and Supplier Code of Conduct

The Company established a Supplier Code of Conduct to ensure suppliers understand and adhere to sustainable best practices. The Company prepared the Supplier Code of Conduct and Business Ethics which includes material topics such as code of ethics, community and environmental responsibility, human rights, fair labor treatment, occupational health and safety, etc. This aimed to serve as sustainability guidelines for suppliers.

New suppliers must acknowledge and sign the Supplier Code of Conduct and Supplier Code of Ethics. The Company plans to expand the process of disclosing the supplier Code of Conduct, fostering cooperation to implement the Code of Conduct across all suppliers in each group.

In 2025, the Company developed a Supplier Code of Conduct and a Code of Ethics. All Critical Tier 1 suppliers and 100% of new suppliers signed an acknowledgment of compliance. The Company plans to expand the group of Critical Tier 1 suppliers and to communicate its Sustainable Supply Chain Policy on the Company's website to guide and encourage suppliers throughout the supply chain to comply with the Supplier Code of Conduct. These actions aim to promote socially and environmentally responsible procurement, support efficient resource utilization, foster social and community responsibility, uphold human rights principles, and enhance transparency and sustainability throughout the supply chain.

Furthermore, the Company has communicated its anti-corruption policy and announced its intention to join the Thai Private Sector Collective Action Against Corruption (CAC) to all suppliers. The Company encourages its suppliers to fight against corruption and strictly requests their cooperation in refraining from the giving or receiving of gifts.

- ## Sustainable and Responsible Major Raw Material Sourcing

The Company has additional requirements for the major raw material sourcing, including dairy products, palm oil products, wheat flour, and sugar, ensuring that they come from sustainable and responsible sources.

Dairy Products:

The Company primarily imports raw materials for dairy products from Australia and New Zealand, which are critical global suppliers with upstream dairy farm management that prioritize animal welfare and comply with national and international laws and standards such as the Australian Animal Welfare Standards and Guidelines for Cattle and the New Zealand Animal Welfare (Cattle) Code of Welfare. Several critical suppliers adhere to the animal welfare guidelines set by the World Organization for Animal Welfare. This ensures that KCG's imported dairy products are certified, meet international animal welfare standards, and have a traceability and verification system.

Palm Oil Products:

The Company prioritizes the responsible sourcing of palm oil, a key ingredient used in its butter, margarine, shortening, and processed cheese products. Palm oil is sourced from suppliers certified by the Roundtable on Sustainable Palm Oil (RSPO) or from suppliers with traceability systems to ensure that the source of palm oil is not associated with illegal activities and does not cause adverse environmental or social impacts. The source of palm oil must not originate from deforestation or illegal logging. Cultivation practices are required to comply with sustainable development guidelines, emphasizing biodiversity conservation, reduced use of chemicals and pesticides, efficient water resource management, the prohibition of illegal labor, and respect for human rights throughout the supply chain. This approach ensures that the Company's operations align with stakeholder expectations and support long-term sustainable business operations.

Currently, the Company is certified under both the RSPO Segregated (SG) and Mass Balance (MB) standards and is committed to continuously enhancing its supply chain management to increase the utilization of the RSPO Segregated (SG) standard. Under this system, RSPO SG-certified palm oil is kept physically separate from uncertified palm oil and RSPO MB-certified palm oil throughout the supply chain. (Details on the volume of RSPO-certified palm oil procured can be found in the Appendix: Summary of Corporate Governance and Economic Performance)

Wheat Flour:

The Company imports wheat flour from abroad, where agricultural industry standards for pesticide management and government agricultural development policies may differ. Therefore, wheat flour products must have a traceability and verification system that identifies their original agricultural source. Suppliers must implement manufacturing processes that prevent the mixing of wheat from different sources, ensuring that all delivered wheat flour is fully traceable to its origin.

Sugar:

Sugar is produced domestically under the regulatory framework of the Sugarcane and Sugar Act. Suppliers must comply with all relevant laws, regulations, and guidelines while upholding responsibility throughout the supply chain. In addition to having a sustainability policy, suppliers must demonstrate care and commitment to farmers, production processes, and product delivery in alignment with sustainability guidelines. Suppliers must have a policy promoting the harvesting of fresh sugarcane, providing farmers with knowledge and support to enhance the ecosystem of sustainable sugarcane cultivation. Sugarcane planting areas must not be subject to encroachment or deforestation but follow sustainable farming practices that support biodiversity, implement responsible chemical, insecticide, and pesticide controls, manage water resources effectively, uphold ethical labor practices, and respect human rights.

In 2025, all critical suppliers in the major raw materials group complied with the additional sourcing requirements. No significant risk issues were identified; therefore, an on-site assessment was not conducted.

- Green Procurement Policy

The Company has established an environmental procurement policy and developed a procurement manual for environmentally friendly goods and services. This guideline serves as a framework for sourcing and selecting goods and services based on defined criteria and qualifications for each product category. The objective is to encourage suppliers to consider efficient resource utilization, reduced environmental impact, and environmental protection throughout the product life cycle.

Procurement decisions for goods and services are based on environmental friendliness, suitability for use, effectiveness, quality, and cost-effectiveness. This applies to products and services with significant environmental impacts, such as electrical appliances and office equipment, computers and electronic equipment, vehicles, advertising and public relations services, electrical products, construction works, and cleaning services.

In addition, the Company imports aquatic products, such as lobsters and other seafood, from both international and domestic sources for distribution. The Company places strong emphasis on the supplier and carrier selection, applying strict food safety, quality control, and traceability standards throughout the supply chain, in compliance with the laws and regulations of the country of origin. This includes adherence to relevant standards and food safety control systems, such as the U.S. Shellfish Sanitation Program (SSP). The Company also reviews documentation and evidence relating to responsible marine resource management and sustainability practices at the source, including sustainable fisheries certification or documentation and equivalent data.

These measures support the procurement of high-quality, safe, and standardized seafood while minimizing environmental and social impacts to the extent that the Company can appropriately manage and control.

3. Supplier Assessment

The Company conducts post-evaluations of supplier performance annually, covering aspects such as quality, food safety, and compliance with Company regulations. If assessment results do not meet the specified criteria, the Company establishes corrective measures for the supplier to implement within a defined timeframe and systematically monitors progress. If the supplier fails to implement improvements as agreed, the Company engages in discussions to determine appropriate corrective actions or to explore alternative supplier options, based on the level of risk and potential impact on the Company.

Regarding supplier audits, the Company conducts on-site audits annually in collaboration with the Purchasing Department and Corporate Quality Department. Suppliers selected for audit include those presenting quality or food safety risks, operational deficiencies, or the need for improvements to quality management systems and food safety certification standards, as well as those identified as having elevated sustainability risks. The Company continuously monitors the implementation of corrective actions until completion. If the risk results from supplier limitations that cannot be effectively resolved and may affect the Company, additional measures may be implemented or alternative suppliers may be considered.

In 2025, the Company integrated ESG risk assessment into its annual on-site supplier audit process, covering 100% of suppliers subject to quality audits. The audit results did not identify any suppliers with sustainability issues or non-compliance with the Company's sustainability requirements that required special follow-up. The Company plans to utilize these results to further develop and enhance its ESG risk assessment framework for suppliers in the future.

4. Development of Supplier Collaboration

The Company prioritized collaborating with suppliers on product, services, and packaging development, as well as promoting potential and sustainable business operations with suppliers by carrying out the following projects.

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- ### Vendor Managed Inventory (VMI) Project

The Company has collaborated with its suppliers on a Vendor Managed Inventory (VMI) project. This inventory management model enables suppliers to plan and manage the Company's inventory based on the systematic and continuous exchange of relevant supply chain information. The project aims to enhance inventory management efficiency, mitigate the risks of stock shortages or excess inventory, and strengthen business resilience for both parties.

In implementing the project, the Company and its suppliers jointly determined optimal inventory levels and shared information on future product demand. This enabled suppliers to plan production and delivery more efficiently, align with the Company's demand, and reduce lead response times in the delivery process.

As a result of the VMI project, the Company has improved inventory management efficiency, increased the accuracy of product deliveries and inventory levels, and strengthened business relationships with its suppliers

Furthermore, the Company has expanded the VMI project to include suppliers in other product groups with the potential and readiness to participate, with plans for expansion in the future to enhance overall supply chain efficiency and support sustainable business growth.

- ### Supplier Sustainability Engagement

The Company prioritizes supplier collaboration throughout the supply chain to jointly develop innovations and elevate tangible sustainability operations. One key project is the "The Sustainable Pallet: Breathing New Life into a Sustainable Value Chain" a collaboration with logistics suppliers to develop specially formulated, food-grade recycled plastic pallets that meet food safety standards and enhance logistics efficiency across the supply chain.

The project enhances the efficiency of transportation, storage, and product handling through the Shuttle Pallet System. This system reduces product damage in the warehouse, minimizes resource waste, and improves overall logistics management efficiency. In addition, the sustainable pallet ESG for the future is designed to be 100% reusable and recyclable, in alignment with the Company's green projects and net-zero greenhouse gas emission targets.

The Sustainable Pallet: Breathing New Life into a Sustainable Value Chain reflects the Company's approach to creating shared value with suppliers. Besides reducing environmental impacts, the project creates new business opportunities and revenue for suppliers within the supply chain while strengthening the competitiveness and long-term sustainability of the food logistics system.

This collaboration has received national recognition. The Company was awarded the Commended Supply Chain Management Award 2025 in the Sustainability Excellence category at the SET Awards 2025, organized by the Stock Exchange of Thailand in collaboration with Money and Banking Magazine. This recognition reflects the Company's success in integrating sustainability into supply chain management and establishes a foundation for sustainable pallet ESG standards in the food industry that can be further adopted and expanded in the future.

For more information, please view
**The Sustainable Pallet : Breathing
New Life into a Sustainable Value Chain**

The Company has initiated sustainability projects or activities with suppliers, focusing on environmental and social dimensions such as a backhauling project, in which the Company collects products from its suppliers on the return trip, lowering transportation costs for suppliers and reducing unproductive return trips for the Company. This also helps to reduce greenhouse gas emissions in the supply chain. Furthermore, the Company collaborates with suppliers to create eco-friendly packaging, such as paper-made gift baskets, to increase the proportion of eco-friendly packaging. The Company advises suppliers on improving their quality systems and food production safety standards framework, ensuring that the Company receives standardized raw materials or products.

Accounts Payable Days

The Company strictly adheres to the terms and conditions of payment agreements with suppliers, accounts payable, and receivables. The financial and accounting department processes payments through banking channels, ensuring suppliers receive timely payments. Accounts payable days may differ depending on the product, business type, or commercial conditions. The credit terms determine the accounts payable days as agreed upon with suppliers, depending on various factors such as the nature of the business, the longevity of the partnership, and any other relevant factors. The average accounts payable is 60 days. The Company has defined and communicated the accounts payable days to its suppliers. In the event of an emergency or other situation that may cause payment delays, the Company will promptly notify the suppliers, explain the reasons, and reschedule the payment as needed, either immediately or in advance, depending on the circumstances.

Supplier Management	2024	2025
Average of accounts payable days (days)[1]	50	52

Remark [1] The criteria have been revised to cover a broader range of suppliers.

Performance

Indicators	2025
Critical Suppliers	Number of Suppliers
Number of critical suppliers	90
• Critical Tier 1 Supplier	86 (8.2%)
• Critical Non-Tier 1 Supplier	4 (0.4%)
Other suppliers	962 (91.4%)
Total number of suppliers	1,052
Supplier Sustainability Risk Assessment	
The number of critical tier 1 suppliers assessed sustainability risk assessment	86 (100%)
Number of new suppliers assessed sustainability risk assessment	116 (100%)
Supplier Code of Conduct and Code of Ethics	
The number of critical tier 1 suppliers signed to comply with the Supplier Code of Conduct and Code of Ethics	86 (100%)
Number of new suppliers signed to comply with the Supplier Code of Conduct and Code of Ethics	116 (100%)

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Cybersecurity

In the current context of increasingly complex and severe cyber threats, the Company recognizes the risks posed by significant cyberattacks such as ransomware, phishing, and data breaches, as well as threats arising from the misuse of artificial intelligence (AI) to generate fraudulent emails, messages, or voice recordings for deceptive purposes. The Company acknowledges the risks associated with insufficient technological knowledge and the inappropriate use of digital tools by employees, which may unintentionally result in the disclosure of sensitive Company data on external platforms and lead to business damage.

The Company places significant importance on data and information security management to prevent adverse impacts on business operations and stakeholders, maintain customer trust, and ensure compliance with applicable laws and regulations. The Company has implemented cybersecurity controls and security technologies to protect sensitive information from unauthorized access, use, and unauthorized disclosure and to mitigate the risk of operational disruption from cyber incidents. In addition, the Company has established a personal data protection policy to ensure that the personal data of employees, customers, and other stakeholders are managed in accordance with applicable data protection laws and standards.

The Company has also established cybersecurity governance guidelines to achieve zero customer data breaches through cyberattacks. Furthermore, the company promotes cybersecurity and data protection awareness among employees at all levels to effectively enhance the prevention, detection, and response to emerging cyber threats.

Target

Target	Performance in 2025
• Zero cyberattacks on company operations.	**0 cases**
• Zero cases of customer data breaches.	**0 cases**
• 80% of employees using the Company's information technology systems received cybersecurity training in 2025, with a target of 100% by 2027.	**82%**

Policies and Management Approach
Cybersecurity

investments in alignment with corporate strategy, regulatory requirements, and the Company's information technology risk management framework. The Committee also defines roles and responsibilities for information security management and appoints a working team to oversee and manage the Company's information security.

The Company has established an Information Security Policy to ensure that its information systems and data assets are appropriately protected, covering the three fundamental principles, which are Confidentiality, Integrity, and Availability (CIA), to effectively and continuously support business operations in compliance with applicable laws and standards.

The Company regularly reviews and updates its Information Security Policy and related practices to ensure compliance with the international standard ISO/IEC 27001:2022, as well as applicable laws, including the Computer Crime Act B.E. 2560 (2017) and the Personal Data Protection Act. Executives, employees, and relevant departments are required to strictly comply with these policies and procedures.

The Company's Information Security Policy encompasses all aspects of information security management, including but not limited to:

- Information security management
- Cybersecurity risk assessment
- Securing mobile computing devices and remote operations
- Cloud computing systems
- Information asset management
- Access control, authentication, and data encryption
- Physical and environmental security
- IT operations and infrastructure security
- Information security in human resource management
- Data communication, procurement, system development, and maintenance
- Information security incident management

This approach enables the Company to mitigate cyberattack risks, prevent data breaches, system disruptions, and potential damage to business operations while strengthening the confidence of customers, suppliers, and stakeholders in the sustainable information technology management.

For more information, please view
Information Security Policy

Personal Data Protection

The Company established a personal data protection policy to protect corporate data and personal data of suppliers and stakeholders. The Company recognizes the significance of personal data protection, which can affect business operations, reflect the Company's credibility, and support crucial fundamental human rights. The Company is committed to responsible data management and complies with the Personal Data Protection Act 2019 (PDPA) to ensure security and privacy in its operations.

Employees and departments handling personal data must prioritize and take responsibility for its collection, use, and management in strict compliance with the Company's personal data protection policy and the Personal Data Protection Act. The Company aims to prevent customer data breaches. In addition, measures to protect personal data information are in place, including reviewing and evaluating the effectiveness of the measures and the management process of a personal data breach. In the event of a personal data breach, the Data Protection Officer will notify the Office of the Personal Data Commissioner within 72 hours of becoming aware of the incident unless the breach poses no risk to the rights and freedoms of the data owner. If the data breach significantly affects the rights and freedom, the Company will promptly inform the data owner and provide remedial measures without excessive questioning.

Additionally, the Company established guidelines for maintaining customer confidentiality in the Code of Conduct and Code of Ethics, which employees are strictly required to follow. Disciplinary measures have been implemented to prevent the misuse of confidential information for personal gain and to ensure that customer confidentiality is maintained strictly in line with the Company's established objectives.

For more information, please view
Data Privacy Policy

Cyber Threat Management

The Company established a process for managing and responding to cyber threats to prevent, mitigate, and restore systems after an attack occurs. This includes establishing an inspection and incident reporting, analyzing causes, and resolving issues to ensure business continuity. The management framework and response to cyber threats is as follows:

Cyberthreat Management and Response Framework

1. Establish a cyber threat protection system

Establish a cyber threat protection system within the organization that aligns with international standards.

2. Raise cybersecurity awareness among employees

Raise cybersecurity awareness and data confidentiality among all employees to protect personal and company data effectively.

3. Prepare data backup systems

Prepare data backup systems in compliance with international standards, ensuring the ability to quickly recover data and systems without disrupting business operations.

4. Conduct annual disaster recovery drills

Conduct annual disaster recovery drills to ensure emergency preparedness and the ability to resume operations smoothly during a cyber incident.

5. Develop cyber threat monitoring

Develop a cyber threat monitoring and investigation system to prevent data breaches.

Performance

- **Enhancing the Information Security Management System to Meet International Standards**

In 2025, the Company developed and enhanced its Information Security Management System (ISMS) and obtained certification under ISO/IEC 27001:2022, the international standard for information security management. The certification scope covers the Company's IT infrastructure. The Company has also implemented data recovery testing and established a Disaster Recovery Plan (DR Plan) to ensure business continuity in the event of unforeseen incidents or disasters. These measures aim to provide confidence to customers and stakeholders that the Company's critical data and information systems are securely protected and prepared for any potential disruptions. The Company also promotes cybersecurity awareness and ensures compliance with the Personal Data Protection Act.

- **Information Security Management Structure**

To ensure effective operations, the IT Committee assigned the Chief Executive Officer (CEO) to appoint an Information Security Executive, Information Security Management System Working Team and Audit Team in accordance with the Information Security Management System standard (ISO/IEC 27001:2022). The roles and responsibilities under the ISMS were clearly defined, including the establishment of risk assessment methodologies, risk acceptance

criteria, and defined risk appetite. These responsibilities include reviewing information security risk assessment results, monitoring and evaluating ISMS performance, providing necessary resources, and issuing direction to ensure the effective implementation of information security controls and plans within the established framework.

Organizational Chart of the Information Security Management System Committee (ISMS Management Committee)
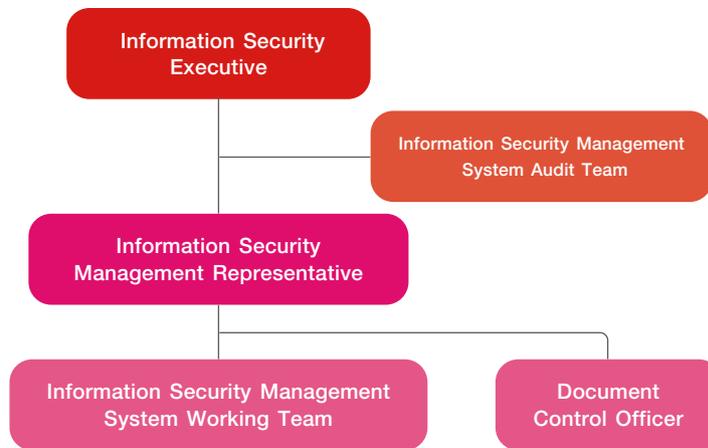
In regard to the auditing and evaluation of the Information Security Management System (ISMS), the Company has established a two-level audit structure as follows:

- **Internal Audit:**The Company has appointed an ISMS Internal Audit Team responsible for reviewing processes and conducting internal audits of the ISMS according to the set schedule or as directed by executives or its designated representative. The Internal Audit Team reports audit findings to the executive committee or its representative and the audited parties. This includes follow-up on corrective and preventive actions from internal audit findings to prevent recurrence of identified issues.

- **External Audit:**The Company undergoes external audits conducted by a certified auditor in accordance with ISO/IEC 27001:2022. Audits are conducted annually, and certification is subject to renewal every three years.

- **Enhancing Governance of Artificial Intelligence Applications Plan**

Currently, the Company utilizes artificial intelligence (AI) systems to enhance the efficiency of its IT operations and data security. In 2025, the Company recognized the increasing significance of information technology and AI governance in business operations. Accordingly, the Company incorporated a plan to strengthen AI governance into the Company's governance plan under the JUMP+ project of the Stock Exchange of Thailand. The key actions and implementation plans are as follows:

- Define roles and revise the charter of the Information Technology Committee to expand its oversight to cover information technology and cybersecurity, management, and the governance of artificial intelligence (AI).

- Define roles and revise the charter of the Corporate Governance and Sustainability Committee to include responsibility for overseeing appropriate policies and practices, as well as monitoring and evaluation related to the use of artificial intelligence (AI) within the organization.

- Establish clear policies, guidelines, and designated responsible parties for the implementation of AI within the organization, including mechanisms for monitoring and reporting on the responsible use of artificial intelligence, with targeted implementation by 2028.

- Provide training and communication on AI governance and implement monitoring and reporting mechanisms to ensure the responsible use of artificial intelligence.

- **Employee Cybersecurity Awareness**

The Company conducted a PDPA & Cybersecurity Awareness training program for employees, which included post-training assessments to evaluate knowledge of personal data protection and cybersecurity. Employees who completed the training and passed the assessment in accordance with the Company's criteria represented 82% of all employees who use the Company's information technology systems and have significant responsibilities related to cybersecurity and personal data protection, exceeding the Company's target of 80%.

The Company has set a target to provide cybersecurity and personal data protection training to all employees by 2027. In addition, a refresher training program will be conducted on an ongoing basis for employees who have already completed the program.

Risk Management Measures

Zero Trust Security:
The Company has implemented a Zero Trust security model, requiring all users, both internal and external, and all devices to undergo authentication before accessing information systems. This approach is enforced through multi-factor authentication (MFA) and two-factor authentication (2FA) to enhance secure access to critical data and systems.

Vulnerability Testing:
The Company conducts regular vulnerability assessments of its information systems to identify weaknesses that could be exploited for unauthorized access or cyberattacks. The findings are used for preventive remediation measures before potential damage occurs.

Data Loss Prevention (DLP):
To safeguard corporate data, the Company implements Data Loss Prevention (DLP) measures through information security tools and antivirus software to prevent cyber threats as well as control and detect the leakage or loss of critical data. These measures protect the data of employees, customers, and stakeholders while reinforcing confidence in the Company's data security management.

Data Backup and Disaster Recovery:
The Company has established systematic data backup procedures and a Disaster Recovery Plan (DRP) to ensure the continuous recovery of data and information systems in the event of system failures or cyberattacks. Data backups are implemented regularly, and the DRP is tested periodically to minimize the risk of data loss and mitigate potential business disruption.

Cybersecurity and Penetration Testing (Pen Test):
The Company conducts cybersecurity assessments and penetration testing performed by licensed cybersecurity experts to evaluate the security posture of networks, software, applications, and IT devices. These tests enable the Company to identify and assess vulnerabilities that could be exploited in malicious attacks and to proactively strengthen defense measures, mitigate cyber risks, and continuously enhance information security throughout the year. This year, the Company conducts simulated phishing and malware testing with selected employees to enhance employee resilience and improve their ability to respond effectively to cyber threats. These tests are planned to be conducted annually to continuously raise awareness and foster a strong cybersecurity culture across the organization.

As a result of these measures, in 2025, there were no incidents of personal data breaches or leaks, and no cyberattacks that had a significant impact on the Company's internal operations were identified.

Nourish Our Communities

- Product Safety and Responsibility to Customers and Consumers
- Human Rights and Human Capital Management
- Occupational Health and Safety
- Community Involvement and Development

Product Safety and Responsibility to Customers and Consumers

The Company places emphasis on product safety and responsibility to customers and consumers, recognizing these as fundamental to maintaining their trust. In response to changing consumer behavior, which increasingly prioritizes product quality and health impacts, the Company is committed to continuously enhancing product quality standards and developing value-added products that are safe for customers and consumers. This commitment is complemented by effective customer engagement in order to create trust and satisfaction, strengthening the Company's competitiveness and supporting long-term business growth.

Policies and Management Approach

"KCG Corporation commits to providing high-quality products, integrating innovation in production and services, exceeding customer expectations, upholding consumer safety to international standards, and fostering environmental sustainability."

The Company has established a Quality, Environment, and Food Safety Policy to ensure customer satisfaction and confidence, prioritize quality and food safety, maintain product quality to meet international standards, and continuously strive for improvement. To uphold an effective management system for Quality, Environment, and Food Safety, the Company enforces strict control and inspection measures throughout its operations in accordance with laws and international standards, from selecting high-quality raw materials and adhering to standardized production processes to delivering products and services to consumers and customers.

In addition, the Company is committed to conducting business responsibly by providing accurate and transparent nutritional information on product labels and marketing as well as product details and service descriptions to support the decision-making of customers and consumers. This ensures that customers and consumers have the information required to make purchasing decisions with confidence. The Company also prioritizes efficient complaint management, effective issue resolution, and swift responses to product and service concerns. The Company also strives to minimize complaints, address customer needs promptly, and build lasting relationships while fostering trust and confidence in its products and services.

> For more information, please view
> **Quality & Food Safety Policy**

Target

Indicators	Target	Performance
• Customer satisfaction	**80%**	**80%**
• A decrease in the number of customer and consumer complaints compared to sales volume per year	**5%** decrease from 2024	Decreased by **17.7%**
• Respond to complaints and provide corrective and preventive actions within 2 business days of notification through the Company's system	Must be at least **75%**	**81.68%**

1. Quality and Safety Management of Food Products

The Company has adopted international food quality and safety standards to strengthen customer and consumer confidence in its products and to mitigate potential health risks and impacts on customers, consumers, and vulnerable groups. The Company also responds to growing demand for environmentally responsible products among customers and consumers. In 2025, the Company improved its quality and safety management system by achieving Halal certification from the Badan Penyelenggara Jaminan Produk Halal (BPJPH) in Indonesia, which shows that the Company's food products meet Islamic rules and legal standards.

The Company achieved the following certifications:

1. FSSC22000
Food Safety System Certification for food production

2. GHP
Good Hygiene Practices for food quality and safety standards in the food industry.

3. HACCP
Hazard Analysis Critical Control Points in food production processes.

4. ISO 9001
is an international quality management system (QMS) standard.

5. ISO/IEC 17025
is the international standard for testing and calibration laboratories by the Department of Medical Sciences and the Thai Industrial Standards Institute.

6. HALAL
certification is a standard that verifies food products are produced and inspected in accordance with Islamic principles, enabling Muslim consumers to consume or use the products with confidence. The certification applies to both domestically produced and imported products.

7. HAL-Q
is a Halal Assurance and Liability Quality System for Muslim Consumer Protection.

8. RSPO
is the standard for Roundtable on Sustainable Palm Oil. Under the Segregation Model (SG Model), RSPO-certified palm oil raw materials are kept separate from conventional palm oil throughout the production process and across the supply chain.

9. Thailand Trust Mark
is a symbol of excellence and trusted quality that was established to add distinctive value to Thai products and services that are made in Thailand with quality production, environmental and social responsibility, and fair labor practices.

10. GIP Plus
is a Good Importing Practice standard for importing health products into Thailand.

11. HALAL BPJPH (Halal Indonesia)
is a halal certification issued under Indonesian law by the Badan Penyelenggara Jaminan Produk Halal (BPJPH). The certification confirms that products, production processes, raw materials, and related services comply with Islamic principles and the Halal BPJPH requirements as required by law.

Performance

1. Inspection of Good Hygiene Practices (GHP)

Complying with hygiene standards in the production process to ensure that every work process in the production line is clean and hygienic by the Company's GHP internal audit team.

2. Production process compliance audits

Conducting monthly process audits to ensure compliance with production process standards. This audit helps monitor the production process to ensure it aligns with defined procedures, enabling continuous improvement and quick identification and resolution of issues that may impact the quality and food safety of the product. This process ensures that the production operations are consistently overseen by the Company's Corporate Quality Department.

3. Annual Product Testing for Quality and Safety Monitoring

The Company submits product samples for annual quality and safety monitoring for all product groups to assess and ensure the quality and food safety of the products. This process helps verify that product quality remains efficient and meets the specified standards and compliance with legal requirements. It enables the effective detection of contamination inspected by the Company's Corporate Quality Department.

4. Preparation and Development of Food Quality and Safety Systems to Meet International Standards

The Company has continuously improved its quality and food safety management systems, ensuring that food products and exported goods meet international standards. This process is monitored by the Company's Corporate Quality Department.

5. Supplier Audit

Conducting an annual risk assessment for suppliers and a supplier audit. This allows the Company to effectively select and control raw materials and packaging, reducing the risk of using substandard materials that could impact the quality and food safety of the products. This process is managed by the Company's Corporate Quality Department.

6. Annual Development of Fast and Accurate Testing Methods

The Company emphasizes the development of modern testing techniques to ensure fast and accurate results. This development plays a crucial role in assessing the quality and safety of food and products managed by the Company's laboratory unit, which is certified by ISO/IEC 17025 standards by the Department of Medical Sciences and the Industrial Standards Institute.

7. Food Safety Culture and Knowledge Training of Food Quality and Safety Standards for Employees at all levels.

The Company provides Food Quality & Safety Standards training to employees at all levels annually to enhance their understanding and enable them to perform their duties effectively in accordance with the Company's standards and requirements. This is complemented by campaigns to reduce food loss and waste, aimed at promoting awareness of prevention and minimization of food waste. These projects are under the supervision of the Quality Management Unit and play a key role in fostering a sustainable food safety culture in the organization.

Food Quality & Safety Standards Training

Food Loss and Food Waste Reduction Campaigns

Food Safety activity

Furthermore, the Company promotes employee participation in the development of food safety and quality control through the KCG Innovation Contest. This project provides opportunities for employees at all levels to present innovation and creative ideas to improve operational efficiency.

One of the outstanding projects that received a Gold Award is "Faster & Mistake Proof to Detect Bacillus cereus," an innovation in food safety and quality control that enhances the speed and accuracy of work processes, reduces the risk of human error, and promotes efficient resource utilization through the reduction of plastic waste. The project also contributes to lowering long-term costs for food quality control and safety management.

8. Optimizing Raw Material and Non-Conformity Product Management for Greater Efficiency

The Material Review Board (MRB) systematically collaborated in the decision-making, and the MRB has decided to implement the SAP system to control, inspect, and monitor the quality status of raw materials and finished goods. This effectively reduced the volume of non-conforming raw materials and products, as well as recurring quality issues. In addition, the Company conducts weekly operations meetings and monthly quality meetings with the executive committees to review quality and food safety and quality performance and to continuously monitor operational results.

9. Business Continuity Management for Product Quality and Safety Issues

Mock Recall

The Company regularly conducts mock recall drills under simulated real-world conditions to assess the effectiveness of its product traceability system, covering raw materials, manufacturing processes, finished goods, and distribution channels. Each exercise clearly defines its scope, timelines, and key performance indicators (KPIs). Test results are reviewed and analyzed. The implementation of corrective action plans is systematically prepared to ensure that product recalls can be executed promptly, accurately, and effectively in the event of an actual emergency.

Emergency Response and Business Continuity Plan

The Company places priority on emergency response and business continuity planning, covering incidents that may affect food safety and production processes, such as fires, earthquakes, utility disruptions, and other events that may pose risks to product quality and safety. The Company defined clear duties and responsibilities, established communication and evacuation procedures, controlled risks for affected products, and established production recovery processes. Regular drills and periodic reviews of emergency response plans are conducted to test the readiness of employees and systems to ensure effective emergency responses and business continuity.

Food Defense Plan

To mitigate unpredictable risks, the Company has implemented a Food Defense Plan in accordance with FSSC 22000 standards and conducts emergency responses to prevent intentional acts or contamination that could compromise food safety. Preventive measures include controlling access to critical areas, monitoring and establishing response protocols for unusual events, managing personnel and external parties, and conducting risk assessments at critical points in production and transportation processes. These measures are supported by employee training and regular plan reviews to strengthen preparedness against food safety threats.

2. Customer Relationship Management

The Company prioritizes customer relationship management to maintain customer confidence and satisfaction through responsible business operations and marketing activities. This includes providing accurate, clear information and services, offering adequate information to help customers and consumers make purchasing decisions, and continuously developing products to meet customer needs. The Company also manages customer relationships and has a complaint-handling process in place to resolve product and service issues. This helps build trust in the product brand, creating brand loyalty and fostering sustainable relationships and mutual growth with customers.

• Health & Nutrition Product Development

Promoting a healthy and sustainable quality of life for customers and consumers is one of the Company's key strategies. In response to the growing emphasis on health among consumers nowadays, the Company is developing products that support well-being and meet the needs of health-conscious consumers and vulnerable groups. For example, IMPERIAL Butter Cookies Less Sugar was launched for health-conscious consumers in 2025. Bakers' Choice crackers were developed for health-conscious consumers and the elderly. The Company also plans to continuously expand and further develop health-promoting products in the future.

(Further details on health and nutrition product development are available on the Innovation and Technology page 64-66.)

• Developing Services to Enhance Quality and Safety

The Company prioritizes the continuous improvement of service quality to create positive customer experiences and strengthen confidence in products and services throughout the value chain. The Company has developed cold chain logistics for the delivery of dairy products and other goods that need to be kept at cool temperatures to ensure quality, freshness, and safety from the factory to the customer. This system reduces product quality risks and reinforces confidence in the Company's food safety management standards.

In addition, the Company operates KCG Fresh & Frozen, a distribution channel offering high-quality chilled and frozen products, including butter, cheese, and bakery ingredients, delivered directly to customers' homes nationwide through online platforms. Delivery schedules are confirmed in advance for each order, enhancing convenience, accuracy, and customer satisfaction. These developments in delivery systems and services reflect the Company's commitment to continuously improving service quality, responding to customer needs, and building sustainable customer relationships.

• Product and Service Communication

The Company prioritizes clear and easy-to-understand communication with consumers through product labels, recognizing the health impacts of its products on vulnerable groups such as children and youth, the elderly, and consumers with food allergies. Therefore, the Company operates its business in accordance with the consumer protection practices. The Company also acknowledges the importance of providing accurate nutritional information to support informed consumer decision-making.

The Company supports changes in nutrition information labels according to the Food and Drug Administration (FDA) policy regarding Guideline Daily Amounts: GDA which provides information on energy, fat, sugar, and sodium per package unit, along with allergy information and warnings. This serves as a tool for customers and consumers to compare nutritional values and make healthier, more balanced food choices.

The Company has established a Regulatory Affairs Department, responsible for reviewing product labels, advertising, and marketing and for coordinating with the Food and Drug Administration (FDA) to ensure compliance with applicable laws and the accurate communication of required information. The regulatory affairs unit also monitors and updates relevant requirements in line with legislative changes to minimize potential adverse impacts on consumers.

Example of Product Labels with nutrition information

Nutrition information: Energy, sugar, fat, and sodium

Warnings

Certification standards and contact information

Nutrition information

Key Ingredients and Allergen Information

In 2025, 100% of the Company's product labels displayed nutritional information in compliance with applicable food laws. In addition, the Company has voluntarily provided product labels on supplementary nutrition to offer important and beneficial nutritional information, enabling consumers to make informed decisions when selecting the Company's products.

• Proactive Promotion of Health and Nutrition Education

The Company recognizes that access to health and nutrition knowledge should be available to all groups, particularly vulnerable groups. Therefore, the Company continuously conducts health and nutrition education activities to enhance knowledge, understanding, and appropriate and safe food consumption behaviors. The key operations are as follows:

1) School Road Show:

The Company organizes nutrition education activities for children and youth in various schools to promote an understanding of proper food consumption through creative and age-appropriate programs. These activities aim to foster long-term healthy consumption behavior while providing accurate and responsible information about the Company's products.

2) Nutrition Communication and Responsible Consumption:

The Company continuously communicates information on food products and nutrition to consumers through online and social media channels. The focus is on educating consumers about nutritional value, appropriate and creative consumption practices, and proper product storage to enhance consumer safety and build confidence.

Health Promotion Activities

Guidelines for proper product storage

Knowledge Information about food products and nutrition

Complaint Management

• Complaint Handling Process

The Company has a system to handle complaints regarding product and service quality and negative impacts on the health of customers and consumers, as well as other business-related concerns. To ensure accessibility, speed, and convenience for customers, the Company provides multiple complaint channels, both online and offline, to support customer complaints. The Customer Service Department is responsible for coordinating with relevant departments, conducting initial investigations, and responding to customers within 24 hours regarding quality complaints. The Corporate Quality Department promptly analyzes the cause of quality-related issues and provides preventive actions. The Company will promptly collaborate with all relevant parties, prepare a report, and respond to customer complaints within 2 business days of receiving notification from the customer complaints management system. This system records every complaint and resolution to track product and service defects, as well as operational issues. Follow-up meetings with executives are held monthly to review performance, monitor, and prevent recurring issues, leading to a continuous improvement of product and service quality. In the event of a product quality or safety incident affecting consumers, the Company has established a systematic product recall process to minimize potential adverse impacts on consumers and stakeholders.

COMPLAINT RECEIVING	COMPLAINT CLASSIFICATION & SEVERITY ASSESSMENT	COMPLAINT INVESTIGATION & RESOLUTION	REPORTING & FEEDBACK	PROACTIVE MANAGEMENT / PREVENTIVE ACTION
- Corporate website - Call center - Social Media - Company email • Complaint Management Department include Customer Service, Sales department, or the Marketing department • All departments submit complaints to the Complaint Management Department for classification and assessment of the complaint level.	• The Complaint Management Department record complaints in the system within 24 hours • The Customer Service Department records customer contact details in the system, along with the type and severity of the complaint. • Automatically forwarding complaints to relevant departments to enter into a corrective and preventive action and follow-up process	• Relevant departments review the complaint details and determine the appropriate corrective action timeframe. • Implement corrections until the issue is resolved and record the solutions • Treat those affected appropriately • Establish measures to reduce risks and prevent recurrence and follow up regularly	• Summarize complaint resolutions and report to the Management and relevant departments • Disclose complaint management information in the annual sustainability report.	• Regularly review operational guidelines and establish preventive and mitigation measures. • Monitor social media channels regularly. If any negative information is identified, all relevant departments must coordinate with the Customer Service and Corporate Quality Departments to analyze the issue and implement prompt corrective actions.

• Customer and Consumer Complaint Handling Management

To enhance efficiency in handling the product quality and safety issues, the Company holds regular meetings to follow up on recurring complaints, requiring relevant departments to urgently propose corrective and preventive measures. Summaries of complaint resolutions are submitted to the executives and relevant departments on a monthly basis to ensure continuous monitoring and improvement.

The Company has established a target to reduce the number of quality and safety complaints per annual sales volume[1] by 5% compared to the previous year. In 2025, the number of complaints per sales volume decreased by 17.7% compared to 2024, exceeding the established target.

This achievement resulted from the emphasis on quality assurance (QA) and quality control (QC) at every stage of the production process to ensure compliance with established standards and maintain consistent product quality and safety.

• Response time for complaints, corrective and preventive action

In 2025, the Company sets higher targets for responding to customer complaints, identifying root causes, and implementing corrective and preventive actions within two business days of receiving notification through the Company's complaint management system. The target for customer satisfaction was increased from 70% to 75%. However, the Company achieved a satisfaction rate of 81.68%, exceeding the set target. This performance reflects the Company's efforts to develop and elevate its complaint management process to improve speed and efficiency. The Company adopts a cross-functional collaboration to systematically resolve complaints, with a focus on early detection and effective control of quality issues to continuously prevent and reduce customer and consumer complaints.

Remarks : [1]The Company has revised the basis for comparing complaint rates from the volume of goods produced (tons) used in 2024 to the sales volume. This change provides a more accurate and transparent assessment of product quality and safety performance and better reflects customer satisfaction levels.

Enhance Customer Satisfaction

The Company conducts an annual customer satisfaction assessment to analyze feedback on products and services, using the results as guidance for developing products and services, reducing complaints, and creating sustainable brand loyalty.

In 2025, the Company improved customer satisfaction evaluation by implementing the Net Promoter Score (NPS) to measure customer loyalty and satisfaction. This evaluation covers five areas: products, transportation, sales and services, complaint handling, and payments. Data is collected from all customer groups and sales channels, complaints and issues are analyzed for improvement, monthly meetings are held, and a summary report of customer complaints is sent to relevant parties monthly. By responding promptly and efficiently to complaints, the Company strengthened customer confidence in 2025, as reflected in a customer satisfaction rating of 80%, which is considered a good level. This indicates that customers are not only satisfied but are also willing to recommend the Company's products and become brand advocates. This outcome reflects the Company's ability to resolve issues promptly and transparently while clearly communicating corrective and preventive measures to customers. The Company also systematically collects and analyzes customer feedback to develop and enhance its customer satisfaction management plan to sustain satisfaction levels, strengthen trust, and foster long-term customer relationships.

Customer Satisfaction Assessment	2024	2025
Target	75%	80%
Customer Satisfaction Score	72%	80%

Human Rights and Human Capital Management

The Company recognizes that "personnel" are a crucial foundation for sustainable business growth, particularly amid rapid changes in business competition and technological advancement, which may cause social risks such as human rights violations, unfair labor practices, or occupational health and safety concerns. The Company places strong emphasis on respecting and upholding the human rights of all stakeholders without discrimination, ensuring human rights due diligence, and managing human resources responsibly. The Company supports employee development at all levels to enhance knowledge and skills, provides career advancement opportunities, and promotes fair and equitable employment with respect for human rights. The Company provides internship opportunities for students to contribute to workforce development and support future sustainable business operations.

Human Rights

Policies and Management Approach

The Company supports and respects human rights in accordance with the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGP), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the Children's Rights and Business Principles (CRBP), and the Thai Labour Standards (TLS).

These principles, covering human rights protection, respect for human rights, remediation, policy commitments, and the identification of human rights risks in business operations, have been adopted as the Company's Human Rights Policy framework. The Corporate Governance and Sustainability Committee is responsible for defining the human rights policy and overseeing its implementation by executives to ensure alignment with human rights principles. Furthermore, the Company has been certified under the Thai Labour Standard (TLS 8001) since 2020, demonstrating responsible labor practices and management in compliance with applicable labor standards, requirements, and labor laws in accordance with the Company's social and labor responsibility policy.

For more information, please view the
Human Rights Policy

For more information, please view the
Labor and Corporate Social Responsibility Policy

Target

Indicators	Target	Performance
Incidents of significant human rights violations and labor exploitation	**0** cases	**0** cases

Human Rights Due Diligence (HRDD)

The Company recognizes and values equality in the human rights and dignity of all individuals. This commitment is reflected in responsible business operations that embrace diversity, ensure fair treatment of workers, respect human rights protections, and treat all stakeholder groups equally, including employees, communities, and society as a whole, without discrimination based on race, nationality, religion, language, culture, beliefs, values, skin color, gender, sexual orientation, age, education, physical condition, or social status. The Company takes proactive measures to ensure that its business operations are not directly or indirectly involved in human rights violations, including forced labor or child labor.

To reinforce this commitment, the Company has established Human Rights Due Diligence (HRDD) in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP). The HRDD framework covers all operations and stakeholders throughout the supply chain and is supported by ongoing coordination and monitoring by the Sustainability and Risk Management Working Team. The Company conducts potential risk assessments of employees and visitors in relation to occupational health, safety, and work environment, considering environmental impacts on surrounding communities, and provides accessible grievance mechanisms for individuals impacted by the human rights violation, considering the nature and severity of the impact.

In addition, the Company assesses the sustainability risks of new suppliers and critical suppliers with an emphasis on social risks, such as human rights and fair labor practices.

The Company conducts an annual review of human rights due diligence and prepares a comprehensive report for disclosure to stakeholders through the Company's communication channels.

Human Rights Due Diligence Framework

1. Policy Commitment

The Company established the Human Rights Policy that encompasses the supply chain to serve as a framework for responsible business operations. The policy is reviewed annually and communicated both internally and externally through the corporate website and intranet. In addition, the Company has developed a human rights due diligence manual to support effective implementation and systematic monitoring.

2. Human Rights Due Diligence

The Company identifies and assesses human rights risks across all business operations. The assessment results are integrated into the Company's enterprise risk management system to define appropriate measures and implementation guidelines. Relevant indicators for mitigating, reducing, and responding measures are established using both qualitative and quantitative criteria to ensure effective monitoring and governance. The Company conducts continuous monitoring and evaluation of the implementation of these measures to prevent and minimize human rights violations. Assessment results are reviewed for appropriately improving and developing relevant measures or action plans, with the objective of minimizing the risk of human rights violations. The Company communicates and discloses relevant operational information to stakeholders through the corporate website and intranet.

3. Remediation

The Company has established grievance mechanisms to address potential human rights violations. In such cases, the Company participates in all stages of the remediation process in accordance with applicable, fair, and transparent procedures. The Company places emphasis on responsibility and effective remedy to ensure that impacts suffered by affected stakeholders are managed promptly and appropriately and that damages are mitigated and restored. On a case-by-case basis, the Company considers various forms of remedy as follows:

- Verbal and/or written apologies
- Compensation
- Monetary and/or non-monetary compensation, as appropriate
- Assistance in facilitating access to alternative remediation for affected parties

Reporting of Human Rights Violations

The Company has established systematic communication channels to receive feedback, complaints, and reports of potential human rights violations from stakeholders. Complaints or reports received will be forwarded to the Audit Committee, the Chairman of the Audit Committee, or the relevant responsible unit for investigation. The identity of the whistleblower will be kept strictly confidential, and all matters will be handled with the utmost discretion. Whistleblowers are protected and treated fairly in accordance with the Company's Whistleblowing Policy.

> For more information, please view
> **Whistleblowing Policy**

Whistleblowers may submit complaints or provide information through the designated whistleblowing channels. The responsible departments for handling complaints are specified according to each stakeholder group, as follows:

Whistleblowing Channels	Stakeholder Groups				Complaint Handling Department
	Employees	Suppliers	Customers and Consumers	Community	
1. Whistleblowing mechanism on the Company's website https://www.kcgcorporation.com/en/corporate-governance/anti-corruption-and-whistleblowing	/	/	/	/	Audit Committee / Internal Audit Department
2. Email and mail Contact: Audit Committee Member or Chairman of the Audit Committee E-mail: whistleblower@kcgcorporation.com	/	/	/	/	Audit Committee / Internal Audit Department
3. Call Center 02-730-5564	/	/	/	/	Customer Service Department
4. Company email address E-mail: info@kcgcorporation.com	/	/	/	/	Customer Service Department
5. Corporate Social Media	/	/	/	/	Corporate Communications Department and Marketing Communication Department
6. Human Resource Department / Suggestion Box / HR Email	/	-	-	-	Human Resources Department
7. Customer complaint handling units (e.g. Customer Service and Sales), such as Customer Service and Sales	-	/	/	-	Customer Service Department and Sales Department

Supporting Suppliers on Human Rights

The actions of the Company's suppliers and stakeholders in the Company's supply chain may have an impact on the environment, society, and the economy. As a result, the company conducts sustainability risk assessments on new and critical suppliers, including social risk factors such as human rights violations, occupational health and safety, and personal data protection, etc.

If a supplier is identified as having a high level of sustainability risk or is subject to human rights violations, the Company will conduct additional assessments and monitor corrective actions until they are completed. If it is determined that the risk is caused by the supplier and cannot be effectively resolved and may affect the Company, additional measures may be implemented, or alternative suppliers may be considered

Human Rights Due Diligence Results for 2025

The Company's Human Rights Due Diligence (HRDD) assessment identified no high-level human rights risks. Only low- and moderate-level risks were observed, and no human rights violations were found among suppliers. The findings are summarized as follows:

Moderate-Level Risks Issues

- Occupational health and safety
- Customer health and safety
- Unfair treatment of workers by suppliers

Activities to Promote Awareness and Understanding of Human Rights

The Company aims to enhance knowledge and awareness to ensure that all personnel understand and correctly apply human rights principles by respecting human rights, treating one another equally, embracing diversity, and preventing discrimination. To achieve this, the Company has implemented hybrid communication and training programs for the Board of Directors, executives, and employee representatives, covering 11% of the total employees. This initial group was identified as having primary responsibilities related to human rights. In addition, the Company has disclosed its human rights due diligence report to stakeholders and has planned to provide human rights training to all employees by 2026 and transform the organization into a model for human rights best practices.

Human Rights Awareness Training Course

The Child Rights in Business Operations Training Course was given to employee representatives who are responsible for the primary oversight of human rights to enhance respect for child rights and the prevention of child rights violations throughout the value chain. In 2026, there are plans to extend the training to cover more employee groups.

The Food and Drug Advertising Training Course was offered to employee representatives who are primarily responsible for human rights, corporate communications, marketing, and marketing communications. The program is designed to increase awareness and understanding of responsible food marketing and promotion.

The Thai labor standards training course was provided to all employees to improve awareness and understanding of Thai labor laws and standards, as well as to encourage compliance with fair labor practices and labor laws. 100% of employees participated in the training.

Promoting Equality and Diversity

The Company prioritizes promoting equality and fair opportunities for all stakeholders while respecting individual differences and diversity. Therefore, the Company has implemented a variety of projects to support the development, learning, and skill enhancement of vulnerable groups, as well as the generation of sustainable careers and income.

- **Vocational Development Project for the Sustainable and Holistic Promotion of Self-Employment for Families of People with Disabilities**

  In 2025, the Company collaborated with the Panpat Foundation for People with Disabilities to participate in the Vocational Development Project for Sustainable Self-Employment Promotion for Families of People with Disabilities. The objective of this project is to encourage self-employment for people with disabilities and their families by offering a variety of training programs that can enable them to pursue sustainable careers and generate income.

- **Relax & Recharge Massage Project**

  The Relax & Recharge Massage project provides relaxation massages to employees by people with visual impairments from the Association of Professionals of Thai Traditional Medicine for the Blind in Thailand. The goal is to ensure that people with disabilities have equal opportunities to pursue careers. This project not only enhances the quality of life, develops specialized skills, and generates income for people with disabilities, but also provides relaxation and well-being for employees. Employee feedback from the employee engagement survey from the previous year inspired this project.

Additionally, the Company intends to expand its efforts to promote equality by collaborating with government agencies, the private sector, and civil society on projects that provide appropriate support to vulnerable groups and people with disabilities in order to establish a sustainable and fair organization and society.

Performance

Based on the investigation and review of complaints received in 2025, the Company identified no incidents or allegations relating to human rights or labor rights violations. Furthermore, no fines, penalties, or compensation claims were imposed or incurred in connection with the Company's operations or those of its internal and external suppliers.

Indicator	2023	2024	2025
Number of Indicator and complaints regarding human rights and labor violations (cases)	0	0	0

Human Capital Management

Policies and Management Approach

The Company recognizes that human resources are the most important factor in achieving its goals and driving competitiveness and sustainable growth. As a result, the Company is committed to developing its human resources and ensuring fair and equitable treatment of employees. A Human Resources Committee was established, with the Chief Executive Officer appointed as the chairman to ensure smooth and consistent human resource management aligned with both short-term and medium-term strategic plans as follows:

HR Mission & Strategy

"To be a strategic partner in people management, instilling core values to foster a culture aligned with the organization's vision and developing employee competencies to drive organizational strategies for sustainability."

Corporate Strategy
Growth - Transition - Sustainable

Data driven, Innovative, and Sustainable Culture

| 1. Organization Agility & Effectivness | 2. People for Future Readiness | 3. Talent Attraction & Recruitment | 4. People Engagement & Well-Being |

Core Value - H E A R T

HR Mission To be a strategic partner in people management, instilling core values to foster a culture aligned with the organization's vision, and developing employee competencies to drive organizational strategies for sustainability
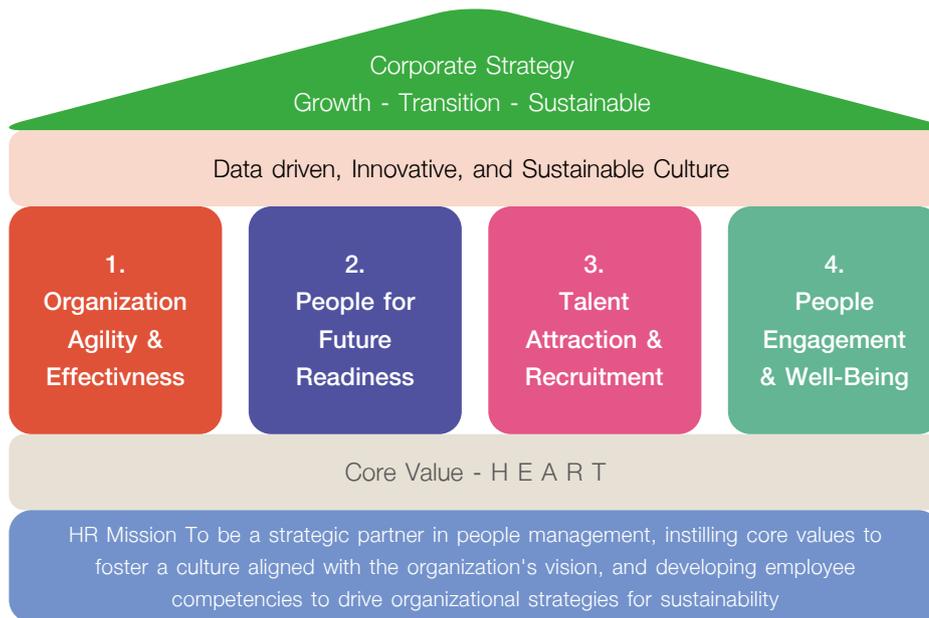
The Company aim to cultivate corporate values among employees through systematic human resource management, which encompasses four dimensions: Organization Agility & Effectiveness. People for Future Readiness, Talent Attraction & Recruitment, and People Engagement & Well-Being. This fosters a Data-driven, Innovative, and Sustainable culture, allowing the Company to accomplish its objectives.

Target

Indicators	Target	Performance
• Average training hours per employee per year	Not less than **14 hours** per person per year.	**20.8** hours per person per year
• Employee engagement score (%)	Not less than **75%** in 2025. and not less than **80%** in 2027	**73.2%**

Human resource management strategies

1. Restructuring Organization Agility & Effectiveness

The Company revised and developed the employee performance evaluation system in 2025 to establish a strong foundation for agile and efficient human resource management. The system emphasizes performance with assigned responsibilities, as well as behavior assessment that is consistent with the Company's core values. Additionally, measures were implemented to mitigate discrepancies in the evaluation of supervisors in performance evaluations.

Furthermore, the Company updated its promotion criteria to guarantee that candidates exhibit competence and team management skills.

At the same time, the Company implements workforce analytics and labor risk assessments in all departments to ensure that workforce planning is in accordance with business growth. This guarantees that the organization is prepared to support ongoing operations, existing projects, and potential future developments. The Company also conducts process reviews and organizational restructuring to improve overall operational efficiency and clarify roles and responsibilities.

Human Resource Management Overview

The total number of employees of the Company as of December 31, 2025, is **1,709 people.**

Female **1,037** persons **63%**

Male **636** persons **37%**

	Female	Male
Ratio of women in operational positions	62.6%	37.4%
Ratio of women in management positions	65.1%	34.9%
Ratio of women in executive positions	14.3%	85.7%
Ratio of women on Board of Directors	17%	83%

Total Employees by Location

Bangkok **812** persons — 47.5%

Samut Prakan **818** persons — 47.9%

Chiang Mai **22** persons — 1.3%

Khon Kaen **33** persons — 1.9%

Surat Thani **24** persons — 1.4%

Total Employee by Age Group

Age <30 years **337** persons — 8% / 12%

Age 30-50 years **1,200** persons — 25% / 45%

Age >50 years **172** persons — 4% / 6%

Total employee by employee category

Operation **84.7 %**

Management **14.9 %**

Executive **0.4 %**

Number of New Employees

Female **94** **62%**

Male **58** **38%**

Employees with Disabilities

Number of employees with disabilities (Section 33)

1 person

Female 0

Male 1

- ## Equitable Treatment of Employees

The Company is committed to respecting the rights of employees in accordance with human rights principles and complies with labor laws by ensuring a fair hiring process and employment conditions without discrimination against gender, sexual orientation, race, religion, or culture, starting from the recruitment process to fair and appropriate remuneration based on their potential, position, and responsibilities. The Company also conducts performance evaluations fairly to foster career stability and create opportunities for career advancement.

Furthermore, the results indicated that there were no significant incidents of human rights violations or labor violations, nor any non-compliance with Thai labor standards in 2025.

- ## Remuneration and Welfare Management

The Company has established clear, transparent, and appropriate criteria and methods for recruitment and remuneration, comparable to the same industry standards. The Nomination and Remuneration Committee reviews remuneration and presents it to the Board of Directors for approval. Additionally, a Welfare Committee, consisting of 5 employee representatives, was established with a responsibility to discuss and offer advice and/or suggestions to employers regarding welfare benefits, monitoring and overseeing the welfare benefits provided to employees. The Company has a policy of hiring and paying remuneration to employees based on their duties, responsibilities, experience, and educational qualifications, with no gender-based differences in the consideration process.

In 2025, the Company enhanced its employee benefits and welfare programs to ensure alignment with the current business context and environment. Flexible working hours were introduced, enabling employees to manage their work schedules in accordance with individual needs while remaining accountable for their assigned responsibilities. In addition, the Company implemented a revised annual performance evaluation system to ensure fair and equitable consideration of salary adjustments and overall remuneration. As of 2025, 100% of employees underwent an annual performance evaluation.

The Company maintains a structured wage framework, using the minimum wage rate of Bangkok and its vicinity as a benchmark. For provinces with higher wage rates than the Company's criteria, wages are adjusted to match the local rate. Additionally, the Company conducts an annual performance evaluation for all employees, which serves as the basis for considering salary increases and remuneration.

2. Developing People for Future Readiness

- ## Employee Development

The Company places importance on employee development and care. Employees are the key driving force of the organization. The Company has set employee development goals focused on enhancing potential in alignment with the Company's strategies in 4 major areas:

Data and digital skill: Support data-driven organizations.

Leadership and managerial skill

Competency-based: Enhance skills and competency in consistent with employee responsibilities

Culture and core values: Instill behaviors that support the sustainable growth of the organization

The Company's performance overview on Employee Development for 2025 is as follows:

- Training Year Plan

  Aligned with the organization's strategy and the results of training needs surveys from each department, these plans support the development of employee competencies in line with the department's goals.

- Individual Development Plan

  Provide a framework for identifying individual development plans. This includes competency assessments, development methods, and a road map for the career progression of each employee.

- Integration of employee training and development with performance evaluation

  Employee training has been integrated into the performance evaluation process, enabling the Company to accurately identify individual development gaps and address them effectively.

- Developing channels for employee training under Corporate Excellence Learning Solution Project from SET

  The Company offers **e-learning** courses to employees in the accounting and finance, marketing, and executive groups through **the Stock Exchange of Thailand's platform** to improve the learning opportunities for employees. The objective is to raise awareness of sustainable development while also developing necessary skills for current operations, fostering employee engagement and growth within the organization. In 2025, 354 employees participated in the program.

- Executive Development

  In an effort to align the management team with the Company's digital transformation strategy and to improve leadership's capacity to adapt to change and prepare for organizational expansion, the Company conducted training sessions that covered two primary topics: Digital Transformation and AI, Essential Leadership Skills, and AI for Directors & Executives. The objective was to enhance the capabilities of executives to effectively lead in the digital transformation process, the integration of artificial intelligence (AI) technology within the organization, and the support of employee development and data preparedness in the upcoming year. (Please refer to page 62 of Innovation and Technology for additional information regarding executive development.)

In addition, the Company organized a seminar titled **"Leadership in Change Management and Readiness for Sustainable Growth."** The session was honored by the participation of Mr. Chaiwat Uthaivorrn, Honorary Chairman of the Thai Institute of Directors, who shared his perspectives on navigating change and empowering leaders at all levels to drive the organization forward with agility. The seminar was conducted for all executives of the Company to enhance their understanding, strengthen their ability to address business challenges, and elevate sustainability standards across all dimensions.

- Raising awareness among all employees throughout the organization

The Company has established guidelines to enhance employee capabilities and strengthen their understanding of the organization's key priorities, forming a foundation for driving sustainable business growth. The Company provides training programs designed to build awareness and understanding among employees at all levels on a comprehensive and continuous basis.

All new employees are required to undergo orientation training. In addition, the Company regularly conducts training programs on key topics, including Digital Transformation Awareness, Risk Management, Sustainable Development, Code of Conduct, Anti-Corruption and No Gift Policy, Sponsorships and Donations, Occupational Health and Safety, Human Rights, Food Safety, Responsible Marketing and Advertising, and compliance with Personal Data Protection Act and Cybersecurity (PDPA & Cyber Security), etc.

- Succession Planning

The Company has established criteria and a structured framework for succession planning for key positions (Succession Plan), covering the Chief Executive Officer, senior management, and other critical roles within the organization. This framework includes the personnel development to ensure the necessary knowledge, skills, experience, and qualifications. The Chief Executive Officer, Managing Director, and senior executives are responsible for continuously preparing and developing potential successors to ensure long-term business continuity. The Managing Director reports progress on development and succession planning to the Board of Directors for acknowledgment on a regular basis, at least once annually.

In 2025, the Company reviewed succession planning criteria to ensure that they were in accordance with the current business environment. This covered the selection and systematic grouping of candidate talents, as well as an analysis of critical positions. Individual development plans have been established to prepare these candidate talents for future leadership in the Company's key positions.

The benefits of employee development positively impact both the employee and the Company.

- **Employees** gain opportunities to upskill and reskill their potential, enabling them to effectively apply these skills to their work and adapt to changes in the digital age and strengthening their career path to take on roles with greater responsibilities or adapt to a rapidly changing situation.

- **The organization** gains opportunities to promote a learning culture and encourage employees to effectively apply new knowledge and skills to their work. The organization obtains employees who have the potential to drive the organization towards strategic success in terms of customer base expansion, sales increase, and innovation or technology integration to enhance the work process and improve efficiency, reduce costs, and contribute to business profitability.

Performance

Employee Development	unit	2023	2024	2025
Total number of employees	person	1,966	1,818	1,709
Total training hours	hour	19,416	29,229	35,506
Average training hours	hours/ person/year	9.9	16.1	20.8
Average training hours by Gender				
Male	hours/ person/year	29.2	42.5	18.6
Female	hours/ person/year	14.9	25.8	22.0
Average training hours by Position				
Operational level	hours/ person/year	6.6	10.8	17.7
Management level and above	hours/ person/year	23.8	35.0	37.8
Total investment on employee training and development	Baht	4,070,928.20	3,249,976.74	3,980,867.57

In 2025, the Company aimed for an average of 14 hours of employee training per year. The actual average training rate was 20.8 hours per person per year, or 3.46 days per year[1], exceeding the set target. The company focuses on raising awareness and developing Data & Digital Literacy skills among executives and employees at all levels. This includes understanding and applying data in the workplace, understanding and implementing Artificial Intelligence (AI) technology, and cultivating a Digital Transformation mindset.

Based on previous training trends, the Company recognizes and prioritizes continuous learning opportunities for its employees. This includes broadening learning channels to ensure greater accessibility through online training, blended learning, and e-learning. Furthermore, the Company is revising its leadership development and talent management for implementation in 2026.

3. Talent Attraction & Recruitment

The Company prioritizes developing recruitment and selection processes that reflect its values and culture. Integrating corporate values into the interview and selection process helps identify candidates with the necessary knowledge, skills, and attitude. Furthermore, the Company prioritizes providing learning opportunities to students from various educational institutions through its internship program. This promotes students' engagement in practical, hands-on work experience and helps them gain experience in various fields, expanding their work experience and preparing them to be valuable assets in the future workforce.

4. People Engagement & Well-Being

• Employee Engagement Management

The Company has established an employee engagement management framework built on four key dimensions: Mental Health, Physical Health, Financial Health, and Social Health.

Remarks : [1] Six hours are equivalent to one working day in accordance with the Occupational Safety, Health and Environment Act B.E. 2554 and the Notification of the Department of Labour Protection and Welfare.

| 1 **MENTAL** Health Promote employees' mental well-being. | 2 **PHYSICAL** Health Enhance employees' physical health |
| 4 **SOCIAL** Health Support employees' financial health for a better quality of life | 3 **FINANCIAL** Health Promote community and social engagement |

The Company believes that holistic well-being across the four dimensions of employee health contributes to enhanced work efficiency and overall performance. In 2025, the Company organized various employee engagement activities, including monthly birthday celebrations, stress management sessions, nutrition and financial management training, as well as seasonal activities.

Employees are invited to conduct employee engagement surveys and provide feedback on these activities. The Human Resource Department collects and analyzes the feedback to ensure that activities remain appropriate and aligned with employees' needs. Senior executives receive monthly reports on progress and key insights.

1. Mental Health

The Company recognizes that the mental health of employees plays a crucial role in work efficiency and leads to overall positive results for the Company. Therefore, in 2025, the Company organized activities that promote employee well-being, as follows:

KCG MADE MY BIRTHDAY:
A monthly birthday celebration for employees.

KCG Talk Therapy: A project designed to provide knowledge on stress management and promote positive energy in daily life.

Other initiatives to enhance employee welfare and working conditions. Based on employee feedback from the 2024 annual engagement assessment, the Company has initiated projects to enhance working conditions, welfare, and related areas. These projects include improvements and maintenance of workspaces, as well as the expansion of parking facilities for employees at the head office. The Company also plans to renovate additional buildings to create a more modern environment that better accommodates employees' lifestyles and provides broader space for recreation and activities. The project is expected to be completed in 2026.

2. Physical Health

In addition to promoting mental health, the Company recognizes that employees' physical health can also affect work performance. The Company continuously organizes activities to support employees' physical health, both directly and indirectly. For example,

Healthy Hack: A health-focused activity designed to educate employees on proper nutrition and encourage participation in a weight management challenge to promote better overall health.

3. Financial Health

In addition, the Company emphasizes the importance of personal financial management to ensure employees' stability and quality of life by providing financial knowledge and offering a provident fund for both executives and employees as savings for retirement, job transitions, disabilities, or to provide financial security for their families. The Company has established a plan to transition its provident fund to enable employees to select from a broader range of investment options aligned with their individual needs. In addition, a professional asset management company is selected to manage the provident fund, ensuring that employees receive optimal investment benefits.

The Company also provides financial training for employees approaching retirement age. Furthermore, the Company organized a debt restructuring project in collaboration with banks to support employees facing financial difficulties, helping them manage their debts more effectively. This enables employees to better manage their finances, which enhances employee morale and promotes mental health.

Furthermore, the Company supports the academic development of its employees' children by offering scholarships on an annual basis to children with excellent academic performance and outstanding talents. The Company also promotes employment for employees' families with disabilities by taking part in the Vocational Development Project for Sustainable Self-Employment for Families of People with Disabilities in collaboration with the Panpat Foundation for People with Disabilities. This project provides training to employees' families with disabilities to assist them in choosing and pursuing careers according to Section 35.

2025 Scholarship Award for Employees' Children

4. Social Health

To create a work environment that supports collaboration and reflects the Company's core value of teamwork, the Company promotes appropriate interaction and cooperation among employees. In 2025, employee engagement activities included:

KCG Marketplace Fest Fair 2025
An event that invited employees to set up booths and sell a variety of products, including food and beverages, clothing, second-hand items, and handmade goods,

KCG Sweet Treats Day
An event inviting employees to enjoy a selection of snacks thoughtfully prepared by the Company using high-quality ingredients.

KCG Spooky & Funny Party
A Halloween-themed event featuring a costume contest and parade, where employees showcased their creative costume concepts.

- ### Corporate Communication

The Company places strong emphasis on internal communication to ensure that employees at all levels are well informed of the Company's vision, business direction, policies, strategies, activities, and updates. This approach fosters mutual understanding, aligns operations in the same direction, and reinforces corporate values to strengthen the corporate culture.The Company has established an internal communication framework designed to effectively reach different employee groups, together with a structured approach to cultivating corporate values, beginning with awareness, followed by understanding, believe and behave. The People Engagement unit serves as the central function responsible for internal communication and direct employee outreach through both online channels (email, the intranet system, employee computer screens, Line Open Chat, and Viva Engage) and offline channels (bulletin boards and the Company's public address system).

In addition, the Company holds a KCG Townhall event every quarter to inform employees about operational progress and quarterly results, as well as important matters that need to be communicated. The Company has also added a communication channel where employees can contact the CEO directly via email through Talk2CEO, believing that employee voices are important to the Company.

Communicating and disseminating information and activities to employees.

KCG Townhall Activities

Corporate Value Cultivation Activities

▼ Staff Party Event

- Digital Heart Driven, January 17, 2025

- Movie Characters Night, February 13, 2026 Organized to express appreciation for the Company's performance in 2025.

Performance

Employee Engagement Survey

The Company conducts an Employee Engagement Survey to assess employees' satisfaction and level of engagement with the organization, enabling continuous improvement of the work environment and enhancement of operational effectiveness.

In 2025, the Company refined the Engagement Survey process to ensure more accurate and reliable results that can effectively inform employee development plans for the following year. The evaluation factors were revised and categorized into two dimensions: organization and supervisory. The engagement target for 2025 was set at the same level as the previous year.

Employee Engagement Survey	2024	2025
• Target[1]	75%	75%
• Score	78.40%	73.2%
• Survey Response Rate	-	87.4%

Remarks: [1]The target of employee engagement 2024 was adjusted due to changes in the criteria for assessing the Company's employee engagement.

Survey Response Rate (%)

	Gen BB (1946 - 1964 CE)	Gen X (1955 - 1979 CE)	Gen Y (1980 - 1997 CE)	Gen Z (After 1997-2009 CE)
♀ Female	0.6%	11.5%	34.2%	8.1%
♂ Male	0.9%	7.6%	18.4%	4.9%
⚧ Gender Alternative	0%	0.1%	0.9%	0.2%
Total	1.5%	19.2%	53.5%	13.2%

In 2025, the employee engagement score declined to 73.2%, falling short of the set target. In response to these results, the Company has implemented the following measures to improve and strengthen employee engagement:

1. Analyze key issues and feedback identified from the Employee Engagement Survey results
2. Communicate the survey results to all employees
3. Human Resource Department incorporates employee feedback to improve action plans for the following year
4. Monitor the implementation progress and employee satisfaction

Occupational Health and Safety

The Company has acknowledged the occupational health and safety standards and created a safety culture under the occupational health and safety policy. The Company is dedicated to ensuring the well-being of employees and all stakeholders across its supply chain, providing a hygienic and safe working environment. The Company recognizes that every activity carries risks of accidents resulting from unsafe actions and unsafe conditions which could lead to injury, illness, property damage, or disruptions to critical production processes that affect the Company's operation and its competitiveness.

Policies and Management Approach

The Company regards occupational health and safety as a fundamental priority in its business operations. Therefore, occupational health and safety have been incorporated as key components of the social development framework under the Company's Sustainability Policy and are overseen by the Corporate Governance and Sustainability Committee. To ensure effective implementation of these policies and frameworks, and to foster a strong safety culture throughout the organization, the Company has adopted the ISO 45001:2018 Occupational Health and Safety Management System. In addition, the Company has established guidelines for occupational health, safety and work environment to enhance safety and mitigate risks for employees, executives, and external parties performing duties or conducting activities within the Company's premises.

The Company has been certified with ISO 45001:2018, Occupational Health and Safety Management System, since 2024, covering operations at both factories: the Theparak Branch and the Bang Phli Branch. The certification is maintained through annual surveillance audits. In addition, an Environmental Management and Occupational Health and Safety Working Team has been appointed to oversee, monitor, and ensure compliance with the requirements and guidelines required under the standard, as follows:

1. Comply with the applicable Occupational Safety, Health and Environment Act. adhere to the ISO 45001:2018 Occupational Health and Safety Management System requirements, and fulfill the Company's Articles of Association and commitments to stakeholders.

2. Systematically identify hazards, assess and manage occupational risks, including risks related to accidents, fire, chemicals, electricity, and transportation. Establish preventive and control measures to reduce work-related injuries and illnesses, as well as potential losses to life, property, production processes, and surrounding communities.

3. Prepared crisis management and response for business continuity and contingency plans to ensure readiness for and mitigation of unforeseen events.

4. Management at all levels is to demonstrate leadership and commitment to occupational health and safety by serving as role models and providing appropriate resources, personnel, time, budget, and training. Supervisors at all levels must lead by example, and all employees are expected to understand and strictly comply with established procedures.

5. Promote employee participation and consultation in hazard identification, improvement suggestions, and the development of workplace safety measures.

6. Communicate occupational health and safety performance and effectiveness transparently to both internal and external stakeholders.

7. Monitor, measure, and evaluate occupational health and safety performance, including the investigation of accidents and near-miss incidents, to prevent recurrence and drive continuous improvement of the management system.

🎯 Target

Indicators	Target	Performance
• Employee Lost Time Injury Frequency Rate (LTIFR) per one million hours worked at the Thepharak and Bang Phli branches is targeted to be less than 3 by 2025.	**LTIFR ≤ 3**	**2.37**
• Number of incidents of non-compliance with safety management, related laws and regulations.	0	0

Performance

1. Occupational Health and Safety Risk Assessment and Mitigation Planning

To ensure comprehensive and efficient occupational health and safety operations, the Company adopts hazard identification and risk assessment to analyze risks, opportunity and likelihood that cover all work activities of employees, contractors, and external parties for normal events and emergency situations, leading to the formation of risk mitigation plans, risk control plans, and continuous improvement plans. The occupational health, safety, and workplace environment risk assessment is conducted annually.

2. Emergency Management

The Company has established safety measures and operational guidelines to ensure preparedness for various emergency situations, including the provision of safety equipment within the premises. In the event of an emergency, the Company implements preventive and response measures, conducts regular emergency drills, and provides training for all employees. These include annual fire evacuation drills, basic firefighting training, chemical spill and gas leakage response drills, as well as ammonia leakage evacuation drills in production and refrigeration processes for employees working in those areas. In addition, the Company communicates emergency evacuation procedures and safety guidelines to external parties entering the premises for activities, operations, or visits to ensure safety at all times.

- ## Accident and Emergency Response Measures

The Company places importance on the health and safety of employees, contractors, and external parties entering its premises. Therefore, the Company has established processes and guidelines for responding to accidents, emergency situations, and incidents that may pose potential hazards, as follows:

IMMEDIATE ASSISTANCE	REPORTING AND CONTROL	RECORDING AND REVIEWING RISKS	CORRECTIVE AND PREVENTIVE ACTIONS	FOLLOW-UP AND REPORTING
Immediately stop work and provide first aid to the injured person to minimize the severity of injuries. Transfer the injured person to the Company's medical room and notify the area supervisor without delay.	Report the incident immediately to the Manager and the Professional Safety Officer. A formal investigation must be conducted to determine the root cause, assess the severity of the accident, and restore the situation to normal conditions. If the root cause cannot yet be eliminated, the relevant activity must remain suspended.	Prepare an accident report to formally document the incident and review the risk assessment of the related activity.	The Professional Safety Officer, together with relevant departments, shall establish corrective and preventive measures for high-risk activities to prevent recurrence and reduce existing risks.	The Professional Safety Officer shall regularly monitor corrective and preventive actions and report progress to the Safety Committee.

- ## Preventive Measures to Reduce Recurrence of Accidents and Emergency Incidents

1) Investigate and analyze the root causes of accidents and near-miss incidents to establish appropriate preventive measures.
2) Review hazard identification and reassess risks while implementing comprehensive risk control measures covering engineering controls, safety rules and regulations, and knowledge training.
3) Review work procedures and safe work practices to ensure their effectiveness.
4) Conduct proactive safety inspections, including the identification of hazards, near misses, and incidents; monitor corrective actions; verify the effectiveness of improvements; and prepare reports to support continuous improvement.
5) Conduct emergency drills and continuously promote safety awareness through appropriate activities and communication channels, such as Toolbox Talks, Safety Briefings, and Safety Day activities.

- ## Emergency Responses

To enhance operational readiness, test the effectiveness of response procedures, and continuously improve emergency response plans, the Company conducts annual emergency drills to reduce potential risks, minimize the severity of impacts, and safeguard the lives of employees and other stakeholders within the Company's premises.

In 2025, the Company carried out emergency drills in compliance with applicable legal requirements, covering all of its operating locations.

- Fire and earthquake evacuation drills

- Gas and boiler leak emergency drills

- Ammonia spill drills
- Emerging Infectious Disease Drills

- Chemical spill drills
- Flood evacuation drills

3. Work Environment Inspection

Conduct environment and work safety assessments according to the plan. If any standards are not met, improvements and systematic monitoring will be implemented to ensure that the work environment is safe and does not negatively impact the health of employees, contractors, external parties on the premises, and the surrounding community, as required by law. The process includes:

1) Survey the work environment with active work activities in each area and identify risk factors as follows:

- Chemical environment
- Physical environment
- Biological environment

The assessment identifies potential health hazard factors, including heat stress (Wet Bulb Globe Temperature: WBGT), lighting, noise, chemical agents, and the monitoring and assessment of indoor air quality.

2) Conduct measurements, analyses, and evaluations, and compare the results with legal standards or recommended standards issued by recognized institutions or recognized organizations. Reports are prepared to provide observations and recommendations for further control and preventive measures.

3) Prepare reports, feedback, and recommendations for further control and prevention measures.

In 2025, the Company arranged for a workplace safety inspection conducted by a certified private company with ISO 17025 and registered with the Department of Labour Protection and Welfare in order to control and prevent hazards in accordance with standards and legal requirements.
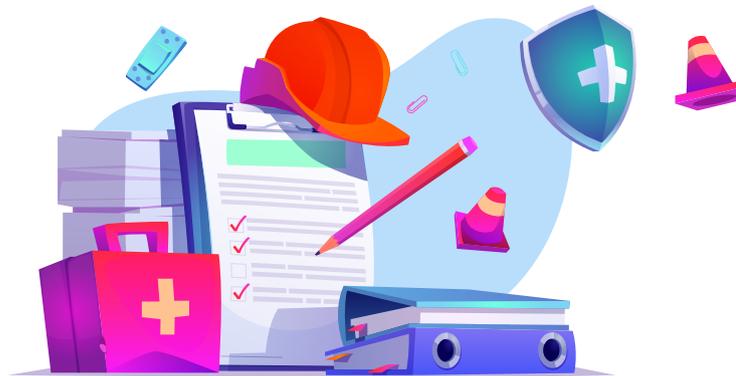
4. Promoting and Cultivating a Safety Culture

The Company has consistently promoted safety operations, emphasizing employee participation in creating a safety culture by conducting hazard identification activities through Safety Committee representatives from each work area, who work together to proactively identify risks on a weekly basis, leading to effective safety problem-solving in the workplace. Additionally, other safety promotion activities are organized, such as safety training for employees, Morning Talk sessions, and Safety & Environment Day events. These activities provide safety knowledge in various forms, fostering a safety culture within the organization.

- Occupational Health, Safety and Work Environment Training

In 2025, the Company continued to conduct training on occupational health, safety, and work environment in compliance with laws and the Company's Article of Associations. A total of 100% of employees and contractors participated in the training programs, covering all designated target groups for each course.

These training programs were designed to enhance knowledge, strengthen understanding, and improve readiness for safe work practices, reducing the risk of accidents and work-related illnesses. The Company conducted 12 key training courses, as follows:

📑 Occupational Safety Committee (OSC) Training Courses

📑 Occupational Safety Officer (OSO) Training Course for Executives and Supervisory Levels

📑 Safety Risk Assessment Training Course

📑 Principles of Accident Investigation Training Course for OSO Supervisors

📑 Basic Fire Fighting and Evacuation Training Course

📑 Electrical Safety Training Course

📑 Chemical Spill Prevention and Response Training Course

📑 Occupational Diseases and Surveillance Training Course

📑 Basic First Aid Training Course

📑 Working in Confined Spaces Training Course

📑 Safe Forklift Driving Training Course

📑 Nutrition and Exercise Training Course

🔽 Providing occupational health, safety, and work environment training to contractors.

- Safety Officer Training Program for Executives and Supervisors

- Basic Fire Fighting and Evacuation Training Course

- Employee safe driving campaign during Songkran festival.

- Safe Forklift Driving Training Course

- Basic First Aid Training Course

Health and Well-Being Promotion

The Company is committed to promoting and maintaining good health among employees, reducing the risk of work-related injuries and illnesses. Annual health check-ups and medical examinations are provided for employees working in areas with safety-related risks. A full-time nurse is stationed at the Company's medical room to provide preliminary medical treatment at no cost to employees.In addition, the Company organizes health promotion activities to support employees' physical well-being, such as the Talk Therapy and the Healthy Hack activities, etc. (see details under Human Rights and Human Capital Management, page 102-103).

• **Annual Health Check-Up**

The Company provides annual health check-ups for both employees and workers who are not employees to monitor their health status, facilitate early detection of conditions such as diabetes, hypertension, and hyperlipidemia, and reduce the risk of work-related accidents.

Based on the aforementioned operations, no serious work-related injuries were reported in 2025. The Lost Time Injury Frequency Rate (LTIFR) for employees was 2.37 incidents per million working hours. In addition, no cases of noncompliance with safety management-related laws, regulations, or other applicable requirements were discovered, confirming the Company's strong commitment to safety standards and regulatory compliance.

Nonetheless, the Company conducted thorough investigations into each incident while taking appropriate corrective and preventive action. These included ensuring that machinery was properly maintained and ready for operation, having regular morning safety talks, inspecting personal protective equipment (PPE) and safety devices to ensure readiness, and consistently communicating safe work procedures. These actions aim to reduce recurrence and strengthen a culture of workplace safety.

Statistics of accidents, occupational health, and safety of employees

Performance (Indicators)	2023	2024	2025
Employee Lost Time Injury Frequency Rate (LTIFR) per one million hours worked	5.9	6.19	2.37
Work-related fatalities (people)			
- employees	0	0	0
- contractors	0	0	0
Work-related illnesses (people)			
- employees	0	0	0
- contractors	0	0	0
Number of contractors suffer from work-related illnesses	0	0	0

Community Involvement and Development

The Company operates under a policy aimed at generating economic and social value while upholding the principles of good corporate citizenship and strictly complying with all applicable laws and regulations. The Company recognizes that its business operations, including resource utilization, transportation, waste management, and employment, create both opportunities and potential impacts on surrounding communities. Without appropriate management, such impacts could lead to complaints or conflicts, affecting community well-being and potentially impacting business continuity. Therefore, the Company places strong emphasis on community engagement and development as a key mechanism for managing social risks and fostering positive relationships with communities. The Company actively supports shared value activities for stakeholders and society to enhance quality of life, promote knowledge development, and expand employment opportunities within local communities to contribute to sustainable social and national development.

Policies and Management Approach

Community involvement and development are one of the key missions and social sustainability frameworks under the Company's Sustainability Policy. Therefore, the Company is committed to building strong relationships with communities and stakeholders in alignment with corporate strategy while effectively managing potential impacts arising from its operations. This includes strict compliance with applicable laws and regulations and careful consideration of impacts on communities and stakeholders.

The Company places emphasis on fostering positive relationships with communities surrounding its facilities through participatory processes, transparent communication, and accessible grievance mechanism channels. Community members and affected stakeholders can give suggestions or submit complaints to promote trust and mutual understanding.

In accordance with its Sustainability Policy, the Company uses its food industry expertise as a key driver of knowledge transfer, potential development, and opportunities for the communities. These efforts contribute to improving the quality of life and strengthening community resilience while also creating shared value between the Company and society, supporting long-term growth for both the business and the communities.

> For more information, please view
> **Sustainability Policy**

🎯 Target

Indicators	Target	Performance
• Number of disputes from the community/society affected by the operations with corrective measures	Complaints or disputes from the community/society affected by the operations = **0**	**0** cases
• Projects/activities to develop and engage with communities/societies that may be affected by the operations	at least **1** project or activity in 2025	**Light Up Your Passion, Cook Up Your Dream Project** - second year, 2 batches

Community and social engagement and responsiveness

The Company is committed to being a responsible member of society and the community, taking into account the potential impacts of its business activities on the surrounding areas and aiming at strengthening relationships and creating shared value between the Company and the community. This includes responding to the needs of the community through various business activities, such as procurement, employment, and income generation for the surrounding community where it operates. The Company provides accessible channels for the community to share opinions, concerns, and expectations while actively monitoring feedback from consumers, communities, and regulatory bodies through both online and offline platforms. This helps ensure that the Company's operations do not have an adverse impact on the community, are able to align its management with the community's expectations, mitigate concerns, and promote sustainable coexistence.

The Company has established guidelines for addressing community needs and minimizing complaints to effectively manage concerns raised by communities and society. These measures are designed to build trust and foster sustainable relationships between the Company and the communities, in accordance with the following procedures:

1 — IDENTIFY STAKEHOLDERS AND GATHER CONCERNS/COMPLAINTS

Identify and assess relevant stakeholder groups and gather concerns and complaints, such as community complaints, to ensure a comprehensive and accurate understanding of their needs and expectations.

2 — ANALYZE IMPACTS AND DEVELOP ACTION PLANS

Analyze and evaluate potential impacts, and establish appropriate preventive, corrective, and mitigation measures. Action plans are developed in alignment with the nature, severity, and significance of each issue.

3 — IMPLEMENT CORRECTIVE ACTIONS

Implement the defined measures and action plans while providing appropriate opportunities for community members and stakeholders to participate in the process. The Company also established whistleblowing channels and complaint management procedures (see details under Human Rights and Human Resource Management, page 93).

4 — MONITOR PERFORMANCE AND CONTINUOUSLY IMPROVE

Monitor and evaluate performance on a regular basis, and analyze the results to further improve processes, enhance effectiveness, and prevent recurrence of issues.

The Company plans to enhance its community involvement and development by jointly assessing community needs and potential impacts in collaboration with local authorities, such as district offices, subdistrict administrative organizations, and representatives of communities located near its factories. This approach aims to gain a deeper understanding of community expectations and to further develop community and social support activities in compliance with laws and local regulations. Implementation is scheduled to begin in 2026.

Key projects and activities

The Company considers the possibility of investing and spending on projects or activities that will contribute to the development of society and communities by utilizing its expertise in the food industry to provide knowledge or skills that can generate sustainable employment and income. Furthermore, all company operations are conducted in compliance with the law and with political neutrality, while also encouraging positive corporate citizenship among employees.

1. Light Up Your Passion, Cook Up Your Dream Project (Second Year)

In the midst of Thailand's economic slowdown, which has resulted in decreased income and employment opportunities in a variety of sectors, the Company recognizes the importance of contributing to the community economy while promoting equitable distribution of opportunities and income throughout society. As a result, in 2021 the Company used its expertise in raw materials and bakery production, combined with knowledge from experts in various fields, to provide training in Western cuisine and bakery production, kitchen management, marketing and advertising, and financial and accounting management. The program is designed to help participants improve their entrepreneurial skills, generate income, and adapt to economic changes, promoting long-term growth in communities, the economy, and Thai society.

In 2025, the Company collaborated with the Bangkok Metropolitan Administration to implement the KCG's Light Up Your Passion, Cook Up Your Dream Project (Second Year), conducting two training batches. A total of 113 participants from schools and Bangkok vocational training centers and Bangkok quality-of-life development centers received training in business and culinary skills. The curriculum covered both theory and practice, including the development of a signature menu to enhance participants' competitive capabilities.

98.28% of participants expressed satisfaction with the project and a desire for its continuation in the following year, while 96.09% were able to apply the knowledge gained to upskill and reskill themselves. In addition, the Company participated in a social impact assessment using the Social Impact Footprint (SIF) tool in collaboration with the Thaipat Institute, with the objective of evaluating the project's impact in monetary value and enhancing the effectiveness of future social projects. The assessment process is currently in progress and is expected to continue into 2026.

Benefits of Project Implementation

- **Benefits to Participants**
  - Increase opportunities to generate income through the development of Signature Menus
  - Enhance culinary skills and knowledge that can be applied to income generation and further business development.
  - Strengthen capabilities in entrepreneurship and online marketing.

- **Benefits to the Company**
  - Fulfill the Company's mission and objectives in community engagement and development, particularly in enhancing knowledge to support career creation and income generation.
  - Develop strong relationships with participating entrepreneurs, fostering a robust network to support the Company's future business expansion.

The Company plans to expand and further develop the project to reach educational institutions and broader target groups, aiming at enabling small-scale entrepreneurs in Bangkok to achieve strong and sustainable growth. This project aligns with the Company's commitment to being a leader in the food industry that delivers pleasure to consumers while creating value for society and the environment.

Supatta Disthaporn, owner of Homemade by Suputta[1]
I am delighted to have participated in the "Light Up Your Passion, Cook Up Your Dream Project (batches 2)" The program has strengthened my culinary and bakery skills through learning a wide variety of menus, which can be effectively applied to further develop the business and increase sales. Moreover, the group-based learning environment has provided opportunities for entrepreneurs to exchange experiences and knowledge, contributing to long-term business development.

Saowapak Wongsiri, owner of Mok Mun Kai Prachachuen 36[1]
I would like to express my sincere appreciation to KCG Corporation Public Company Limited for organizing the "Light Up Your Passion, Cook Up Your Dream Project (batches 2)." The program is highly valuable, offering practical knowledge that can be directly applied to the day-to-day operations of the business. It also provides an inclusive opportunity for small-scale entrepreneurs to participate at no cost.

Remark: [1]Based on interview insights collected from representatives of participants in the "Light Up Your Passion, Cook Up Your Dream Project (batches 2)" on Tuesday, 9 December 2025

2. Activities to enhance knowledge and expertise in the food industry

2.1 Promoting learning for educational institutions in both the public and private sectors

The Company contributes to social responsibility by providing opportunities for educational institutions, government agencies, and private sector organizations to visit its facilities and learn about business operations that meet international standards. These include environmental management, responsible supply chain management, and corporate innovation development. At the same time, the Company supports its personnel in serving as guest speakers to share their knowledge and experience with educational institutions. The Company also fosters collaboration with academic institutions to facilitate the exchange and transfer of professional knowledge through various projects. These efforts reflect the Company's commitment to supporting learning and achieving sustainable growth.

- **MEET THE EXPERTS 2025 Project:**
  Mr. Weerayut Kusolsongserm, Senior Vice President of Corporate Communications, participated as a guest speaker and business advisor to share his knowledge and experience in brand building and Western cuisine in the Business Workshop and Consulting for Entrepreneurs course under the Entrepreneurship Program, School of Entrepreneurship and Management, Bangkok University, on November 7, 2025.

- **Collaborative Project to Support Teacher and Student Development in Food and Nutrition:**
  The Company is collaborating with Surat Thani Vocational College to provide vocational education and professional training aimed at developing teachers and students in the Food and Nutrition Department. The project focuses on equipping students with knowledge and professional competencies aligned with occupational standards, enabling them to keep pace with evolving skills and technologies and to become qualified professionals in the field. This collaboration is in alignment with vocational education regulations and workforce demands. The project is scheduled to begin in 2026.

- **Entrepreneurial Capacity Building and Development Project, Bualuang SME Club:** The Company welcomed members of the Bualuang SME Club, supported by Bangkok Bank Public Company Limited, to visit its facilities and operations. The site visit provided an opportunity for participants to learn and exchange knowledge and experiences in organizational management, production processes, quality and food safety standards, and sustainable business practices.

- **The Young Entrepreneurs Chamber (YEC) of the Samut Prakan Chamber of Commerce** visited the Company's facilities to promote experiential learning, enhance perspectives on business operations in the food industry, and support networking and collaboration between young entrepreneurs and the business sector.

- **Students from the University of the Thai Chamber of Commerce** visited the Company's facilities to learn about real-world business operations, including organizational management, production processes, marketing, and distribution. The visit aimed to promote experiential learning beyond the classroom and help prepare students for their future careers.

- **ESG Super Seed – Empowered by the SET Project.** This project is organized by the Stock Exchange of Thailand for undergraduates to enhance their knowledge, understanding, and practical experience in sustainability. Students who were selected to participate in the program visited KCG's facilities to gain insights into the Company's business operations and sustainability development approach. They subsequently applied the knowledge, data, and perspectives gained from the visit to analyze and develop sustainability action proposals for listed companies, which were presented as part of the project competition.

- **Support for World Alzheimer's Day 2025 – Fifth Consecutive Year**

  The Company remains committed to giving back to society by supporting activities that contribute to sustainable social development. In 2025, the Company continued its support for World Alzheimer's Day for the fifth consecutive year. The event was organized by the Dementia Day Center, King Chulalongkorn Memorial Hospital, Thai Red Cross Society, in collaboration with the Healthy Brain, Happy Mind Club, under the operations of the Dementia Day Center and the Bangkok Health Insurance Fund, under the theme "Dare to Ask, Open Your Heart, Understand Alzheimer."

  The event aimed to raise awareness and promote accurate understanding of dementia and Alzheimer's disease to the general public and vulnerable groups. Activities were conducted in a hybrid format on Tuesday, September 16, 2025, at the Bhumisirimangalanusorn Building, King Chulalongkorn Memorial Hospital, Thai Red Cross Society.

2.2 Building Partnerships and Supporting Company Products for Social and Community Development

The Company recognizes the importance of sharing and contributing to society through meaningful projects by regularly donating company products and supporting social and charitable activities in collaboration with public and private sector organizations, including educational institutions, hospitals, the Thai Red Cross Society, religious institutions, foundations, and various charitable organizations.These efforts aim to provide children, youth, the general public, and vulnerable groups, including people with disabilities and the elderly, with knowledge and vocational skills in bakery and culinary practices that enable them to further develop sustainable career opportunities.In addition, the Company encourages employees to actively contribute to society by organizing special relief projects to support communities affected by disasters. These ongoing efforts reflect the collective spirit, volunteerism, and strong collaboration of employees in delivering tangible assistance and alleviating social hardship.

- Special Relief Project: "Together in Flood Relief": In response to flooding in Southern Thailand, the Company launched a relief project, "Together in Flood Relief," inviting employees to donate products and essential supplies to affected individuals in the southern region.

- The Company provided company products and essential consumer goods to frontline personnel and individuals affected by the earthquake, the Thailand–Cambodia border situation, and flooding in Southern Thailand. These contributions were made to help alleviate hardship and boost morale among those impacted, as well as to support all sectors during periods of crisis and instability.

2.3 Promoting Employee Awareness of Good Citizenship

The Company organizes activities to encourage employees to engage in charitable organizations and volunteer work while fostering a strong sense of social responsibility, environmental stewardship, and natural resource conservation.

- **Annual Blood Donation Activity**
The Company organized its annual blood donation in collaboration with the National Blood Centre and the Thai Red Cross Society to help save lives and provide patients with opportunities for ongoing treatment. The activity was attended by 443 employees, who donated 336 units of blood.

- **Paper Bag Folding Activity**
Employees from the "Sharing Kindness for Hospitals Club," established under the Company's internal club activities, organized a paper bag folding activity using recycled A4 paper packaging. The paper bags were made into medication bags and delivered to public hospitals nationwide. A total of 736 paper bags were prepared and donated through this project.

Performance

In 2025, the company donated approximately 3.4 million baht to non-profit organizations (NPOs) and social and community investments. Throughout the year, the Company supported over 48 organizations.

The Company also provided online and offline channels to receive complaints and feedback from the surrounding communities. In 2025, no complaints or disputes were reported from communities or society that may have been affected by the Company's operations. Furthermore, no fines or compensation claims were imposed on the Company.

Sustain The Planet

- Environmental Management System
- Energy and Resource Management
- Waste and Pollution Management
- Climate Change Adaptation and Decarbonization

Environmental Management System

The Company recognizes that its operations have an impact on the environment in certain ways. The Company prioritized environmental care and protection by managing environmental issues across all aspects to promote business sustainability. The Company is committed to managing the environment for the maximum benefit of all stakeholders. The environmental management processes are as follows:

- Climate change adaptation
- Greenhouse gas management
- Sustainable water management
- Sustainable waste management
- Sustainable air pollution management
- Energy management
- Renewable energy management

The Company operates its business under sustainable development guidelines and implements the environmental management system in accordance with ISO 14001:2015 which can be applied as a framework for systematically controlling, preventing, and mitigating environmental impacts. Key operational guidelines are as follows:

- Analyze both internal and external environmental factors that may impact business operations and stakeholders. Evaluate the positive and negative impact on all stakeholder groups in every field, including business groups in the value chain.
- Conduct a product life cycle assessment, which covers raw material sourcing, design, manufacturing, transportation, delivery, utilization, final treatment, and disposal.
- Identify and assess environmental impacts resulting from related activities, products, and services, including a product lifecycle perspective.
- Assess risks and likelihood associated with the Company's products, activities, and services that have an impact on the environment, considering the risk and likelihood of significant environmental issues, organizational context, stakeholders, and relevant covenants.
- Establish activity plans, objectives, goals, and environmental management strategies to effectively control these environmental impacts.
- Regularly assess, monitor, and review compliance with applicable environmental laws, regulations, requirements, and commitments to ensure that operations are conducted accurately and in compliance with relevant obligations.
- Establish environmental performance indicators and continuously monitor and evaluate performance. This includes conducting internal audits and periodic management reviews of environmental management by executives to continuously improve the effectiveness of the system.
- Emphasize effective environmental communication both internally and externally, providing training and awareness programs for employees at all levels to encourage active participation and support the implementation of environmental sustainability action plans.

Energy and Resource Management

The Company places strong emphasis on the efficient management of energy and resources, recognizing the business risks related to energy and resource utilization. These include energy price volatility risk, reliance on fossil fuel risk, water scarcity, and climate change risks, as well as opportunities arising from improved resource efficiency, the adoption of advanced technologies and renewable energy, and long-term cost reduction.

Failure to adequately prepare for and manage these risks may harm the Company's competitiveness and business continuity. As a result, the Company prioritizes systematic management, operational planning, and continuous improvement in the use of energy and resources across all activities. This includes electricity consumption, fuel consumption (such as oil and liquefied petroleum gas), water management, and other resource use.

The Company is dedicated to maximizing resource efficiency, reducing environmental impact, and promoting the transition to sustainable energy use. The Company also encourages the use of renewable and alternative energy sources where appropriate, while raising employee awareness and engagement in energy conservation that align with sustainable development goals.

Policies and Management Approach

The Company manages energy and resource utilization through ISO 14001:2015, the standard for the Environmental Management System, which includes resource consumption, pollution control, and compliance with applicable laws and regulations. This system encompasses both the Theparak and Bang Phli factories, representing 100% of the Company's factories in Thailand. Both factories are classified as designated factories regulated under the supervision of the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy, in accordance with the Energy Conservation Promotion Act B.E. 2535 (1992). As a large-scale food manufacturing facility with high energy consumption, the Company appoints designated energy managers for each factory in accordance with the number and qualifications required by law. The Company also conducts energy management audits and certifications through auditors licensed by the Department of Alternative Energy Development and Efficiency (DEDE). In addition, the Company submits its annual energy management report and certification results to DEDE within March of each year. To date, the Company has fully complied with all applicable energy laws and regulatory requirements within the specified reporting periods.

To ensure effective implementation aligned with its energy and resource reduction targets, the Company has established an Energy Management Policy in compliance with relevant laws and regulations. An Energy and Resource Management Working Team, comprising representatives from relevant departments, has been appointed to oversee, coordinate, and drive energy conservation and efficient resource utilization. The working team also reviews operations in alignment with the Green Industry criteria established by the Ministry of Industry. Key operational guidelines are as follows:

1. Implement and develop effective energy and resource management systems. Ensure that energy and water conservation are an essential part of the Company's operations in compliance with relevant laws and regulations.
2. Improve work processes, technologies, and equipment to enhance energy and resource efficiency, reduce reliance on fossil fuels, and minimize environmental impacts.
3. Set energy and resource conservation plans and goals each year and communicate them to all employees to ensure their comprehension and effective implementation.
4. Instill energy conservation responsibility in the management and employees at all levels, ensuring cooperation and compliance with established measures, while monitoring progress and reporting to the Energy and Resource Management Team.
5. Provide necessary support, including human resources, budget, time, training, and opportunities for employees to contribute ideas for improving energy and the cost-effective use of resources.
6. Executives and the Energy Management Working Team review and update energy and resource management policies, goals, and operational plans annually.

🎯 Target

Indicators	Target	Performance
⚡ **Electricity and Fuel Energy**		
• Reduce electricity intensity per unit of production	Decreased by **0.5%** compared to the 2024 base year.	Decreased by **0.7%**
• Reduce fuel energy intensity per unit of production	Decreased by **0.5%** compared to the 2024 base year.	Increased by **2.5%**
• Renewable electricity consumption (%)	Increased to **10%** of total electricity consumption	**18.2%**
💧 **Water**		
• Reduce water intensity per unit of production	Decreased by **3%** compared to the 2024 base year	Decreased by **5.4%**

1. Energy and Fuel Management

To become a green business organization and support the transition to a low-carbon society, the Company implements a systematic energy management policy. This includes setting targets for reducing electricity and fuel consumption in line with the organization's targets for reducing greenhouse gas emissions. The Company has also undertaken energy conservation measures, such as improving energy efficiency through upgrades to production and transportation processes, while simultaneously allocating capital expenditure (CAPEX) to projects that reduce fossil fuel consumption and increase the proportion of renewable energy in the long term.

Key Electricity and Fuel Management projects
Solar Roof Installation at KCG Logistics Park and Distribution Center

The Company began installing solar roof in 2020 at Theparak Factory, with an installed capacity of 1,107 kilowatts (kW), to be used as renewable energy within the factory. In 2024, the Company expanded installation of the solar roof to cover all five factories and distribution centers, including the Bang Phli Factory, the KCG Logistics Park integrated distribution and warehouse center, and distribution centers in Chiang Mai, Surat Thani, and Khon Kaen. This project was completed and commenced operation in November 2024.

In 2025, the first year of full-capacity operation of the solar roof, the Company was able to generate a total of 4,521,334.25 kWh of electricity from solar energy. The five new solar roof installations in 2024 produced 65% of the total solar electricity, which raised the Company's renewable energy consumption from 7.4% to 18.2%.

The implementation of this project not only effectively reduces electricity costs but also significantly contributes to the Company's reduction of indirect greenhouse gas emissions (Scope 2). The Company approved a budget and work plan for expanding installation of the solar roof in 2026 to increase the proportion of renewable energy use and support the achievement of sustainable business goals, alongside the near-term and long-term goal of achieving net-zero greenhouse gas emissions.

Renewable Energy Consumption
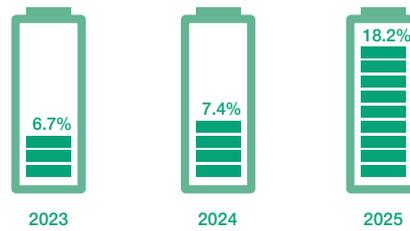
Electrical Capacity	2023	2024	2025
Number of branches with solar roof installations (locations)	1,576,549.28	1,897,093.83	4,521,334.25
Electricity generated from solar energy (kWh)	21,851,359.37	23,827,098.28	24,808,406.265
Total Electricity Consumption	6.7%	7.4%	18.2%
% renewable energy consumption[1]	1	6	6

Remarks: [1]Renewable Energy Production as per Total Electricity Consumption

Centralized Chiller System

The Company implemented a chilled water system optimization project by centralizing chilled water distribution through the installation of a new high-efficiency chiller. The upgraded system is equipped with an automated control system and Variable Speed Drives (VSDs) for chiller pumps, enabling operational adjustments in alignment with actual production load (%) requirements.

Since commencing operations in January 2025, the upgraded system has consistently supported all production lines and enabled the decommissioning of older, less energy-efficient chillers. As a result, Specific Energy Consumption (SEC) in 2025 decreased by 38% compared to 2024, reflecting a significant improvement in overall energy consumption

In addition, the system design enables centralized operational control, enhancing efficiency while ensuring sufficient production redundancy to maintain operational continuity and mitigate the risk of process disruptions.

This project supports the Company's cost optimization objectives while reducing energy consumption and greenhouse gas emissions. It also aligned with the Company's long-term sustainable business strategy. The Company plans to further expand the implementation of this project to the Bang Phli Factory in the following year.

Insulation Installation for Hot Water Piping – Fat & Oil Production Line

This project aims to enhance energy efficiency and minimize thermal energy losses within the production process through the installation of thermal insulation on hot water pipelines supplying heat to the Fat & Oil production line. The production area is maintained under controlled temperature conditions in accordance with quality assurance and food safety production standards.

Prior to project implementation, the hot water pipelines were not insulated, resulting in significant heat loss and elevated ambient temperatures within the production area. This condition increased electricity and fuel consumption by the air conditioning system and the hot water generation system beyond optimal levels. Insulation installation reduced thermal losses, stabilized production area temperatures, and lowered the operational load on the air conditioning system. As a result, the project contributes to energy reduction in both electricity consumption from the air conditioning system and fuel consumption from the hot water system. It also makes production more efficient overall and helps the Company reach its goals for energy management, cost control, and long-term sustainable factory operations.

Future Heat Loss Reduction Plan

Future Heat Loss Reduction Plan The Company has established plans to implement additional energy conservation initiatives, particularly those focused on reducing heat loss within production processes, as outlined below:

- **Air Compressor System Installation with Variable Speed Drive (VSD) and Heat Recovery System**

    The Company plans to install a high-efficiency air compressor equipped with a Variable Speed Drive (VSD) control system to ensure that operations are aligned with actual demand. This will help minimize energy losses and reduce overall electricity consumption. In addition, a Heat Recovery System will be installed to capture and reuse thermal energy generated during the air compression process. The recovered heat will be utilized by supplying hot water from the cooling system to production processes requiring thermal energy, thereby directly reducing liquefied petroleum gas (LPG) consumption.

    This project will enhance overall energy efficiency, reduce energy costs from both electricity and fuel consumption, and lower greenhouse gas emissions. It aligns with the Company's energy management objectives and long-term sustainable business strategy. The project is scheduled for implementation at the Theparak Factory in the first quarter of B.E. 2569 (2026).

- **Energy Reduction in Boiler Systems**

The Company also plans to expand its boiler energy reduction to the Bang Phli Factory, following successful implementation at the Theparak Factory. The project at Theparak Factory reduced LPG consumption by 1,027 kilograms per year. This project involves recovering and reusing excess condensate from the boiler system, thereby reducing the energy required for steam generation.

In addition, the Company has implemented various energy conservation measures, including machinery system optimization, equipment efficiency improvements, and the promotion of an energy conservation culture among employees.

Performance

In 2025, the Company's overall energy consumption comprised electricity, liquefied petroleum gas (LPG), and transportation fuel, accounting for 50.4%, 38.8%, and 10.8% of total energy consumption, respectively. Of the total energy consumption, 41.2% was purchased electricity, while 9.2% was electricity generated from solar energy.

Energy consumption breakdown (electricity and fuels)

Transportation fuel

Electricity

10.8%

38.8%

50.4%

Purchased electricity
41.2%

Solar power
9.2%

Liquefied Petroleum Gas (LPG)
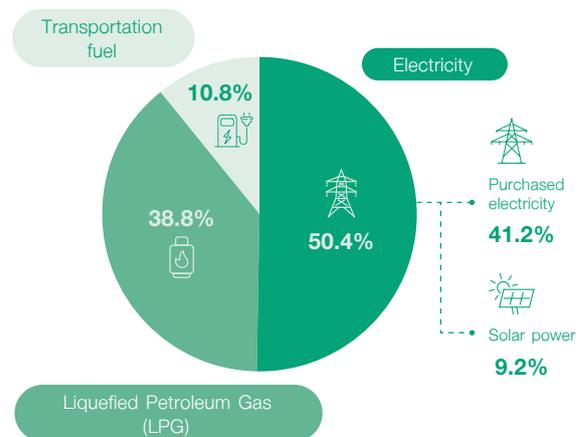
Total energy consumption per unit of production

In 2025, the Company's electricity consumption per unit of production decreased by 0.7% compared to 2024, while fuel consumption per unit of production increased by 2.5%. This results in a 0.9% increase in total energy consumption per unit of production compared to the previous year. This change is primarily due to an approximately 3% decrease in total production resulting from a temporary shutdown of the butter production line for factory renovations and upgrades, leading to reduced energy efficiency per unit of production during that period.

	Electricity Intensity (megajoules per ton of production)	Fuel intensity (megajoules per ton of production)	Total energy consumption intensity (megajoules per ton of production)
	0.9% ▲	0.7% ▼	2.5% ▲
2023 (4,898.65)	2,361.16		2,537.49
2024 (4,590.78)	2,351.40		2,239.38
2025 (4,632.33)	2,335.95		2,296.38
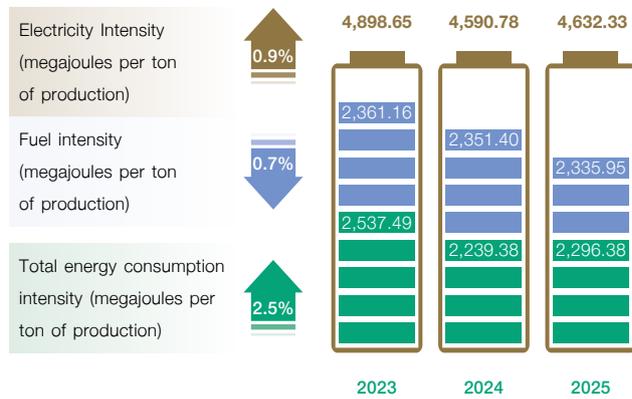
However, the Company's total energy expenses in 2025 decreased significantly by 12.6 % compared to the previous year, resulting from efficient electricity management, an increased percentage of renewable energy use, and reduced fuel consumption for transportation.

Furthermore, the Company prepared additional energy conservation projects and related activities to enhance the efficiency of electricity and fuel consumption in accordance with the set targets and to support long-term sustainable business operations.

2. Water Management

The Company is committed to sustainable water resource management by establishing guidelines for efficient water consumption and legally securing water sources without impacting surrounding communities amidst increased severe global water resource challenges. Therefore, the Company prioritizes controlling and reducing the environmental impact on water from all its activities by managing wastewater to meet legal standards, as stipulated in the Notifications of the Ministry of Industry on Wastewater Discharge Control Standards from Factories B.E. 2560 (2017), and continuously seeks options to recycle and reuse water within the organization. This ensures optimal water resource utilization and supports long-term sustainable operations.

Water Risk Management Guideline

The Company places great importance on water resource management, as water is a vital resource for production processes and a key raw material. Large quantities of water are used in various activities, and wastewater generated from production processes can negatively impact the quality of natural water sources, biodiversity in aquatic environments, and surrounding communities if not properly managed. Furthermore, the Company may face water risks from climate change, such as droughts, floods, and saltwater intrusion, which could affect the continuity of operations.

In 2025, the Company assessed and analyzed water risk from its operational locations using the World Resources Institute (WRI) AQUEDUCT Water Risk Atlas. The assessment revealed that the Company's factories are located in the Chao Phraya River basin, which is classified as a high water-stressed region. This poses risks from water supply and demand imbalances, as well as drought, flooding, and water level fluctuations. Meanwhile, distribution centers in Khon Kaen, Chiang Mai, and Surat Thani are located in areas with moderate water risk. The Company has implemented continuous monitoring and surveillance measures for these locations.

Based on the assessment, the Company has established water management measures covering all operational locations, using the requirements of the ISO 14001:2015 environmental management system as a framework. The two factories, accounting for over 90% of the Company's total water consumption, receive special attention. These measures focus on reducing water withdrawals from various sources, especially in high-water stress areas where the factories are located, as well as increasing water efficiency, managing wastewater appropriately, and mitigating water risks to support business continuity and minimize long-term environmental impact. The risk management measures and details are as follows:

Risk Assessment, Mitigation Plan, and Performance for Water Resources

Risk	Mitigation Plan	Performance 2025
Amount of water used in production	• Implement contingency plans for water shortages, such as purchasing tap water by road transport in case of insufficient supply, etc. • Provide a backup water storage system for at least 1.5 days of factory use. • Responsible use of water by focusing on measures to reduce water consumption in production processes, such as improving production efficiency or cleaning processes.	• Achieved an 8.3% reduction in water consumption compared to 2024, with no report of water scarcity • Allocated budget for investment in enhancing the efficiency of the water recycling system.
Quality of water used in production	• Measure tap water and water quality before starting the production process to prevent impacts on product quality.	• Tap water quality is regularly tested; no findings have been identified that affect product quality
Regulatory changes related to water	• Monitor changes in water laws and relevant regulations. • Regularly assess compliance with environmental laws and regulations.	• Complied with applicable laws and regulations; no violations were reported.
Conflict with surrounding communities	• Monitor water-related risks, particularly risks that may impact the Company and communities. • Regularly communicate and coordinate with local authorities or water suppliers to follow up with situations and mitigation plans.	• No violations or complaints regarding water consumption from the stakeholders in community and local regulatory agencies.
Financial impact of changes in water costs	• Implement measures to reduce water consumption in the production process.	• In 2025, the total water expense was reduced by 7.5 % compared to 2024.

Risk	Mitigation Plan	Performance 2025
Impacts on biodiversity	• Control wastewater treatment operations to ensure that wastewater from production is processed for internal use without releasing it to public water sources to protect the ecosystem and biodiversity.	• Achieved certified treated wastewater quality in accordance with ISO/IEC 17025 standards. • Complied with all applicable laws and regulations regarding wastewater discharge from factories.
Flooding may affect the Company's operations	• Establish an emergency plan for floods.	• Conducted Annual flood evacuation drills. • Monitored flooding in regions where the Company' warehouses and distribution centers are located.
Suppliers' water resource risks, such as drought, may impact the Company's operations by reducing agricultural production from suppliers	• Prepare a list of alternative suppliers for primary raw materials to prevent potential shortages of goods due to climate change.	• Prepared backup suppliers for key raw materials in different continents or countries to diversify import risk from a single country or continent.

Key water management projects

The Company implemented water management projects to achieve the goals of reducing water consumption, mitigating water resource risks, and managing wastewater efficiently. Key projects include:

Water Recycling

The Company manages wastewater treatment alongside water resource conservation to minimize tap water usage. This involves designing and selecting wastewater treatment systems suitable to the specific characteristics of the wastewater generated at each factory, ensuring effective pollution control and treatment. The treated wastewater is then reused within the factory for non-production activities, ensuring no impact on product quality and enhancing overall water management. This was done to maximize water management and improve its efficiency within the factory. Currently, each factory follows the water and wastewater management processes as follows:

1. Theparak Factory - Wastewater from the factory enters the treatment system, where it undergoes an initial disposal or treatment process using a grease trap and dissolved air flotation (DAF). It is then sent to the second stage of the treatment, utilizing the activated sludge (AS) biological treatment system and sequence batch reactor (SBR) treatment system until the wastewater meets legal standards. After treatment, the water is of sufficient quality for reuse. The treated wastewater is directed into the softener water system and is used in the cooling tower system and for bathroom toilets.

Primary wastewater treatment system	Secondary wastewater treatment system	Advanced wastewater treatment system
Grease Trap — Dissolved Air Flotation (DAF) Fat Removal System	Aeration Tank — Sedimentation Tank	Treated wastewater storage tank — Softener Water — Cooling tower system — Toilet

| **Factory** | **Wastewater Treatment System** | **Water Recycling** |
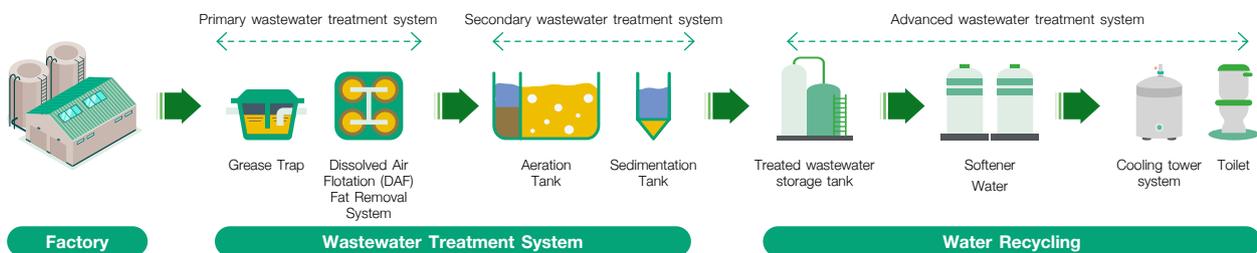
In 2025, the Company installed an Activated Filter Media (AFM) system, a special filter media made from glass using an activation process. This system provides high filtration efficiency of up to 1 micron, effectively trapping bacteria, reducing the need for chemicals, and offering an extended operational lifespan. This significantly improves efficiency compared to conventional filter sand and allows for substantial water reuse.
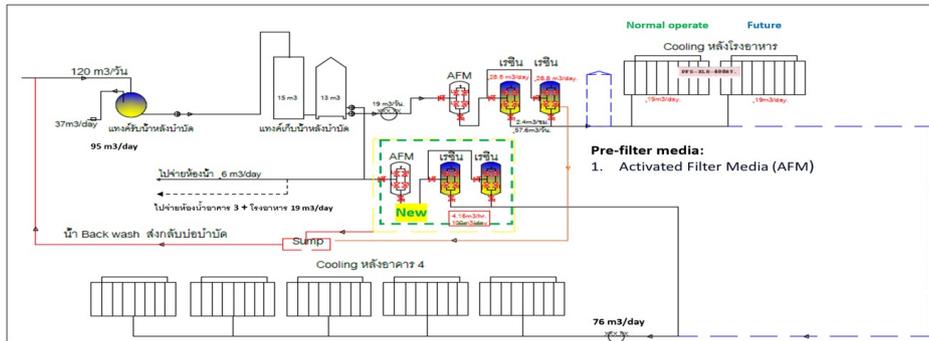
2. Bang Phli Factory - Wastewater from the factory enters the treatment system, beginning with the initial removal or treatment process using grease purification and a grease trap. It is then sent to the second stage of treatment, where the activated sludge (AS) biological treatment system is used. This system includes three aeration tanks providing sufficient air for wastewater treatment, following the flow direction diagram, until the wastewater meets legal standards. The treated wastewater is stored in the Company's water tank and reused for activities such as watering trees, washing road surfaces, etc.

In 2026, the Company approved capital expenditure (CAPEX) allocation to develop a water recycling system at the Bang Phli Factory, applying the same approach as the previous water management project at the Theparak Factory. The project aims to increase water management efficiency, reduce water withdrawals from natural sources, and promote efficient water utilization in production processes, which is expected to reduce the overall water consumption of the Bang Phli Factory in the long term.

Treated Wastewater Quality Control

The Company maintains strict control over the quality of treated wastewater. Monthly wastewater quality monitoring is conducted by an independent private laboratory accredited under ISO/IEC 17025 standards. Samples are collected both before and after treatment to analyze performance and assess the efficiency of the wastewater treatment system. Monitoring parameters are in accordance with the Ministry of Industry's Notification on Wastewater Discharge Control Standards B.E. 2560 (2017), ensuring strict compliance with applicable legal requirements.

Based on performance in the previous year, the Company was able to reuse 100% of treated wastewater within both manufacturing facilities. All operations were conducted in strict compliance with government laws and standards, without causing any environmental impacts.

Performance

Through the implementation of water management measures, the Company maintained a sufficient water supply for operations in 2025. This enabled a continuous increase in the proportion of recycled water used in the production process, with no production disruptions arising from water quantity or quality issues, and without compromising product quality or safety. The Company fully complied with all applicable laws and regulations related to water consumption and wastewater management, and no complaints were received from surrounding communities regarding water or environmental impacts.

In 2025, the Company reduced water consumption per unit of production by 5.4% compared to 2024, exceeding the target of 3%. This achievement contributed to a significant reduction in water-related costs and reflects the Company's efficient and responsible use of water resources.

The Company plans to further strengthen engagement with surrounding communities by conducting in-depth assessments of water consumption patterns, environmental impacts, and potential pollution concerns affecting nearby areas. The findings will be used to identify additional water management measures and collaborative approaches between the Company and the community to appropriately and sustainably prevent future water-related risks.

Water Consumption Overview

Net water consumption (cubic meters)	**254,280.66**	**214,419.00**	**196,929.40**
Water consumption per production unit[1] (cubic meter/ton of production)	7.12	5.44	5.15
Rate of reduction in water consumption compared to the previous year		23.5%	5.4%
	2023	**2024**	**2025**
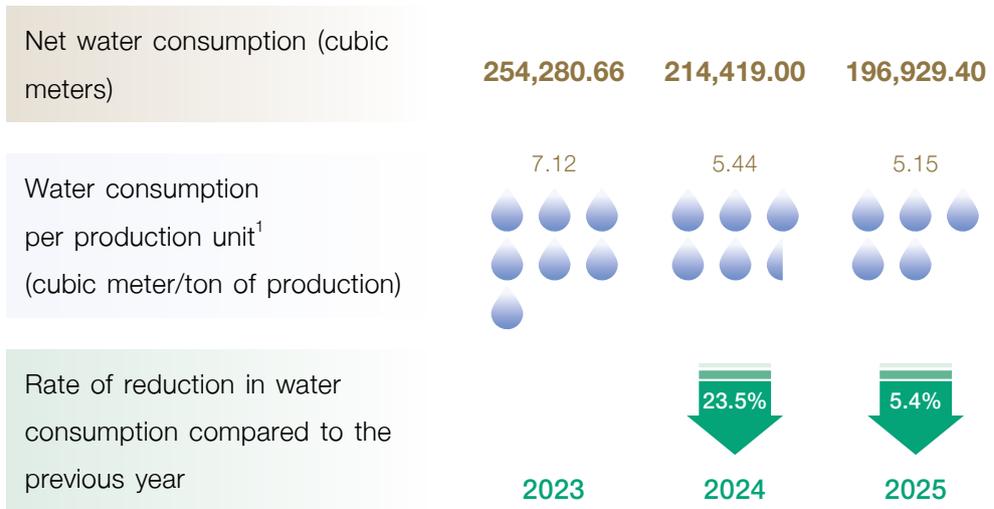
Remarks: [1]Water consumption = total water withdrawal - total wastewater discharge

Waste and Pollution Management

The Company's business operations, including production, transportation, and other supporting activities throughout the value chain, are involved in the generation of waste and emissions affecting water, air, and noise levels. If not properly managed, these impacts could affect environmental quality as well as the health and well-being of surrounding communities and may expose the Company to regulatory non-compliance risks and potential loss of stakeholder confidence. The Company recognizes this as a sustainability material topic requiring systematic and proactive management to mitigate negative impacts while supporting long-term business growth in balance with social and environmental responsibilities.

Policies and Management Approach

The Company has established systematic policies and guidelines for waste and environmental pollution management by applying the ISO 14001:2015 Environmental Management System to enhance the efficiency and effectiveness of environmental impact control. The Company emphasizes waste reduction at the source, efficient resource utilization, research and development to enable the reuse of waste and degraded materials, and effective control of water, air, and noise pollution in compliance with applicable laws, standards, and stakeholder expectations.

The Company continuously improves and strengthens its environmental management by setting both process-based and quantitative targets for waste and pollution management, including a goal of achieving zero waste to landfill by 2027. Key performance indicators are established, and waste reduction per unit of production is reported annually. These targets are aligned with the Company's greenhouse gas emission reduction pathway and Net Zero goal.

Target

Indicators	Target	Performance
Achieve Zero Waste to Landfill	**100%** at Thepharak Factory **100%** at both Thepharak and Bang Phli Factories by 2027	**100%** at Thepharak Factory
Reduce waste per unit of production	**5%** compared to the base year of 2024	Decrease by **6%**
Number of complaints regarding violations of laws or environmental impacts	**0** cases	**0** cases

1. Waste Management

The Company prioritizes minimizing waste and garbage generated from its production processes by adopting a 3Rs waste management approach: Reduce, Reuse, and Recycle. This approach aims to achieve the Zero Waste to Landfill goal. The waste management process includes segregation, storage, disposal, and documentation of waste, along with reporting to government agencies in compliance with legal requirements. The Company also promotes environmental awareness among employees by providing knowledge and understanding of waste disposal regulations and practices, as well as encouraging the reduction of production waste.

The types of waste and the management methods are as follows:

1. **Hazardous waste** consists of waste or leftover materials that contain or are contaminated with hazardous substances or have dangerous properties as defined by the Ministry of Industry. This includes electrical and electronic equipment, containers and materials contaminated with oil or chemicals, oil, lubricants, and infectious waste from hospital rooms. These are managed by segregating and storing them in designated hazardous waste storage rooms with labeled indications. They are then disposed of by a hazardous waste disposal contractor authorized by a government agency through methods such as mixing with fuels, secure landfill, or incineration. Infectious waste is separated and securely bagged with tight closures. The Company has a contract with the hospital as a service provider to ensure proper disposal of infectious waste in compliance with relevant laws and regulations.

2. **Non-hazardous waste** from the production process includes materials such as sludge, fat sludge, spoiled products, oil (cheese scraps, butter scraps, and flour scraps), raw materials, product packaging (metal buckets, plastic buckets, plastic, cling wrap, plastic bags), general office and cafeteria waste, food scraps, etc. The waste management method involves segregating these wastes into small groups before collecting and discarding them at designated points on a daily basis, according to the labeled indications to be sorted and used for recycling or repurposed into compost, soil conditioner, or animal feed. This waste can be disposed of by a waste disposal contractor authorized by the government agency through methods such as segregating waste for fuel production or sanitary landfills.

Waste Management Projects

Zero Waste to Landfill Project

The Company is committed to achieving 100% zero waste to landfill. By the end of 2022, the Theparak Factory transitioned its waste management approach for non-recyclable waste from landfilling to controlled incineration. The incineration system is equipped with emission control technology to manage gas and particulate matter, minimizing environmental impacts. Incineration ash is managed in accordance with scientific waste management principles, and the recovered thermal energy can be reused, such as for steam or hot water generation. At the same time, the Company continues to implement waste segregation to maximize recycling. As a result, the Theparak Factory has achieved zero waste to landfill in 2025. The Company plans to extend this approach to the Bang Phli factory and, ultimately, across the entire organization in the long term.

General Waste Reduction Project

To foster an environmental culture within the organization, the Company promotes environmentally responsible behaviors among employees by implementing waste segregation for recyclable material, such as segregating plastic bottles, glass bottles, and aluminum cans within its factories. This project helps reduce the volume of waste requiring incineration or landfill disposal.

In addition, plastic bags generated from production and raw material preparation processes are segregated to prevent contamination and combined with other recyclable materials for collection and sale into the recycling system. These measures help reduce the volume of general waste requiring disposal and significantly improve overall resource efficiency.

Furthermore, the Company organizes annual activities for employees to promote environmental awareness, as follows:

• Segregation of recyclable waste generated from the production process for recycling management.

Reduction of Non-Conformity Products and Raw Materials

The Company has established a systematic and collaborative approach to managing non-conforming products across the organization. This approach emphasizes root cause analysis at each operational procedure and process improvement from the upstream stage, including the standardization of work procedures, the introduction of additional quality control checkpoints at critical stages, and the implementation of an ERP system to enhance the accuracy and efficiency of raw material planning. These measures are integrated with broader process improvements to minimize resource losses in production and related activities.

In addition, the Company fosters a culture of participation and continuous learning by encouraging employees at all levels to report issues and propose constructive resolutions. This collaborative approach strengthens organizational learning and effectively prevents the recurrence of problems.

Through these efforts, the Company has significantly reduced operational waste, including raw materials, packaging materials, work-in-progress, and finished goods. As a result, resource utilization has improved, rework has been reduced, production costs have declined, and overall process efficiency and product quality have been enhanced, which is a strong foundation for sustainable long-term business operations.

Performance on Waste and Pollution Management

In 2024, the total amount of waste and garbage was 2,912.8 tons, a decrease of 8.8% compared to 2024 This rise was attributed to the expansion of the butter and cheese production lines, the construction of KCG Logistics Park, and the renovation of Theparak Factory. However, over 99% of the waste consisted of garbage and non-hazardous waste. The Company has reduced waste per ton of production from 81.09 kilograms to 76.19 kilograms per ton, representing a 6% decrease, and the proportion of waste recycled and reused is 84% of the total waste.

Total Waste Generated by Category (ton)

	2023	2024	2025
Total waste per ton of production (kg/ton)	87.37	81.09	76.19
Total Waste Generated (ton)	3,120.7	3,193.5	2,912.8
Total hazardous waste (ton)	7.7 (0.3%)	6.3 (0.2%)	3.5 (0.1%)
Total non-hazardous waste (ton)	3,113.0 (99.7%)	3,187.2 (99.8%)	2,909.3 (99.9%)
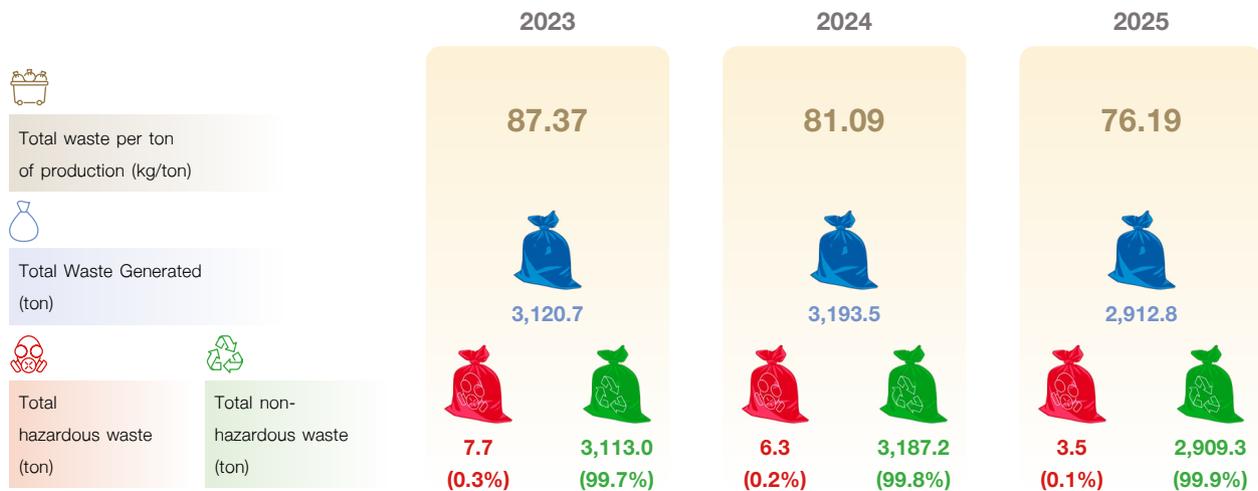
Location	Total Waste	
	Hazardous waste	Non-hazardous waste
Head Office	2.34	2,504.3
Theparak Factory	1.12	362.2
Bang Phli Factory	0.01	13.1
Bangna	-	2.3
Chiang Mai	-	7.2
Khon Kaen	-	9.6
Surat Thani	-	10.6

Total Waste
2,912.8 tons

Hazardous Waste
3.5 tons **(0.1%)**

Non-Hazardous waste
2,909.3 tons **(99.9%)**

Segregated and sold for recycling
0.5 tons

Diverted from disposal
(waste reused/recycled/processed for beneficial use)
2,448.6 tons
(84%)

Segregated and sold for recycling
594.2 tons

Compost
1,566.3 tons

Animal feed
287.6 tons

Waste management

Incineration with energy recovery and fuel blending
2.4 tons

Security landfill
0.5 tons

Waste directed to disposal
464.2 tons
(16%)

Sanitary landfill
72.4 tons

Incineration with energy recovery and fuel blending
388.9 tons

Remarks: Total waste generated by the Company, excluding its subsidiaries.

2. Food Waste Management

The Company has established a Food Loss and Food Waste Policy to support sustainable business operations while maintaining strict compliance with food quality and safety standards. The policy aims to reduce food loss and waste at every stage of production and operations, maximize the efficient use of raw materials, and minimize environmental impacts. This policy aligns with FSSC 22000 requirements by implementing preventive measures at the source, including enhancing production efficiency, improving raw material procurement planning, and optimizing inventory management to reduce product expiration. The Company also continuously promotes awareness and a sense of responsibility among employees and stakeholders throughout the value chain.

The Company has implemented the following measures:

- Reduce food loss from raw material sourcing, production, storage, transportation, and the management of non-conforming products, in collaboration with relevant stakeholders.
- Manage food waste efficiently and sustainably.
- Improve resource utilization to enhance cost efficiency and continuously strengthen related operational processes.
- Promote awareness and instill a sense of responsibility among all employees and stakeholders.
- Regularly monitor, measure, and review food loss and waste performance.
- Establish indicators for reducing food waste and report performance results to senior executives on a monthly basis.
- Implement safety procedures to manage non-conforming products without compromising food safety.

For more information, please view
Food Loss and Food Waste Policy

Management Approach

Food Waste Management: The Company's food waste is categorized into two types and managed as follows:

1) **Food waste from production** includes deteriorated products that can be reused, such as cheese scraps, butter scraps, and flour scraps. These are managed by segregating and selling them for further processing, such as turning them into fertilizer, components for agricultural planting materials, or raw materials for animal feed.

2) **General food waste** from the office or cafeteria, such as food scraps, vegetables, and fruits, constitutes a smaller proportion compared to the waste from production. The Company separates this food waste at the cafeterias of both the Bang Phli Factory and Theparak Factory and disposes of it through the municipality for sanitary landfill.

Reduction of Waste from Production Processes

The Company is committed to reducing waste generated from production processes under the quality management system and non-conforming product management guidelines. This includes the continuous review and improvement of production, storage, and transportation processes for raw materials, packaging materials, and trading products to ensure product quality for sale and to minimize waste throughout the supply chain.

Knowledge Sharing from External Organizations for Employees

Performance

In 2025, food waste decreased by 46.4%, and food waste intensity per unit of production decreased by 44.8% compared with 2024. This reduction was primarily driven by a decrease in food waste generated from the production process.

Total Food Waste by Category (ton)

	2023	2024	2025
Total	663.92	626.36	335.48
General Food Waste	43.83 (6.6%)	39.83 (6.4%)	34.36 (10.2%)
Food waste from production	620.09 (93.4%)	586.52 (93.6%)	301.12 (89.8%)
Food Waste Intensity	18.6	15.9	8.8

Food Waste by Waste Management (tons)

	2023			2024			2025		
Animal feed	543.49 (81.9%)			524.33 (83.7%)			287.6 (85.7%)		
Sanitary Landfill	18.07 (2.7%)			3.64 (0.6%)			15.9 (4.8%)		
Incineration	102.37 (15.4%)			98.38 (15.7%)			31.89 (9.5%)		

Waste diverted from disposal   Waste directed to disposal

● Animal feed
● Sanitary Landfill
● Incineration (with energy recovery, blending fuel)
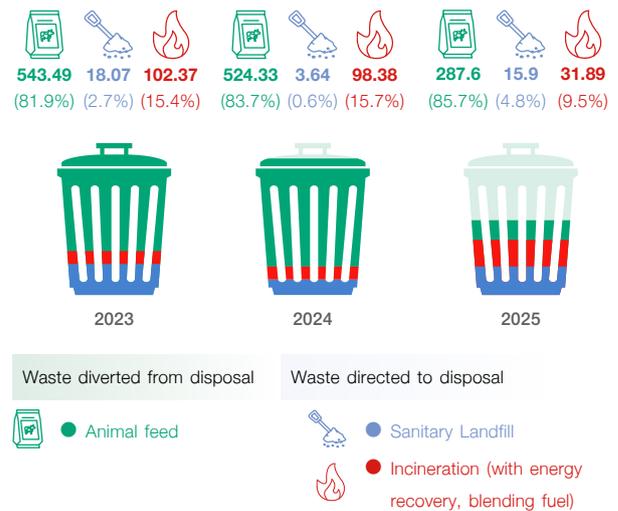
3. Air Pollution Management

The Company prioritizes air quality management in the workplace and surrounding communities, developing a plan to ensure air quality meets standard criteria and exploring ways to improve the system. The Company consistently improves air quality by establishing clear goals and regularly measuring and monitoring air quality to ensure regulatory compliance and stakeholder confidence. This includes implementing eco-friendly measures to ensure that air quality standards are met and continuously improving the Company's air quality control systems.

Air Pollution Control

The Company has a Preventive Maintenance (PM) plan for hood systems installed in various locations, including the boiler. This includes monitoring and inspecting the laboratory's fume hood systems, as well as the cheese pot and boiler once a year to ensure that they can properly filter the air before it is released outside the factory.

Air Quality Monitoring at Factory Chimneys

The Company conducts stack emission monitoring at the factory chimney tips twice a year, as required by law, to assess emissions released into the atmosphere. A certified private analytical laboratory accredited under ISO/IEC 17025 standards is engaged to perform the monitoring in accordance with the Notification of the Ministry of Industry B.E. 2549 (2006) on the permissible levels of chemical contaminants discharged from factories.

The monitoring parameters include:

1.   Total Particulate Matter (TSP)

2.   Sulfur Dioxide (SO_2) and Nitrogen Oxides (NO_x as NO_2)

In 2025, the Company's annual stack emission monitoring at both manufacturing facilities complied with all applicable legal requirements and did not result in any adverse impacts on surrounding communities.

4. Environmental Complaints Management

The Company has established a systematic process for receiving and handling complaints in accordance with ISO 14001:2015 standards, ensuring proper classification and appropriate management of each type of complaint. Various channels are available for stakeholders affected by environmental pollution to report issues directly, enabling the Company to take prompt corrective action. Additionally, the Company compiles and summarizes complaint resolutions for regular reporting and continuous improvement.

(For more information on the complaint management process, please view "Product Safety and Responsibility to Customers and Consumers, page 88-89)

Performance

In 2025, the Company had no incidents of oil or chemical spills affecting the environment and surrounding communities. Additionally, there were no complaints regarding waste management, air pollution, or other environmental pollution from surrounding communities or government agencies.

Climate Change Adaptation and Decarbonization

The Company has recognized the impacts of climate change on the environment, society, politics, and the economy, which inevitably affect the Company's business operation. Therefore, the Company has undertaken an assessment of climate-related risks and opportunities and manages its operations in alignment with the Company's and Thailand's greenhouse gas emission reduction targets.

Policies and Management Approach
Climate Change Governance

The Company has established a framework for greenhouse gas emission reduction and climate change adaptation under the Sustainability Policy. The Corporate Governance and Sustainability Committee provides oversight, guidance, and policy direction to ensure that climate management and greenhouse gas reduction are aligned with the Company's overall sustainability strategy and objectives.

To enhance the agility and effectiveness of climate action, the Chief Executive Officer and Managing Director have appointed a Sustainability and Risk Management Working Team. Comprising senior executives and representatives from relevant departments, the team is responsible for setting targets, formulating action plans, and driving sustainability operations covering climate adaptation, greenhouse gas reduction, energy management, and resource efficiency, in alignment with the Company's Net Zero policy and targets.

In addition, the Company has established an Enterprise Carbon Footprint Management Working Team responsible for compiling the carbon footprint of organization (CFO) data and submitting it annually for certification by the Thailand Greenhouse Gas Management Organization (Public Organization). This ensures that greenhouse gas reporting is accurate, transparent, and consistent with nationally and internationally recognized standards.

From an organizational structure perspective, the Company has established a Corporate Sustainability Division that is directly responsible for driving sustainability and oversight of climate change. The greenhouse gas emission reduction target is one of the key performance indicators (KPIs) for senior executives within this division in order to merge the strategic oversight with operational execution.

At the operational level, the Production Department and the Engineering Department, as well as the Safety, Health and Environment (SHE) Department, are assigned primary responsibility for implementing energy conservation projects, improving resource efficiency, and undertaking environmental investments to reduce greenhouse gas emissions to achieve the Net Zero target.

Climate Change Management

The Company adopts climate change management and greenhouse gas reduction guidelines in accordance with the framework of the Thailand Greenhouse Gas Management Organization (Public Organization). In addition, the Company has reviewed and incorporated relevant disclosure guidelines of the Task Force on Climate-related Financial Disclosures (TCFD), IFRS S2 and the Stock Exchange of Thailand (SET)'s Guidelines on Data Management and Greenhouse Gas Emission Reduction for the Agriculture and Food Industry Sector to ensure alignment with the Company's Net Zero target.

Climate Change Risk Management

The Company has assessed climate change risks based on the Task Force on Climate-Related Financial Disclosures (TCFD) guidelines to identify and evaluate its impacts on operations in all dimensions, analyzing risks and risk likelihood from physical risks, which are natural disasters such as flash floods, storms, infectious diseases in plants and animals, rain bombs, and chronic disasters such as droughts in agricultural or livestock farming areas that may impact key raw materials which affect the Company's performance, business disruption in the production and transportation as well as the tendency of higher production costs of agricultural raw materials. This includes transition risks such as government policies, carbon pricing regulation, and information on climate change impacts, which may lead to reputation risks if targets are not achieved. Additionally, there are opportunities to develop products and packaging with innovations or new technologies. The Company incorporates these risks into its strategic planning to further develop an appropriate mitigation plan.

Mitigation Plans for Climate Change Risks

Risk	Time Frame	Impact	Mitigation Plan
1. Physical Risk			
1.1 Acute risks • Flash floods • Storms or rain bombs	short term 0 - 1 year	Business Disruption in production and transportation & other activities	• Establish a business continuity plan for sudden natural disasters and regularly practice emergency response drills, such as flooding evacuation drills, etc. • Research insurance options that provide coverage for natural disaster
1.2 Chronic risks • Droughts • Inclement Weather	medium term 2 - 5 years	Shortage of fresh water in agricultural or livestock farming areas, affecting raw materials	• Secure alternative raw material sources across multiple continents • Develop product formulas that use reserved raw materials
2. Transition Risk			
2.1 Government policy and GHG emissions regulations	short term 0 - 1 year	Carbon taxes may cause higher production costs and greater difficulty accessing funding sources	• Follow the movements of government policies and new laws • Reduce greenhouse gas emissions in a sustainable manner by increasing the use of renewable energy, optimizing energy processes, enhancing efficiency across production, storage, and transportation, and continuously minimizing waste throughout the value chain.
2.2 Information disclosure on climate change impacts	medium term 2 - 5 years	- Reputation risk if failure to disclose according to standards or regulation or international sustainability assessments. - May not yet be fully or timely disclosed in accordance with the IFRS S2 Climate-Related Disclosures, which will become mandatory under the Securities and Exchange Commission (SEC) requirements in 2029.	• Study relevant international standards, such as IFRS S2, and prepare for their enforcement by adapting internal processes and systems to support compliant data disclosure. • Explore and adopt appropriate technologies to enhance the collection and analysis of greenhouse gas data, ensuring timely and accurate disclosure within the required timeframe.

Risk	Time Frame	Impact	Mitigation Plan
2.3 Costs to transition to lower emissions technology	long term 6 – 10 years	To achieve the Net Zero Emissions target, the Company is required to invest in new technologies, resulting in increased capital expenditure and costs associated with technology and innovation.	• Invest in the expansion of solar roof installation in 2026, with an expansion plan over the next three years. • Study guidelines for using machinery or technology that reduces energy, increases work efficiency, and lowers waste generated from production
3. Opportunity			
3.1 Product and packaging development	short term 0 - 1 year	Customers and consumers value low-carbon products, presenting a market opportunity	• Develop products and packaging using eco-friendly materials to reduce resource use and costs, in accordance with internationally recognized standards, such as ISO 14067-1 (2018) and the GHG Protocol (2001, 2004)[1]
3.2 Production efficiency improvement	medium term 2 - 5 years	Opportunities to sustainably reduce costs and conserve resources through investments aimed at improving electricity and fuel efficiency.	• Plan to improve production efficiency in terms of energy consumption and reduce losses

Disclosure of Greenhouse Gas Emissions

The Company has prepared data to assess the corporate carbon footprint of Thepharak Factory, Bang Phli Factory, the head office, Bang Na Branch, and distribution centers in Chiang Mai, Khon Kaen, and Surat Thani. This assessment covers all 3 scopes of greenhouse gas emissions in accordance with the Greenhouse Gas Emission Accounting and Reporting Standards. Prior to the disclosure of the greenhouse gas emissions, the collected data undergoes a verification process for accuracy by V Green KU Company Limited, a registered verifier certified by the Thailand Greenhouse Gas Management Organization (Public Organization). This process has been conducted annually for each branch since 2022. The Company received the carbon footprint of the organization: CFO certification from the Thailand Greenhouse Gas Management Organization (TGO). This certification is renewed annually. The Company applies the operational control approach to define the organizational boundary for its greenhouse gas inventory by compiling the volume of greenhouse gas emissions and removals occurring under the Company's operational control, excluding overseas operations.

For Scope 3 greenhouse gas emissions, the Company conducted a materiality assessment across all 15 categories and identified five as significant. Emissions data were compiled for these five categories, and corresponding greenhouse gas reduction targets have been established.

In 2024, the Company consolidated greenhouse gas emissions data from all branches into a single corporate-wide emissions account. This approach ensures accurate reporting, reflecting the Company's actual emissions and activities while preventing the double counting of inter-branch operations. The Company's greenhouse gas emission data has been verified by V Green KU Co., Ltd., an independent verification body accredited by the Thailand Greenhouse Gas Management Organization (TGO).

In addition, the Company prepares a Sustainability Report disclosing greenhouse gas emissions information in accordance with GRI. The information is verified and presented to the executive committee for consideration, and the performance results are reported annually to the Corporate Governance and Sustainability Committee for acknowledgment prior to public disclosure.

Remarks: [1]Based on the 'Guidelines for the Calculation and Reporting of Organization Carbon Footprint' published by the Thailand Greenhouse Gas Management Organization (TGO).

Greenhouse Gas Emissions Targets

The Company has established its greenhouse gas emission reduction targets based on a defined baseline year in alignment with the Science Based Targets initiative (SBTi).[1] This science-based approach supports the objectives of the Paris Agreement to limit the increase in global average temperature to well below 2°C and pursue efforts to limit the increase to 1.5°C. The Company utilized the SBTi tool to set near-term and long-term targets covering Scope 1, Scope 2, and Scope 3 emissions.In addition, the Company has set a Net Zero target for 2050, aligning with Thailand's national Net Zero commitment as announced at COP30 on November 19, 2025.

Near-Term Targets (2024-2029):

- Reduce Scope 1 and 2 greenhouse gas emissions by 10% by 2025, using 2024 as the base year.
- Reduce Scope 1 and 2 emissions by 20% and Scope 3 emissions by 15% by 2027, compared to the base year of 2024.

Long-Term Target (2030 and beyond):

- Reduce Scope 1 and Scope 2 greenhouse gas emissions by 42% and Scope 3 emissions by 25% by 2030, compared to the 2024 baseline year.
- Reduce Scope 1, Scope 2, and Scope 3 greenhouse gas emissions by 73% by 2045, compared to the 2024 baseline year.

Net Zero Targets

- Reduce greenhouse gas emissions to net zero by 2050.

Decarbonization Plan and Net Zero Action

The Company has developed a Net Zero Action Plan to support the achievement of its greenhouse gas emission reduction targets in both the short and long term, as follows:

- **Near-Term Plan** The Company focuses on reducing greenhouse gas emissions from its internal operations by prioritizing improvements in electricity and fuel efficiency, increasing the proportion of renewable electricity consumption, and enhancing waste management. A short-term greenhouse gas reduction plan has been developed and submitted to the Stock Exchange of Thailand's JUMP+ program, outlining three key strategies to reduce Scope 1 and Scope 2 emissions:
  1) Energy Consumption Optimization
  2) Process Efficiency Improvement
  3) Renewable Energy

- **Medium- and Long-Term Plans** The Company is currently reviewing its long-term greenhouse gas reduction targets and roadmap toward Net Zero. This review takes into account the changing business context and the Company's growth strategy, particularly as Scope 3 emissions represent the largest share of total emissions. The Company therefore prioritizes the development of strategies to reduce Scope 3 emissions, with a focus on strengthening collaboration with suppliers and stakeholders across the value chain to support the sustainable, long-term achievement of its Net Zero target.

Remarks: [1]The Science Based Targets initiative (SBTi) was established through a collaboration among WWF (World Wide Fund for Nature), CDP (Carbon Disclosure Project), WRI (World Resources Institute), and the UN Global Compact (UNGC).

Performance

Greenhouse Gas Emissions Performance

In 2025, the Company reported total Scope 1 and Scope 2 greenhouse gas (GHG) emissions of 19,688 tCO_2eq, representing a 6.7% reduction from the 2024 base year. Meanwhile, GHG emissions intensity (Scope 1 and 2) per unit of production was 0.51, a 3.9% decrease from the base year. However, this performance did not meet the reduction targets of 10% and 5%, respectively.

Total GHG emissions (Scope 1, 2, and 3) amounted to 133,606 tCO_2eq, an increase of 25% from the 2024 base year. The main source of emissions was Scope 3, accounting for approximately 85% of total emissions. The 29% increase in Scope 3 emissions was primarily driven by the Purchased Goods and Services category, particularly raw materials used in production, which increased by 19% compared with the base year, in line with the Company's sales growth.For Scope 1, GHG emissions increased in line with higher production volumes and sales, mainly due to increased LPG consumption in the production process.

Meanwhile, the Company achieved a significant reduction in Scope 2 emissions through the installation of solar rooftop power generation systems and the continuous implementation of energy efficiency improvement initiatives, resulting in reduced electricity consumption from external sources and lower energy costs.

Greenhouse Gas Emissions

Greenhouse gas emissions[1] (unit: tCO_2eq)

	Total GHG Emissions - Scope 1, 2	Total GHG Emissions - Scope 1, 2, 3	Total GHG emissions intensity (Scope 1, 2)	Total GHG emissions intensity (Scope 1, 2, 3)
2022	**17,679** scope 1 / scope 2 / scope 3 8,147 / 9,532 / 73,830	**91,509**	**0.50**	**2.61**
2023	**16,692** scope 1 / scope 2 / scope 3 6,324 / 10,368 / 79,353	**96,045**	**0.47**	**2.69**
2024	**21,094** scope 1 / scope 2 / scope 3 9,329 / 11,765 / 85,741	**106,835**	**0.54**	**2.71**
2025	**19,688** scope 1 / scope 2 / scope 3 10,151 (7.6%) / 9,537 (7.1%) / 113,918 (85.3%)	**133,606**	**0.51**	**3.49**

Remarks: [1]This excludes the greenhouse gas emissions of subsidiaries. There is a plan to calculate greenhouse gas emissions for subsidiaries in 2026.

Overview of Green Logistics Performance

The Company implemented environmental and supply chain management plans aimed at reducing greenhouse gas emissions by increasing the use of renewable energy, particularly solar energy, and improving supply chain management, especially in transportation and storage, under the concept of Green Logistics in order to support environmental strategies and energy management to reduce greenhouse gases. The projects are as follows:

• Increase Renewable Energy Consumption

Installing solar roof at KCG Logistics Park and distribution centers in Chiang Mai, Surat Thani, and Khon Kaen

- Installed solar roofs at 5 branches with a total installation capacity of 2,358 kW.
- Electricity consumption from the solar roofs: 2,978,652.25 kWh per year.
- Reduced greenhouse gas emissions by 1,489 tCO_2eq.

• Increase EV trucks and Electric Forklifts

Gradually transition to electric forklifts, replacing traditional gas-powered models to reduce greenhouse gas emissions. Additionally, electric forklifts do not produce smoke or exhaust fumes which helps reduce air pollution and enhances employee safety, as there is no need to store fuel, which is a flammable substance that can cause a fire.

- Operate a fully electric fleet of 10 vehicles for product delivery from distribution centers to customers in Bangkok and Chiang Mai, comprising two 6-wheel trucks, six 4-wheel trucks, one 4-door pickup truck, and one car.
- Convert all forklifts at KCG Logistics Park, including warehouses and provincial distribution centers, to electric (lithium battery) models, totaling 62 units.
- Install three electric vehicle charging stations within the KCG Logistics Park area to support fleet operations.

Development of Eco-Friendly Packaging

The Company is increasing the proportion of eco-friendly packaging while maintaining product quality. This is achieved through the modification of packaging materials to more sustainable alternatives, such as replacing non-biodegradable plastics with biodegradable or recyclable materials

In addition, the Company is reducing material consumption by optimizing the size and structural design of cardboard boxes to ensure adequate product protection during transportation. The Company is conducting a feasibility study to reduce the thickness of steel used in canned packaging to minimize material consumption.

Furthermore, the Company plans to transition its plastic film packaging to mono-material structures that are easier to segregate and recycle, along with using clear recycling symbols on packaging. In 2025, more than 66% of the Company's packaging materials are recyclable.

Carton box and Product packaging

Creating a Corporate Culture

The Company communicates and integrates greenhouse gas reduction and environmental stewardship into various employee engagement activities, including the KCG Innovation Contest and KCG Kaizen programs. These projects provide opportunities for employees to propose innovations and process improvements that contribute to greenhouse gas reduction and business value creation without causing adverse environmental impacts, including communication and implementation of the activities.

Environmental awareness campaigns are conducted to encourage all employees to recognize the importance of environmental stewardship and to reduce greenhouse gas emissions.

World Environment Day 2025

Plastic Reduction Campaign

Appendix

- Sustainability Performance Data
- GRI Content Index

Sustainability Performance Data

Governance and Economic Performance

GRI	Indicator	UNIT	2023	2024	2025
Direct Economic Value Generated and Distributed					
201-1	**Revenue**				
	Revenue from sales and services	Million Baht	7,157.0	7,743.4	8,645.5
	Total revenue	Million Baht	7,204.7	7,790.3	8,678.2
	Net profit	Million Baht	305.9	405.8	503.3
	EBITDA	Million Baht	647.4	777.0	907.4
201-1	**Economic Value Distributed**				
	Operating cost	Million Baht	6,738.5	7,205.0	8,004.8
	Employee wage and benefits	Million Baht	896.9	916.8	951.4
	Total amount of investment for community/social development projects or activities	Million Baht	0.8	3.1	3.4
	Payment to government	Million Baht	80.3	105.4	125.5
Supply Chain Management					
308-1, 414-1	New suppliers that were screened using ESG criteria (Social and environment)	%	n/a	100%	100%
308-2, 414-2	Critical suppliers that were screened using ESG criteria (Social and environment)	%	n/a	100%	100%
414-1	Proportion of critical suppliers that have signed to comply with the supplier code of conduct	%	n/a	100%	100%
414-2	Proportion of critical suppliers that have signed to comply with the supplier code of conduct	%	n/a	100%	100%
	Support for Sustainable Palm Oil				
	Certified palm oil as a percentage of total palm oil sourced	%	1.3%	1.6%	2.5%
	Timeframes set to move to 100% sustainable palm oil sourcing[1]		2030	2030	2030
	Support for Sustainable Seafood				
	Certificates for responsible or sustainable seafood as a percentage of total seafood sourced	%	n/a	n/a	n/a
Compliance with Standards, Regulations, and Laws					
416-2, 416-3, 417-2, 417-3	Number of cases or incidents of violations of laws and regulation related to products, services, and marketing communications	Case	0	0	0
	Number of cases or incidents of violations of laws and regulations - Environment	Case	0	0	0
	Number of cases or incidents of violations of laws and regulations - Labor and human rights	Case	0	0	0
2-27	Number of cases or incidents of violations of laws and regulations - Safety Management	Case	0	0	0
413-2	Number of cases or incidents of violations of laws and regulations - Community	Case	0	0	0
418-1	Number of cases of incidents of privacy data breaches or leaks.	Case	0	0	0

GRI	Indicator	UNIT	2023	2024	2025
Innovation Management					
-	**Innovation Products**	Million Baht	**451.1**	**569.0**	**637.8**
	Revenue from New innovative Products	Million Baht	**248.5**	**369.6**	**396.4**
	Revenue from Health and Nutrition Promotion Products	Million Baht	**202.6**	**199.4**	**241.4**
	Health and nutrition promotion products for consumers in high-risk groups, such as low-sodium products, sugar-free products, and products without trans fats, etc.	Million Baht	44.3	41.7	83.3
	Health and nutrition promotion products for consumers who want to increase their nutrients, such as vitamin supplements, fiber, minerals, etc.	Million Baht	158.3	157.7	158.1
	Proportion of revenue from innovative products to total sales	%	6.3%	7.3%	7.4%
	Research, Development and Innovation Expenses	Million Baht	**39.6**	**47.7**	**48.6**

Remarks

[1] For the target timeframe, it will be reviewed based on the company's context and the appropriateness of palm oil usage.

Social Performance

GRI	Indicator	UNIT	2023 Female	2023 Male	2024 Female	2024 Male	2025 Female	2025 Male
Employees								
2-7	**Total employee**	person	**1,966**		**1,818**		**1,709**	
		person	1,301	665	1,131	687	1,073	636
		%	66%	34%	62%	38%	63%	37%
	Total employee by pay structure							
	Monthly employee	person	1,248		1,259		1,236	
		%	63%		69%		72%	
	Daily employee	person	718		559		473	
		%	37%		31%		28%	
	Total employee by plant							
	Head Office	person	556	234	505	291	521	286
	Bang Na	person	5	6	3	4	2	3
	Bang Phli	person	457	201	368	183	331	153
	Theparak	person	232	148	213	149	187	147
	Chiang Mai	person	14	23	12	13	11	11
	Khon Kaen	person	14	24	13	22	12	21
	Surat Thani	person	14	23	11	22	9	15
	Indoguna[1]	person	9	6	6	3	0	0
2-7	**Total employee by area**							
	Bangkok Metropolitan Region	person	1,854		1,725		1,630	
		person	1,259	595	1,095	630	1,041	589
	North	person	37		25		22	
		person	14	23	12	13	11	11
	Northeastern	person	38		35		33	
		person	14	24	13	22	12	21
	South	person	37		33		24	
		person	14	23	11	22	9	15
	Total employee by nationality							
	Thai	person	1,301	657	1,131	679	1,073	631
	Other	person	0	8	0	8	0	5
	- Singaporian	person	0	1	0	1	0	1
	- Myanmar	person	0	7	0	7	0	4
2-8	**Total workers who are not employees[2]**	person	**n/a**		**n/a**		**403**	
		person	n/a	n/a	n/a	n/a	295	108
		%	n/a	n/a	n/a	n/a	73%	27%

GRI	Indicator	UNIT	2023		2024		2025	
			Female	Male	Female	Male	Female	Male
405-1	**Total employee by age group**							
	<30 years	person	532		422		337	
		person	356	176	268	154	205	132
		%	18%	9%	15%	8%	12%	8%
	30-50 years	person	1,281		1,230		1,200	
		person	851	430	765	465	762	438
		%	43%	22%	42%	26%	45%	26%
	>50 years	person	153		166		172	
		person	94	59	98	68	106	66
		%	5%	3%	5%	4%	6%	4%
	Total employee by employee category (level)							
	Operation	person	1,593		1,420		1,447	
		person	1,040	553	879	541	906	541
		%	53%	28%	48%	30%	53%	32%
	Management[3]	person	367		390		255	
		person	260	107	251	139	166	89
		%	13%	5%	14%	8%	10%	5%
	Executive[4]	person	6		8		7	
		person	1	5	1	7	1	6
		%	0.1%	0.3%	0.1%	0.4%	0.1%	0.4%
202-2	Percentage of management up positions held by local nationals (Thai nationality)	%	99.7%		99.8%		99.6%	
404-1	**New Employee**							
	New employee	person	681		331		152	
		person	433	248	177	154	94	58
	New hire rate	% of total employees	34.6%		18.2%		8.9%	
			22.0%	12.6%	9.7%	8.5%	5.5%	3.4%
405-1	**People with Disability**							
	People with disability	person	1		1		1	
		person	0	1	0	1	0	1
	The ratio of people with disability to the total number of employees	% to total employees	0.05%		0.06%		0.06%	
401-1	**Employee Turnover**							
	Total employee turnover	person	650		462		236	
		person	416	234	273	189	137	99

GRI	Indicator	UNIT	2023		2024		2025	
			Female	Male	Female	Male	Female	Male
	Employee turnover rate	% of total employees	33.1%		25.4%		13.8%	
			21.2%	11.9%	15.0%	10.4%	8.0%	5.8%
	Voluntary employee turnover rate	% of total employees	33.1%		25.4%		13.8%	
			21.2%	11.9%	15.0%	10.4%	8.0%	5.8%
	Voluntary employee turnover rate by pay structure							
	Monthly employee	% of total employees	13.5%		14.4%		9.0%	
			8.0%	5.5%	8.7%	5.7%	4.7%	4.3%
	Daily employee	% of total employees	19.5%		11.0%		4.8%	
			13.1%	6.4%	6.3%	4.7%	3.3%	1.5%
401-3	**Parental Leave**							
	Number of employees entitled to parental leave	person	1,301		1,131		1,073	
	Number of employees taking parental leave	person	28		19		28	
	Number of employees returning to work after parental leave	person	22		16		28	
	Employee retuning to work retention rate	%	79%		84%		100%	
Diversity and equal opportunity								
405	Ratio of women in workforce	% of total employees	66.2%		62.2%		62.8%	
	Ratio of women in operation positions	% of total operation	65.3%		61.9%		62.6%	
	Ratio of women in management positions	% of total management	70.8%		64.4%		65.1%	
	Ratio of women in executive positions	% of total executives	16.7%		12.5%		14.3%	
	Number of women on Board of Directors	person	2		2		2	
	Ratio of women on Board of Directors	%	17%		17%		17%	
405-2	**Ratio salary and remuneration**							
	Total salary and remuneration	Million Baht	**896.86**		**916.76**		**951.45**	
		Million Baht	489.82	407.05	496.12	420.63	519.86	431.58
	Ratio of salary and remuneration of female to male	Female : Male		0.62		0.72		0.71
	Ratio of salary and remuneration of executive to total expense	%	6.7%		7.3%		7.3%	
	Employee Provident Fund							
	Number of employees who are members of the Employee Provident Fund	person	1,678		1,605		1,469	
	The proportion of employees who are members of the Employee provident fund to total employees	%	85.4%		88.3%		86.0%	
	The amount of money the company contributes to the provident fund	THB	31,270,000.28		32,045,163.32		32,969,817.86	

GRI	Indicator	UNIT	2023		2024		2025	
			Female	Male	Female	Male	Female	Male
Training and development								
404-1	**Total training hour**	**hour**		**19,416**		**29,229**		**35,506**
	Total training hour by employee category							
	Operation	hour	7,305	3,226	10,298	4,998	17,052	8,540
	Management up	hour	5,382	3,503	8,751	5,182	6,626	3,288
	Average training hour per person	**hour/person/ year**	**9.9**		**16.1**		**20.8**	
	Average training hour by gender[5]	hour/person/ year	9.8	10.1	16.8	14.8	22.1	18.6
	Average training hour by employee category[5]							
	Operation	hour/person/ year	6.6		10.8		17.7	
		hour/person/ year	7.0	5.8	11.7	9.2	18.8	15.8
	Management up	hour/person/ year	23.8		35.0		37.8	
		hour/person/ year	20.6	31.3	34.7	35.5	39.7	34.6
	Total investment on employee training	THB	4,070,928.20		3,249,976.74		3,980,867.57	
	Average spent of training	THB/peron/ year	2,070.67		1,787.67		2,329.35	
-	**Employee Engagement**							
	Employee engagement target[6]	%	80%		75%		75%	
	Employee engagement result	%	75.31%		78.40%		73.20%	
	Survey response rate	%	85.35%		94.06%		87.40%	
	Data coverage	%	100%		100%		100%	

Remarks

[1] As of 31 December 2025, the Company completed the transfer of employees from its subsidiary to the Company's employment.

[2] The Company reports its total workforce as the average number of employees throughout the year and, for the first time in 2025, discloses the number of workers who are not employees, covering all of the Company's operating sites. There were no seasonal fluctuations in the number of employees or workers who are not employees.

[3] Management-level include those at the department manager level and Specialist Level 3 up to Senior Vice President level.

[4] Executives level refer to executives holding positions from Chief-level (C-level) to Chief Executive Officer (CEO).

[5] The Company has reviewed the criteria for calculating the average training hours by gender and position level, and has accordingly updated the reported data to ensure consistency with the revised methodology.

[6] The target of employee engagement 2024 was adjusted due to changes in the criteria for assessing the Company's employee engagement.

GRI	Indicator	UNIT	2023	2024	2025
Occupational Health and Safety					
403-9	**Total Working Hour**				
	Employee	hour	5,555,996.00	5,504,929.00	5,483,659.26
	Contractor	hour	n/a	n/a	n/a
	Fatalies as a result of work-related injury				
	Employee	person	0	0	0
	Contractor	person	0	0	0
	Lost-time injury frequency rate: LTIFR				
	Employee	person	26	23	13
		case/ 1 million working hours	5.9	6.19	2.37
	Contractor	person	1	0	0
		case/ 1 million working hours	n/a	n/a	n/a
403-10	**Work-Related Illnesses**				
	Occupational Illness Frequency Rate: OIFR				
	Employee	person	0	0	0
	Contractor	person	0	0	0
	Data coverage	%	100%	100%	100%

GRI	Indicator	UNIT	2023	2024	2025
Customer and Consumer Responsibility					
416	**Customer Health and Safety**				
	Customer satisfaction target[1]	%	80%	75%	80%
	Customer satisfaction result	%	85%	72%	80%
417-1	**Marketing and Labeling**				
	Percentage of products with nutrition labeling	%	100%	100%	100%
Corporate Social Responsibility					
413-1	**Local Communities**				
	Number of disputes with communities/society	case	0	0	0
	Total amount of investment for community/ social development projects or activities	Million Baht	0.8	3.1	3.4
	Donation	Million Baht	0.8	2.5	1.0
	Investment in community/social development projects or activities	Million Baht	0	0.6	2.4

Remarks:

[1] There has been a revision to the customer satisfaction target due to changes in the evaluation criteria and methodology implemented in 2024.

Environmental Performance

GRI	Indicator	UNIT	2023	2024	2025
Material					
301-1	**Total Raw Material Used[1]**	ton	**55,843.20**	**55,841.90**	**63,472.58**
	Renewable material	ton	47,764.11	47,398.13	56,509.26
	Non renewable material	ton	8,079.08	8,443.77	6,963.32
Product Sales					
2-6	**Sales Volume**				
	Total sales volume	ton	46,797.01	50,887.47	57,733.33
Energy					
302-1	**Energy Consumption Within The Organization**				
	Total Energy Consumed	kWh	**48,605,338.38**	**50,222,848.90**	**49,196,600.43**
		MJ	**174,979,218.18**	**180,802,256.05**	**177,107,761.55**
	Total non-renewable energy comsumption	kWh	**47,028,789.10**	**48,325,755.07**	**44,675,266.18**
		MJ	**169,303,640.77**	**173,972,718.27**	**160,830,958.25**
	Total electricity consumption	kWh	21,851,359.37	23,827,098.28	20,287,072.00
		MJ	78,664,893.73	85,777,553.81	73,033,459.20
	Total energy consumption	MJ	90,638,747.04	88,195,164.46	87,797,499.05
	Diesel	MJ	26,442,279.56	19,969,936.41	15,239,723.78
	Gasoline	MJ	2,815,757.88	3,031,928.83	3,786,526.06
	LPG	MJ	61,379,502.87	65,192,914.24	68,771,249.21
	NGV	MJ	1,206.73	384.98	0.00
	Total renewable energy comsumption	kWh	**1,576,549.28**	**1,897,093.83**	**4,521,334.25**
		MJ	**5,675,577.41**	**6,829,537.79**	**16,276,803.30**
	Solar energy	kWh	1,576,549.28	1,897,093.83	4,521,334.25
		MJ	5,675,577.41	6,829,537.79	16,276,803.30
	Total energy sold	MJ	0.00	0.00	0.00
302-2	**Energy Consumption Outside The Organization**				
	Energy consumption outside the organization	MJ	0.00	0.00	0.00
302-3	**Energy Intensity**				
	Total Energy Intensity	kWh/ton	**1,360.74**	**1,275.22**	**1,286.76**
		MJ/ ton	**4,898.65**	**4,590.78**	**4,632.33**
	Electricity intensity	kWh/ton	655.88	653.17	648.87
		MJ/ ton	2,361.16	2,351.40	2,335.95
	Fuel intensity	kWh/ton	704.86	622.05	637.88
		MJ/ ton	2,537.49	2,239.38	2,296.38
	Proportion renewable energy per total energy comsuption	%	11.7%	13.6%	33.1%
	Proportion renewable energy per total electricity comsuption	%	6.7%	7.4%	18.2%

GRI	Indicator	UNIT	2023	2024	2025
-	**Total production**	**ton**	**35,719.90**	**39,383.81**	**38,232.98**
	Total cost of energy consumption	**THB**	**158,444,151.88**	**154,057,564.77**	**134,656,438.95**
	Total electricity expense	THB	102,313,572.15	102,856,102.86	84,688,297.77
	Total fuel expense	THB	56,130,579.73	51,201,461.91	49,968,141.18
	Total electricity consumption target	kWh	n/a	0.5% reduction in intensity	0.5% reduction in intensity
	Data Coverage	%	100%	100%	100%

Remarks

[1] The quantities of each type of raw material have changed, as in 2025 the Company reviewed and reclassified renewable and non-renewable raw materials to more accurately reflect the characteristics of each category.

GRI	Indicator	UNIT	2023	2024	2025
Water Management[1]					
303-3	**Water Withdrawal**				
	Total Water Withdrawal From All Areas By Source	m³	**276,543.30**	**228,015.00**	**209,107.00**
	Third-Party water	m³	274,840.30	224,861.00	206,262.00
	Ground water	m³	1,703.00	3,154.00	2,845.00
	Surface water	m³	0.00	0.00	0.00
	Seawater / Ocean	m³	0.00	0.00	0.00
	Produced Water	m³	0.00	0.00	0.00
	Other Sources[2]	m³	0.00	0.00	0.00
	Total Water Withdrawal From All Areas By Categories	m³	**276,543.30**	**228,015.00**	**209,107.00**
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	m³	276,543.30	228,015.00	209,107.00
	Other water (>1,000 mg/L Total Dissolved Solids)	m³	0.00	0.00	0.00
	Total Water Withdrawal From Water Stressed Regions	m³	**273,394.63**	**223,568.00**	**204,788.00**
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	m³	273,394.63	223,568.00	204,788.00
	Other water (>1,000 mg/L Total Dissolved Solids)	m³	0.00	0.00	0.00

GRI	Indicator	UNIT	2023	2024	2025
303-4	**Water Discharge**				
	Total Water Discharge By Destination	m^3	**22,262.64**	**13,596.00**	**12,177.60**
	Wastewater discharged to a third party for treatment (Off-site water treatment)	m^3	22,262.64	13,596.00	12,177.60
	Surface water	m^3	0.00	0.00	0.00
	Ground water	m^3	0.00	0.00	0.00
	Seawater / Ocean	m^3	0.00	0.00	0.00
	Subsurface / Well Water	m^3	0.00	0.00	0.00
	Beneficial / Other use	m^3	0.00	0.00	0.00
	Total Water Withdrawal From Water Stressed Regions	m^3	**19,743.70**	**10,038.40**	**9,438.40**
	Water withdrawal (≤1,000 mg/L Total Dissolved Solids)	m^3	19,743.70	10,038.40	9,438.40
	Other water (>1,000 mg/L Total Dissolved Solids)	m^3	0.00	0.00	0.00
303-4-d	**Waste Discharge Quality[3]**				
	Acidity and alkalinity (pH)	-	7.90	7.93	7.97
	BOD	mg/l	4.90	3.33	<2.0
	COD	mg/l	43.50	33.97	<25
	TSS	mg/l	23.50	12.90	7.00
	TDS	mg/l	816.80	844.00	201.33
	TKN	mg/l	4.30	2.67	0.83
	Oil & Grease	mg/l	3.10	3.03	<3
303-5	**Water Consumption**				
	Total Water Consumption For All Areas	m^3	**254,280.66**	**214,419.00**	**196,929.40**
	Total Water Consumption in water stressed regions	m^3	253,650.93	213,529.60	195,349.60
	Total Net Water Consumption	m^3	254,280.66	214,419.00	196,929.40
	Water Consumption Intensity	m^3 / ton	7.12	5.44	5.15
	Water Consumption Intensity Target	m^3 / ton		0.5% reduction in intensity	3% reduction in intensity
	Water Consumption Intensity Target at the specific sites impacted by water stress	m^3 / ton			3% reduction in intensity
-	**Water Expense**	THB	**4,771,129.48**	**3,892,242.71**	**3,599,445.23**
	Third-Party Water Expense	THB	4,766,791.22	3,883,456.00	3,594,326.47
	Other Water Expense (Ground water)	THB	4,338.26	8,786.71	5,118.76
	Data Coverage	%	100%	100%	100%

Remarks

[1] Including the company and its subsidiaries

[2] Other sources: Used quarry water, External wastewater, Harvested rainwater. The company doesn't use any water from the other sources.

[3] The results of the waste water inspection are the results of the treatment ponds of the Thepharak and Bangplee factories which are the annual average values from the monthly water quality analysis. However, both factories do not discharge wastewater into the public.

GRI	Indicator	UNIT	2023	2024	2025
Waste Management					
306-3	**Total Waste Generated[1]**				
	Total Waste Generated by Category	ton	**3,120.7**	**3,193.5**	**2,912.8**
	Total hazardous waste	ton	7.7	6.3	3.5
	Total non-hazardous waste	ton	3,113.0	3,187.2	2,909.3
	Total waste per ton production	ton per ton production	0.087	0.081	0.076
306-4	**Waste Diverted From Disposal[1]**	ton	**2,617.82**	**2,674.63**	**2,448.57**
	Hazardous Waste Diverted From Disposal	ton	**0.76**	**0.98**	**0.53**
	Preparation for reuse	ton	**0.00**	**0.00**	**0.00**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	0.00	0.00	0.00
	Recycling	ton	**0.76**	**0.98**	**0.53**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	0.76	0.98	0.53
	Other recovery operations	ton	**0.00**	**0.00**	**0.00**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	0.00	0.00	0.00
	Non-Hazardous Waste Diverted From Disposal	ton	**2,617.06**	**2,673.65**	**2,448.04**
	Preparation for reuse	ton	**0.00**	**0.00**	**0.00**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	0.00	0.00	0.00
	Recycling	ton	**1,027.81**	**1,072.68**	**881.78**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	1,027.81	1,072.68	881.78
	- Recycling	ton	484.32	545.92	594.17
	- Animal Feed	ton	543.49	526.76	287.61
	Compost	ton	**1,589.25**	**1,600.97**	**1,566.26**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	1,589.25	1,600.97	1,566.26

GRI	Indicator	UNIT	2023	2024	2025
306-5	**Waste Directed To Disposal**	ton	**502.90**	**518.88**	**464.23**
	Hazardous Waste Directed To Disposal	ton	**6.97**	**5.33**	**2.94**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	6.97	5.33	2.94
	- Incineration (Incineration with energy recovery, blending fuel)	ton	5.75	3.70	2.41
	- Incineration (without energy recovery)	ton	0.00	0.00	0.00
	- Secure landfill	ton	1.22	1.62	0.53
	Non-Hazardous Waste Directed To Disposal	ton	**495.93**	**513.55**	**461.29**
	Onsite	ton	0.00	0.00	0.00
	Offsite	ton	495.93	513.55	461.29
	- Incineration (Incineration with energy recovery, blending fuel)	ton	445.83	428.60	388.93
	- Incineration (without energy recovery)	ton	0.00	0.00	0.00
	- Sanitary landfill	ton	50.11	84.95	72.37
	Food waste[1]				
	Food waste from source	ton	**663.92**	**626.36**	**335.48**
	Production line	ton	620.09	586.52	301.12
	General waste	ton	43.83	39.83	34.36
	Food Waste From Waste Management	ton	**663.92**	**626.36**	**335.48**
	Compost	ton	0.00	0.00	0.00
	Sanitary landfill	ton	18.07	3.64	15.98
	Incineration (with energy recovery, blending fuel)	ton	102.37	98.38	31.89
	Animal feed	ton	543.49	524.33	287.61
	Waste Intensity				
	Total Waste Intensity	kg/ton	87.37	81.09	76.19
	Food Waste Intensity	kg/ton	18.59	15.90	8.77
	Total waste intensity reduction target	%		5%	5%
306-3	**Spill[2]**				
	Number of significant oil and chemical spills (leading to impacts to external party or environment)	case	0	0	0
	Volume of significant oil and chemical spill	Litre	0	0	0

Remarks

[1] Including the company only

[2] Including the company and its subsidiaries

GRI	Indicator	UNIT	2023	2024	2025
Greenhouse Gases Emission (GHG)[1,2]					
305-1	**Total Direct GHG Emissions (Scope 1)**				
	Direct GHG emissions - Scope 1	tCO_2eq	6,324.00	9,329.00	10,151.00
	- Methane (CH_4)	tCO_2eq	n/a	156.29	158.08
	- Nitrous Oxide (N_2O)	tCO_2eq	n/a	38.75	37.35
	- Hydrofluorocarbons (HFCs)	tCO_2eq	n/a	2,536.41	3,649.25
	Total biogenic CO2 emissions	tCO_2eq	n/a	7,538.00	7,845.00
305-2	**Indirect GHG Emissions (Scope 2)**				
	Total Indirect GHG Emission - Scope 2 GHG emissions	tCO_2eq	10,368.00	11,765.00	9,537.00
305-3	**Other indirect GHG emissions (Scope 3)**				
	Other indirect GHG emissions (Scope 3)	tCO_2eq	79,353.00	85,741.00	113,918.00
	Upstream Emission Categories				
	Purchased Goods and Services	tCO_2eq	n/a	80,100.18	104,800.56
	Capital Goods	tCO_2eq	n/a	0.00	0.00
	Fuel- and Energy-Related Activities	tCO_2eq	n/a	3,801.00	3,121.10
	Upstream transportation and distribution	tCO_2eq	n/a	2,749.64	3,984.60
	Waste generated in operations	tCO_2eq	n/a	150.68	153.57
	Business travel	tCO_2eq	n/a	0.00	0.00
	Employee commuting	tCO_2eq	n/a	0.00	0.00
	Other (Upstream)	tCO_2eq	n/a	0.00	0.00
	Downstream Emission Categories				
	Downstream Transportation and Distribution	tCO2eq	n/a	1,673.79	1,857.62
	Processing of Sold Products	tCO2eq	n/a	0.00	0.00
	Use of Sold Products	tCO2eq	n/a	0.00	0.00
	End-of-Life Treatment of Sold Products	tCO2eq	n/a	0.00	0.00
	Downstream Leased Assets	tCO2eq	n/a	0.00	0.00
	Franchises	tCO2eq	n/a	0.00	0.00
	Investments	tCO2eq	n/a	0.00	0.00
	Other (Downstream)	tCO2eq	n/a	0.00	0.00
305-1, 305-2	**GHG Emission Scope 1,2**	tCO2eq	16,692	21,094	19,688
	GHG Emission Intensity (Scope 1 & 2)	tCO2eq	0.47	0.54	0.51
305-4	**GHG emission Scope 1,2, 3**	tCO2eq	96,045	106,835	133,606
	GHG emission intensity (Scope 1, 2, 3)	tCO2eq	2.69	2.71	3.49
	Scope 3 category covered	Category	5.00	5.00	5.00
	Percentage of emissions covered by target - Scope 3	%	33%	33%	33%

Remarks

[1] For Organisational Boundary, the company applied the operational control approach for calculating and reporting greenhouse gas (GHG) emissions. For the reporting years 2023–2025, the disclosure covers only the company and does not yet include subsidiaries.

[2] In 2025, the Company revised its greenhouse gas emissions calculation approach by consolidating all branches under a single certification, in order to prevent double counting of greenhouse gas emissions.

[3] For Scope 3 greenhouse gas emissions, the Company assesses and reports only the most material categories—5 out of the total 15 categories.

GRI content index

Statement of use	KCG Corporation Public Company Limited has reported in accordance with the GRI Standards for the period of 1 January 2025 to 31 December 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

Remark: "AR" refers to the KCG 56-1 One Report 2025 (Annual Report 2025).

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	14 - 18	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	13				
	2-3 Reporting period, frequency and contact point	13				
	2-4 Restatements of information	There are no restatements of information in this report.				
	2-5 External assurance	External assurance was not sought for this report as a whole. KCG sought and received external assurance from a third party with respect to certain emissions.				
	2-6 Activities, value chain and other business relationships	18, 22				
	2-7 Employees	96 - 106, 147 - 150				
	2-8 Workers who are not employees	147				
	2-9 Governance structure and composition	39 - 40				
	2-10 Nomination and selection of the highest governance body	AR84 - 86, 123 - 126				
	2-11 Chair of the highest governance body	39 - 40				
	2-12 Role of the highest governance body in overseeing the management of impacts	20 - 21, 39 - 40				
	2-13 Delegation of responsibility for managing impacts	20 - 21, 28				
	2-14 Role of the highest governance body in sustainability reporting	20 - 21, 28				
	2-15 Conflicts of interest	AR 89 - 90				
	2-16 Communication of critical concerns	AR 95 - 96, 98				
	2-17 Collective knowledge of the highest governance body	AR 86, 104 - 105				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-18 Evaluation of the performance of the highest governance body	AR 127 - 129				
	2-19 Remuneration policies	AR 86 - 87, 117 - 118				
	2-20 Process to determine remuneration	AR 127 - 133				
	2-21 Annual total compensation ratio	AR 121	a, b, c	Confidentiality constraints	CEO compensation is confidential.	
	2-22 Statement on sustainable development strategy	8 - 9				
	2-23 Policy commitments	20, 91 - 95				
	2-24 Embedding policy commitments	40 - 42, 91 - 95				
	2-25 Processes to remediate negative impacts	91 - 95				
	2-26 Mechanisms for seeking advice and raising concerns	23 - 26, 44				
	2-27 Compliance with laws and regulations	45, 145				
	2-28 Membership associations	18				
	2-29 Approach to stakeholder engagement	23 - 26				
	2-30 Collective bargaining agreements	-	a, b	Not applicable	None of our employees are covered by collective bargaining agreements	

Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	27 - 28	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	28 - 31				

Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	17, 32 - 35				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12, 145 - 146				
	201-2 Financial implications and other risks and opportunities due to climate change	137 - 140	a-iii	Information unavailable/ incomplete		
	201-3 Defined benefit plan obligations and other retirement plans	98, 149				
	201-4 Financial assistance received from government	AR 38				

Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	32 - 35				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	148				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	42 - 44				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	42 - 44				
	205-2 Communication and training about anti-corruption policies and procedures	42 - 44				
	205-3 Confirmed incidents of corruption and actions taken	45				
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	17 - 18				
GRI 207: Tax 2019	207-1 Approach to tax	17 - 18				
	207-2 Tax governance, control, and risk management	17 - 18				
	207-3 Stakeholder engagement and management of concerns related to tax	17 - 18				
	207-4 Country-by-country reporting	-		Not applicable		
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	67, 71				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	152				
	301-2 Recycled input materials used	142	Percentage of recycled input materials	Information unavailable/ incomplete	The information is partially disclosed as the Company is in the process of expanding data collection to cover additional material categories.	
	301-3 Reclaimed products and their packaging materials	-		Information unavailable/ incomplete		
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 122 - 126				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	123 - 126, 152 - 153				
	302-2 Energy consumption outside of the organization	-	a, b, c	Not applicable		
	302-3 Energy intensity	152 - 153				
	302-4 Reduction of energy consumption	122 - 126				
	302-5 Reductions in energy requirements of products and services	-		Information unavailable/ incomplete		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 126 - 130				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	126 - 130, 153 - 155				
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GRI 3: Material Topics 2021	3-3 Management of material topics	31, 137 - 143				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	141, 157				
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	305-3 Other indirect (Scope 3) GHG emissions	141, 157				
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	305-5 Reduction of GHG emissions	137 - 143				
	305-6 Emissions of ozone-depleting substances (ODS)	-		Information unavailable/ incomplete		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	156				
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GRI 3: Material Topics 2021	3-3 Management of material topics	31, 131 - 136				
GRI 306: Effluents and Waste 2016	306-3 Significant spills	156				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 131 - 136				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	131 - 136, 155 - 156				
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	30, 67 - 74				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	67 - 72				
	308-2 Negative environmental impacts in the supply chain and actions taken	67 - 74				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 91 - 106				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	97, 147 - 150				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	149				
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Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 91 - 106				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	105 - 106				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 107 - 113				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	107				
	403-2 Hazard identification, risk assessment, and incident investigation	107 - 108				
	403-3 Occupational health services	101 - 103, 107 - 113				
	403-4 Worker participation, consultation, and communication on occupational health and safety	101 - 103, 107 - 113				
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	403-6 Promotion of worker health	101 - 103,113				
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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Training and education						
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	101, 150				
	404-2 Programs for upgrading employee skills and transition assistance programs	98 - 101				
	404-3 Percentage of employees receiving regular performance and career development reviews	98 - 101, 150				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 96 - 106				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	149				
	405-2 Ratio of basic salary and remuneration of women to men	149				
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GRI 3: Material Topics 2021	3-3 Management of material topics	31, 91 - 95				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	95, 145				
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 91 - 95				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	91 - 95, 145				
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 91 - 95				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	91 - 95, 145				
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	31, 114 - 119				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	26, 114 - 119				
	413-2 Operations with significant actual and potential negative impacts on local communities	26, 31,114 - 119, 136, 145				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	30, 67 - 74				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	67 - 72				
	414-2 Negative social impacts in the supply chain and actions taken	67 - 74				
Customer health and safety						
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GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	64 - 66, 81 - 90				
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GRI 3: Material Topics 2021	3-3 Management of material topics	30, 81 - 90				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	24, 86 - 90				
	417-2 Incidents of non-compliance concerning product and service information and labeling	145, 151				
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KCG Sustainability Operation

and Sustainability Report 2025 Survey

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