



BETAGRO

SUSTAINABLE *life*



SUSTAINABLE FOOD THROUGH **BETTER ACTIONS**



Sustainability
Report **2024**

BETAGRO PUBLIC COMPANY LIMITED

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Message from the CEO & President



“Betagro is determined to drive important matters for food stability and sustainability development under the concept of ‘Sustainable Food Through Better Actions’. These actions are carried out continuously with clear directions and goals through the synergy of people in the organization in order to create changes and to be a part of the Company’s sustainability strategy drive.”



Currently, the world is encountering various rapidly changing challenges including severe climate change, emerging infectious diseases, technology that changes business operation, consumer behavior, unstable global economy affecting the current food production system and future food stability. Betagro, as a leading international integrated food and agro-industry business operator, has always given priority to sustainability development. This reflects in the Company's intent to increase everyone's life value with better food in order to create food stability and sustainable growth for all stakeholders in the entire supply chain which will eventually lead to future sustainable good quality of life.

In 2024, Betagro was determined to drive important matters for food stability and sustainability development under the concept of 'Sustainable Food Through Better Actions' with clear directions and goals through its operation based on the following 5 strategies which were in line with the SDGs:

1) Food Quality and Safety: Betagro gave priority and attention to all production processes in order to deliver food with the highest quality, cleanliness and safety supported by continued research and development. At the same time, the Company networked with public and private organizations as well as educational institutes, resulting in a sustainable food safety quality network.

2) Climate Change: Betagro paid close attention to the climate change which impacted communities, societies and the whole world. It continued to utilize renewable energy, reduce energy consumption and use resources wisely.

3) Sustainable Packaging: Betagro continued to improve and develop eco-friendly packaging to play a part in taking care of our environment. It designed, improved and developed packaging as well as reduced the use of packaging for maximum benefits.

4) Occupational Health and Safety: As employees are invaluable resources, Betagro ensured that its employees experienced good work life quality in a safe workplace with a safe production process aiming at Zero Incident.

5) Community Development: With the belief that its business will grow sustainably only if communities and societies grow simultaneously, Betagro was committed to developing communities continuously, holistically and concretely covering the areas of economy, health, environment, society and education.

In addition to the 5 strategies above, Betagro put priority to all related operation matters based on the SDGs and ESG international principles through the synergy of people in the organization to create changes and to be a part of the Company's sustainability strategy drive.

Vasit Taepaisitphongse
Chief Executive Officer and President
Betagro Public Company Limited



Awards of Pride



On 16 December 2024, Betagro was selected by the Stock Exchange of Thailand to be on the list of sustainable shares in agro & food industry at the AAA level.

On 27 August 2024, Betagro's sustainability performance evaluation scoring was adjusted from "BB" to "BBB" by Morgan Stanley Capital International (MSCI).



On 28 October 2024, Betagro's corporate governance performance evaluation scoring was adjusted from "4 stars" to "5 stars" (Excellent CG Scoring) by the Thai Institute of Directors.

On 30 June 2024, Betagro was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC).





Awards of Pride

Corporate Governance and Economic



Thai Private Sector Collective Action Against Corruption Certificate

On 13 November 2024, Betagro Public Co., Ltd. was awarded the Thai Private Sector Collective Action Against Corruption (CAC) Certificate by the Thai Institute of Directors (IOD). This award reflected the Company's determination to operate its business with good governance, honesty, transparency and anti-corruption in every format, based on the philosophy of "righteousness comes before profit", passed on from generation to generation.



THAIFEX - Anuga Taste Innovation Show 2024 Award

On 25 May 2024, Betagro Public Co., Ltd. was awarded the THAIFEX - Anuga Taste Innovation Show 2024 during the THAIFEX - Anuga Asia 2024 event. The award was based on the Company's Thai food series called "Rice and Green Curry with Beef from Vegetables" under the brand of Mealty, a premium plant-based protein in the ready-to-eat format, future food innovation.



Health & Wellness Initiative of the Year and Consumer Goods of the Year (Ready-to-eat Meals) Award

On 19 November 2024, Betagro Public Co., Ltd. received 2 awards from an international arena – FMCG Asia Awards 2024 in Singapore. The 2 awards were Health & Wellness Initiative of the Year under the brand of S-Pure and Consumer Goods of the Year (Ready-to-eat Meals) – Singapore. The awards reflected the Company's determination to become Thailand's leading integrated food manufacturer committed to developing quality of life with better food for everyone's sustainable life.



TMA Excellence Awards 2024

On 21 November 2024, Betagro Public Co., Ltd. received 3 awards from the event called TMA Excellence Awards 2024: Thailand Corporate Excellence Awards (Distinguished category) for its marketing excellence, SMEs Excellence Awards for its excellence in manufacturing industry category, Gold Award and Silver Award in cooperation with its business alliances (Dairy Home Enterprise for Community Co., Ltd. and Art of Baking Co., Ltd.). These awards reflected the Company's determination to deliver quality products and services while enabling food business operators to grow together.



Outstanding Industry Award for Productivity Increase 2024

On 18 December 2024, two factories under Betagro Public Co., Ltd. received the Outstanding Industry Award 2024 in the category of productivity increase from the Ministry of Industry. These awards reflected the Company's industry drive with the new ways to achieve successes in business, society, environment and distribution of income to people for their better life.



Environment



Carbon Footprint Certification

On 17 September 2024, 16 organizations under Betagro Public Co., Ltd. received the Carbon Footprint Organization (CFO) certification from Thailand Greenhouse Gas Management Organization (Public Organization). This reflected the Company's determination to reduce greenhouse gas release in line with Thailand's and international goals towards Net Zero by 2050 for everyone's sustainable life.



Plaque for Leading Greenhouse Gas Management Organizations 2024

On 30 September 2024, organizations under Betagro Public Co., Ltd. received a plaque for Leading Greenhouse Gas Management Organizations, highest level (Gold), in the category of Greenhouse Gas Release Information Measurement, and Bronze level in the category of Greenhouse Gas Reduction from Thailand Carbon Neutral Network (TCNN). These plaques reflected the Company's leadership in Greenhouse Gas management towards the Net Zero goal in 2050.



Green Industry Certification

In 2024, 29 organizations under Betagro Public Co., Ltd. were audited on its Green Industry by the Ministry of Industry. Five organizations received Green Industry Level 4 (Green Culture). This certification reflected the Company's continued environmental goals and performance, and its determination to strictly comply with international environmental standards to manage environment likely to impact the entire organization and external society.

Social



FDA Quality Award 2024

On 23 July 2024, Better Pharma Co., Ltd. received the "FDA Quality Award 2024" in the category of quality, safety and social care organized by the Food and Drug Administration, Ministry of Health. This was the 8th consecutive year for Better Pharma to receive this award demonstrating its outstanding morning and safe manufacturing process with attention to society, environment and corporate governance. The award reflected the Company's leadership in manufacturing and distributing animal medical supplies and supplementary animal feed products with the aim to augment Thailand's livestock standard on a continued basis.



Thailand's Best Managed Companies 2024 - Gold Standard Winner Award

On 28 August 2024, Better Pharma Co., Ltd. was awarded "Thailand's Best Managed Companies 2024" - Gold Standard Winner, organized by Deloitte Thailand Co., Ltd. for the 4th consecutive year. This award reflected the Company's success and determination to offer products and services with international quality standards, and emphasized its brand leadership in high quality animal medical supplies and supplementary animal feed products for sustainable growth.



The National Outstanding Model Company Award for Safety, Occupational Health and Work Environment

On 16 September 2024, three factories under Betagro Public Co., Ltd. received the National Outstanding Model Company Award for Safety, Occupational Health and Work Environment 2024 from the Ministry of Labor to honor businesses with outstanding model management in the area of safety, occupational health and environment. This award reflected the Company's determination and attention to workers by ensuring their good health and safety with operation using systematic and standardized systems for everyone's sustainable life.



Social



The National Outstanding Company Award for Labor Relations and Welfare 2024

On 16 September 2024, 13 factories under Betagro Public Co., Ltd. received “the National Outstanding Company Award for Labor Relations and Welfare” from the Department of Labor Protection and Welfare, Ministry of Labor. This award reflected the Company’s good labor relations and welfare system, strengthened unity in its organization, acting as a role model for other companies to apply their labor relations system and labor welfare format in order to improve workers’ quality of life.



The CSR Award 2024

On 23 September 2024, Betagro Public Co., Ltd., Lopburi 4 Animal Feed Factory received the Provincial CSR Award 2024 from the Ministry of Social Development and Human Security. This award reflected the Company’s business operation with consideration to social, community and environmental responsibilities, and determination to create a better life for communities enabling them to sustainably depend on themselves.



The National Certificate for Companies with Safety

On 30 September 2023, Better Pharma Co., Ltd. received the National certificate for “the assessment based on businesses with safety” – Gold Plaque for the 6th consecutive year (2021-2026) from the Ministry of Health. The certificate reflected the Company’s determination and attention to promoting and supporting staff’s good physical and mental health as well as minimizing sickness from diseases and injuries based on the Healthy Workplace Concept.



The Social Enterprise Award

On 29 November 2024, Betagro Agro-Industry Co., Ltd., Maha Sarakham chicken processing factory, received the Social Enterprise Award from the CSR Promotion Center of Maha Sarakham’s business sector held at the Confucius Institute, Maha Sarakham University. The award reflected the Company’s determination to operate its business with social responsibility.



The CSR-DIW Continuous Award 2024

On 13 December 2024, two factories under Betagro Public Co., Ltd. received the CSR-DIW Continuous Award 2024” from the Department of Industrial Works, Ministry of Industry. The awards were given to industrial factories continuously applying the CSR-DIW principles.



Getting to know Betagro

“Betagro is committed to building food sustainability.”

Betagro, Thailand's leading integrated food manufacturer, is committed to creating food sustainability and increasing everyone's life value with better food. The Company operates a full-cycle business of the entire food production chain covering from upstream to downstream and starting from animal feed production, animal medical supply production and distribution, breeding production and development, animal farms, meat processing to quality food products in various forms, distribution channel services and overseas investment in agro-industry and food business. It operates all these businesses while giving priority to product and service development combined with new product innovation to respond to the requirements of its partners, customers, society and community on a continued basis based on the Betagro Ecosystem concept which supports all stakeholders to grow sustainably with the Company.

The first decade

1**1967 – 1976**

Business Formation

Betagro's business began with animal feed before expansion into industrial manufacturing ranging from animal feed to animal raising and breeding.

The second decade

2**1977 – 1986**

Moving into agricultural and food industry

With an integrated agro-industry business, Betagro launched its first animal medical supply and supplementary substance manufacturing plant. The Company also co-invested with overseas partners to combine expertise and experience of both parties resulting in strengthened chicken manufacturing and processing business

The third decade

3**1987 – 1996**

Full growth with high potential

It's time for Betagro's business expansion with manufacturing bases in all of Thailand's regions. The first food manufacturing base was set up to increase the poultry production capacity of both fresh and cooked products for export. During this period, the companies in the Betagro Group received Good Manufacturing Practices (GMP) certification from the Ministry of Health while more corporate social responsibility activities were conducted. In addition, Betagro co-invested with both Thai and international alliances to move towards high-potential businesses.



Stepping into the new decade

6

The fourth decade

4

1997 – 2006



Stronger with efficiency, technology, research and development

The second food industry manufacturing base was set up to increase the production capacity of pork, poultry meat and sausages. While launching Betagro Shops, the Company co-invested with overseas partners to manufacture processed food from pigs raised by the Specific Pathogen Free (SPF) technique for export. To provide laboratory services, the Betagro Science Center was set up. Meanwhile, pork products under the S-Pure brand were launched for the premium market. Betagro initiated the Holistic Area Based Community Development (HAB) model, a corporate social responsibility (CSR) project before expanding it nationwide.

The fifth decade

5

2007 – 2016



For better quality of life

It's the period of continued expansion and determination to improve quality of all aspects through efficient production and management systems combined with innovation and modern technology, as well as new researches and development to obtain products and services with high standard and quality. Besides launching Betagro Daily shops, Betagro E-Traceability system was expanded so that the B2C group of customers in Thailand and Hong Kong could trace back to the origin of the Company's S-Pure products.



2017 – present



Determination to advance food industry for sustainable life

Betagro continues to move forward to carry on its successes into the new decade. In 2017, the S-Pure brand of high quality chicken products was the first in the world to receive certification of "Raised without Antibiotics" from the National Sanitation Foundation (NSF), United States of America. In addition, "Betagro Food Innovation Center" was launched to increase the Company's capacity in developing new processed food and products. At the same time, Betagro Nong Boon Mak Animal Feed Plant in Nakhon Ratchasima Province began its operation, marking the Company's first Smart Factory. In 2022, Betagro Public Co., Ltd. was officially listed on the Stock Exchange of Thailand.



At present, Betagro continues to grow steadily. In 2024, the Company expanded its animal feed production capacity at the plant in Lopburi Province to 110,000 tons per year while launching Betagro Ventures, the Company's investment unit with a focus on investment and innovation development covering ecological systems related to its business operation. Betagro Ventures co-invested with Infinite Roots, Europe's leading biological technology start-up company to develop an alternative protein with the Mycelium-based innovation. This investment was Europe's largest funding of the Mycelium-based development business. The Company also co-invested with Plantible, an outstanding biological technology start-up company based in the USA specialized in Functional Ingredient and the development and production of protein from plants particularly Rubi Protein. Betagro made a strategic investment with "Meatable", Netherland's leading food technology start-up company which develops and produces sustainable protein with Cultivated Meat production technology. Besides launching "La Comida" brand of charcuterie, European-style ready-to-eat meat, the Company opened its first branch of Flagship Store at Park Silom and the first animal feed plant in Laos with the production capacity of 108,000 tons per year.



Betagro's business

is consisted of 6 core business groups as follows:

Livestock Business Group:

The business of this group covers from taking care of breeder groups to breeding, raising and distributing pigs, broilers, laying hens and cat fish to its own business locations and its partners'.



Agriculture Business Group:

The group operates animal feed business for both terrestrial and aquatic animals. Examples of its products are chicken feed, pig feed and fish feed, all of which are produced with high quality raw materials combined with modern production technology. Production of animal medical supplies and farm equipment as well as scientific laboratory services effectively support the Livestock Business Group.



Meat Product Business Group:

Under this group, meat from the upstream business is butchered for both retail and major customers. In addition, some remaining parts from the manufacturing process are sold for other business purposes.





Food Business for Consumption Group:

This group manufactures and distributes many forms of processed meat products including sausages, ham balls, bacon and ready-to-eat products for domestic consumption and export. The group focuses on expanding its distribution channels to cover all locations apart from Betagro's existing distribution channels – offices and branches. At present, there are 24 offices and 101 branches, 228 Betagro Shops, 29 Betagro Daily and 1,127 hygienic meat stores along with export to over 20 countries around the world.



Pet Business Group:

It is one of Betagro's business groups with continued growth and high potential. The group's products including pet food, animal care equipment and animal supplementary feed are sold domestically and internationally.



International Business Group:

Betagro expands its livestock, agro-industry and food businesses to Thailand's neighboring countries including Cambodia, Laos and Myanmar. Examples are manufacturing business of animal feed, pigs, poultry and chicken eggs in Cambodia, and business of pig farms, poultry farms and food through Betagro Shop in Laos.



Vision

Betagro is determined to produce and develop food with high quality and safety from its modern agro-industry bases in order to enhance good life quality of the world's population.

Mission

To achieve the above-mentioned vision, Betagro is committed to:

- developing the potential of its staff at all levels
- continuously improving every step of its work process with efficient resource management to create satisfaction for its customers and consumers
- conducting research and development to obtain excellent products and services under Betagro's logos
- possessing marketing and production networks in major parts of the world
- together creating long-term benefits for customers, partners, employees, investors and shareholders

The mission is developed into corporate objectives, belief and values which unite everyone and are the core for the Company's operation.





“Betagro is a leading integrated agro-industrial and food company dedicated to enriching people’s lives with **better foods**.”



Objectives and Belief

Objectives:

Betagro helps increase life’s value with better food.

“better food” means

- maximum food safety standard
- superior quality and taste
- fair prices
- sustainable production

Belief:

We believe that everyone must have choices in accessing better food; therefore, we are determined to work hard in order to build everyone’s confidence.

Corporate Values – PIPIQ

P

PROFESSIONAL

Knowing deeply and truly by using information, facts and digital

I

INTEGRITY

Honest, transparent and fair based on the righteousness of principles and governance

P

PEOPLE & CUSTOMER CENTRIC

Attentive and listening to customers and colleagues with respect for one another

I

INNOVATION

Dare to change, challenge oneself to do new things in order to cope with changes

Q

QUALITY

Adhere to quality, pay attention to all details with consideration for sustainability

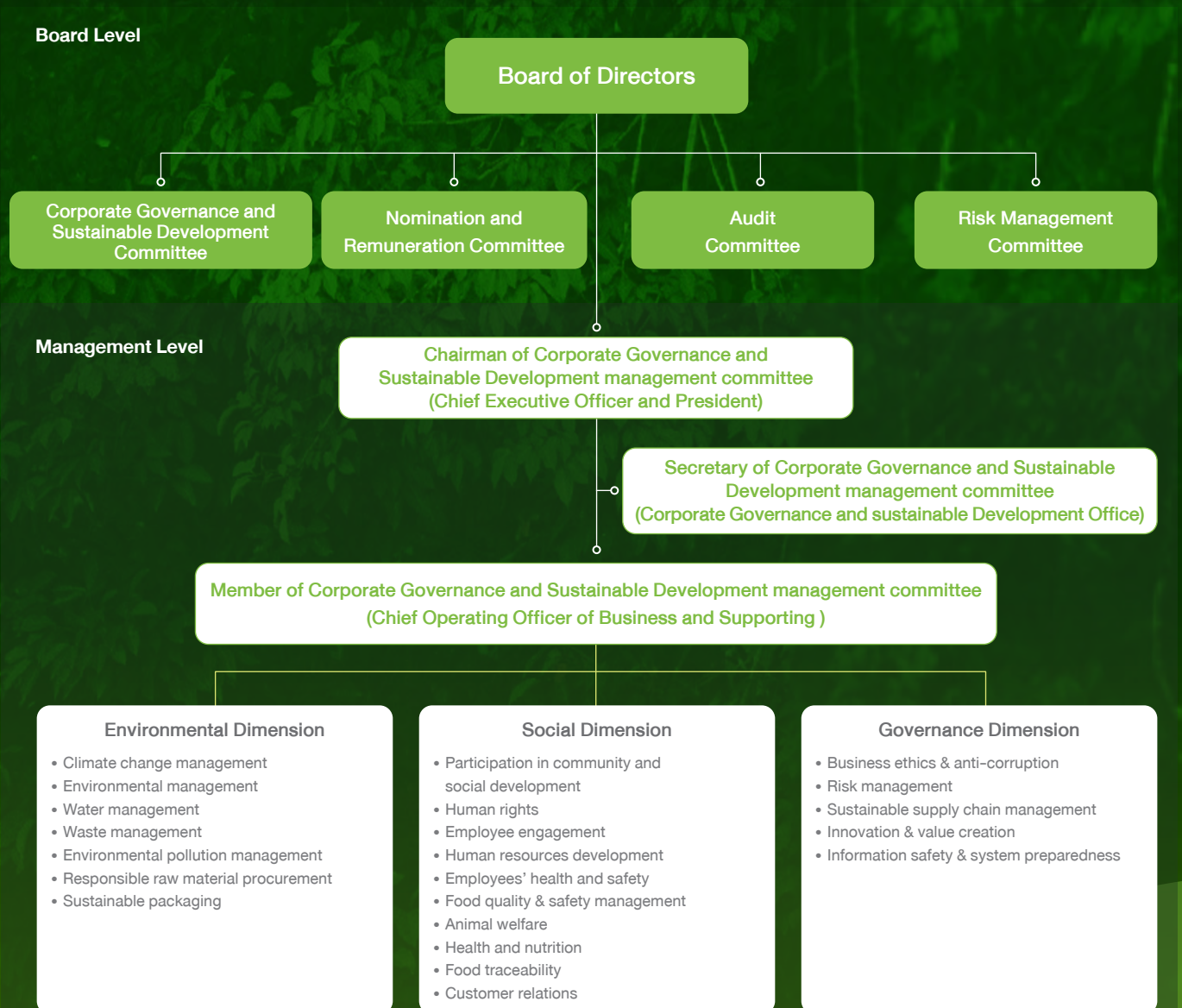


Sustainability Management



Sustainability Management Structure

The sustainability structuring and supervision are implemented through the internal management mechanism in order to connect the work of the Board of Directors, the management and the staff. The main objective is to create maximum benefits and a positive impact while minimizing a negative impact on all groups of stakeholders.





• **Board Level:** This level consists of the Company's Board of Directors with an independent director from outside acting as Chairman of the Board, and 4 sub-committees as follows:

1. **Governance and Sustainability Development Committee:** This committee is responsible for considering the policy framework and the corporate governance and sustainability development direction to ensure consistency with good practice at the national and international levels. It also supervises and drives efficient sustainability development policy and operation.

2. **Nomination and Remuneration Committee:** The committee's duty is to consider the structure, size, components, criteria and procedures for the nomination of the Company's Board of Directors and the various sub-committee directors. It is also responsible for reviewing the qualifications of the Board of Directors, sub-committee directors and the president in terms of their knowledge, skills, experience and specialized expertise useful for the Company's businesses for presentation to the Company's Board of Directors. Consideration is made based on the directors' diversity policy as well as appropriate and fair remuneration payment guidelines. This committee is also responsible for preparing and reviewing knowledge development plans, annual goal setting and performance evaluation of the Board of Directors, the sub-committee directors, the president and the top executives.

3. **Audit Committee:** This committee's role is to build confidence and reliability of the financial reports presented to the shareholders and related parties. It is in charge of auditing and assessing the internal control and audit systems as well as the anti-corruption policy. In addition, it ensures compliance with the corporate governance policy, business ethics and related laws. Moreover, the committee is responsible for coordinating with the Company's auditor and providing clear complaint channels.

4. **Risk Management Committee:** The committee's duty is to set and promote risk management policy for the whole company. The objective is to ensure efficiency, coverage of major risks and readiness to cope with possible changes. It is responsible for considering risk appetites as well as appropriate and sufficient risk management process. In addition, it is in charge of supervising and giving advice to the work groups related to risk management.

The sub-committees are responsible for screening and supervising major sustainability issues related to their roles and responsibilities as shown in the table.

Materiality Topics	Board of Director	Corporate Governance and Sustainable Development Committee	Nomination and Remuneration Committee	Audit Committee	Risk Management Committee
Climate change management	●	●			●
Environmental management	●	●			●
Water management	●	●			●
Waste management	●	●			
Environmental pollution management	●	●			
Responsible raw material procurement	●	●			
Sustainable packaging	●	●			
Participation in community and social development	●	●			



Materiality Topics	Board of Director	Corporate Governance and Sustainable Development Committee	Nomination and Remuneration Committee	Audit Committee	Risk Management Committee
Human rights and Labor practice	●	●			●
Employee engagement	●		●		
Human resources development	●		●		
Occupational health and safety	●	●			●
Food quality & safety management	●	●			●
Animal health and welfare	●	●			●
Health & Nutrition	●	●			
Food traceability	●	●			
Customer relations	●	●			
Business ethics and anti-corruption	●	●		●	●
Risk management	●				●
Supply chain management	●	●			●
Innovation & value creation	●	●			
Information security and system readiness	●				●

- **Management Level:** This level consists of the Chief Executive Officer and President acting as Chairman of the Corporate Governance and Sustainability Management Committee. The highest-level management of each business group and support work group covering all work units of the Company's Group are committee members of the said Management Committee.

The Corporate Governance and Sustainability Management Committee is responsible for realizing the sustainability policy and goals in each business group and related support work groups: Agro-Industry Business Group, Livestock Production and Processing Plant Business Group, Protein Business Group, Food Business Group, Pets Business Group, International Business Group, Strategy and Innovation Work Group, Financial Management Work Group, Digital Technology Work Group, Production and Supply Chain Efficiency Development Work Group, and Human Resources Work Group.

The Corporate Governance and Sustainability Development Office is directly responsible for corporate governance and sustainability development work in order to enable all work units to apply the policy and goals efficiently. This office is also in charge of assessing, monitoring, compiling and summarizing key messages of provisions, standards or practices related to significant sustainability issues. In addition, the Office prepares draft directions, goals and continuously monitors performance for presenting to the Corporate Governance and Sustainability Development Management Committee and the Corporate Governance and Sustainability Development Committee respectively.





Policy Strategy and Business Direction on Sustainability

Policy and Business Direction on Sustainability

Betagro realizes the importance of developing its business along with sustainability to respond to the requirements of all stakeholders and to be in line with the Sustainable Development Goals (SDGs). It has, therefore, taken into consideration the said goals and significant sustainability issues while setting its own operating framework, policies, strategies and goals on sustainability.



Here is more
information about Betagro's
Sustainability Management
Policy.





Betagro's Sustainability Strategy and Goals

Betagro has specified 5 main goals as a part to support the United Nations' sustainability development goals and to efficiently and concretely drive its business with social and environmental responsibilities.

BETAGRO SUSTAINABLE DEVELOPMENT GOAL:



FOOD QUALITY AND SAFETY [AMR AMU]

BY 2027

50%
Reduce
Antibiotics use



SUSTAINABLE PACKAGING

BY 2030

100%
Eco-friendly
Packaging



OCCUPATIONAL HEALTH and SAFETY

BY 2026

Zero
Fatal accident
of Employees and
Contractors

Zero
Loss-time Injury Frequency
Rate: LTIFR* of Employees
(case / 200,000 working
hours)



COMMUNITY DEVELOPMENT

BY 2025

Creating value for
20,000
households
around Betagro
facilities



CLIMATE CHANGE MANAGEMENT

BY 2030

GHG Reduction
more than
20%
(Scope 1 & 2)

BY 2050
Net Zero
Scope (1, 2 & 3)



Remarks: * Loss-time Injury Frequency Rate: LTIFR is the number of lost time injuries occurring in a workplace per 2 million hours worked with reference to Occupational Safety and Health Administration (OSHA) of The United States of America

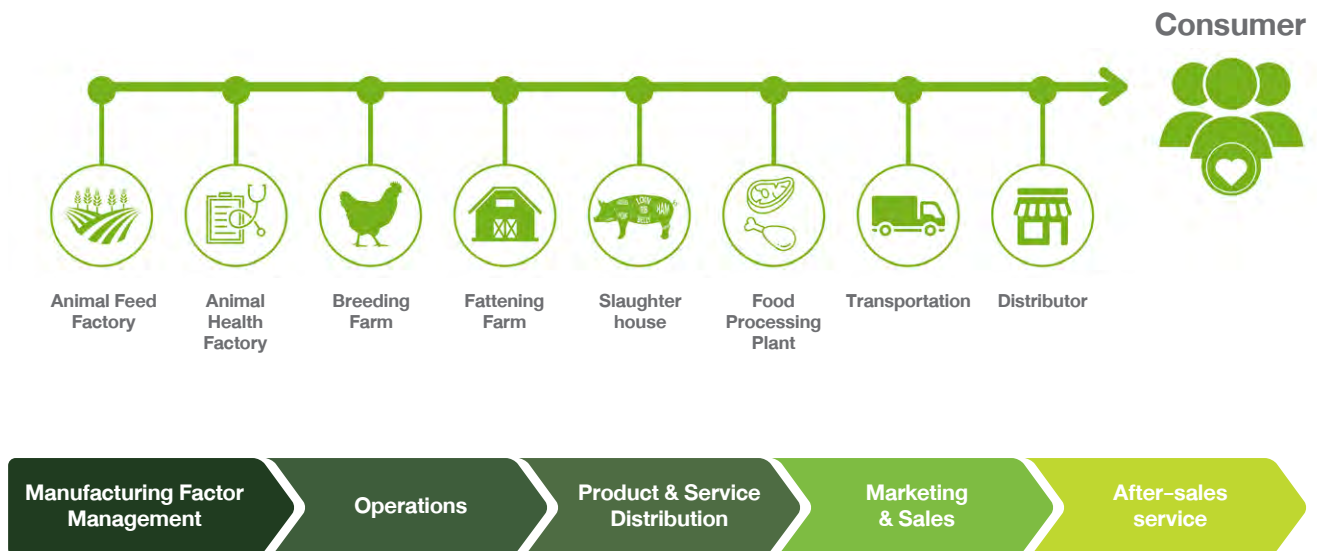


Participation with the Stakeholders

Betagro gives priority to the participation of all stakeholders based on mutual relationship building through various communication channels and procedures to create understanding of related issues and issues with possible risks. Also, stakeholders' opinions and recommendations which have both positive and negative impact on the Company are analyzed for the improvement and development of its operation from upstream to downstream.

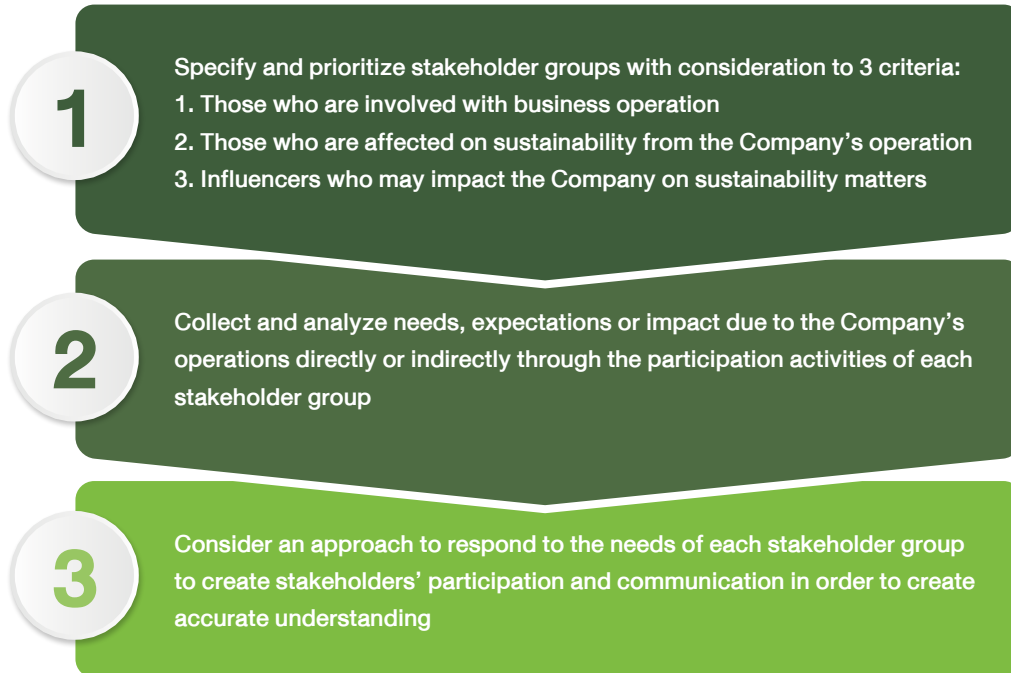
Betagro realizes well that it cannot achieve its goals on sustainable growth only from an internal drive and management, but it depends on the participation of all parties involved both from inside and outside the organization. Hence, the Company has promoted participation of each unit involved ranging from analyzing stakeholders of the entire supply chain, assessing expectations and monitoring operations which respond to the expectations of each stakeholder group, to planning participation and managing social and environmental impact due to its operations with factual information ready to release to the public.

Betagro's Value Chain





Operation Process for Stakeholders



Stakeholders' care

Stakeholder Groups	Stakeholders' Expectations	Response to Expectations	Participation Channels
Internal Stakeholders			
Shareholders	<ul style="list-style-type: none"> • Good business performance & sustainable growth • Transparency in business operation & auditability • Good governance • Compliance with shareholders' rights and fair treatment • Disclosure of accurate, complete & up-to-date information 	<ul style="list-style-type: none"> • Disclose quarterly performance • Disclose explanation on quarterly financial statements • Disclose annual reports (Form 56-1 One Report) • Disseminate & communicate the Company's information via various channels such as website, telephone or email • Operate efficient & transparent business with good governance and business ethics 	<ul style="list-style-type: none"> • Annual General Shareholders' Meeting • SET Opportunity Day • Receiving suggestions or complaints from the Company's website or email



Stakeholder Groups	Stakeholders' Expectations	Response to Expectations	Participation Channels
Employees	<ul style="list-style-type: none"> • Work satisfaction • Work environment • Stability • Personnel development • Engagement & motivation • Fair treatment • Appropriate compensation & other welfare and benefits, fairly comparable with the same industry and not less than that specified by law 	<ul style="list-style-type: none"> • Comply with Betagro Labor standard in the entire supply chain which is in line with Thai labor laws, human rights & labor relations international standards. Betagro Labor Standard consists of 5 principles as follows: labor protection, welfare and benefits, labor relations, occupational health & safety, and management system • Develop employees' potential and ability with appropriate methods for each group so that employees are appropriately developed and are able to grow stably along with the organization • Specify appropriate compensation, welfare and benefits which are fairly comparable with the same market and industry and not less than that specified by law 	<ul style="list-style-type: none"> • Communication of major business operation including performance & sustainable operation at the Town Hall • Hearing recommendations & complaints from various channels including Betagro Complaint & Whistleblowing System, Betagro Contact Center Tel. 1482, and Suggestion & Complaint Box. The information is used to make improvement by the Welfare Committee and concerned parties. • Corporate engagement survey • Employee engagement activities • Training plans • Recreational activities such as New Year's party and annual outings
Outside Stakeholders			
Customers	<ul style="list-style-type: none"> • Products as per requirements • Products with quality & safety • Good after-sales service • Fair prices • Environment friendly operation • Retention of customers' confidential information 	<ul style="list-style-type: none"> • Pay attention to all production steps so that consumers receive products with high quality and safety from Betagro Quality Management (BQM) standard system which focuses on food quality and safety. BQM strictly monitors and controls the entire supply chain 24 hours every day as international food safety standards 	B2B Group <ul style="list-style-type: none"> • Joint development & service to customers with combined knowledge to actual business to develop partners' businesses • Hearing customers' complaints through various channels such as sales representatives, Facebook and Betagro Contact Center



Stakeholder Groups	Stakeholders' Expectations	Response to Expectations	Participation Channels
		<ul style="list-style-type: none"> Betagro Food Innovation Center drives product development and product innovation to respond to consumers' needs and to help create added business value for food industry operators Betagro Agro Total Solution and Customer Relationship Management (CRM) help customers by combining experts' knowledge and expertise to develop its partners' & customers' businesses to grow together sustainably Develop food safety technology called Betagro e-Traceability to trace back, monitor and investigate products to ensure consumers' confidence in the Company's product origins 	<ul style="list-style-type: none"> Organizing marketing and promotional events both offline and online <p>B2C Group</p> <ul style="list-style-type: none"> Various exhibitions of products, services & innovations 24-hour service to answer basic questions and receive issues from customers via Betagro Contact Center Tel. 1482 or contactcenter@betagro.com
Business Partners/ Alliances	<ul style="list-style-type: none"> Fair and equal procurement Added value creation & sustainable cooperation On-time compensation payment Prevention of serious incidents causing business interruptions and impact on communities Setting goals to build sustainable cooperation and business alliances Compliance with procurement contracts, agreements and conditions On-time payment 	<ul style="list-style-type: none"> Procurement from partners who comply with Supplier's Code of Conduct Procurement from vendors with international standard certification Selection of new vendors based on sustainability criteria Annual vendors' risk assessment Stability of local raw material procurement Preparing appropriate contracts which are fair to all parties concerned On-time payment 	<ul style="list-style-type: none"> Regular visits and listening to business partners' suggestions Dissemination of knowledge and understanding of business operation as per ESG on Supplier Day Site visits Annual assessment of business partners to create improvement plans and develop partners' businesses



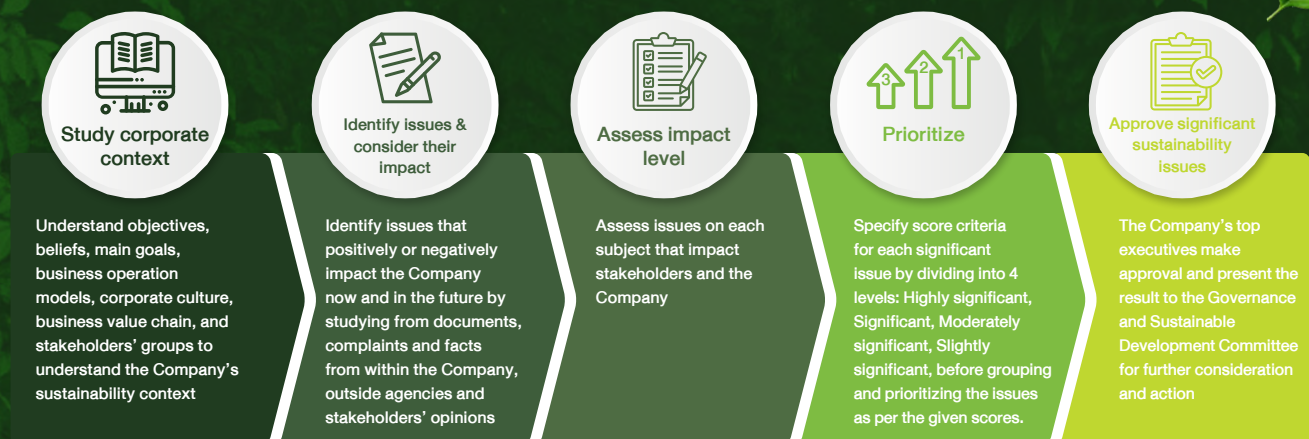
Stakeholder Groups	Stakeholders' Expectations	Response to Expectations	Participation Channels
Communities	<ul style="list-style-type: none"> Responsibility for health, safety and occupational health Impact on environment, energy and natural resources conservation Support of activities to solve problems and develop community and society 	<ul style="list-style-type: none"> Jointly create sustainability for society, community and environment with responsibilities for society and stakeholders according to the law, not creating negative impact but taking part in community development for future sustainable community Betagro aims at helping communities to be able to depend on themselves sustainably by applying business knowledge to help develop society and promote businesses in the supply chain. This will help maximize benefits and promote better quality of life for community and society under the Holistic Area Based Community Development (HAB) framework. Through the cooperation with the public, private, local administration and educational institutes, communities will be strong in 5 areas as follows: economy, health, environment, society and education. 	<ul style="list-style-type: none"> Regular community visits Annual community's factory visits Regular joint community development activities Channels to hear opinions and suggestions from community such as LINE Group Community opinion survey through discussion activities
Government agencies	<ul style="list-style-type: none"> Compliance with laws, regulations and provisions 	<ul style="list-style-type: none"> Betagro continuously monitors the issuance of new laws and practices concerned in order to comply with them accurately 100% of all Betagro's manufacturing units ranging from farms to processing plants receive international standard certifications such as GMP, HACCP, GAP, BRC, IFS, Genesis and RWA from government and independent agencies, in line with the rules and regulations of government agencies and customers' requirements. The aim is to ensure Betagro's products are of high quality and safety. 	<ul style="list-style-type: none"> Compliance with the rules, regulations and provisions specified by the laws Regular participation in the hearings of opinions and suggestions concerned Cooperation, support and promotion of various activities organized by government agencies on safety, society and environment



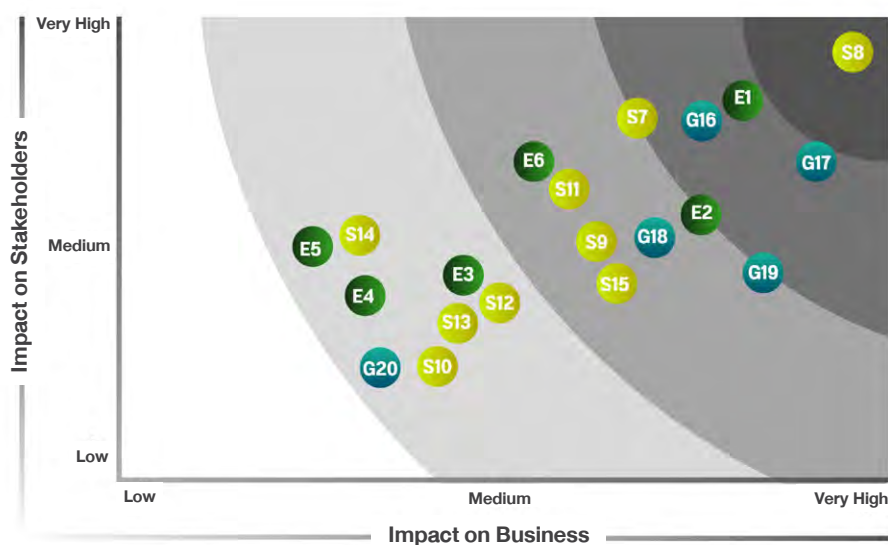
Sustainability Materiality Topics Analysis and Assessment

Betagro Group of Companies has included analysis and assessment to identify significant sustainability issues in line with its business operation and stakeholders' expectations, as well as impact from sustainability risk which may affect corporate value. During the stage of assessing and identifying significant sustainability issues, the Group has specified that the issues cover factors of the 3 dimensions: governance & economy, social and environment.

Materiality Topics Assessment Process



ESG Materiality Matrix 2024



ENVIRONMENTAL

- E1 Climate change management
- E2 Sustainable packaging
- E3 Waste management
- E4 Water management
- E5 Environmental pollution management
- E6 Responsible raw material procurement



SOCIAL

- S7 Community development
- S8 Food quality & safety management
- S9 Occupational health and safety
- S10 Human resources development
- S11 Human rights and Labor practice
- S12 Health and nutrition
- S13 Responsibility for customers and consumers
- S14 Animal health and welfare
- S15 Food traceability



GOVERNANCE

- G16 Corporate governance
- G17 Business ethics
- G18 Innovation and technology
- G19 Sustainable supply chain management
- G20 Information security and system readiness



SUSTAINABILITY PERFORMANCE



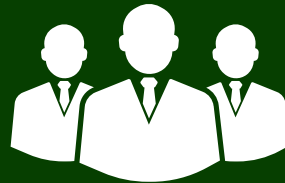


E



**ENVIRONMENTAL
DIMENSION**

S



**SOCIAL
DIMENSION**

G



**CORPORATE
GOVERNANCE AND
ECONOMIC DIMENSION**



ENVIRONMENTAL DIMENSION MANAGEMENT



• Environmental Management

Currently, the global climate and environment situations have changed continuously and rapidly affecting the living adjustment of human beings, animals and plants. Betagro realizes such problems; therefore, it has set internal policies and practices, goals and operating plans to manage environment and take care of natural resources. All of these activities support the sustainable development goal and help reduce impact on our environment.

Betagro applied the environmental management system based on ISO14001:2015 to its 24 out of the total 64 plants, and 38% of the total number of plants received certification from external agencies. In addition, all of the 64 plants and 72 livestock farms set up an internal environmental management system and

conducted the Safety Health and Environmental Action Measurement (SHE-AM) with the aim to manage internal environment for continued development and improvement. The Company also monitored environmental operation covering all production processes in Thailand from livestock farms, egg centers to animal feed production plants, food processing plants, cooked food plants and pet food production plants.

In addition to its internal supervision, Betagro realizes the importance of supervising the environment of the entire supply chain. It has, therefore, set Betagro Sustainability Supplier Code of Conduct (COC) for its partners to ensure responsible procurement and avoid any impact on the environment from the entire supply chain.

• Environmental Dimension Management Structure

Environmental Management

Board Level

Board of Directors

Corporate Governance and Sustainable Development Committee

Management Level

Chairman of Corporate Governance and Sustainable Development management committee
(Chief Executive Officer and President)

Secretary of Corporate Governance and Sustainable Development management committee
(Corporate Governance and sustainable Development Office)

Member of Corporate Governance and Sustainable Development management committee
(Chief Operating Officer of Business and Supporting)

Environmental Dimension

Climate Change Management

Environmental Management

Water Management

Waste Management

Environmental Pollution Management

Responsible Raw Material Procurement

Sustainable Packaging



• Risk/Opportunity and Operational Guidelines

Climate Change Management

Risk/Opportunity	Operational Guidelines
<p><u>Climate Resilience</u></p> <p>At present, the unpredictable climate is a critical challenge to agricultural and food industry leading to business operation risks. These risks include Greenhouse Gas legal and policy enforcement, natural disasters affecting the stability of raw materials derived from agricultural and livestock products, changing consumer behavior and technological change to low-carbon society.</p>	<p>Betagro sets goals, prepares Greenhouse Gas reports and studies as well as find new technology to maximize the use of resources. It also increases the usage ratio of renewable energy while minimizing Greenhouse Gas emission. In addition, it considers replaceable raw materials, back-up raw material sources, investment in animal raising technology and production that reduce energy and resource consumption. All of these activities aim at sustainable business operation.</p>
<p><u>Adaptation to low-carbon society</u></p> <p>The change in energy and technology leads to opportunities for utilizing renewable energy such as solar energy, biomass and biogas from waste water treatment system. Besides, at present the number of consumers giving priority to environment increases, driving the Company to raise its competitiveness.</p>	<p>Betagro has guidelines for finding appropriate renewable energy sources and investment in technology and renewable energy. Consideration is made on renewable energy consumption from designing new plants to building cooperation in technology development and renewable energy consumption with external organizations, as well as research and development on low-carbon products to respond to changing consumers' needs.</p>

Water Management

Risk/Opportunity	Operational Guidelines
<p><u>Lack of water resource</u></p> <p>Eighty-nine percent of Betagro's business operations using water as the main factor are located in water-stress area. This information is based on Aqueduct Water Risk Atlas, a model predicting risks related to future water as per the latest climate condition. In addition, animal raising and food production businesses depend on sufficient quality water for various processes.</p>	<p>Betagro manages water efficiently and thus reducing dependence on water from external sources and severe impact on business. Details of the Company's water risk management are as follows:</p> <ul style="list-style-type: none"> Set efficient water consumption to reduce water usage per production unit on a short-term and long-term basis



Water Management

Risk/Opportunity	Operational Guidelines
	<ul style="list-style-type: none">• Monitor and forecast water consumption trend and performance of each business operation on a continued basis• Assess local water quality and quantity risks of each business operation and prepare plans to reduce risks as per the assessed risk level• Improve various processes to reduce dependence on water and increase water consumption efficiency based on the 5Rs principles (Rethink, Reduce, Reuse, Recycle, Repair)

Waste Management

Risk/Opportunity	Operational Guidelines
<p><u>Recycling Waste</u></p> <p>Most agricultural and food industry waste is organic waste. With good management, it can be recycled for use. However, without proper management this waste can create negative impact on communities and environment.</p> <p>Apart from the main organic waste, packaging waste is a real challenge to manage to avoid negative impact on our nature and environment.</p>	<p>Betagro sets waste management guidelines and goals to minimize waste and increase recycling. This waste management covers maximizing the use of resources, avoiding or reducing waste at their origin, and recycling waste for maximum benefits.</p> <p>It also includes supervising and delivering waste for proper treatment, as well as regularly monitoring the work until the last step of waste management. This is to ensure efficient management without any impact on environment.</p>





Responsible Raw Material Procurement

Risk/Opportunity	Operational Guidelines
<p>Responsible raw material procurement is a part of the supply chain management which is in line with the sustainability principle particularly of agricultural and fishery products. Besides attention to quality, price and delivery, currently social and environmental contexts are involved. These include procuring raw materials from planting sources that are not obtained from forest invasion or deforestation, traceability to the planting sources, procuring raw materials from legal fishing, raw material sources with human rights responsibility, and legal labor employment.</p>	<p>Betagro realizes the importance of and puts priority on responsible raw material procurement. It sets a sustainable procurement policy and sustainable practice for partners. It also sets criteria for finding and selecting partners with potential and compliance with related laws and regulations. In addition, the Company puts in place a partners' risk assessment and evaluation process, partners' support and potential development. The objectives are to minimize risk and impact on sustainable issues and the Company's reputation, as well as respond to the stakeholders' needs and expectations.</p>

Sustainable Packaging

Risk/Opportunity	Operational Guidelines
<p><u>Problems from packaging waste</u></p> <p>Plastic packaging waste creates problems and severely impacts our environment. This is due to the non-composable quality of plastic coupled with inappropriate management resulting in accumulated plastic waste in our eco system. For examples, plastic or microplastic bag problem in water sources negatively impact the living organism in our eco system and may remain in the food cycle. Consequently, more than 70 countries in the world have issued provisions or laws in the forms of prohibitions and promotions to minimize the use of plastic packaging. Some countries also collect fees or taxes to limit its use.</p>	<p>Betagro realizes the importance of packaging and the urgent need to solve the arising packaging waste. It has, therefore, improved and developed eco-friendly packaging with a focus on using environment-friendly packaging. It has also developed and studied new packaging technology jointly with its partners. The work covers from the design and development of packaging that is not recyclable or difficult to recycle to become recyclable, to the selection of packaging that is made from natural materials and can be renewable. In addition, resources are recycled into plastic pellets through the Post-Consumer Recycled or PCR method. These plastic pellets are later used in the packaging mixture as a part of environmental care and response to the needs of consumers who give priority to Green Products.</p>





Climate Change Management

Climate change is a global problem with attention from all parties. This is because the climate conditions have been more unstable and become more severe, affecting the world and human beings. The effect includes damaged eco system, diminished agricultural produce, lack of food stability and social inequality, all of which force the world to face even more challenges. Consequently, both the government and private sectors need to seriously drive the work related to climate change in order to be prepared for risks, impact and the world's changing conditions.

Betagro is determined to drive its climate change strategy and business direction to achieve the Net Zero goal of Greenhouse Gas Emission in 2050 through the promotion of renewable energy, increased efficiency and effective use of resources in its entire supply chain. It has also conducted studies and applied technology to its climate change management in order to move towards a low-carbon society.

Climate change Management

To be prepared for climate change, Betagro has specified the climate change management guidelines for its entire value chain. The Company's Board of Directors has assigned the Corporate Governance and Sustainable Development Committee to be responsible for defining the scope, policy and goals as well as continuously monitoring the work. This work is carried out by the Corporate Governance and Sustainable Development Management who supervises compliance with corporate goals and presents reports on a continued basis. The management guidelines are as follows:

1. Prepare the GHG Accounting: Betagro prepares the GHG Accounting and assessment covering both direct and indirect GHG emission to identify major emission sources and set the Company's GHG emission reduction goal.

2. Reduce: Betagro has implemented the GHG emission reduction projects in its operation by increasing renewable energy consumption with solar energy, biomass and biogas. It has also increased the efficiency of energy consumption with the Smart Monitoring System to enable the machines and equipment to utilize energy most effectively. In addition, the Company has conducted studies on other technologies for use as guidelines in increasing the potential of GHG emission reduction. These technologies include the use of electric cars, the change to low-carbon fuel and underground thermal energy. Betagro has also built networks and offered its cooperation regarding GHG and energy management to the public sector, government agencies, universities and communities in order to achieve its goals.



3. Offset: Betagro has implemented various projects including “Rak Pa Chum Chon” (or “Conserve Community Forests”. It is in the process of studying other technologies to reduce and compensate for the GHG emission.

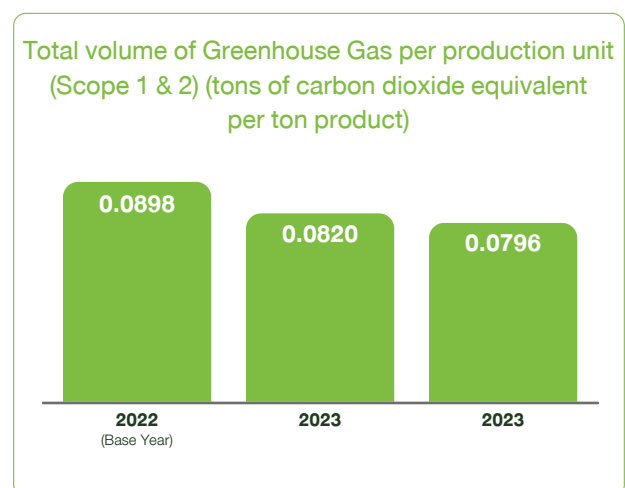
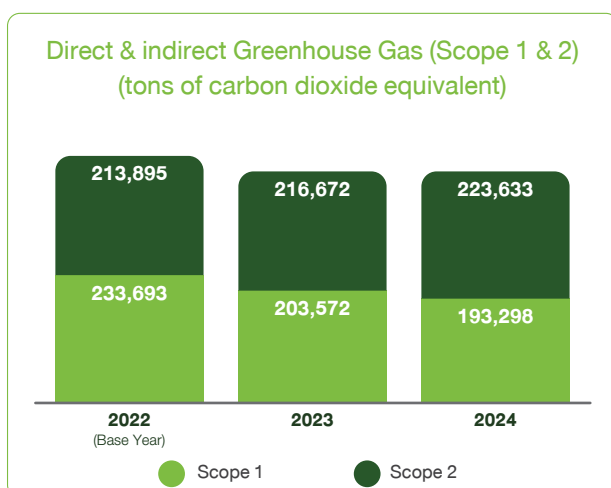
4. Report: Betagro has shown its determination to disclose information on energy and climate change management guidelines and performance to all stakeholders, investors,

customers and supervisory bodies, based on the well-accepted GRI reporting standard. It has also requested the GHG emission assessment certification from Thailand Greenhouse Gas Management Organization (Public Organization).

5. Cooperate with the network, the government and private sectors to drive climate change management to Net Zero

Targets	Performance in 2024
<ul style="list-style-type: none">Reduce 20 percent of the GHG direct and indirect emission by 2030 compared with that of 2022Move towards Net Zero GHG emission by 2050	8.8 percent
<ul style="list-style-type: none">Reduce 10 percent of energy consumption per product weight by 2030 compared with that of 2022	0.2 percent

Direct and Indirect Greenhouse Gas Emissions (Scope 1 and 2)⁽¹⁾

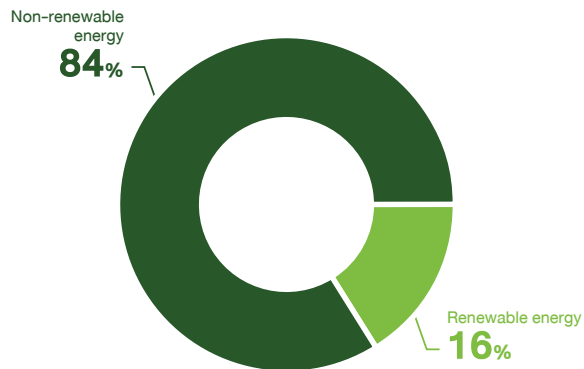


Remarks : ⁽¹⁾ Greenhouse Gas Emission reporting covers CO₂ CH₄ N₂O NF₃ HFCs PFCs and SF₆ calculated and displayed in the form of carbon dioxide equivalent based on their Global Warming Potential (GWP) specified by the Intergovernmental Panel on Climate Change (IPCC)

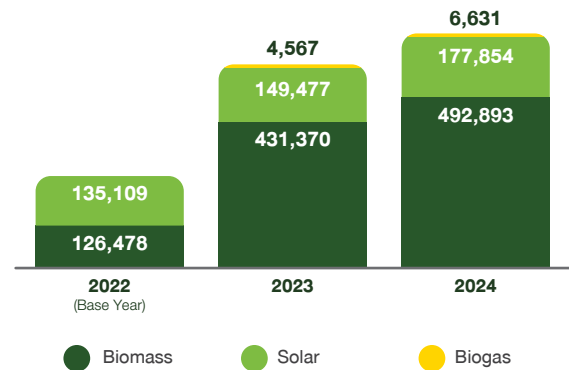


Energy Consumption

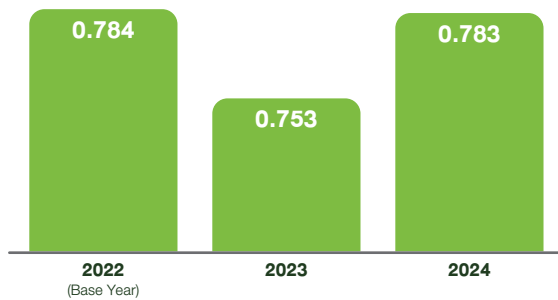
Ratio of energy consumption 2024



Volume of renewable energy consumed (Giga joule)



Energy consumption per production unit
(mega joule per ton product)





Highlight Projects 2024

1

Solar Energy Project

Betagro has laid guidelines and driven the use of solar energy, which is considered clean energy, to help reduce climate change due to Greenhouse Gas emission. The Company is determined to increase its annual consumption ratio of solar energy covering all business groups. Since 2020, over 38 business operations countrywide have applied this guideline in the format suitable for the area potential such as solar farms, solar carports and solar rooftops. In 2024, the total power capacity derived from solar energy

totaled over 55 megawatts and helped reduce Greenhouse Gas emission by more than 40,000 carbon dioxide tons equivalent per year.

**2**

Biomass Project to replace fossil fuel used in steam production

Betagro has expedited its adjustment to cope with the impact of climate change by applying and maximizing the use of renewable energy. It has replaced fossil fuel used in steam production with biomass fuel in both new and old plants. For the new plants, appropriate biomass fuel has been selected at the construction planning stage while for the old plants improvement has been made to the steam production system to enable it to support the use of biomass instead of fossil fuel. Since 2023, five business operations have been completed and the Greenhouse Gas emission was reduced by more than 23,000 carbon dioxide

tons equivalent per year. The Company plans to extend this work to cover 9 business operations in the animal feed and food business groups.





3

Efficient Consumption of Biogas from Waste Water Treatment System Improvement Project

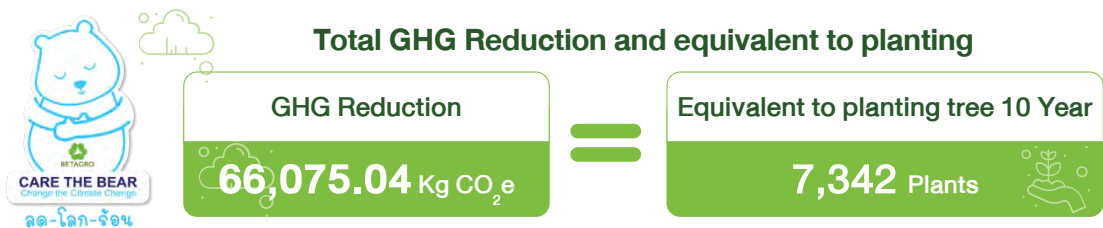
Since 2023, Betagro has installed a system to use biogas derived from its water treatment system in the steam production instead of fossil fuel. In 2024, it continued to improve the efficiency in order to maximize the quantity of biogas from water treatment system for use in generating electricity and as fuel in the boilers. As a result, the Company could reduce Greenhouse Gas emission by more than 14,000 carbon dioxide tons equivalent per year.



4

Cooperation Project to Drive Climate Change Management towards Net Zero

- Betagro has joined the Stock Exchange of Thailand in the “Care the Bear, Change the Climate, Change by Eco-Event Project” since 2022 to take part in reducing Greenhouse Gas emission. The work is in the form of events or online and onsite activities such as shareholders’ meeting, e-AGM shareholders’ meeting, the Board of Directors’ meeting, Corporate Governance Committee’s meeting and other online meetings.



- Betagro has been a member of Thailand Carbon Neutral Network (TCNN) since 2022 and has implemented the “Climate Action Leading Organization” Project featuring annual reports on the performance of company representatives. In 2024, 15 company representatives under the Betagro Group received honored plaques of leading organizations in Greenhouse Gas Management, Gold Level for Measurement Category, and Bronze Level for Greenhouse Gas Emission Reduction Category.
- Betagro has requested the Carbon Footprint for Organization (CFO) certification from the Greenhouse Gas Management Thailand (public organization) for 19 business operations covering all of its business groups in Thailand.
- Betagro has participated in the Carbon footprint for Organization Platform Assessment Pilot Project of the Greenhouse Gas Management Organization to move towards Net Zero. Two company representatives, Ajinomoto Betagro Frozen Foods (Thailand) Co., Ltd. and Pet Focus Co., Ltd., joined the assessment on Carbon Footprint for Organization reporting using a digital platform which is an important tool in measuring Greenhouse Gas quantity derived from activities of corporate operation. The objectives are to improve the method of data collection and to set more efficient Greenhouse Gas management guidelines.



Water Management

The unstable climate condition causes heat waves, draughts, windstorms and floods in Thailand affecting the natural water cycle, the life of living things and access to clean water for consumption. Hence, it is necessary for the government, private and public sectors to jointly and sustainably manage water according to their role and responsibility in order to maintain quality water resource for future use.

Betagro, as a private sector operating agro-industry and food business and using water in its various value chain activities including animal raising, production process, production support

and cleaning, realizes the importance of water resource and is determined to manage water efficiently. It has set policies related to environment, water management guidelines, internal water consumption goals and has consistently monitored water consumption. It has also treated waste water, according to the specified criteria, before releasing it to nature.

In addition, the Company has managed water risks covering draught, water quality, laws and regulations in order to set a risk reduction management plan and prevent any impact on its business operation.

Water Management

Betagro has set the following water resource management guidelines covering from raw water source management to internal water consumption with consideration to all involved stakeholders:

1. Structure, Role and Responsibility: Betagro sets up a water management unit responsible for planning water management strategy, setting water management goals, evaluating performance and reviewing water management plan on a continuous basis.

2. Water Risk Management:

The Company assesses water risks by using information on Water Stress Indicator from the World Resource Institute (WRI) regularly every year. Any business locations in extremely high- or high-Water Stress Area must conduct a local water risk assessment, set a Water Risk Mitigation Management Plan as per the assessed risk level and an efficient water consumption management action plan, as well as find back-up water sources as necessary. For the rest of the business operations, they are considered in the Monitoring Area.





Based on the assessment of 135 business operations, 89 percent are located in the Water Stress Area. All business operations in the high-Water Stress Area must conduct a local water consumption risk assessment and prepare a risk reduction plan as per the Company's water management guidelines in order to avoid impact on the Company's businesses.



3. Raw Water Source Management: The work covers investigating the ability of local water sources to provide water regularly and finding other water sources such as well water, surface water, rain water and tap water to ensure there is sufficient raw water for use in various activities. It also includes finding appropriate tanks or reservoirs for reserve water.


4. Water Efficiency Management: Goals and efficient water consumption management plans are set based on the 5Rs Principle and appropriate for the type of activity in each of the plant and livestock farm group business location. Water consumption is regularly monitored, and performance is reported to the management of the business groups, the Corporate Governance and Sustainable Development Management, and the Corporate Governance and Sustainable Development Committee. Betagro efficiently manages water based on the 5Rs Principle (Rethink, Reduce, Reuse, Recycle, Repair) as shown below:





5. Continuous Water Condition and Water Consumption Monitoring: Local water condition (for Water Stress Area) and water consumption are regularly monitored and supervised by each business group in order to prepare for and reduce impact. Reports are presented to top management and the Corporate Governance and Sustainable Development Committee.

6. Waste Water Treatment: Waste water is treated before releasing into nature. Waste water from the Company's production process is collected for treatment with appropriate waste water treatment technology according to the characteristics of waste water before the release. A system is put in place to regularly investigate and control the efficiency of waste water treatment to ensure that the waste water system is efficient according to the control value and the treated waste water to be released into nature passes the control standard criteria as specified by the law. Part of the treated waste water is reused in the operation as appropriate.

 Targets	Performance in 2024
<ul style="list-style-type: none">• Reduce 5 percent of water withdrawal per product weight by 2025 compared with that of 2022	6.14 percent
<ul style="list-style-type: none">• Increase 10 percent of the recycled or reused water ratio from the total water consumption by 2025	7.2 percent

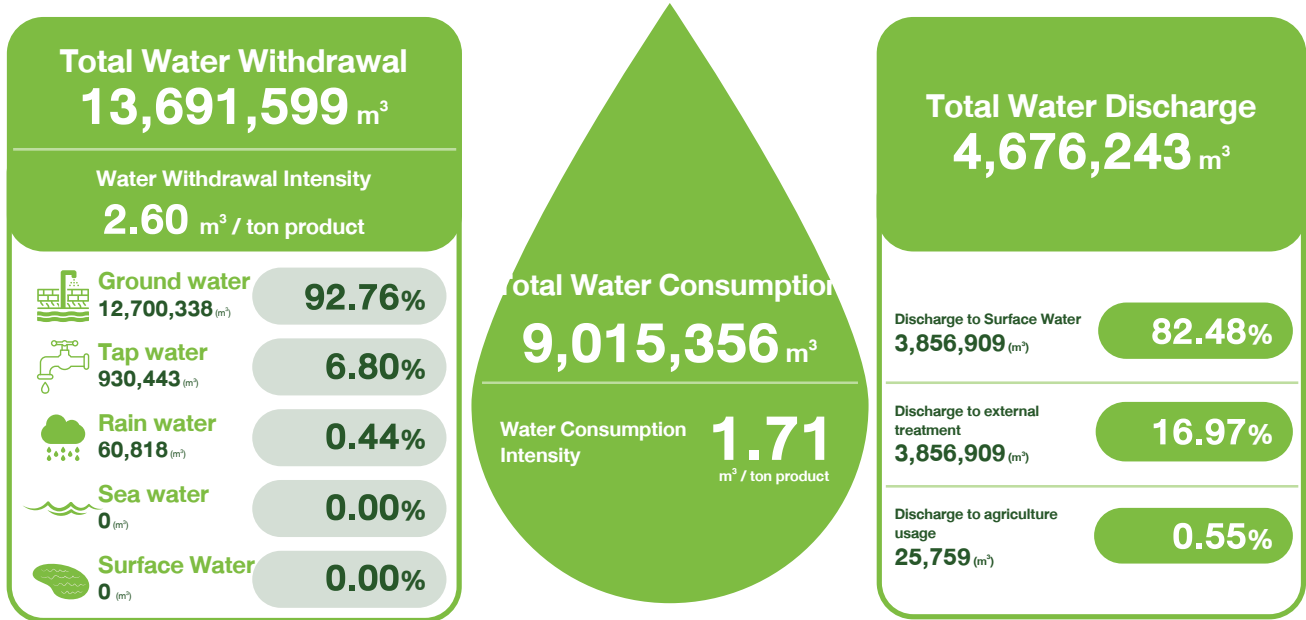
Remarks: Base year 2022 water withdrawal per product weight = 2.77 m3/ton-product





WATER DATA in 2024

Water management

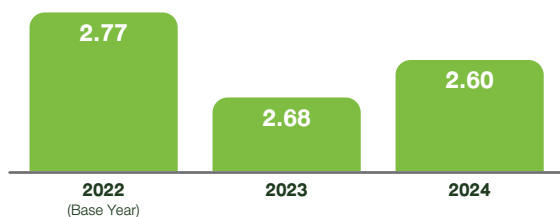


Total Reuse and Recycle Water

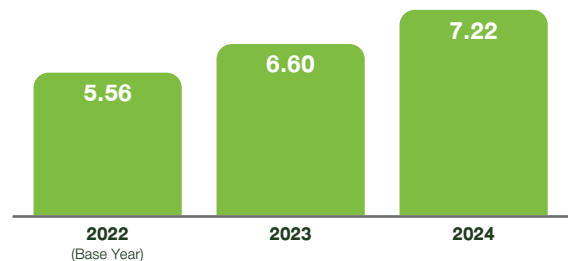
988,910 m³

7.22 Percent of total water withdrawal

Water Withdrawal Intensity
(Cubic meters per ton-product)



Reused and Recycled Water of
Water Withdrawal Ratio (Percent)





Highlight Project 2024

Betagro continually managed water resource, reduced water consumption, recycled water and improved its waste water treatment system. Major projects were:

1 Surface Water Quality Improvement Project to reduce groundwater used

The Company puts priority on groundwater consumption reduction by increasing consumption water from other sources such as surface water (from rain water tanks) and treated water in certain activities. Therefore, this project improved the quality of surface water for use in livestock farms and in the temperature adjustment system of the barns (Cooling Pad). The quality of rain water from

the collection tanks on the farms was improved through the screening tanks to get rid of suspended matters, color and odor. Then, it was disinfected before sending into the water pipe system for use in the farms, reducing up to 20-30 percent of groundwater consumption. Until 2024, five farms implemented this project, and it will be expanded to other potential farms.



2 Farm Equipment Cleaning Machine Development Project to reduce water consumption

Livestock Production Group encourages staff to analyze and present work efficiency improvement projects. As a result, the Company developed a cleaning machine for barn floor mats and an artificial grass cleaning machine for use in cleaning according to the raising and changing periods of the chicken breeds. This cleaning machine helped increase cleaning efficiency, reduce work hours,

water consumption and electricity. The principle used in developing the barn floor mat cleaning machine, which reduced an average of 20,000 cubic meters of water consumption per year, was applied in the development of the artificial grass cleaning machine resulting in water consumption reduction of another 14,000 cubic meters per year.



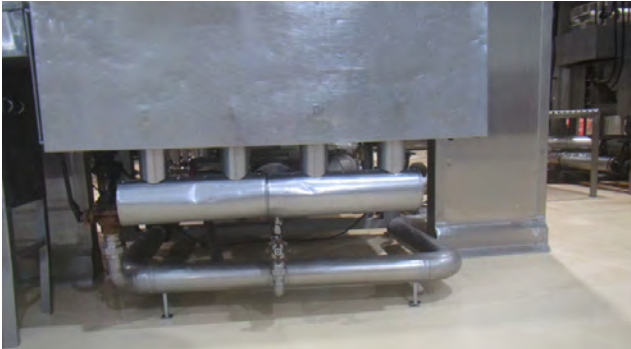


3

Cleaning Process Improvement Project with Dry Cleaning

Food product process requires regular cleaning of the production area to ensure hygiene. Therefore, a lot of water is consumed in such process. Betagro applied the Dry -Cleaning Principle to the cleaning process with emphasis on appropriate water consumption while maintaining

the original cleaning efficiency. This led to the reduction of water consumption, cleaning agents and cleaning time. In addition, the work area was dry and easy for checking and repairing leakage points of the machines immediately; thus, helping reduce resources.



4

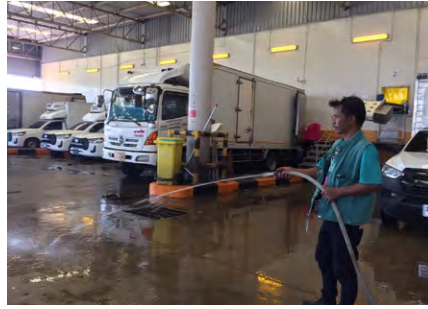
Increased Recycled Water Project

Betagro continues to improve and recycle waste water from the water filtration system, the cooling system and the waste water treatment system. This recycled water is use in cleaning the area outside the production and utilities buildings, in flushing toilets, and in watering plants. It is also

used in the waste water and air pollution treatment systems. This project is on-going, and in 2024 a system to collect and distribute recycled water to various points was installed resulting in an increase of over 43,000 cubic meters of recycled water per year.



Utilization: Effluent of Wastewater Treatment and Reverse Osmosis System



Recycled Water of Other activity

The Livestock Production Group started to collect information on recycled water consumption, and it recycled water from the waste water treatment system for use to water the plants. Its major project was the installation of the recycled water improvement system which was the first-phase test at the young laying hen farm in Kabinburi, Prachinburi Province. This system

consisted of the Ultrafiltration Membrane and the disinfection system. Water that went through quality improvement was qualified to be used in the temperature adjustment system of the barns, and helped reduce water consumption by 33,000 cubic meters per year. Feasibility studies are being conducted to expand the project to other appropriate areas.





5

Waste Water Treatment System Improvement Project to increase water treatment efficiency

Betagro improved the large water treatment system and turned it into biogas tank in order to minimize impact on the troubling odor from the airless waste water treatment system. Gas from the said fermentation process was used as renewable energy. The pilot project was launched at the chicken processing plant in Lopburi with the investment value of more than 40 million baht. The

objectives were to improve the airless treatment system by covering the fermentation tank with canvas and installing a sediment circulation system in the tank to increase the system efficiency. Also, a system to control the release and use of biogas was installed in the steam boiler. The Company plans to expand this project further.





Waste Management

Currently, the world is facing garbage management problems in terms of garbage quantity control and garbage management guidelines. If these activities which cause problems are not controlled or improved, their results will negatively impact our life and environment, be it polluted environment or contamination of dangerous chemicals in the food chain. With all

the afore-mentioned reasons, Betagro realizes the importance of such problems and has, therefore, set waste management guidelines including reduction of waste quantity per product weight, reduction of waste disposal ratio and initial consideration of applying the Circular Economy principle in its organization.

Waste Management

Betagro has set waste management guidelines based on the Circular Economy principle. It is determined to use resources efficiently and create minimum environmental impact. The work is driven by the environmental unit of each business operation reporting to the Corporate Governance and Sustainable Development Management and the Corporate Governance and Sustainable Development Committee respectively. Details of the work are as follows:

1. Define the structure, role and responsibility of the waste management unit responsible for setting a waste management strategic plan and goals, evaluating performance and reviewing the waste management plan on a continuous basis.

2. Set waste management goals and guidelines covering from separating, storing and collecting waste appropriately to selecting and assessing contractors.

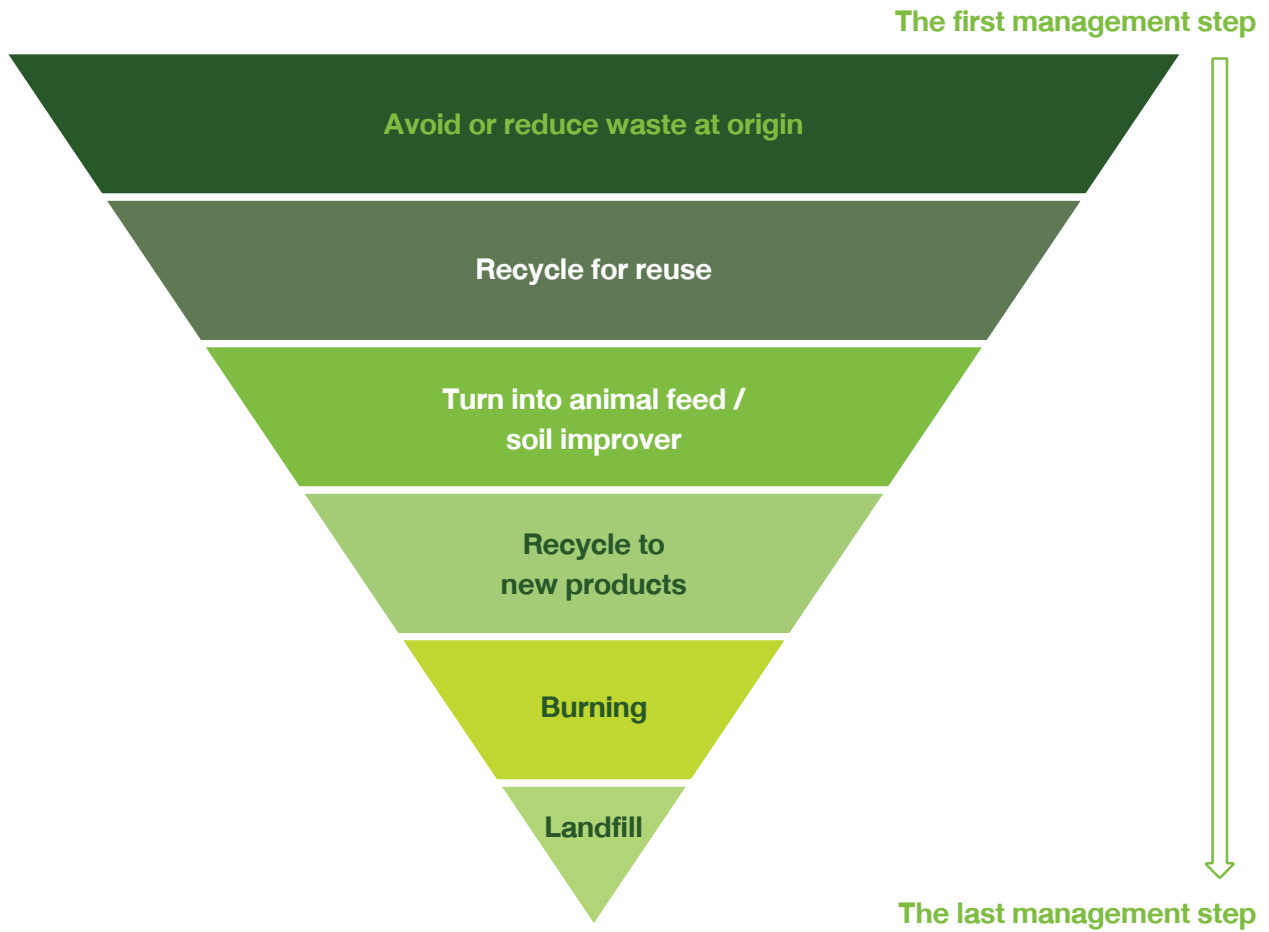
3. Record waste and report impact of the waste continuously. The report includes the quantity of waste separated according to the type of waste, danger levels, management methods and areas for further studies, analysis and improvement.

4. Study and improve the production process on a continued basis by applying new technologies and controlling work processes to reduce waste and minimize what to throw away.

5. Study, research and develop ways to recycle waste for maximum benefits



As for The Waste Management Hierarchy, the focus is on avoiding or minimizing waste at the source and separating the type of waste for maximum recycling. The remaining waste is sent for disposal by burning and landfill respectively.





Targets

- Reduce 5 percent of waste generated per product weight by 2025 compared with that of 2022
- Decrease disposal waste ratio from total waste generated less than 4 percent by 2025

Performance in 2024

**Increase
0.35 percent**

3.31 percent

Remarks: Base year 2022 Waste Intensity (Waste generated per product weight) = 43.40 kilograms per ton-product



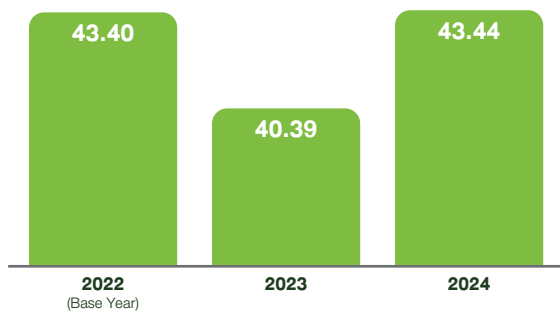


Waste Management 2024

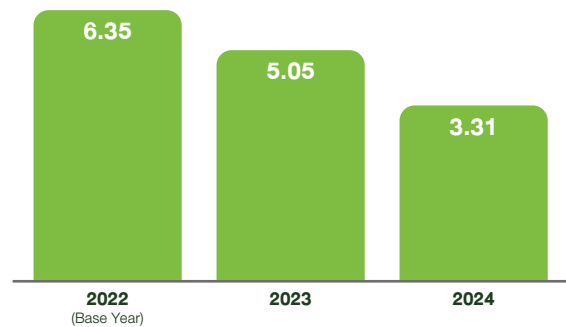
Waste Management



Waste Generated Intensity
(kilograms per ton-product)



Disposal waste per Total Waste Generated
(percent)





Highlight Projects 2024

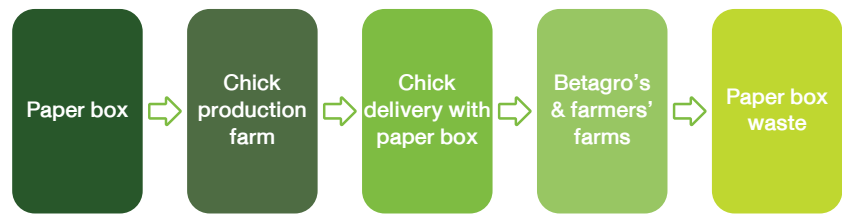
1

Chick Delivery Box Material Change Project to reduce single-use packaging

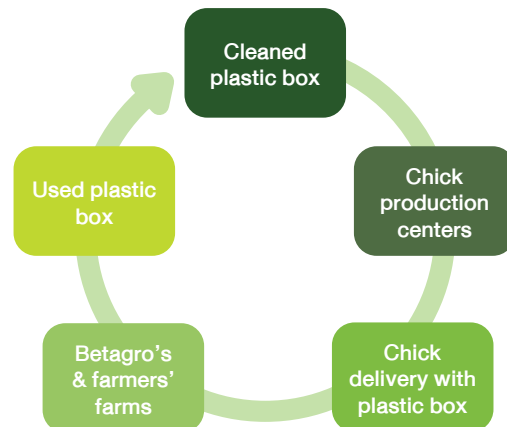
The project involved changing the material of the boxes used for delivering chicks from the chick production center to the Company's chicken and insured chicken farms. Originally, single-use, corrugated boxes were used, but under this project they were replaced by plastic boxes which could be cleaned and reused. The plastic boxes were checked to ensure that they were clean, sterile and

could replace the corrugated boxes. As a result, 100 percent of the chicks could be delivered to the Company's chicken farms and the insured chicken farms with the specified distance, saving the Company's packaging cost and reducing over 1.35 million box consumption per year, or an equivalent of 945 tons of waste.

Before the Project (Corrugated Box-Single use)



After the Project (Plastic Box)

**2**

Oil & Grease Trap Sludge Reduction Project

Under this project, studies were conducted to find ways to use microorganisms in decomposing sludge in the preliminary grease treatment system of Lopburi's pig processing plant. The objective was to reduce the quantity of sludge collected in the preliminary treatment system before sending waste water for treatment at the industrial center's water treatment system. After the project implementation, 250 tons of sludge for disposal could be reduced per year.



3

Chicken Feather Filter System Improvement Project

Chicken processing plant in Phatthalung Province improved the filter system of chicken feathers discarded from the production process by changing the Static Screen to the Rotary Drum Screen for filtering feathers. Hence, filtering efficiency was increased while feather humidity, operating time, transportation and storage problems were reduced. The weight of filtered chicken feathers was decreased by 10 percent compared with that of the Static Screen.



4

Waste Water Treatment System Screw Press Improvement Project

Most Betagro's meat processing plants use Activated Sludge in their waste water treatment system leaving extra sludge to be managed by drying before sending it outside for disposal according to the law. The original way of drying sludge used the sludge drying area or Belt Press machine with less efficiency than that of the Screw Press which is widely used now. Therefore, the Company's meat processing plants have gradually replaced the Belt Press with the Screw Press or procured a more modern Press to increase sludge treatment efficiency and reduce the quantity of waste to be sent outside for disposal by approximately 3-5 percent. During the past 5 years, Betagro has implemented this project in 6 plants: the second Betagro Industry Center, Mahasarakham's Chicken Processing Plant, Lampang's Chicken Processing Plant, Nakorn Pathom's Pig Processing Plant, Khon Kaen's Pig Processing Plant and Phatthalung's Pig Processing Plant. Another plant, Om Noi's Chicken Processing Plant, is in the process of changing the Screen, and the installation is expected to be completed in 2025.



5

Waste Recycling Project: Model Circular Economy Plant On-Going Project

Songkhla's animal feed plant participated in the project to "develop and leverage industrial business operations to apply the Circular Economy principle in organization" initiated by the Department of Primary Industries and Mines in 2022. The studies and tests were conducted in cooperation with Prince of Songkhla University to use biomass ash left over from fuel combustion of the steam boiler as raw material to replace construction material.





In 2024, the work was expanded through the transfer of knowledge on walkway paving production by using biomass fuel ash and the setting up of demonstration center at Nong Kwang Khong Sub-District's Health Promoting Hospital. It's an extension of maximum use of biomass ash for interested communities.



In addition, during the past two years Ajinomoto Betagro Frozen Foods (Thailand) Co., Ltd. and Betagro Dainippon Techno-Ex Company Limited both located in Lopburi Province and Better Food Co., Ltd. in Samut Sakhon Province, all of which are Betagro Group's processed meat and cooked food production plants, took part in the project to develop and leverage industrial business operations to apply the Circular Economy principle in managing resources efficiently while taking care of environment with responsibility to society and community.

6

Staff's Participation in Environmental Conservation Project

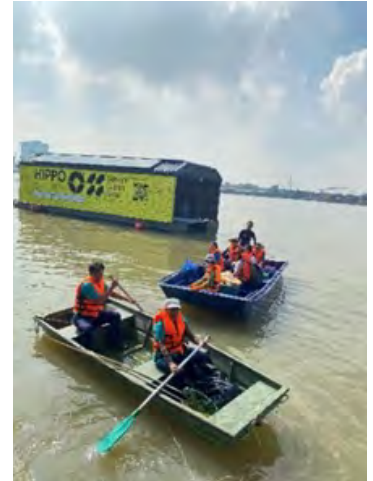
Betagro builds its staff's awareness in environmental conservation and encourages them to participate in separating recycled waste from garbage to reduce waste for landfill through various activities as follows:

Waste for Egg Project at the Company's sausage production plant in Lopburi Province and staff's dormitory located in the 2nd Lopburi Industrial Park. Under this project, staff were encouraged to separate recycled waste in their daily life and exchange it for eggs. After a period of continued implementation, in 2024 more than 5.91 tons of recycled waste was collected.





Phra Pradaeng Animal Feed Plant and B. International and Technology Co., Ltd. in cooperation with the Designated Areas for Sustainable Tourism Administration (DASTA) of Khung Bang Kachao organized an activity called “Bottles for Eggs” during the 6th Recycled Waste Market. The purpose was to encourage staff and the nearby communities to bring in plastic bottle waste and exchange it for chicken eggs. The 60 bags of plastic bottle waste collected were offered to Wat Chak Daeng in Samut Prakarn Province for recycling and making monks' robes. In addition, the Company joined in collecting waste after Loy Krathong Day and learning how to manage river waste on the same day of this activity.



Chiangmai Egg Center organized an activity to promote staff's waste separation by collecting waste from the center and office which was not sellable such as plastic bags used in wrapping egg trays/covers, bags for putting products and other plastic waste of the staff themselves. Originally, this waste was discarded as general waste for further disposal through landfill by the municipality, but under this activity the waste was delivered to Recycle Day and N15 Technology for appropriate final waste disposal. This activity helped build staff's awareness in environmental conservation, and over 1.02 tons of recycled waste and orphan waste were collected.





Responsible Raw Material Procurement

Betagro is committed to procuring responsibly in order to reduce any possible impact on its business value chain and respond to its stakeholders' expectations of more sustainable raw material and service procurement with consideration to economic, social and environmental impact.

The Company has set ([Betagro Sustainability Supplier Code of Conduct, COC](#)) covering the entire supply chain and communicated it to the

partners for acknowledgement and compliance. In addition, it has assessed risks, evaluated its partners and developed the traceability system displaying raw material sources. Betagro has continuously cooperated with all sectors including its partners, the government, private and community sectors, and encouraged farmers to increase their production efficiency and implement sustainable farming to prevent and reduce social and environment impact.

Responsible Raw Material Management

1. Sustainable Procurement Policy and Code of Conduct Setting: Sustainable Procurement and Betagro Sustainability Supplier Code of Conduct (COC) was issued covering respect for human rights, occupational health and safety, environmental sustainability and business ethics. It has also been communicated to partners for acknowledgement and compliance.

2. New Supplier Selection:

The criteria for new partner selection were set in line with its business operation and with consideration to product quality, price, ability to deliver products and services, certified standards, compliance with laws and regulations, social and environmental responsibility and good governance. These criteria aim at procuring raw materials with quality and safety as well as preventing and minimizing sustainable impact risks arising from partners' operation. In addition, all new partners must pass the Company's Sustainability Self-Assessment which is consistent with Betagro Sustainability Supplier Code of Conduct (COC).

3. ESG Risk Assessment:

The ESG risk assessment is conducted with all partners in the agricultural key raw material group covering corns for feeding animals, soybean meal, palm oil and cassava; partners in the key sea fishing raw material group - fish meal; and other major partners. For sustainability, risk assessment covers social, labor, safety, environment and governance matters.



4. Supplier ESG Audit:

High-risk partners as revealed by the sustainability risk assessment must go through an ESG audit. In 2024, one hundred percent of the 29 high-risk suppliers were audited and it was found that their labor, occupational health and safety – work hours, wage payment, employment contract, freedom to gather in group, safety personnel and emergency case management, were issues that Betagro needed to cooperate with its partners to develop and operate within the laws.

5. Key Raw Agriculture Traceability Dashboard:

Betagro has developed an information management process and data visualization for transparency and traceability of agricultural raw materials including corns for feeding animals, soybean meal, raw palm oil, pure palm oil and cassava. The purpose is to obtain raw materials with quality, safety and knowledge of the origin countries for efficient sustainability management.

6. Supply Chain Cooperation Network Building

Betagro continually cooperates with all sectors including partners, the government, private and public sectors, as well as independent organizations. It also supports, promotes and develops its partners so that they can grow sustainably along with the Company.

Responsible Raw Material Procurement Goals

 Targets	Performance in 2024
<ul style="list-style-type: none">Communicate Betagro Sustainability Supplier Code of Conduct (COC) and must receive 100 percent compliance confirmation from all partners in the agricultural key raw material group by 2024. These raw materials are corns for feeding animals, soybean meal, palm oil, cassava, as well as fish meal which is sea fishing key raw material100 percent of agricultural and sea fishing key raw materials must be traceable by 2024. <p>Corns for feeding animals – can be traceable to sellers and origin countries. Soybean meal – can be traceable to sellers, processing plants and origin countries. Palm oil – can be traceable to sellers, processing plants and origin countries. Cassava – can be traceable to sellers, processing plants and origin countries. Fish meal – can be traceable to sellers, processing plants, fishing boats and origin countries.</p>	<p>100 percent</p> <p>100 percent</p>



Performance

Responsible corn procurement

Betagro consistently supervises corn procurement for animal feed production in line with its Sustainable Procurement Policy. It also sets up Sustainable Corn System covering sellers' selection, policy communication and Supplier Sustainability Code of Conduct applied with 100 percent of its partners. In addition, this raw material can be traced to the sellers and the origin countries.

The Company, in cooperation with the Thai Pet Food Trade Association, developed a traceability system for corns in Thailand. This has helped confirm the sources of corns and it's a part of forest conservation through the purchase of corns from farmers who produce corns without invading the forest area. Farmers must register themselves and give related basic information including personal information, total planting area, location of the planting area and details of the planting and harvesting days. The plan to complete the traceability system development is by 2025.

Responsible soybean meal procurement

Betagro conducts risk assessment of the soybean meal origin countries on a continuous basis, and its system can trace back 100 percent of raw materials to the origin countries. In addition, it purchases soybean meal with the Round Table on Responsibility Soy Association (RTRS) certification as per its customers' requirements.

Responsible palm oil procurement

Risk assessment of the raw palm oil origin countries for animal feed production are conducted through a system which can trace back 100 percent to the sellers, production/processing plants and the origin countries. Regarding pure palm oil for food business, in 2024 Betagro procured from 94.81 percent partners with the Roundtable on Sustainable Palm Oil (RSPO) certificate. It plans to develop this system continuously.

Responsible cassava procurement

Betagro conducts the origin country risk assessment of cassava for animal feed production with its traceability system that can trace back to 100 percent of the production/processing plants.





Responsible fish meal procurement

The Company is determined to support sustainable fish meal procurement in order to minimize risk and impact on sustainability issues possibly arising in the supply chain, as well as to protect biological diversity and marine eco system.

As a result, Betagro has laid the following guidelines for fish meal procurement:

- Fish meal which is a by-product from aqua animal processing plants: Betagro procures fish meal from producers with Marine Trust certification, an international sustainability standard, and 100 percent of producers are traceable.
- Fish meal produced from fresh fish/by-products from direct fishery: Betagro procures fish meal that is traceable and complies with Thailand's laws. It must also be examined and issued with a certificate from the related government agencies – the Department of Fishery and the Department of Labor.

Highlight Projects 2024

1 Sustainable Corn Growing Project

Betagro cooperated with the Ministry of Agriculture and Cooperatives in the “*Public Synergy Project, Large Corn Field Project and the Project to Promote Corn Growing after the Farming Season*”. It's an integrated effort among the government sector, the private sector, local administration organization, farmers and related agencies. The objectives were to reduce costs, increase productivity and develop a production system with a better access to technology resulting in product with quality and safety according to the market standard.

The Company cooperated with the government and the private sector to support farmers after the farming season through the opening of its corn centers to purchase corns directly from farmers joining the project at fair prices.

In 2017, Betagro initiated a sustainable corn planting project to promote corn planting that does not invade forests in the provinces of Saraburi, Lopburi, Petchaboon and Nakhon Ratchasima. In 2024, the supported area covered more than 45,000 rai of land.

6 steps in implementing the Sustainable Corn Growing Project





Photo of the meeting to provide knowledge to farmers before planting corn



Photo of coordination/monitoring activities and providing advice during planting corn and harvesting

Since 2017, Betagro has cooperated with the Thai Pet Food Trade Association to promote knowledge of sustainable corn growing based on the Good Agricultural Practices (GAP). This has

resulted in produce with good quality and safety, reduced environmental impact, as well as farmers' good health and safety.



2

Project to raise the ability of community to prevent and correct forest fires and smoke in order to reduce PM2.5 in line with the investment promotion to improve community and society

Betagro joined the “Project to raise the ability of community to prevent and correct forest fires and smoke to reduce PM2.5 in line with the investment promotion to improve community and society”. The objective was to help increase the ability of local organizations to cope with forest fires, one of the causes of PM2.5 in the 10 community forests with risk of forest fires. Five forests are located in the north, 2 each in the central and northeastern parts and 1 in the east. The total budget for this project was 5,503,700 baht divided into 3 categories as follows:

- **Increasing the ability to prepare for forest fires:** The project supported communities with forest fire extinguishing equipment such as air blowers and water spray tanks. It also set up forest fire monitoring centers, wet fire breaks and check dams. Training on forest fire prevention and control was held to prepare communities for forest fire prevention.
- **Increasing the ability to cope with forest fires:** Large water containers, forest fire extinguishing sets, communication radios and field backpacks were provided.
- **Increasing the restoration potential of communities after the incidents:** The project supported the activities to increase the value of forest materials for use in families. It also supported the nursery improvement to promote the breeding and production of seedlings that were important to community forest eco system. Overall, the project helped make preparation for the increase of green area for community forests and reduce PM2.5 as a result of forest fire prevention preparation. In addition, the project enabled all sectors to realize the importance of joint community forest work and care.





Sustainable Packaging

Betagro realizes the importance of packaging and the urgent need to solve waste problems from packaging. It has, therefore, improved and developed eco-friendly packaging with emphasis on using eco-friendly packaging, jointly studying and developing new packaging with its partners. This cooperation starts from designing and developing non-recyclable packaging or packaging that is difficult for recycling to become

recyclable and selecting packaging from natural materials that can be renewable. Furthermore, resources are recycled through the Post-Consumer Recycled (PCR) method which recycles used packaging into plastic pellets for further use as packaging mixture. This is a part of environmental care and response to the needs of consumers who give priority to Green Products. Each business group has a different packaging consumption rate.

Sustainable Packaging Management

Betagro's sustainable packaging goals and management guidelines are set and driven by its Research and Innovation Development Center and 4 technology units as follows: Strategy and Innovation Work Group, Food Innovation Center, Agro-Industry Innovation Center and Pet Innovation Center. All the centers and work groups cooperate in the following activities:

1. Regularly monitor the change in provisions, laws and trade agreements related to sustainable packaging. The main objectives are to cope with the rapidly changing situations, respond to the requirements of customers, partners and stakeholders regarding the use of eco-friendly packaging materials while still maintaining product quality

2. Set goals and guidelines for sustainable packaging consisting of:

- Reduce resource consumption by collecting and analyzing information along with using packaging technology to develop and reduce resource consumption for sustainability
- Increase Reuse by changing packaging so that it can be reusable
- Increase Recycle by studying and developing packaging so that it can be recyclable
- Use packaging that is compostable

3. Evaluate and minimize environmental impact of packaging waste from the operation and also evaluate impact from the change in packaging on the products, partners and consumers to ensure safe packaging



4. Monitor and collect information on all aspects for use in efficiently analyzing, setting and reviewing policies and operating plans

5. Impart knowledge to staff to create understanding and awareness of sustainable packaging importance through training, workshops and newsletters. The content involves waste separation according to the type, design and selection of eco-friendly packaging materials, as well as monitoring Thailand's and international laws or sections related to sustainable packaging.



Targets

- Towards 100 percent eco-friendly packaging by 2030
- Reduce 12 percent of packaging resource consumption by 2025 compared with that of 2022

Performance in 2024

97.48 percent

20 percent





Performance






Packaging Design for Sustainability

Betagro follows the Holistic Packaging Design principle with emphasis on the basic characteristics of product quality delivery, clean and safe products, convenience for using and

packaging beauty. In addition, packaging design with sustainability focuses on the 4R principle: Reduce, Reuse, Recycle and Renew.

Reduce the use of new resources

Reduce the use of packaging from the production process to product packaging to consumers.

Agro	Livestock	Protein	Food	Pet
<p>Project: Replace plastic sacks for animal feed with bulk tanks</p> 	<p>Project: Reduce egg tray packaging</p> 	<p>Project: Reduce the weight of corrugated boxes for frozen products</p> 	<p>Project: Change the packaging of 2 Betagro brand egg trays</p> 	<p>Project: Reduce weight of sacks for animal feed</p> 
<p>Since 2014, the project has been promoted by academicians to change from sacks for animal feed to bulk tanks.</p> <p>Performance: A total of 1.21 million sacks or 96 tons were reduced.</p>	<p>The project helped reduce the use of packaging for chicken eggs for delivery to retail shops by reducing the use of tray covers, labels and straps, while still maintaining the product transport efficiency to retail shops.</p> <p>Performance: A total of 4,244 tons of chicken egg packaging were reduced.</p>	<p>The weight of corrugated boxes used for frozen chicken parts kept at the plant waiting for cutting or delivering to the Group's plants was reduced by designing and using technology that still maintains the strength and product protection property.</p> <p>Performance: A total of 103 tons of paper were reduced.</p>	<p>Performance: Reduce Plastics Used 1.58 tons/year</p>	<p>Materials for sacks were developed and designed to be recyclable and to reduce new plastic consumption while still maintaining the quality and product protection property.</p> <p>Performance: A total of 37 tons of plastic packaging were reduced.</p>



Development of Recyclable Packaging

In order to increase its eco-friendly packaging ratio, Betagro has developed non-recyclable packaging or packaging difficult to be recycled to become recyclable packaging. In 2024, the Company initiated a recyclable packaging

development project for the Protein and Food Product Group and Pet Food Product Group. It is now in the process of simulation testing and is expected to start actual usage in 2025.

Highlight Projects 2024

1

Development Project of PCR Content in Betagro Shopping Bags:

This project developed shopping bags with recycled plastic from used bags in the production process. As a lot of HDPE bags were used in the production process, the Company started the development by separating the plastic bags and sending them through the recycling process to get quality plastic pellets (PCR). This PCR was mixed with virgin plastic pellets to become shopping bags which still maintained the image communicating sustainability and the quality for use in Betagro shop and Betagro Deli. As a result, a total of 10 tons of new plastic pellets were reduced. The Company plans to expand the result by increasing the ratio of PCR in its plastic bags.



An aerial photograph of a dense green forest. In the center, a clearing is shaped like a house, with a chimney and two windows. The interior of the house shape is filled with a lighter blue sky and clouds. A large, white, stylized letter 'S' is overlaid on the right side of the image, partially covering the forest and the house shape.

SOCIAL DIMENSION MANAGEMENT



• Social Management

Betagro realizes the importance of operating its business with social responsibility; therefore, it has set Betagro Social Policy and Practice, goals, as well as internal and external social management operating plan, all of which support its sustainable development goal and become a part of continued social development.

Betagro applied the occupational health and safety management system based on ISO45001:2018 international standard to its 22 out of the total 64 plants, and 34% of the total plants received certification from external agencies.

The Company participated in the Supplier Ethical Data Exchange (SEDEX) to jointly develop businesses with ethics and social responsibility in the entire supply chain. This was to ensure that its 43 plants and farms operated responsibly with fair labor treatment, occupational health and safety.

Additionally, Betagro Labor Standard was prepared to ensure that its human resources work is fair, continuous and systematic. Moreover, internal labor, occupational health and safety within the organization covering all plants and farms are monitored and assessed



Apart from supervision within the organization, Betagro realizes the importance of supervision covering the entire supply chain. Thus, it has specified Betagro Sustainability Supplier Code of Conduct (COC) to supervise responsible purchasing and procurement with fair labor treatment and work safety in its entire supply chain.





Social Dimension Management Structure

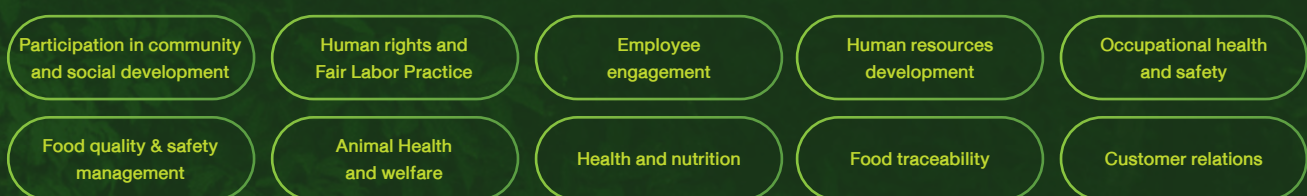
Board Level



Management Level



ผลิตภัณฑ์



• Risk/Opportunity and Operating Guidelines

Human Rights and Fair Labor Treatment

Risk/Opportunity	Operating Guidelines
<p>Agro-food business requires a lot of labor in the production process which can cause risks from lack of close supervision. These risks include child labor, illegal labor, violation of rights at work and unsafe work environment. Such negligence affects reliability and trust of suppliers, consumers and people in society.</p> <p>However, the Company can still create opportunities for positive impact through strict compliance with international labor standards and laws, labor welfare promotion, and equal labor skill development. These will not only minimize risks, but will also create an opportunity for business sustainability.</p>	<p>Betagro has set up a Human Rights Committee responsible for overseeing and implementing human rights work, as well as specifying a human rights policy in line with international standards covering all business groups. The Company regularly conducts human rights surveys in all dimensions while implementing corrective and remedial measures to eliminate such risk in all business processes.</p>



Employee Engagement

Risk/Opportunity	Operating Guidelines
<p>Employees are important resources for the Company to develop sustainable business, directly impacting its product quality and work efficiency. Employee engagement is, therefore, another opportunity to help reduce the turnover rate, inspire employees to develop themselves and participate in the Company's development on a long-term basis.</p>	<p>Betagro regularly assesses employee engagement and satisfaction to further develop and improve staff's care. The assessment result is also used for preparing an employee engagement strategic framework covering all areas: physical health, mental health, communication with all levels of staff so that they can have access to as much information as possible. Based on the assessment result, a development program will also be prepared to provide convenience for staff.</p> <p>The Company puts emphasis on hearing staff's opinions from various channels such as Voice of Employee, Call Center and meetings. All opinions are collected for use in preparing an employee engagement strategic plan.</p>

Staff's Potential Development

Risk/Opportunity	Operating Guidelines
<p>Staff's potential is an important factor in driving Betagro's operation. If staff lack skills and abilities required to do their job without any appropriate development or training, this will negatively impact the Company's drive towards long-term growth.</p>	<p>Betagro realizes the importance of potential development of staff at all levels. Therefore, it has issued a policy to support staff's knowledge and skill development covering 3 areas: leadership, career and good governance. At present, staff's development is implemented through the strategy of "People Transformation" to increase staff's ability and knowledge consistent with the current changes. In addition, the Company conducts employee satisfaction survey for further improvement. It also promotes a corporate culture for all staff to drive changes towards long-term shared goals.</p>



Occupational Health and Work Safety

Risk/Opportunity	Operating Guidelines
<p>Occupational health and safety management that is interrupted and not comprehensive may cause risk in work conditions and diseases from work. If severe accidents occur, the Company's business operation may be interrupted.</p> <p>Thus, taking care of staff's health and safety helps reduce accidents and dangers, enabling staff to work more efficiently in a safe and healthy environment. It will also help reduce the turnover rate and create confidence in the organization.</p>	<p>Betagro sets up a systematic occupational health and work safety management system as per international standards. Under Betagro Safety Framework, the Company promotes a safety culture through the role of leaders or management. It also emphasizes that staff at all levels strictly comply with occupational health and safety requirements and laws. Supervision is through Betagro Life Protection, and there is a plan to monitor safety risks covering all business locations of the Company. The objective is to motivate continued occupational health and safety improvement and management.</p>

Participation in Community and Social Development

Risk/Opportunity	Operating Guidelines
<p>Participation in community and social development is an opportunity for building local labor stability of surrounding communities. It enables business operation to be more efficient. However, opportunities for developing business to grow along with communities vary depending on local or communities' characteristics, as well as knowledge and ability of participating organizations.</p>	<p>Betagro supports community development so that communities can grow along with its business. This Holistic Area-Based (HAB) development covers 5 areas: economy, environment, health, education and society. The work is carried out through various projects jointly with communities and local agencies to create participation among the private, public and government sectors. In addition, the Company promotes volunteer activities among its staff so that they can work jointly with communities, schools, temples and health centers located in the surrounding area to build good relationships.</p> <p>In addition, Betagro regularly conducts field visits to listen to suggestions and problems from communities for work improvement.</p>



Food Quality and Safety

Risk/Opportunity	Operating Guidelines
<p>Food product quality and safety are important for delivering good food to consumers.</p> <p>The growth of livestock industry causes worries about the impact on health which may arise from the animal raising process using redundant or inappropriate antibiotics. It will result in antimicrobial resistance (AMR) in human beings and environment.</p>	<p>Betagro realizes the importance of preparation for possible emergencies and crises such as animal epidemic outbreak, Zoonoses including African Swine Fever, Bird Flu and foodborne illness outbreak. Therefore, the Company has prepared Betagro Business Continuity Plan covering emergency management and restoration, a back-up plan for moving a production base from one location to the Group's plants or farms. Betagro stresses on monthly and quarterly risk assessment and analysis, specifying measures and reviewing risk management that may impact the Company's business operation. The work is done jointly among the first line of defense, the second line of defense and the Internal Audit Unit (third line of defense) to manage risks impacting the quality and safety of its products in the entire food production chain through efficient quality management. Betagro is ready to deliver products with quality and safety in all situations, respond to customers' expectations and operate its businesses sustainably on a long-term basis.</p>

Food Traceability

Risk/Opportunity	Operating Guidelines
<p>Consumers' confidence in products is an important factor for sustainable business operation. Food products directly involve consumers' health, and there is a rising trend for consumers to pay more attention to it. With these reasons, efficient production technology is developed creating confidence in delivering products with high quality and traceability.</p>	<p>Betagro has applied digital technology to trace products to their origin from livestock farms to production and processing plants. The objective is to ensure that food quality and safety management is efficient, accessible, traceable and can immediately manage production process. The Company also develops its traceability system so that consumers can trace back products by themselves through the QR Code on the product packaging. This is another channel to create consumers' confidence in the Company's products on a continued basis.</p>



Health and Animal Welfare

Risk/Opportunity	Operating Guidelines
<p>Ethical animal husbandry must put emphasis on proper animal care so that animals are healthy and comfortable without any suffering all through the raising period as per their eligible rights. This is an important component of animal husbandry and responsible food production.</p>	<p>Betagro realizes the importance of responsible food production; therefore, it has specified an animal welfare code of conduct. It has also made an animal health promotion plan to drive the work according to the 5 animal welfare principles. These include an annual animal health promotion program, control/prevention of diseases into farms, improvement of farm environment to be clean and appropriate, waste management of animal manure into biogas energy, and waste water system installation in the farms.</p>





Human Rights and Fair Labor Practice

Betagro gives priority to respect for human rights and realizes the benefits of operating its business with respect for human rights. Thus, it has set Human Rights Policy for Betagro's Group of Companies to hold on to and comply with. This Policy is based on the following international human rights standards: The Declaration on Fundamental

Principles and Rights at Work, International Labor Organization, United Nations Global Compact and UN Guiding Principles on Business and Human Rights. This Policy also includes Human Rights Due Diligence based on UN Guiding Principles on Business and Human Rights.

Management of Human Rights and Fair Labor Practice

Betagro has set up the Human Rights and Business Operation Committee responsible for overseeing and ensuring its business operation complies with Betagro Group's Human Rights Policy. Following are the management guidelines:

- Conduct Human Rights Due Diligence every year covering Betagro's Group stakeholders: its staff, suppliers, suppliers' staff, customers and investors
- Specify preventive measures for risks found from conducting Human Rights Due Diligence
- Specify relief and remedial measures for human rights impact as the Company's code of conduct consistent with the Human Rights Policy in case of human rights violation
- Set Betagro Labor Standard for use as guidelines in taking care of staff and labor in the supply chain. Conduct assessment of compliance with Betagro Labor Standard in all business locations every year covering farmers' farms in its supply chain
- Provide channels for opinions or information from stakeholders in the entire supply chain through suggestion boxes and online media of Betagro's Complaint and Whistleblowing System, Tel. 1482 or e-mail at Contactcenter@betagro.com



Targets

Performance in 2024

- Human Rights Due Diligence (HRDD) is conducted with all high-risk stakeholders' groups covering businesses in Thailand and the entire supply chain by 2024.
- 100 percent of staff in Thailand attend human rights training by 2024

100 percent

100 percent

Performance

In 2024, Betagro did not find any human rights violation from conducting the Human Rights Due Diligence and from hearing comments of both internal and external stakeholders. In addition, stakeholders' suggestions were used to improve operation, and the results were reported to the stakeholders to build their confidence in the Company's business operation.

As for Betagro Labor Standard assessment, the Company obtained an average score of 87.6. For cases of incompliance, improvement has been made, and the assessors continually monitor the progress.

Highlight Projects 2024

1 Human Rights Due Diligence for 2024

Betagro expanded Human Rights Due Diligence to cover all sample groups in the entire supply chain. It specified sample groups for data collection as foreign labor (Cambodian and Burmese), laborers in the supply chain, suppliers who are farmers and non-farmers, customers and investors. The goals for Human Rights Due Diligence were set at no fewer than 385 sample groups through the work conducted by an external unit to ensure independence of information, from July to September.

2 Dots Coffee

Betagro supported social enterprises like Dots Coffee, a coffee shop which hired all blind staff starting with 10 in 2022 and 18 in 2024.



Human Capital Development

Human Capital Management

Amidst the world's rapid changes, we all face fluctuations, uncertainty, complexity and ambiguity in both businesses and personnel. Human capital management in line with Betagro's strategy and human capital process development in all areas towards the digital age are, therefore, important to create maximum operating efficiency and support the Company's goal achievement.

Betagro implements human capital strategy covering manpower planning process, building future leadership base, promoting staff's systematic learning driven by information, building an excellent workplace, developing staff's living condition, giving priority to occupational health and safety, as well as promoting engagement, physical and mental health. This strategy also includes performance management and fair performance-based compensation, motivation and retention of high-potential staff with behaviors consistent with and promoting business goals. This is because Betagro strongly believes that this human capital strategy will bring sustainability to the organization.

(1) Employee Engagement

Employee Engagement Management

Betagro focuses on its Great Workplace strategy by giving priority to building an excellent workplace, an organization of happiness aiming at life quality and workplace development for all levels of staff. At the same time, the Company listens to staff's opinions, complaints and suggestions through various channels.

As we all know, human resources are important in driving an organization. To respond to the technological and industrial changes, Betagro has therefore set goals to conduct engagement surveys. The result enables the Company to understand various needs and expectations of each staff group, analyze and improve engagement approach connecting with major business results.

The Company conducted an engagement survey in 2023 and used the result to prepare a strategic framework for taking care of its staff. The framework focused on 3 areas as follows:


1. **Good Health and Well-Being** – with emphasis on creating staff's good physical and mental health as well as building awareness of prevention and remedy



2. **Strong Communication** – focusing on open and on-going communication so that staff know about the Company's situation and information on various aspects, plus dissemination of interesting information, self-care awareness and reports on its staff's health related activities

3. **Digitized Employee Engagement** – applying technology to staff care work, enabling staff to follow news and participate in various activities through the channels provided by the Company

Betagro is committed to developing staff's quality of life and improving staff care based on its strategic framework covering 3 aspects through the Company's many business groups as deemed appropriate according to each work environment. The Company listens to problems, opinions and suggestions from staff through various channels such as Voice of Employee, Call Center, meetings including Welfare Committee or Town Hall meetings in both face-to-face and online formats. It aims at creating satisfaction and happiness among staff working at offices, plants and farms, leading to a Great Workplace.

 Targets	Performance in 2024
<ul style="list-style-type: none">Build employee engagement at the level of over 80 percent by 2025	78 percent

Performance

Betagro conducts engagement surveys to enable staff to express their opinions and the Company to understand their issues and needs in depth. Based on the engagement survey conducted in 2024, the engagement level amounted to 78 percent of all the staff participating in the survey. (86 percent out of the total number of staff took part in the survey.) The Company analyzed the survey result, staff's opinions and suggestions for setting a strategy and plan to develop and improve staff's care and retention, as well as increase employee engagement. This improvement plan is incorporated into the employee engagement strategic plan for 2025-2027 with an operating framework of "Promoting Staff's Good Health & Well-Being".

In addition, the Company has set up a Welfare Committee in each business operation to act as a spokesperson and representative in listening to staff's opinions and needs in order to jointly find ways to take care of staff.



Highlight Projects 2024

1

Happiness Delivery Project during Various Festivals

Betagro organized various activities for its staff to create happiness and fun as well as reduce stress from work in both face-to-face and online formats. Examples included activities on the occasions of Christmas and New Year, Chinese New Year, Songkran, the Company's anniversary, Loy Krathong and retirement.



2

Happy Health Project

This project aimed at promoting staff to be healthy by changing their behavior in taking care of themselves and preventing themselves from diseases or Disuse Syndrome which would affect their overall quality of life. Examples included:

- 1) Prevention Health Project:** This project focused on alleviating or preventing staff from serious diseases and endemics through various activities such as Quadrivalent Influenza Vaccination, Cervical and Breast Cancer Screening. It also included disseminating knowledge and organizing activities to make staff aware, know about prevention methods and learn how to live with NCDs.
- 2) Telemedicine Project:** Betagro jointly developed an automatic robot with Phatthana Nikhom Hospital in Lopburi Province to provide remote examination service by doctors. It enabled the staff with targeted diseases such as diabetes and high blood pressure to consult doctors online while doctors can give advice and prescribe medicine online to the staff.





- 3) **Mental Health Project:** The project emphasized staff's mental care due to stress from work, family or economic problems. Under this project, staff's mental or stress condition assessment was conducted, and staff's knowledge was promoted through seminars and workshops. Advice was also given to staff.



- 4) **Smart Dental Mobile Unit Project:** Betagro in cooperation with the Social Security Office offered dental services like scaling, filling and extracting teeth at the staff's office through a mobile dental unit without any expense as per their social security rights. The objective was to promote good dental health for its staff.



- 5) **Office Syndrome Project:** Under this project, physical therapists offered knowledge to staff on ergonomics and provided preliminary examination and care, along with guidelines for preventing Office Syndrome. The project also included other activities including dancing, stretching and relaxing muscles for staff to change from their sitting position.



- 6) **Health Days Activity:** This activity was organized so that staff understood the ways to take care of their physical and mental health, be aware of good health and healthy condition. With this knowledge, staff would have a work-life balance as well as better physical and mental health.





3

Well-Being Project

The aim of the project was to enable staff to have good quality of life through flexible work in the form of Hybrid Working. It also encouraged staff to exercise through various activities as per their interest such as yoga, body combat, running and biking to collect miles, table tennis competition, Bye Bye Fat and other activities offered by various sports clubs.



4

Happy Money Project

The objective of this project was to enable staff to efficiently make their own financial plan. Activities included dissemination of knowledge on family accounting, debt management, provident fund, building discipline through savings, planning for retirement, and techniques for increasing savings through investment.



5

Scholarship Project

One of Betagro's priorities was on continuously increasing staff's potential through Upskill and Up Qualification in the form of scholarships from the preparation stage with details as follows:

- Secondary level to vocational certificate
- Certificate level to bachelor's degree, and
- Bachelor's degree to master's degree

In 2024, Betagro offered over 40 scholarships to its staff. Additionally, it extended the scholarships to staff's children with good academic results to alleviate its staff's expense burden and support education of children and youth who are the future of our country. In 2024, a total of 956 scholarships were given to staff's children.



6

Quality of Life Club (QLC) Project

Betagro has set up various clubs to improve its staff's quality of life in each area, enabling them to have good health and healthy condition through their participation in activities organized by staff in various locations as follows:

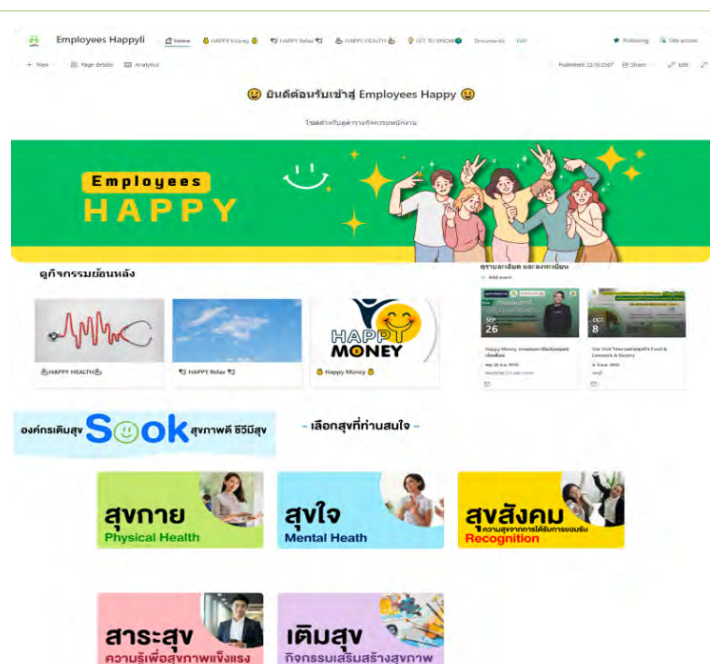
- 1) **Religious Group:** This group encouraged staff to be moral and ethical while helping maintain religion by hosting and joining various religious activities with the Community Relations Team. Examples included hosting and participating in joint Kathin Ceremonies and volunteering to clean temples.
- 2) **Savings Integrity Group:** This group focused on financial management, debt management and career promotion so that staff knew how to plan and manage their income, as well as gain additional income.
- 3) **Sacrifice Group:** This group promoted activities for society, sharing, volunteer work at various events so that staff learned about giving, sharing and sacrificing for community or helping other human beings. Examples included Sharing Happiness Market or Soi Dao Pan Suk to which staff donated unused things or blood donation.
- 4) **Health Group:** The group emphasized staff's good health and healthy condition by building their awareness and giving them guidelines for preventing diseases, as well as promoting exercises after work.
- 5) **Sufficiency Agriculture Group:** This group encouraged staff to grow agricultural produce for cooking in their work unit, selling for additional income, or sharing with nearby communities.



7

Digitized Employee Engagement

Betagro has developed a program to facilitate staff's work, provided channels for staff's engagement survey, as well as set up an "Employees Happy" and "Happiness Adding Organization" (Ong Korn Term Suk).





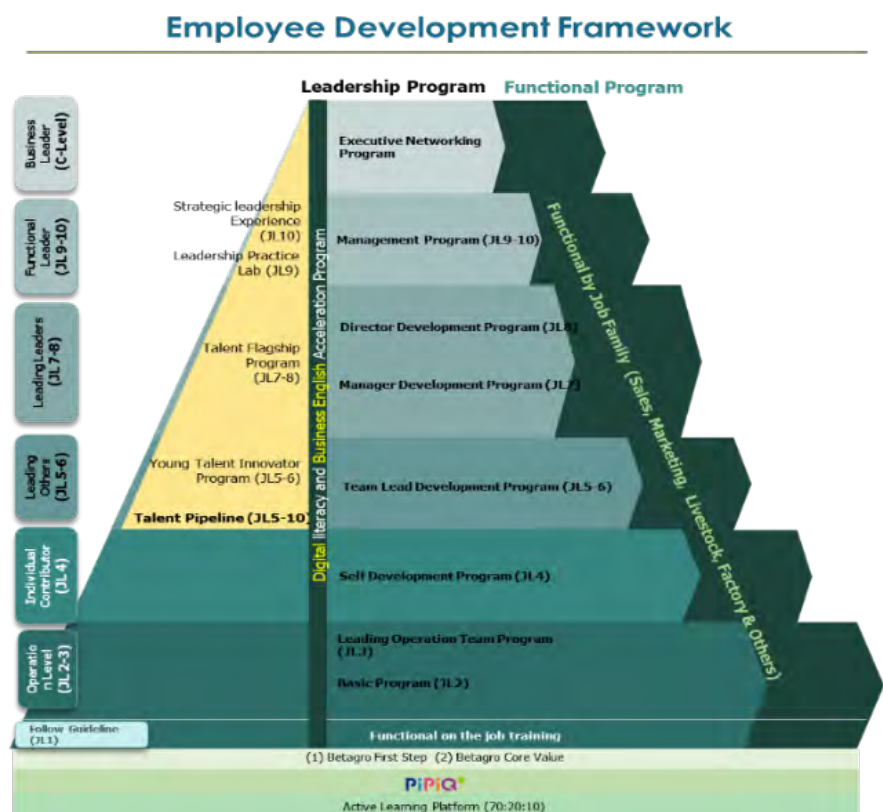
(2) Employee's Potential Development

Management of Employee's Potential Development

Staff's development is key to building an efficient and sustainable organization; thus, Betagro puts emphasis on developing its staff. The objectives are to enable staff to adjust themselves, be ready to face new challenges and work efficiently amidst rapidly changing circumstances and changes in the organization. In addition, through this development the Company can increase staff's new capabilities and potential to compete in the digital age leading to sustainably strong growth. Betagro has also specified a work culture by instilling Betagro DNA and PIPIQ+ Core Values in order that staff demonstrate behaviors promoting new ways of work and efficiency. The operating framework is as follows:

1. Build awareness and understanding of PIPIQ+ Core Values among all target staff groups by setting communication strategy and create understanding through the Company's communication and learning channels
2. Apply PIPIQ+ Core Values to work through human resources management system during the entire employee journey
3. Assess perception and changes in the culture by sharing opinions on work behavioral changes

Betagro's human capital development process starts from conducting training needs assessment to identify skills and knowledge to be developed and analyzing skill gaps required additional training at both individual and team levels. Staff are provided with development of knowledge and skills required at each work level to increase their growth potential in their career development. The Employee Development Framework covers staff at all levels from new staff to top executives to develop their leadership and functional skills. The 70:20:10 Learning Model used in employee development focuses on 70% practice, 20% coaching and mentoring, and 10% training. The Company continues to develop its staff through various training programs and skill development projects.





Training Information

Key indicators	2022	2023	2024
Average staff's training hours (hours/person/year)	3.62	10.69	9.20
Training expenses (million baht)	75	94	58

Total number of training hours for each course	2022	2023	2024
หลักสูตร Leadership Development (ชั่วโมง)	79,974	215,395	211,111
หลักสูตร Functional Development (ชั่วโมง)	42,005	113,634	101,072

Highlight Projects 2024

Betagro has expedited employee development and change through its People Transformation strategy. The emphasis is on restructuring its organization, analyzing manpower, increasing staff's abilities, creating culture and building organizational core knowledge management process. By doing so, the Company can cope with digital technology and new work processes of each business group, create good experience and better respond to staff's needs all through Employee Life Cycle. Through development, existing staff's knowledge and skills are strengthened along with new skill building to support new ways of work. The Company creates work environment that promotes creativity so that staff can develop themselves on a continued basis and are ready to drive business towards the set goals through the development program. Major development programs in 2024 are as follows:

1 Leadership Program

This program aimed at leveraging staff's management ability, knowledge, skills and proactive outlook so that they would be ready to cope with changes in the digital age. Under this program, staff learned to develop their leadership, understand teams and management principles with emphasis on organizational results, motivate and manage teams towards innovation for modernity, quick response and cooperation with others to achieve goals.





2

Functional Program

Functional Program focused on developing staff's skills and knowledge according to their occupation to increase their existing knowledge and skills and build new skills required in their job (Upskills-Reskills). The emphasis was on building behavior and attitude in line with each staff's responsibility and increasing their performance to meet the requirements and directions for business growth.



3

Talent Development Program

This program was designed for the Company's Talents Group to practice new skills from the Talent Flagship Program & Talent Innovator Program, Intensive Skill Development Program with emphasis on functional and cross-functional teamwork, business model creation, value proposition through business project planning. This Talents Group also learned how to use Agile & Scrum Way to expedite outcome continually. The program helped develop staff with high potential and successors so that they could drive business, respond to customers' needs and create competitive edge to cope with organizational changes.





4

Performance Coaching Program

With the Performance Coaching System, coaching skill of leaders from the first line to top management was developed so that they could coach their staff to step over limitations and unleash their potential. The program was conducted through online and physical sessions to increase staff's efficiency.

5

Bx Academy: Gx Campus Program

This program was designed to support organizational changes and focused on Growth Transformation for exponential growth in sales. It also strengthened the new work culture called Agile Culture through major skill development including Commercial Fundamentals, Digital Skills and Change Agent Excellence, Field and Forum combined with both classroom and practical training as well as consultation from top executives. This was to ensure that the skills obtained could be applied in real situations. In addition, the program helped develop Train the Trainers to transfer organizational knowledge and experience to target staff groups at all levels.



6

Digital Development Program

This program developed staff's digital skills through a Digital Platform with emphasis on skills related to various digital tools. The content included data analysis by using statistical tools for decision making, data analytics and data visualization, digital communication and collaboration, as well as cyber security. This program allowed staff to study anywhere and anytime. It helped increase overall capability of the organization and drive operation supporting the Company's Digital Transformation.





Occupational Health and Safety

Betagro realizes that staff are invaluable resources; therefore, it is determined to take care of them and provide good quality of life in a safe work place with safe production process. It is still trying hard to achieve a Zero Incident goal by putting in place a safety management system,

promoting safety in all work activities, minimizing risks and preventing accidents from occurring. The aim is to enable all staff and workers working onsite to have good health and good quality of life without sickness or injury from work.

Occupational Health and Safety Management

1. Complied with occupational health and work safety requirements and laws, as well as international standards and related requirements such as ISO45001
2. Searched for and conducted occupational health and safety risk assessment, as well as set preventive measures and minimized risks in the Company's business operation
3. Built Safety Culture and encouraged participation in always being a safety leader to protect oneself and also paying attention to colleagues' work safety
4. Prevented impact from high-risk processes through the Process Safety Management
5. Monitored occupational health and safety management work by using Betagro's Internal Monitoring System and also External Monitoring System for continued improvement and development





Targets

Performance in 2024

- Zero fatal accident Employee and Contractor by 2026
- Zero Lost Time Injury Frequency Rate (LTIFR) of Employee (case per 200,000 work hours by 2026)

1 case

**0.48 case
per 200,000 work hours**

Remarks: Lost Time Injury Frequency Rate (LTIFR) is the number of lost time accidents per 200,000 work hours based on the standard of USA's Occupational Safety and Health Administration (OSHA).

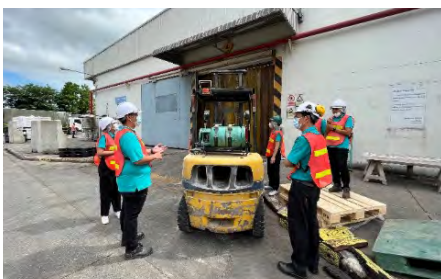
Highlight Projects 2024

1

Safety Culture Activity

Betagro continues to promote Safety Culture in its organization with emphasis on participation in various activities by both management and staff. It encourages all staff to be the safety leader and listens to their problems or suggestions so that they are a part of Safety Culture building through various activities including:

- Safety Perception Survey to learn about staff's perception and listen to their suggestions for further improvement of the Company's management system
- Safety Contact to share safety knowledge and information before meetings or starting to work
- Safety Observation Program or STOP-Unsafe Act in which supervisors observed staff while they were working. When unsafe condition was found, supervisors would tell staff to stop and give suggestions on how to improve their behavior. Praise would be given when staff could work safely.





2

Betagro Life Saving Rules

Betagro believes that accidents can be prevented when staff cooperate and comply with the safety rules and standards. It, therefore, reviewed and announced “Betagro Life Saving Rules”, considered a part of work rules and a condition in hiring suppliers, on 24 July 2024. Its staff and suppliers must hold on to the Rules and comply with them strictly. The Company communicated the Rules and provided training for its staff and suppliers working on the Company’s ground to ensure their understanding



3

Safety Patrol

Betagro puts priority on accident prevention. Apart from conducting risk assessment, setting preventive measures and minimizing risks, the Company continually encourages its management, safety committees and staff to search for risks in unsafe work environment and work behaviors. Measures would be set for risks found and corrective action would be monitored by the business operation’s safety committee.





4

Safe Driving Campaign

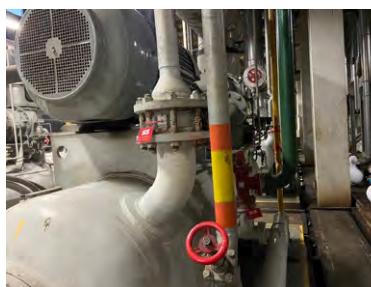
Betagro realizes the importance of safe driving of cars and motorcycles. It, therefore, organized safe driving training for staff to know how to drive correctly and safely. The Company has also joined the Model Organization for Road Safety Project since 2023. Despite its attention to road safety, one staff passed away from car accident. The Company informed all staff about the accident and stressed safe driving, besides making safe driving a part of Betagro Life Saving Rules.



5

Process Safety Management Project

Betagro pays attention to high-risk processes which may cause serious impact on staff and result in business interruption. Examples include fires, dust explosion and chemical leakage. Therefore since 2023, the Company has applied the principle of Process Safety Management (PSM) to increase the standards of design, installation and maintenance of Ammonia Cooling System, Steam Boiler System, Thermal Oil Boiler System and animal feed production process. This is to ensure that all high-risk processes are correctly and safely managed and controlled. Betagro still continues to expand this principle to its 37 plants.





Participation in Community and Social Development

Betagro believes that all dimensions of sustainable development must grow simultaneously, be it economy, environment, health, education or society. The work needs to start in the surrounding area first (Holistic Area-Based: HAB Development Model) with the Company's expertise applicable to each community's context. For many years, Betagro has applied its marketing ability to help develop communities in the form of "Marketing before Production Model". This has helped bring clear income to communities, beginning with a small scale to a larger one. Communities learn how to plan production in line with marketing, applying the productivity

increase concept to production of the farmers' group, enabling them to understand problems, know how to reduce costs, utilize human resources and budget to support educational institutes and hospitals around the business location. The Company's community and social development work has helped fill the gaps in taking care of youth and fragile groups. As a neighbor, it takes part in maintaining the communities' cultures and traditions, uses global climate change lessons to restore community forests, jointly conserves the richness of the forests for the communities and its business locations as well.

Management of Participation in Community and Social Development

Under Betagro's community and social development structure, the Community Relations Committee and Community Relations Team for each region have been set up to drive development work and fairly support communities. Details of their work are as follows:

1. Organized seminars jointly with significant communities surrounding the Company's business locations and used the results for planning its community development and community relations projects
 - Education sector such as schools, universities and research institutes
2. Planned and designed the process jointly with its networks and agencies involved including:
 - Government sector such as the Department of Forestry, the Department of Industrial Works, Provincial Administrative Organizations, Sub-district Administrative Organizations and hospitals
3. Monitored performance regularly every month and reported the result to the management





Targets

Performance in 2024

- 20,000 families gain benefits from a positive impact of 4 major projects by 2025
- 50 projects develop occupations for the disabled to equip themselves with skills to earn a living by 2025

15,287 families

52 projects

Highlight Projects 2024

1

Community Products to Farms and Plants Project

Betagro began with finding opportunities for communities to earn more income through the collaboration of each business operation as a market for communities' products. This helped create jobs and income for communities surrounding the Company's business locations. At present, more than 200 families joined this project which helped create an income of 2.07 million baht in 2023 and 3.26 million baht in 2024 for member communities.

2

Soil Organic Matters Development Project to Reduce Agricultural Sector Costs

The characteristics of the organic matters left from the food production process are possible and appropriate for use as plant nutrition. Betagro has, therefore, conducted research to develop such organic matters into soil improvers for distribution to interested farmers. In 2024, a total of 3,343 farmer families joined this project to conduct a test and research on the said soil improvers, helping them to reduce chemical fertilizer cost up to 216,387 baht.

3

Disabled Skills Development Project

Betagro has participated in the promotion and development of the disabled to uplift their quality of life through having a stable job. In 2024, a total of 67 disabled persons were employed in 52 employment projects as per Section 35, and workshops on 9 occupations of the disabled's interest were held. The Company also acted as a center in coordinating with various agencies in communities such as schools, sub-district health promotion hospitals, sub-district administrative organization or municipality where its business is located, and community learning centers where the disabled are interested to work. In the past year, the occupation of the highest interest among the disabled was agriculture (growing vegetables on rafts) as there were markets to support the products, and they could work at home.



4

Betagro Community Forest Conservation Project (or Betagro Rak Pa Chumchon)

Betagro realizes the importance of conserving and restoring forests of communities where people live and depend on forests to survive. It has, therefore, set up this project to support and take part in community forest management. In 2024, the Company provided equipment to reduce PM 2.5 to 10 community forests surrounding its business operations at the value of 5.6 million baht. The main objective was to increase the readiness ability of the community forest committees officially registered with the Department of Forestry to cope with forest fires and communities' potential in restoring the forests after the fires. In addition, Betagro supported the restoration activities of another 35 community forests with its budget.

5

Community Relations Activities

Betagro promotes and encourages staff's continued participation in volunteer community activities. In 2024, a total of 176,457 staff took part in community relations activities with the Company's supporting a budget of 3,111,856 baht.





Food Quality and Safety

Betagro gives priority to delivering food with quality and safety for consumers' good health. It is determined to create changes by applying digital technology to its quality management of the entire production chain from raw material procurement and production to product delivery to consumers. The Company is determined to develop its production process for maximum

food safety while driving its Digital Transformation Policy. This is done through the design of quality data base management and data analysis systems to increase efficiency and accuracy, reduce risk in food quality and safety, build consumers' confidence in safe food products with international standards combined with sustainable business operation.

Food Quality and Safety Management

- **Management of food quality and safety production chain**

Betagro is determined to develop Betagro Quality Management (BQM) covering upstream, midstream and downstream of the entire business chain and move towards Smart BQM. This is driven through the design and installation of quality information management system and the integration of large data base, in-depth data analysis in Cloud System, connection of requirements as well as domestic and international laws. There are also systems to monitor food quality and safety goals through the platform of Betagro Regulation & Compliance System (BRCS) and Betagro Target Management System (BTMS) respectively to reduce risks, develop food safety management process continuously and efficiently to an international level.

Management of suppliers in the raw material and packaging groups takes into consideration food safety by procuring responsibly, driving the supply chain management policy, setting the criteria for selecting new suppliers to deliver raw materials and packaging before entering the Company's production process. The purpose of all these activities is to create responsibility for production and consumers' safety. In addition, Betagro selects product contractors with international standards and assess suppliers in order to manage risks from outsourcing the production of products with Betagro brands and to deliver products in compliance with the laws.

In 2024, a quality and safety system assessment covering the entire food chain from upstream to downstream was conducted. The assessment covered farms, animal feed, animal slaughterhouses, cooked food manufacturing plants, meat production and food processing plants, Betagro Shop and Betagro Daily. All these operations were assessed 4,664 times internally with the BQM Standard System every month or quarter based on their self-audit. In addition, there were a total of 440 times of Surprise Audit by the central Internal Audit and external audit as per customers' requirements, international standard certification by external assessment agencies and the government sector.



Upstream

(Livestock Business,
Agro Business and
Pet Business)

- General Hygiene Principle: Good Hygiene Practices (GHPs) Certificate
- Good Agricultural Practices (GAP) Certificate
- Good Manufacturing Practice (GMP-Cosmetics) Certificate
- Good Manufacturing and Distribution Practice (GMDP) Certificate
- The European Feed Additives and Pre-Mixtures Quality System (FAMI QS) Certificate
- Hazard Analysis and Critical Control Points (HACCP) Certificate
- Universal Feed Assurance Scheme (UFAS) Certificate
- Global Good Agricultural Practices (Global G.A.P.) Certificate
- Raised Without Antibiotics (RWA) Certificate
- Beta Agonist (B-Agonist)-Free Pig Farm Certificate
- ISO 9001:2015 Quality Management System Certificate
- Farm 1st Poultry Standard Certificate
- SUCI Bersih Pet Food Standard Certificate
- ISO 17025:2017 Laboratory Standard Certificate

Midstream

(Food and Protein
Business)

- General Hygiene Principle: Good Hygiene Practices (GHPs) Certificate
- Hazard Analysis and Critical Control Points (HACCP) Certificate
- Q-Mark Hygienic Meat Production Plant Certificate
- ISO 9001:2015 Quality Management System Certificate
- Food Production Safety System Standard Certificates
 - FSSC 22000
 - ISO 22000
 - IFS
 - BRCGS
- HALAL Standard Certificate
- Raised Without Antibiotics (RWA) Certificate
- Farm 1st Poultry Standard Certificate
- Agricultural Labeling Ordinance (ALO) Standard Certificate
- ISO 17025:2017 Laboratory Standard Certificate

Downstream

(Food and Protein
Business)

- Q-Mark Hygienic Meat Production Plant Certificate
- Livestock OK Safe Meat for Consumers' Project Certificate



Betagro built a supply chain cooperation network and promoted working with raw material suppliers and customers through the “BSC-Open House”. This activity focused on developing international standard knowledge, as well as transmitting knowledge and experience related to food quality and safety. The objectives were to promote learning and compliance with international standard quality among food, agro-industry and animal feed business operators and strengthen sustainability in the food product supply chain. It reflects the Company’s determination to drive food industry towards sustainable growth in a long run.

Courses organized were as follows:

- General principles of hygiene: Good Hygiene Practices (GHPs)
- Hazard Analysis Critical Control Point (HACCP)
- Safety system for food production: ISO 22000:2018
- Allergen Management

• Product Quality and Safety Control

Betagro monitors and assesses food safety risks by using its RiskSearch360 Degree System with the development of system warning about risk situations and trends. The purpose is to be on alert and assess safety risks of food, animal feed and food contact materials such as contamination from bacteria, chemical contamination and physical contamination. The data are gathered from within Thailand and overseas to efficiently give warnings and assess risk situations; thus, reducing possible impact to product safety and building confidence in international level quality. Major sources of data are from:

European Union	: Rapid Alert System for Food and Feed (EU RASFF)
Japan	: Warning reports on products not passing the criteria and laws of Japan, the Ministry of Health, Labor and Welfare
Thailand	: Thailand Rapid Alert System for Food and Feed (THRASFF) : Warnings to consumers by the Food and Drug Administration – Thailand

Betagro studies and communicates the requirements of customers, suppliers and the government sector’s rules and regulations based on the standards recognized domestically and internationally. It also transfers knowledge and skills to its staff as per the training plan every time there’s a change in the new standard. Currently, a total of 59 production plants in Thailand have received Thailand’s and international standard certification. The Company has compiled all of the standard certificates in the E Smart Certificate platform. In 2024, Betagro requested standard certification for its newly set up production plants and also continued to expand the scope of certification from 2023. Details are as follows:





Livestock Business Group

- 1) Breeding Pig Farms: Hazard Analysis Critical Control Point (HACCP) for 2 operations
- 2) Egg Laying Chicken Farms:
 - 2.1 Certification of “Suphannahong”: Certification Mark from the Department of Livestock Development to certify S Pure chicken eggs, Salmonella-free farms covering breeding chicken farms, egg laying chicken farms, hatching farms and egg centers
 - 2.2 General Hygiene Principles: Good Hygiene Practices (GHPs) for 3 operations – Song Phi Nong Egg Center, Phitsanulok Egg Center, Surat Thani Egg Center. In addition, there was an audit and certification for export of chicken eggs to Singapore by Singapore Food Agency (SFA).
 - 2.3 Hazard Analysis Critical Control Point (HACCP) for 2 operations – Rayong Egg Center and Roi Ed Egg Center

Meat Product Business Group: Butchery Plants/Cooked Food Plants/Meat Processing Plants/

Food Processing Plants

- General Hygiene Principles: Good Hygiene Practices (GHPs) for 1 operation – Lampang Chicken Butchery Plant
- Safety System for Food Production (BRCGS) expanded the scope to Soy Based Alternative Meat products for 1 operation – B. Foods Products International Company Limited (BFI-CPD), Lopburi Province
- Safety System for Food Production (FSSC 22000) for 1 operation – Better Food Plant, Lopburi Province
- Safety System for Food Production (BRCGS) and Halal standard for 1 operation – Better Food Plant (BF-CK Navanakorn), Pathum Thani Province. This plant also received certification for export to Japan, European countries, Great Britain and the United States of America

Food for Consumption Business Group: Beta Shops

- Hygienic Meat Project (Q-Mark) for 21 branches
- Safe Meat for Consumers Project (OK Livestock) for 17 branches

Agricultural Business Group : Animal feed

- General Hygiene Principles: Good Hygiene Practices (GHPs) for 1 operation – Animal Feed Plant, Chachoengsao Province

Pet Food Business Group

- Safety System for Food Production (BRCGS) for 1 operation – Pet Food Plant (Pet Focus), Lopburi Province

• Responding to Customer Satisfaction

Betagro puts emphasis on building customer satisfaction by managing customers' complaints sustainably, minimizing product quality and safety risks, and improving strict quality audit process in



line with international standards. This is because the Company is determined to respond to customers' needs to strengthen their confidence and trust in its products and services. It is done through Betagro Contact Center (BCC), Digital Complaint Center System, Tel. 1482 and e-mail: Contactcenter@betagro.com with transparent management. By integrating customers' complaints on food quality and safety into the SAP-QM system, problems are solved quickly with in-depth analysis, preventive measures from recurring. Complaints are managed efficiently and continuously monitored by the management through the dashboard at real time.

• Promotion of Food Quality and Safety Culture

Betagro realizes the importance of promoting the food product quality and safety culture, and is determined to develop the potential of its staff at all levels as per the Functional Competency and Career Development. It conducts staff's quality ability assessment through major courses on Quality Management, Process & Product Mastery, Systems Perspectives Application Skills, QM Booster, Integrating Sustainable Development Awareness and Digital QM Literacy. The purpose is to enable its staff in all business groups both in Thailand and overseas to be aware, transfer food quality and safety knowledge, develop new knowledge and apply it to improve quality audit and control work. In 2024, 100% of staff dealing with quality and staff involved with production line received training on food quality and safety management according to the plan.

• Building Food Safety Cooperation Network

Betagro cooperates with experts, government agencies and the food industry sector to exchange knowledge and practices related to innovation and food quality through seminars, workshops and cooperation projects with other organizations. This cooperation reflects its commitment to raise the safety standard level of food products to international level. It also demonstrates the Company's determination to produce food safely and sustainably while building consumers' confidence and responding to future needs of the global market.

1) Building Cooperation Network:

Cooperation Network	Major Role	Betagro Representative
Federation of Thai Industries (FTI)	Deputy Secretary General of Food Catering Service	Food Innovation Center (FIC)
Thai Future Food Trade Association (TFA)	Committee	Food Innovation Center (FIC)
สมาคมไทยไบโอ (Thailand Bio-Industry Association)	Committee	Corporate Strategy & Innovation Office (CSIO)
Pet Industry Association (PIA)	Member	Pet Innovation Center (PIC)
Department of International Trade Promotion (DITP)	Member	Pet Innovation Center (PIC)



Cooperation Network	Major Role	Betagro Representative
Thai International Processing Alliance (TIPA)	Member	Better Pharma
The European Feed Additives and Pre-mixtures Quality System (FAMI-QS)	Member	Better Pharma
Animal Health Products Association (AHPA)	Association Registrar	Marketing Department, Agricultural & Animal Feed Business
Thai Swine Veterinary Association (TSVA)	Committee	Bureau of Animal Quality and Health Assurance
Thai Association of Poultry Veterinarians (TAPV)	Vice President and Committee	Bureau of Animal Quality and Health Assurance
Thai Association of Aquatic Animal Veterinarians (TAAAV)	Committee	Bureau of Animal Quality and Health Assurance
Thai Broiler Processing Exporters Association)	Member	Better Foods Co., Ltd. B. Foods Product International Co., Ltd.



Targets

Performance in 2024

- 50% reduction in the use of antibiotics with animals by 2027 compared with that of 2021
- Zero recall of products impacting public health

26 percent**0**



Highlight Projects 2024

Betagro implemented various short- and long-term projects in line with its food product quality and safety strategy. Major projects are as follows:

1. Antibiotic Smart Use: The project aimed at monitoring the reduced use of antibiotics in pig, chicken and fish farms. Under this project, improvement was made in the raising methods to get healthy animals, and the quantity of antibiotics used in every livestock was regularly monitored through the AMU KPI Dashboard to display the overall trend of antibiotics used. Details are:

- a. Implemented the Decreased Antibiotics in Broiler Farm Project to monitor and reduce the use of antibiotics in broiler farms and set up a monitoring program to prevent contamination of Dimetridazole which must not be found in broiler farms.
- b. Implemented the raising method improvement in fish farms with probiotic to reduce waste and Pathogens, as well as to create balance in the ecological system while raising fish. Surveys were conducted to follow up on the type of Pathogens causing problems in the area, and a profile of Pathogens risk from fish species was prepared to appropriately adjust the health program. In addition, there was a project to improve farmers' knowledge on water quality management and reasonable use of antibiotics.

2. Academic Cooperation and Research Network Building for Education and Monitoring of Antimicrobial Resistance (AMR): Under this project, an MOU with the Faculty of Veterinary Medicine, Chulalongkorn University, and Elanco (Thailand) Ltd. was held on 14 June 2024 for sustainable livestock production.

3. Studies and Survey of Antimicrobial Resistance in Chicken Raised without Antibiotics Process: Under this project, the mechanism of S-Pure chicken products was studied, and a monitoring network of Antimicrobial Resistance in all sectors was built in order to improve the value chain of S-Pure products.

4. Knowledge Promotion based on One Health This project aimed at building a healthy condition and a good life for people, animals and environment. Additionally, it also created awareness of Antimicrobial Resistance and an appropriate use of Anti-microbial drugs among the Company's staff, academics and consumers.

- Training on "Health Food Healthy Life for Anti-Aging" for Betagro's staff by experts from Mahidol University
- Company's representative, Veterinarian Sakdich Anulomsombat, attended the workshop on "Promotion of Public-Private Partnership to Reduce the Level of Anti-microbials in Food Product Chain". The objective of the workshop was to promote partnership between the government and private sectors and to reduce the level of Anti-microbial drugs in the food production chain. The workshop was jointly conducted by the Regional Tripartite for One Health (FAO-WHO-WOAH) to support development with emphasis on each organization's tools and expertise, AMR, and alliance development motivation to solve the problem of Anti-microbial drugs in the food production chain.
- Company's representative, Veterinarian Sakdich Anulomsombat, participated in the lecture on "Thailand One Health & SDG 2030" organized during the academic conference of CUVU 2024





for One Health under the theme of Integrated One Health Approaches for Sustainable Wellbeing. The objective of the conference was to develop the veterinarian occupation particularly in the area of research and innovation promoting sustainable public health and environment.

- Company's representative, Veterinarian Sakdich Anulomsombat, participated in the lecture during the 21st International Society for Animal Hygiene Conference (ISAH 2024) on the topic of "Implementing Government Strategies in Private Sector to Tackle AMU-AMR in Thailand" under the theme of One Health in Action – Innovation in Health, Welfare and Environment for a Sustainable Animal Production. The lecture aimed at presenting information and research as well as exchanging knowledge and experience in hygiene and safety of animal production, animal infectious diseases and Zoonoses, and One Health on animals' health. The event helped strengthen the system and personnel involved with sustainable animal production hygiene and livestock at the domestic and international levels.
- Company's representative, Veterinarian Sakdich Anulomsombat, in cooperation with the Faculty of Veterinary Medicine, Chulalongkorn University, welcomed the committee from USAID (United States Agency for International Development) and the officers of USA's Organization for International Development who joined the knowledge development activity and problem solving on AMR in Thailand. The purpose was to exchange knowledge and experience in monitoring and responding to such problem. In addition, Betagro's representative lectured on the program to reduce the use of antibiotics, a part of its policy, in order to demonstrate the Company's commitment in sustainable and safe product manufacturing. The USAID Committee also saw Betagro's food products at department stores and learned about the overall market of antibiotics-free products.
- Company's representative, Veterinarian Tawin Pankhan together with Mr. Sakdawut Saorangtoy from the Livestock Production-Inter Biz, BTG-Phanom Penh, shared their knowledge and experience in Anti-microbial Resistance work to the trainers who were officers of Cambodia's Department of Livestock. The topic of the training was "Enhancing AMR Monitoring and Surveillance in Livestock Production according to Codex Text in Cambodia". This reflected Betagro's determination to transfer knowledge and follow its AMR operating plan both in Thailand and overseas for food chain safety and sustainability.
- Attended World AMR Awareness Week 2024 aiming at building awareness of Anti-microbial Resistance (AMR) through discussions and display of organic products with attention to health and environment. The event was organized by the Food and Agriculture Organization (FAO), World Health Organization (WHO) and World Organization of Animal Health (WOAH). It was supported by the European Union (EU) and United States Agency for International Development (USAID).

5. Suphannahong Egg Project: Betagro received a certificate from the Bureau of Livestock Standards and Certification, Department of Livestock Development, to use Suphannahong Logo on chicken egg products. This logo demonstrated the production process of Salmonella-free chicken eggs which was well taken care of at every step from upstream to downstream, from egg hatching, gathering eggs and production plant. It also reflected Thailand's premium quality chicken eggs which consumers can trace back to their origin, from disease-free farms, displaying eggs with quality and international standards recognized by partners' countries.

*Short-term and long-term goals for 2024-2027



MOU-AMR Signed



CUVC 2024 for One Health



The 21st International Society for Animal Hygiene Conference (ISAH 2024)



GHPs/HACCP rev2022 Training in “BSC-Open house”
Activity to Owner of Food Business, Agroindustry
Business such as Farm, Feed Production



Kabin Buri Chicken Egg Sorting Plant



Thailand's Antimicrobial resistance (AMR) Knowledge Sharing Activity with USAID



Food Traceability

Betagro is committed to raising the standard of food traceability by developing Betagro e-Traceability System for monitoring all information related to the entire production chain with transparency. The information covers from raw material procurement, production, processing, transport to distribution. This system plays an important role in promptly identifying the source

of food safety problems. It can also evaluate resource utilization at every production step, increase utilization of natural resources from production planning and management, limit loss in the production process. Besides, it supports sustainable food safety and creates transparency in its operation, leading to consumers' and global alliances' confidence.

Food Traceability Management

Betagro develops its information management system with modern technology. Applications, Robotic Process Automation (RPA) and SAP Program are used to increase traceability efficiency, information monitoring and auditing process. Therefore, it can have access to information on product quality in the entire supply chain quickly and accurately, create real time integration of information and respond to situations in a timely manner.

The development of modern and efficient traceability system enables the Company to create a positive value for its consumers and society. This is done with transparency in the supply chain and increased efficiency of resource utilization in the production process. The result is consumers' confidence in quality food products which pass through international traceability system, and strengthened Betagro's competition potential in the global market.





Targets

Performance in 2024

- Raise the traceability level of all products in the entire supply chain into Betagro e-Traceability System by 2025

94 percent

Highlight Project 2024

As for Betagro e-Traceability in 2024, the Company was determined to develop and improve it through the following major project implementation:

- 1) Traceback & Mass Balance of the entire supply chain through data architecture management as a center of information. Managing information, its access and storing were transparent and traceable. An automatic system was used in managing and analyzing data with the support of Data Analytics Platform.
- 2) Information of major operation was monitored. Raw material sources (raw materials, mixtures, packaging) and products were identified covering from upstream to downstream in order to know the original sources, changes and product transport at every step quickly, accurately and transparently within 4 hours based on BRCGS Global Standard Food. In 2024, an average of 94 percent of all product groups were traceable.
- 3) Reports were made showing automatic integration of information from Betagro e-Traceability through the platform to monitor the efficiency of chicken farming and send summary reports to suppliers and customers in the format of e-Traceability Report for Broiler Dashboard.





Animal Health and Welfare

Betagro realizes the importance of responsible and sustainable animal husbandry by holding on to the 5 Freedoms Principle to uplift the animal welfare standard while creating sustainability in all dimensions: economic, social and governance (ESG). Not only do these guidelines impact the quality of animals' lives, but they also help create value in the supply chain, boost consumers' confidence and meet long-term sustainability goals.

Animal Health and Welfare Management

Setting animal welfare practice based on the 5 Freedoms Principle



1. Management of Appropriate Nutrition

With its nutritionists and research team from the Agricultural Innovation Center, Betagro efficiently develops animal nutrition so that animals receive nutrients appropriate for their age, type and physical condition such as growth, pregnancy and breastfeeding. In addition, the use of good raw materials which are traceable helps reduce risk from contaminants and increase production efficiency. Also, important nutrients including probiotics and vitamins are added to promote animals' immunity. This practice helps reduce treatment costs and loss while sustainably creating added value to the Company's products.

2. Building Appropriate Environment

Betagro puts priority on managing animal raising environment by using the technology to control temperature called Evaporative Cooling System (EVAP). The purpose of this technology is to maintain air quality and reduce animals' stress. Besides, appropriate management of animal raising ground reduces crowded condition allowing animals to move freely, and appropriate flooring materials help reduce injury.



In addition to the above, the Company manages waste appropriately. For example, compost making helps reduce environmental impact. Building good environment for animals does not only enable animals to have a better life, but also results in products with high quality and safety meeting the requirements of consumers with attention to animal welfare.

3. Animal Health and Biological Safety

Betagro implements strict biosecurity measures including the control of staff's entry and exit, disinfection system and epidemic monitoring. It also plans an animal health program such as vaccination, appropriate control of drug use and compliance with standards that are in line with global rules and regulations.

The Company also puts priority on training staff involved with animal care and emphasizes on catching and moving animals in the right way such as in the process of catching chickens. Staff who go through animal welfare training will treat animals gently to reduce injury risks and create confidence in quality production standard.

4. Promoting Animal Natural Behavior

Betagro designs the area for raising animals appropriate for their type with consideration to their natural behavior expression such as perch for perching or hiding area for poultry. Preparing wide space for animals to move freely helps reduce their stress and aggressive behavior.

5. Developing Staff's Skills and Awareness

Betagro trains its staff on the 5 Freedoms Principle, creates understanding of animal behavior and response to their needs appropriately. Investment in human resources helps increase animal care efficiency and raise the Company's animal husbandry standard to become the industry's model.





Highlight Projects 2024

Details of animal health and welfare project implementation are as follows:

1. ASF Free Farm Certification

In 2023, Betagro received certification from the Department of Livestock Development for its 22 farms through the development of ASF Free Farm standard based on Biosecurity Compartmentalization. The purpose was to control and prevent diseases while maintaining a disease-free status, reducing risk of repeated epidemics in the farms, and promoting good animal health in line with safe food production guidelines.

2. Needle-Free Skin Injection and Vaccination Project to Support Animal Welfare Principle, Reduce Pain and Injury from Injection in breeder pig farms, young pig farms and weaning pig farms

3. Improved Examination Method for Expecting Pigs with Progesterone Strip Test

The test was conducted on the breeder pigs in the Company's farms. The initial test result showed good response with the Sensitivity rate of 93.30 percent enabling efficient management of breeder pig farms through initial planning.

4. Improvement Project to Reduce Density of Chickens in the Farms

Stock density goal is set below 30 kilograms/square meter for 100 percent of chicken coops in 2025. This helped increase space per animal, reduced stress and complied with the standard requirements of overseas customers.

5. Enrichment Improvement Project in Broiler Farms

The purpose was to obtain a ratio in line with customers' standards and requirements of 100 percent in RWA and LRQA farms.

6. Development and Improvement Project for Chicken Transport with Wide-Mouth Boxes

The project aimed at improving ventilation, reducing stress from limited move and decreasing injury from transport. As a result, chickens were more comfortable and safer. The goal is to cover 100 percent chickens by 2025.

7. Farm Improvement Project based on the Animal Welfare Standard Criteria of CNFACC (Canadian Nation Farm Animal Care Council) to build continued confidence in international standard covering 100 percent of the farms.



Customer Relations Building

Betagro sets an operating direction and goals covering all business groups in order to create customers' and consumers' satisfaction. It also opens for recommendations and opinions through various channels for consideration in continually improving and developing its products and services to respond to the needs of its customers and consumers.

Management of Customer Relations Building

Betagro sets its operating direction with consideration to business ethics according to Betagro Business Ethics. It builds transparency in its advertisement and display of product quality as well as transparent services and traceability. It also focuses on research and development of products that meet customers' requirements on a continued basis.

1. Provide channels for opinions, suggestions and complaints on products and services online via e-mail at Contactcenter@betagro.com and Betagro Contact Center 1482. The Company will make use of suggestions and opinions received in a systematic way and will protect information on the proposers in line with the practice of Personal Information Protection.
2. Conduct Satisfaction Survey of B2B and B2C groups of customers in each business group
3. Analyze information received from various channels combined with satisfaction survey result to prepare a plan and goals for on-going development
4. Monitor and report on improvement and development results in a systematic way to ensure that the Company has fully responded to customers' and consumers' needs.

Assessment of Customer Satisfaction





Betagro conducted customer satisfaction surveys of B2B and B2C in each business group. The result showed a good level of satisfaction and increased satisfaction from the last survey conducted with all business groups. The survey result was used in continuously developing products and services, and the goal is to increase customer satisfaction to 90 percent in 2025.

The Company's business groups analyzed the satisfaction survey result, customers' requirements and suggestions, and prepared an on-going development plan. Following is major development of each business group:

Major Development of Each Business Group

1. Agro Business

1.1 On-going Leadership Development in Medical Supplies and Supplementary Food for Animals

"Better Pharma", one of Betagro Public Co., Ltd. or "BTG" businesses, won 2 major annual awards: "Thailand's Best Managed Companies 2024 Award" given to companies which received the award for 4 consecutive years organized by "Deloitte Thailand", and "FDA Quality Award 2024" in the category of quality, safety and social care for 8 consecutive years organized by the "Food and Drug Administration (FDA), Ministry of Public Health". These prestigious awards confirmed Betagro's leading brands of high-quality chemical supplies and supplements for animals. "Best Managed Companies" is considered a global award program recognizing companies with excellence accepted internationally. Evaluation process used is reliable for assessing the quality of business management in various aspects including strategies, abilities and innovation, organizational culture and commitment, as well as corporate governance and finance. The comparison was made with the assessment framework of over 1,300 best managed private companies around the world. Currently, the Best Managed Companies become major business awards implemented all over the world in America, Europe, Asia-Pacific and Africa.

"The FDA Quality Award" is an award which the FDA, Ministry of Public Health, presents to outstanding companies with modern production process, safety, social care and environment, as well as ESG. The award reflected the Company's success and commitment to offer products and services with international quality standard. It also reconfirmed the Company's brand leadership in high-quality medical supplies and supplements for animals to create sustainable growth.





1.2 Launch of Reduced Odor Formula Pig Food Product to Increase Sustainable Pig Husbandry

Betagro's Agro-Industry Business Group delivers quality pig food raw materials called "Brand Farm F992 with reduced odor, increased pig raising efficiency, sustainable living with communities". Raw materials with excellent quality were selected and added with protein for maximum benefits, energy retention and highest amount of Amino Acid. Fiber was also added to help absorption of nutrients. This product meets the requirements of all pig raising periods enabling them to grow fully and reducing loss percentage while the carcass quality and the plant environment are better without odor disturbing communities.



1.3 Betagro Agro Solution Family 2024

Betagro Agro Solution, on behalf of Betagro's Agro Business Group, held a thank-you party for its suppliers and alliances and Betagro Agro Solution Family 2024. The purpose was to provide an opportunity for Betagro's executives to meet and communicate the Company's business direction and build good relationships. Special activities were organized through the events such as customers sharing their success resulted from being Betagro's suppliers, Loyalty Legends Award presentation to customers working with Betagro for a long time. During the events, there were partners' food stalls and a mini-concert to express Betagro's appreciation and create good impression.



2. Food and Protein Business

2.1 Plant-based protein products launched 3 new menus

With Betagro Venture's focus on research and development of alternative protein products under the brand of "Meatly!", it launched 3 new menus of Thai ready-made food: rice with stir-fried plant-based beef belly and basil, rice with stir-fried plant-based beef belly and kale, and rice with stir-fried plant-based beef belly, chili and salt. The new menus display the concept of "Beef from plants, simply delicious and healthy" with a familiar taste. They contain high protein and fiber without any cholesterol reflecting products with attention to health from plant-based protein. In addition, with the pricing strategy that enables consumers to have easy access to the products, Betagro aims at being the leader of the plant-based ready-made food market.

Meatly! is plant-based beef with 3 healthy vegetarian menus that customers can access easily and will motivate more alternative protein product consumption. At the same time, the selection of 3 new Thai food menus for the markets enables Meatly! to have more than 13 menus of ready-made, ready-to-



eat food products. As a consequence, it received a food innovation award of “THAIFEX – Anuga Taste Innovation Show 2024” during the “THAIFEX – Anuga Asia 2024” event from the Thai menu of “Rice with plant-based green curry”.

Meatly! Brand is premium plant-based protein in the ready-to-eat form. It's future food innovation, guaranteed with a delicious taste, appropriate for the new generation without much time. Just heat it up and it's ready to be consumed. It is believed that the development of the rice with stir-fried plant-based beef and basil menu, a dish that everyone loves and often chooses to eat once during the day will enable the Company to expand to the health-conscious customer group. The products are sold at leading department stores and supermarkets like Tops, Lotus, Gourmet Market or at Shopee: Meatly” Foods.



2.2 Increased Production Capacity and Product Distribution Centers supported by “Business Solution”

The Protein Business Group moved forward to deliver raw materials with high quality and safety to food service operators. It highlighted “Business Solutions” to operators so that they would be successful along with the Group. It increased the production capacity of its meat processing plants, and set a target of BETAGRO Shop and Hygienic Meat Shop branch expansion for the countrywide food operators in 2024 with the value of 6.69 hundred thousand million baht.

Betagro plans to expand its customer base to cover food service operators consisting of restaurants, hotels and café-banquet (HORECA) as well as street food, hospitals and schools. This will be done by delivering raw materials with quality appropriate for the different requirements of each location and region. It will also set up product distribution centers at major cities in various regions to raise the product delivery quality to operators anywhere and anytime. At the same time, it will expand the production capacity of its meat processing plants to support increasing raw material demand.

Furthermore, Betagro is ready to be a thinking partner supporting food service operators to grow and succeed together. It will deliver “Business Solutions” through BETAGRO CRM and sales teams who will access and take good care of customers. Examples are “Dairy Home” and “OHKAJHU” which the Company has developed processed protein raw materials appropriate for food made of vegetables and a systematic system management, enabling it to quickly deliver products that meet the demand of consumers at each branch. Another example is “Pan Kham Hom” with which Betagro has jointly worked to develop new products responding to the lifestyle of new-generation consumers, provide knowledge and technology and management of various aspects to increase business competitiveness.

Betagro has targeted potential area like tourist spots with a lot of restaurants, and it plans to open 10 more branches from the existing 235. Meanwhile, it plans to expand hygienic meat shops selling pork, chicken



and ready-to-cook food with Betagro's standard in the form of kiosk in the fresh market channel with the goal of 150 branches from the existing 1,150. In 2024, the Company set a sales target of BETAGRO Shop at 19% and 12% for hygienic meat shop.

Betagro believes that supporting operators to have access to quality raw materials on a regular basis will not only grow business, but also deliver quality food to consumers more widely. This emphasizes its status as Thailand's leading integrated food manufacturer committing to increasing everyone's life value with better food for a sustainable life.



2.3 Launch of “La Comida” – a brand of European-style ready-to-eat meat product

The Food Business Group launched “La Comida”, a brand of European-style ready-to-eat meat product called Charcuterie. It is made of S-Pure pork carefully and neatly cut and gone through Europeans' preservation process by salt and spice curing, aging and smoking, or cooking with heat. La Comida outstanding point is its premium quality at reasonable prices appropriate for food service operators to serve or combine into different menus. In addition, Betagro is in the process of developing La Comida Deli Shop to sell La Comida Charcuterie, cheese and import products in response to the group of customers who like European-style food. The Company is ready to offer a new experience of food to Thai people, and the launch is expected within this year.

Furthermore, Betagro expedited domestic market expansion through food service operators. To do so, it cooperated with alliances and food service operators covering hotels, restaurants, cafes, cooking schools and airlines to bring its expertise in food products with quality and safety, advice on management and efficient business operation. The objectives were to increase their ability, create more business opportunities and grow together sustainably. The Company also moved towards overseas expansion with S-Pure and Betagro brands after its success in being the first exporter of frozen chicken products to Singapore under the brand of S-Pure. The products have been well accepted with continued growth. Betagro has also sold ready-to-eat food products under Betagro brand such as cooked chicken and cooked pork at supermarkets and convenience stores apart from selling them at 7-11 Hongkong. The Company plans to expand to other countries





so as to open doors for overseas consumers to have access to Thai food with Thai taste. Moreover, Betagro continues to focus on cooperating with its business alliances to supply food products to the food & restaurant chain for rapid regional expansion.

2.4 Launch of “S-Pure Prime” – Home-made German-style sausages

“S-Pure Prime” is the first brand of Thailand’s sausage product group (Meat Product) that is “Clean Label”. It is made of 100% S-Pure pork with natural raising process without addition of nitrate, nitrite, color, synthetic flavor nor preservative. Thus, every bite is delicious and safe. There are 4 new tastes of sausages: Munchner Weibwurst – carefully selected full pieces of pork marinated with spices and parsley; Nurnberger Bratwurst – coarsely ground pork with nice scent of marjoram; Frankfurter – pork marinated with salt, pepper and smoke flavor; and Debrecziner – coarsely ground pork with spicy taste and smoke flavor.

S-Pure Prime products are created, and their taste is guaranteed with “Authentic German taste” by German experienced chefs who select premium quality raw materials from Germany, the origin of genuine German-style sausages. In addition, packaging is made of paper from replanting trees certified by the Forest Stewardship Council (FSC). Therefore, Betagro is confident these products will be new alternatives for health and environment conscious consumers. The new taste of S-Pure Prime has been sold since March 2024 at Thailand’s leading supermarkets and hypermarkets, Betagro Daily and online platforms such as Grab, Lineman and Robinhood.



3. PET Business Group

3.1 Increased production capacity, pushed premium product port and ready to deliver the new formula of Perfecta called “Holistic Grain Free”

The PET Business Group released its pet business plan moving forward to increase the production capacity of pet food at Lopburi Plant to 110,000 tons per year to meet the increasing demand of domestic and overseas markets.

The Group’s strategy also included increasing premium product port to raise its profit generating ability, increase income and market share. To do so, it used the expertise and experience of Betagro in manufacturing pet food with international standards. Recently, it launched a special formula of “Perfecta” called “Holistic Grain Free” offering complete nutrition with a holistic caring method for dogs and cats. It is free of grains and by-products; therefore, helping reduce allergy which causes itchiness, hair loss and infected skin. In addition,



this special formula uses Betagro's human-grade fresh meat as Number 1 major ingredient. The meat is a high-quality protein source without antibiotics and is easy to digest with natural prebiotics or growth hormone. The product is distributed widely in pet shops, clinics and online platform.

The Company's Pet Business covers pet food products, snacks and caring products for dogs and cats under the vision of "Helping increase pets' life value with better food". All products are made with the highest food safety standard for pets, superior quality and taste at fair prices. As a result, all Betagro's products respond to all needs of pet owners; thus, bringing them happiness and good health for their beloved pets.



3.2 BRCGS Certificate (British Retail Consortium Global Standard – Food Safety Issue 9)

Product safety is priority to Betagro; therefore, it has never stopped developing this area to maintain and raise the safety standard of pet food. BRC is one of the international safety standards and is recognized by producers, organizations providing food service and global retail group. The international standard certificate received by Betagro's Pet Business Group confirmed its determination and reflected its success in guaranteeing the standards of quality and safety in its products, production process covering the entire supply chain. It also created confidence among pet owners and its business alliances in the products.



3.3 Investment in Automated Storage/Retrieval System (ASRS) and Warehouse Management System

Betagro focuses on increasing its competitiveness potential to respond to the growth of the increasing demand of the pet food market. The Pet Food Business Group has, therefore, invested in the installation of ASRS controlled by WMS with very high accuracy, resulting in increased space management efficiency, accurate and quick warehouse management, reduced possibility for transport mistakes and real-time traceability.





4. International Business Group

4.1 Expansion of animal feed production to Laos

The International Business Group moved forward to build food stability in the ASEAN Region. It constructed the first animal feed factory in Laos with the budget of 650 million baht with the production capacity of 108,000 tons per year. It planned to produce quality products from upstream to downstream, expand its distribution channels of meat products and processed food to modern retail shops and BETAGRO Shops. Simultaneously, it built Betagro's brand awareness among consumers and supported active tourism; therefore, pushing its international business income to grow more than 22% in 2024.

At present, Betagro has a total of 135 pig and poultry farms selling pigs, chickens and chicken eggs, as well as 4 BETAGRO Shops. Recently, it invested 650 million baht to build the first Betagro's animal feed production plant in Laos driven by modern technology with Laboratory Information Management System (LIMS) to help analyze raw materials and animal feed to ensure quality and safe animal feed production. This plant has production capacity of 108,000 tons per year and can support the increasing demand. It will help increase cost management efficiency, reduce import of animal feed from Thailand. At the same time, the Company gears towards building Betagro brand through the distribution of pork, chicken and processed food, as well as expansion of distribution channels in the form of kiosks, modern retail shops such as BigC Supermarket, and customer base expansion to cover food service operators.

In Cambodia, currently there is one animal feed production plant in Phnom Penh, 425 pig and poultry farms, as well as 6 BETAGRO Shops. The Company drives its business in Cambodia with the strategy of "Agro Total Solution" to deliver integrated agro-industry business. It has adjusted the sales team structure to fit with the presentation of animal feed, medical supplies, animal supplements and a comprehensive farm equipment business. It has expanded to midstream business by proposing a chicken and pig slaughterhouse service, adjusting product port, increasing meat product ratio and processed food under Betagro brand through various distribution channels. It also expanded to the customer group of food service operators consisting of restaurants and hotels to support the positive factor from recovered tourism.

Betagro conducted a joint-venture with local alliances in Myanmar as it is one of the interesting ASEAN markets. However, the Company has to closely monitor the situation and takes its time to continually study information in order to operate business carefully and taking all aspects into consideration. In addition, Betagro continues to find opportunities for growth from expanding its business to new countries in the future.





GOVERNANCE

and ECONOMICS

DIMENSION MANAGEMENT



Corporate Governance Management

Betagro adheres to operating its business with good governance, excellent management, ethics, transparency and auditability without fraud nor corruption. It has, therefore, specified governance guidelines with equal consideration to long-term impact on all groups of stakeholders. All businesses are operated in line with Betagro Code of Conduct, Betagro Human Rights Principle and respect for freedom. The CG Code 2017 prepared by the Securities and Exchange Commission (SEC) was added to become Betagro Corporate Governance Policy. The policy has been practiced by the Company's Board of Directors who are leaders or those with the organization's highest

responsibility as the code of conduct to create sustainable value for its businesses. The Corporate Governance and Sustainable Development Committee is responsible for supervising the Company's governance work and setting a policy and code of conduct related to the shareholders and stakeholders. The main guidelines are 1) Promoting innovation and responsible business operation, 2) Maintaining financial reliability and information disclosure, and 3) Supporting participation, communication, and the use of rights by the shareholders. For additional details, please see the 56-1 One Report.

Corporate Governance Dimension Management Structure





Governance Structure

Betagro has specified a clear corporate governance structure with balance of power and auditability. It consists of the Board of Directors and the following sub-committees:

- Audit Committee
- Nomination and Remuneration Committee
- Risk Management Committee
- Corporate Governance and Sustainable Development Committee

Both the Board of Directors and sub-committees are responsible for supervising, screening and auditing various aspects of the operations to ensure compliance with the policy and goals specified by the Company. They are also responsible for reporting performance to the Board of Directors. Each sub-committee has its own charter which clearly specifies the components, characteristics, scope and responsibility as well as meetings.

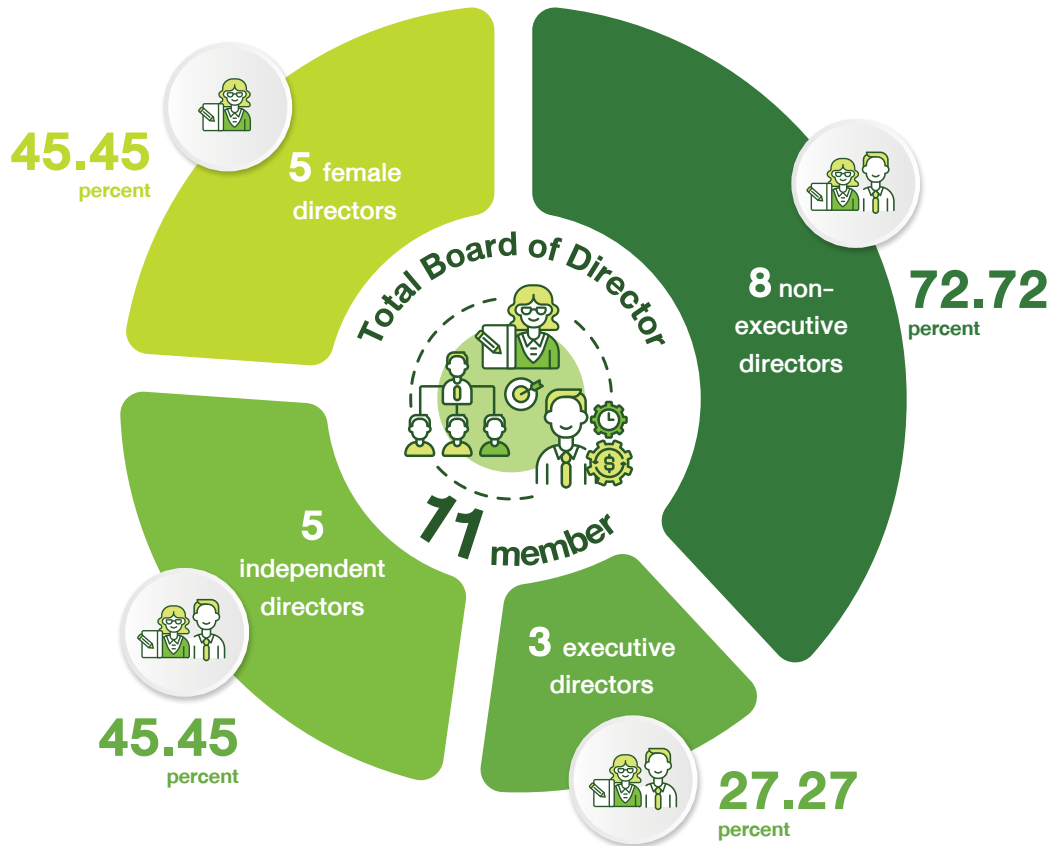
On 31 December 2024, the Board of Directors consisted of 11 persons with components and characteristics as specified in the Board of Directors' Charter. The Board must have no less than one-third independent directors of the total number of committee directors and no less than 3 directors. At present, the Board has 5 independent directors with characteristics as announced by the Capital Market Supervisory Board No. Tor

Jor 39/2559 of the Securities and Exchange Commission (SEC). They are independent from the control of the Company's management, major shareholders and do not have any part or stake in the corporate finance and business management. They act as representatives of minor shareholders in balancing the decision-making power of the whole board, auditing the work of the management, expressing their opinions independently and maintaining the shareholders' maximum benefits. The Chairman of the Board of Directors is an independent director and is a different person from the Chief Executive Officer and President to balance the power. Their role and responsibility are clearly specified and auditable for efficiency and transparency.

In addition, the structure and component of the Board of Directors reflect diverse skills, expertise, gender and age. The structure also specifies that there is at least one non-executive director with experience in the Company's current core business or industry. There are now two non-executive directors with experience in the Company's core business or industry.

Betagro discloses the Board of Directors' role and responsibility in the Board of Directors' Charter. The component of the Company's Board of Directors as at 31 December 2024 is shown below:





3 audit committee members are independent directors. 2 out of 3 directors graduated with and are experts in accounting.



2 out of 3 directors in the Nomination and Remuneration Committee are independent directors. The chairman of the Committee is an independent director.

66.67 percent



2 out of 4 directors in the Corporate Governance and Sustainable Development Committee are independent directors. The chairman of the Committee is an independent director.

50 percent



2 out of 4 directors in the Risk Management Committee are independent directors.



Details are shown in the 2024 Annual Report (56-1 One Report).

Annual Report 2024 (56-1 One Report)

<https://btg.listedcompany.com/misc/one-report/2024/20250319-btg-one-report-2024-th.pdf>



Good Corporate Governance Policy

Betagro used the Good Corporate Governance Principle covering 8 main practices based on CG Code 2017 as a framework to prepare its own Corporate Governance Policy, and adheres to it in doing business under the Good Corporate Governance as follows:

1. Realize the role and responsibility of the Board of Directors as the organization's leaders in creating sustainable business value
2. Set business objectives and main goals for sustainability
3. Strengthen effective Board of Directors
4. Recruit and develop top executives and personnel management
5. Promote innovation and responsible business operation
6. Ensure there is an appropriate risk management and internal control systems
7. Maintain financial reliability and information disclosure
8. Support participation of and communication with the shareholders

Performance 2024

The Board of Directors puts priority on compliance with good corporate governance to increase transparency, responsibility of the board and management to increase confidence of the shareholders, investors and all groups of stakeholders. Consideration is made on CG Code 2017 of the Securities and Exchange Commission (SEC) and Corporate Governance Report of Thai Listed Companies (CGR) of the Thai Institute of Directors (IOD). In 2024, the Board of Directors implemented the work related to the above-mentioned corporate governance code as follows:

1. Reviewed the charters of all sub-committees
2. Approved the self-assessment form of the Thai Private Sector Collective Action Against Corruption (CAC) Project
3. Created a succession plan for recruiting qualified personnel to hold major positions as in the case when the Chief Executive Officer or top executives cannot perform their duty, retire or resign
4. Prepared a development plan for the Board of Directors and top executives to increase their potential
5. Acknowledged the work of the sub-committees regularly
6. Acknowledged the whistleblowing reports





7. Evaluated the CEO's performance and set remuneration
8. Evaluated the performance of the Company's Board of Directors and the sub-committees as a group and individuals

Assessment Result of Corporate Governance Performance

Betagro received the Corporate Governance Report of the Thai Listed Companies (CGR) for 2024 with an excellent level or 5 stars from the assessment by the Thai Institute of Directors.

Despite this recognition, the Company continues to develop and improve its corporate governance process.

Assessment Result of the Annual General Shareholders' Meeting

Betagro received 98 points (from 100) or 4 stars from the assessment on the quality of the Annual General Shareholders' Meeting based on the AGM Checklist of Thailand Investors' Association (TIA). The Company's goal is to continually improve the quality of its General Shareholders'

Meeting with consideration to shareholders' rights, fair treatment to all shareholders, opportunities for all shareholders to express their opinions, transparency and auditability as per good corporate governance principle.



Business Ethics and Anti-Corruption

Betagro is committed to operating its business based on strict and continued corporate governance management. This management covers its entire value chain on the basis of morals, ethics, integrity, transparency and auditability. Besides building confidence and trust among all groups of stakeholders, the Company considers its responsibility for staff, partners, customers and all groups of stakeholders. It has, therefore, issued

“Betagro Business Ethics” in writing covering requirements, rules, regulations, policies and practices concerned with all stakeholder groups including its staff in Thailand and overseas to follow. The Company continually communicates its Business Ethics to all of its staff so that they understand, realize its importance and holds on to it strictly.

(1) Business Ethics and Compliance

• Supervision

Betagro gives priority to operating its business with transparency and fairness to create confidence among all groups of stakeholders. Hence, it has built staff's awareness and motivated staff at all levels to understand and comply with the business ethics, laws, regulations and requirements related to the Company's business operation. Details of the management are as follows:

1. Prepare a legal manual related to Betagro's business operation covering major activities including marketing, sale, production, accounting, finance, human resources management, safety, environment, and utilization of information technology. The manual is updated and communicated to staff through the Company's Compliance Management System.
2. Develop an information system for use in controlling its operation to be in line with the specified laws, regulations and requirements. Details are:
 - Compliance Management System is a system for creating, approving and storing policies, regulations and requirements announced and used internally. It is audited by the Compliance Unit before dissemination to ensure that the announced policies, regulations and requirements are in line with the laws, regulations and requirements. The above-mentioned system is designed in a way that the management and staff can access and understand it easily for use as reference and correct application.
 - PDPA Management System is a personal information management system in line with the Personal Information Act B.E. 2562 covering personal information of customers, staff and stakeholders. The main function of the system includes:
 - Data Inventory
 - Consent Management
 - Data Subject Right Request
 - Privacy Notice



- Records of Processing Activities (ROPA) to enable the owner of personal information and the Office of the Personal Data Protection Committee (PDPC) to audit
- 3. Communicate and create staff's understanding and awareness of legal compliance
- 4. Hold training on business ethics via the Company's e-learning system (For the number of attendees, please see details under the topic of "Staff's Training on Business Ethics")
- 5. Audit each business unit's operation through the Compliance Self-Assessment form. If any issue is found, an improvement and monitoring plan must be prepared. At present, the audit is being conducted with the Human Resources, Accounting and Finance Units with a goal to expand the self-assessment form to all units of the Company.

• Staff's Training on Business Ethics

Training is held to enable Betagro staff to understand and perform correctly, know their rights and those of other stakeholders concerned, be able to identify and inform about any incident in violation of business ethics when they see one. Betagro provides training on Betagro Business Ethics for all of its executives and staff so that they can hold on to them as guidelines in doing their work. In 2024, 100 percent of the Company's executives and staff attended this course. The Company plans to expand this course overseas in 2025 to cover all of its businesses.

• Monitoring Process of Business Ethics Compliance

Betagro sets up a monitoring and management process to ensure business ethics compliance. Details are as follows:

1. Set up channels for staff, partners and stakeholders to inform about any issue or complaint related to business ethics violation
2. Specify that its Internal Audit Office is responsible for regularly investigating and monitoring business ethics requirements for prevention, correction and monitoring.
3. Set up a procedure to investigate, gather evidence and find facts. Betagro considers those who violate or do not comply with the ethics act against the Company's policy and business ethics, and disciplinary action will be specified according to its work rules on discipline, penalty and other concerned legal penalty.
4. Once an issue that may violate business ethics or may be an act of fraud or corruption is found through the complaint or whistleblowing channels or from the Internal Audit Office's investigation, Betagro will set up a working group to carry out the investigation, gather evidence, search for facts and present the findings to the management and the Audit Committee.

In 2024, no indication of significant business ethics violation, fraud nor internal control defect was found.





(2) Anti-Corruption

Betagro holds on to conducting its business with accuracy, straightforwardness and auditability. It complies with related laws and will not give nor receive bribes in any form to prevent anyone from gaining any inappropriate benefit. The Company has, therefore, set an Anti-Corruption Policy in writing as guidelines for its directors, executives and staff to use as a framework to follow strictly. The main objective of this is to build a value of business operation with integrity, transparency and auditability.

As a result of its determination to operate business with integrity, transparency, work processes that prevent fraud and corruption in every step, in 2024 Betagro received a CAC Certified (2 stars) level from the Thai Private Sector Collective Action Against Corruption (CAC). The event was held on 11 December 2024 and presided over by Ms. Pinn Siraprasasiri, CAC Manager, and Ms. Natsuree Surakiat, CAC Development Officer of the Thai Institute of Directors (IOD). A total of 41 partners from 30 companies also attended the event to support the CAC drive.





(3) Internal Control and Audit

Betagro's internal control and audit process is set up to ensure that the Company's operation is efficient and effective according to the corporate governance and business ethics principles. In addition, supervision of this matter covers laws, requirements, rules, regulations, policies and

practices involved with all groups of stakeholders. The Internal Audit Office reporting directly to the Audit Committee is responsible for annually auditing the internal control system which covers business ethics audit as specified in the Internal Audit Charter and Internal Audit Plan.

(4) Conflict of Interest Prevention

Betagro specifies that conflict of interest is one requirement of Betagro Business Ethics, and that new and existing staff and groups with risk must assess themselves on conflict of interest and report the conflict-of-interest status against the Company. The survey is conducted once a year, and if any conflict is found, the core unit will be contacted so that risk control can be planned.

The 2024 conflict of interest status survey was implemented in June, and 100 percent of the staff groups with possible risk assessed themselves. The result showed there was no significant conflict of interest.

(5) Whistleblowing

Betagro has specified the channels and improved the requirements regarding complaints and whistleblowing on fraud and non-compliance with the laws, rules and regulations related to fraud and misconduct. This is in line with the government's fraud and misconduct prevention and elimination. Four channels for complaints and whistleblowing are as follows:

- Phone: Contact Center 1482
- Website: www.betagro.com
- E-mail: whistleblowing@betagro.com
- Letter to the President or the Audit Committee Chairperson

The channels above enable the Company's staff, partners, stakeholders and outside persons to inform about violators. There is a center to receive information, monitor, protect and offer justice to the complainants, the complainees or those who give cooperation in providing related information. Reports on the investigation results are presented to the management and committees involved, and the results of the implementation is informed to those concerned.

In 2024, three incidents related to fraud and sexual harassment were reported and managed, and the summary of the complaints were informed to those involved.



Type	Number of Complaints	Management Measures			
		Verbal Warning	Written Warning	Job Suspension	Employment Termination
Fraud	2	0	0	0	2
Corruption & Bribing	0	0	0	0	0
Unfair to customers & other competitors	0	0	0	0	0
Use of internal information & buying/selling Company's securities	0	0	0	0	0
Collection, use and/or disclosure of personal information	0	0	0	0	0
Sexual Harassment	1	0	0	1	0

The incidents occurred did not have any significance impacting Betagro's reputation or finance. Also, the Company did not have any law suit regarding fraud or corruption.



Risk Management

Risk management enables Betagro to achieve its business goals, create added value, stability for its stakeholders, and investors' confidence in line with the Good Corporate Governance and Sustainable Development

principles. Thus, the Company realizes the importance of risk management and promotes a risk culture in the entire organization by combining it with the core values.

Risk Management

The Company's Board of Directors has set up a Risk Management Committee (RMC) to oversee risk management and a Risk Management at the corporate and business unit levels. They are responsible for managing the Company's risks to drive efficient operation towards the set goals in line with the Good Corporate Governance structure.

To set the policy and operating guidelines, Betagro applied the corporate risk framework of the COSO ERM* international standard covering risk identification, risk assessment, risk management, risk monitoring as well as systematic and continued risk communication.

Betagro collects risk information from both internal business units and outside such as external news and information from partners. This information is processed for risk improvement every quarter. In 2024, the Company improved its risk management by implementing the following:

- Betagro implemented risk management covering the entire organization by connecting the process with the strategic plan, specifying risk

control, monitoring and reporting standard. The objectives were to align all the risk management work, make preparation to prevent and cope with various risks, and to minimize risk to the Risk Appetite level. Key risk indicators (KRIs) were identified to improve risk management efficiency in line with the COSO ERM 2017 standard and enhance the Company's sustainable competitiveness.

- As other business risks, Betagro combined ESG risk management such as water and climate risk management with Corporate Risk Management through the identification and assessment process as per the COSO ERM standard. Details appear in the 2024 Annual Report (56-1 One Report).

- Betagro reviewed the environmental, social and governance (ESG) risk factors during the past year. It efficiently managed significant risks including water and climate, and improved the human rights risk assessment to cover the entire supply chain. The assessment was based on the same COSO ERM standard as other business risks. Details are shown in the 2024 Annual Report (56-1 One Report).



Emerging Risk

Betagro regularly conducts risk assessment to identify risks to its business operation. The assessment covers both present and emerging risks so that it can assess the possible impact of those risks on its ability to achieve goals, to prepare a prevention plan and to reduce impact on its business operation.

For risk factors and emerging risks that may arise in the future, please see more details in the 2024 Annual Report (56-1 One Report).

It's possible for the Company's business operation in Thailand and overseas to encounter unexpected crises from natural disasters, political unrests, terrorist attacks, geopolitics conflicts, macroeconomics crises, threats in various forms, epidemics and contagious diseases. All these crises impact the company's ability to operate its business and may force the business to stop or operate with difficulty. If the Company cannot restore its ability to operate normally, there will be

damage to its assets or lives, and a wide impact on society, community and all groups of stakeholders.

Even though there is no incident interrupting its business, Betagro still realizes the importance of business continuity. Thus, Business Continuity Management (BCM) becomes a part of risk management in order to reduce risk opportunity and to minimize or limit impact that may happen to the Company's business. The work covers all related processes including identification of core units, business impact analysis, risk management, preparation of Emergency Plan, Crisis Communication Plan and Business Continuity Plan (BCP), as well as review of all the plans to ensure consistency with current situations. In addition, additional BEP is considered for new business operations, and a BCP rehearsal is specified to be conducted regularly every year. This is to ensure that its staff understand their role and responsibility, and are prepared to cope with any incident or crisis.

Remarks: * COSO ERM is abbreviated from The Committee of Sponsoring Organizations of the Treadway Commission – Enterprise Risk Management.





Highlight Projects 2024

Betagro gives priority to and supports efficient Risk Culture by creating understanding, awareness and participation in corporate risk management. In 2024, it continued the work from the previous year as follows:

- Publicized, communicated and disseminated information on risk management through its various internal channels regularly every month. In 2024, it added another communication channel for the staff at the operation level to cover the entire organization through the HR Network Location.
- Conducted training on risk management for the Board of Directors, management and staff to increase their knowledge on this subject. The training was held both onsite and online (E-learning) with the content covering and in line with the Company's Risk Management Policy and business context at the corporate and unit levels. The objectives were to build staff's knowledge consistent with the current corporate and business context and to enable them to apply it in order to fully increase operating efficiency. Details are as follows:
 - The Board of Directors and top executives: Betagro conducted an annual review of risk management training with emphasis on the current and possible future risks, as well as risk management in critical situations.
 - Staff at supervisory – management Levels: The Company organized training on risk management (E-learning), and a total of 5,952 staff (or 100% of the target group) attended.
 - Staff at operation level: In 2024, training on risk management was expanded to cover 4,026 targeted operation-level staff. As a result, a total of 3,940 staff (or 98%) attended this training.
 - The Company plans to expand risk management training to cover 5,000 overseas staff by 2025.
- Betagro ensured there is communication from top executives to build staff's awareness of risk management through business groups' risk management meetings and messages from executives to all staff within the business groups.



Annual Report 2024 (56-1 One Report)

<https://btg.listedcompany.com/misc/one-report/2024/20250319-btg-one-report-2024-th.pdf>



Supply Chain Management

Responsible and efficient supply chain management covering the entire production cycle and product delivery to customers is considered key to Betagro's business operation. It will enable the Company to grow sustainably covering environmental, social, economic and corporate governance dimensions with consideration to all groups of stakeholders. Thus, Betagro puts priority

on managing suppliers in its entire supply chain as well as promotes and develops their potential continually. The purposes are to minimize risk from its suppliers and impact on its business operation for both short and long term, as well as leverage its competitiveness in the Thai and global markets which currently pay more attention to sustainable business.

Supply Chain Management

1 Selection of new suppliers with potential

Betagro specifies the criteria for new supplier selection in line with its business operation based on product quality, price, ability to deliver products and services, certified standards, compliance with laws and regulations, social responsibility and environment. In addition, good corporate governance in procuring raw materials with quality and safety, preventing and minimizing sustainability impact risk arising from suppliers' operation are considered. All new suppliers must pass its Sustainability Self-Assessment consistent with Betagro Sustainability Supplier Code of Conduct (COC).





2

Setting of Supply Chain Management Policy, Sustainable Procurement Policy and Sustainability Supplier Code of Conduct

Betagro Sustainability Supplier Code of Conduct is set and it covers respect for human rights, occupational health and safety, environmental sustainability and integrity. Please see more details in Betagro Sustainability Supplier code of Conduct (COC).

4 principles of Sustainability Supplier Code of Conduct



The Company communicates Betagro Sustainability Supplier Code of Conduct (COC) to every supplier. In 2024, 100 percent of the Direct Raw Material Supplier Group (1) and Livestock Production Supplier Group (2) signed to acknowledge and agree to comply with the said guidelines. In addition, Betagro reviews this Code of Conduct and holds training for its procurement staff regularly every year.

⁽¹⁾ Direct Raw Material Suppliers are those suppliers selling raw materials for animal feed production, chemical raw materials and animal health products, food ingredients, packaging and energy to Betagro.

⁽²⁾ Livestock Production Suppliers are the farmer group joining the livestock business of pig farms, poultry farms and aquatic animal farms with Betagro (subsidiary group of companies).





3

Supply Chain Management

Betagro implements its suppliers' sustainability risk management process which covers specifying the criteria for selecting major suppliers with significant business relationship with the Company, assessing any risk that may arise from these suppliers which may impact sustainability, and identifying appropriate management measures.



3.1 2,540 major suppliers or 30 percent of the total number of 8,476 suppliers

3.2 There are 27 Critical Non-Tier 1 Suppliers or 0.32 percent of the total number of 8,476 suppliers.

4

Supplier ESG Risk Assessment

Betagro conducts supplier risk assessment on sustainability covering social, labor, safety, environmental and good corporate governance aspects. In 2024, 100 percent of all major suppliers and all groups of product and service suppliers were assessed on sustainability risk. Only 29 suppliers with the high-risk level were found.

5

Supplier ESG Audit

Suppliers with high sustainability risk must go through an ESG audit. In 2024, 100 percent of the 29 high-risk suppliers were audited, and following were the inconsistency issues found:

Issues found	Number of risk issues found	Number of issues corrected & improved	Remarks
Economic aspect	1	1	-
Quality aspect	1	1	1 contract terminated
Labor aspect	6	5	1 contract terminated
Occupational health & safety aspect	12	11	1 contract terminated
Environmental aspect	1	0	In the process of improvement



6

Suppliers' Development

Betagro gives priority to the development of suppliers in its supply chain particularly major suppliers in order to reduce risk and impact on society and environment, as well as risk from violating related laws. The Company supports its suppliers' operation to be more efficient and in line with its standards. For example, it supports suppliers to deliver products and services through the development of business operation process with international standard certification such as ISO9001, GHPs & HACCP, BRCGS, FSSC22000, ISO14001 and ISO45001.

7

Credit Term Management Policy

Betagro considers suppliers' liquidity and cash cycle management very important. Therefore, it specifies a credit term that is legally correct and fair to suppliers with payment control system. This is to ensure that the Company pays its suppliers correctly and punctually according to each supplier's agreed terms and conditions.

The Company's credit term with its suppliers is from 5 to 120 days. In 2024, it made correct and punctual payment to its suppliers with the average 45 days' period. Besides, there was no law suit nor complaint from its suppliers on late payment.



Targets

- 100 percent of suppliers receive communication about Betagro Sustainability Supplier Code of Conduct.
- All suppliers pass the sustainability risk assessment, and 100 percent of the high-risk suppliers must be audited.
- 100 percent of new suppliers must pass the selection based on sustainability criteria.

Performance in 2024

100 percent

100 percent

100 percent





Highlight Projects 2024

1

Suppliers' Sustainability Knowledge Development Project

Training on sustainability for Betagro's suppliers is a mechanism to support and build their awareness on the importance of efficient use of resources, pollution reduction, environmental-friendly practice, business transparency, and compliance with related laws and international standards. Hence, the Company conducts training for its target suppliers on sustainability to enhance their knowledge and understanding as well as develop the potential of its target supplier group on (1) labor practice, respect for human rights, environmental management, safety and good governance. In 2024, a total of 78 suppliers attended this training.

2

Training Project to Promote Thai Private Sector's Collective Anti-Corruption for Suppliers and Business Alliances

Betagro in cooperation with the Thai Institute of Directors organized training to build knowledge and understanding of its suppliers and business alliances on anti-corruption through the Thai Private Sector Collective Action Against Corruption (CAC) Project on 11 December 2024. The training was presided over by Ms. Pinn Siraprapasiri, the CAC Manager, and Ms. Natsuree Surakiat, the CAC Officer, and attended by 41 suppliers from 30 companies as a part of the CAC drive.



⁽¹⁾ The target supplier group are suppliers with high risk and those involved such as labor, safety and occupational health, environment and governance officers.





Innovation and Technology

Betagro is determined to drive innovation to continually create new products and services that meet customers' requirements. It encourages all employees to participate in creating new ideas and applying technology to increase production

efficiency, reduce costs and create business sustainability with emphasis on product and process innovation. This will enable Betagro to grow sustainably and create value for society.

Innovation and Technology Management

- **Strengthening towards an organization of innovation**

Betagro promotes a culture of innovation focusing on staff's creative thinking development and the exchange of knowledge and technology to develop products and production processes which respond to customers' needs and are friendly to our environment. The result is increased production efficiency, reduced costs and creation of new products that meet consumers' current and future needs.

- **Applying innovation to drive organization**

Innovation building plays an important role in Betagro's strategy. The Innovation Office drives the Company's policy and management while the Research Development Office reporting to the Innovation Office acts as its central research unit. The work is carried out under 3 main strategies as follows: promoting consumers' access to food with safety and high quality, developing new sustainable protein sources, and building sustainable supply chain for agricultural and food industry.

Betagro promotes the culture of cooperation with various business innovation centers including 1) Agro Innovation Center, 2) Food Innovation Center, and 3) Pet Innovation Center, as well as other strategy and marketing business units. The objectives are to create innovation to meet customers' and consumers' requirements with maximum satisfaction.

- **Open Innovation Cooperation Building**

Betagro is committed to creating innovation to leverage the agricultural and food industry by embracing the cooperation with many forms of alliances in the government sector, educational institutes and private sector around the world. In addition, this network building enables the Company to have access to new technologies and expert resource personnel resulting in its ability to develop products and services which quickly and efficiently respond to the needs of the markets.



Targets

Strengthen a systematic innovation creation process by 2025 in order to:

- Enhance the capacity & competence of researchers within the Company
- Create an environment of the Company which facilitates innovation creation

Performance in 2024

- Set and communicated Betagro's innovation policy, direction and strategy
- Defined the Company's innovation management guidelines
- Specified intellectual management practice and held training and workshops for the staff involved

Highlight Projects 2024

1

Motivate to innovative organization

Betagro promotes the culture of innovation based on the PIPIQ+ value, particularly Letter 'I' which means innovation. It continuously encourages all staff to dare to think, act and present new ideas for product and process development. In 2024, it conducted many related activities and received several awards from the work that resulted from the staff's creativity. This reflected the Company's success in promoting the innovation culture.



2

BETAGRO Livestock Symposium 2024

The Company's Livestock Group held an annual "BETAGRO Livestock Symposium 2024" based on the concept of "Livestock Sustainovation CX". The objective was to reflect the importance of innovation, sustainability and cost transformation. Activities involved exchanging knowledge and experience on innovation and livestock, creating sustainable production process and inspiring all concerned to apply the knowledge gained at work with consideration to effective cost management, increased production efficiency and quality in all dimensions.



3

Food Innovation Award at THAIFEX – Anuga Taste Innovation Show 2024

Betagro's commitment to creating food innovation which responds to the needs of health and environment conscious consumers led it to receive various awards at the THAIFEX – Anuga Taste Innovation Show 2024. These awards reflected the Company's success in developing high quality, tasty and environmental-friendly food products. In particular, protein products under the brand of Mealty produced from natural plant raw materials through environmental-friendly process helped reduce Greenhouse Gas emission and the use of natural resources. In addition, the awarded Thai Select logo confirmed the quality of Betagro's products and the representation of Thai food with international standard.

The development of these products is in line with the goals of SDGs, particularly SDG 2 (Hunger Elimination) and SDG 12 (Sustainable Production and Consumption), all of which reflect Betagro's determination to create a sustainable world.





4

TMA Excellence Awards 2024

Betagro received 3 excellence awards from the “TMA Excellence Awards 2024” event. Thailand Corporate Excellence Awards which the Company received were the result of full cooperation from all parties, teams and alliances. They reflected Betagro’s determination to deliver the best products and services and confirmed its status as a leading integrated food manufacturing company committed to increasing everyone’s life value with better food for a sustainable life.



5

FMCG Asia Award 2024

Betagro was proud to receive the FMCG Asia Award 2024 which recognized its commitment to creating food products not only with good taste and convenience for consumption but also with consideration to consumers’ health and impact on our environment. All of the awarded products were 100% produced from natural raw materials without any dangerous chemical, in line with the concept of Clean Label, a part of the Company’s sustainability strategy with emphasis on environmental impact reduction and promotion of consumers’ good health. This award also reflected Betagro’s success in expanding its market to Singapore, a market with great demand for health products.





6

Innovation Products in 2024

S-Pure Prime German-Style Home-Made Sausages



S-Pure Prime German-style home-made sausages are another important step of Betagro in moving towards its goal as a leader of safe and sustainable food. This product is produced from 100% S-Pure pork from pigs raised naturally and gone through careful production steps to obtain high quality, environmental-friendly products without dangerous chemicals. The presentation of “Clean Label Food” such as S-Pure Prime is in line with the Company’s concept of promoting consumers’ good health and minimizing environmental impact particularly with the use of biologically disposable packaging.

“La Comida” Charcuterie – ready-to-eat European style meat



With Betagro’s determination to become the leader of safe and sustainable food, it produces this product from S-Pure pork from pigs raised 100% naturally and gone through Europe’s original production method including curing with salt and spices, maturing and smoking with fruit wood to obtain a smooth and unique taste. The use of this natural production process helps reduce chemical and energy consumption, impact on our environment and maintain the nutritional value of the meat. La Comida products are, therefore, alternatives responding to consumers’ attention to health and environment.



7

Innovation Policy and Strategic Alignment by the Innovation Office

In 2024, Betagro organized the Innovation Policy and Strategic Alignment activity with each unit's Innovation Center and units concerned with other innovations participating in the activity. The activity helped drive and support innovation work for other units concerned and enable them to work efficiently and create new ideas through the connection with Betagro Innovation Strategy in line with the Company's Innovation Policy. This will lead to increased capability and competitiveness potential, as well as improved work through the application of innovation for sustainable and stable growth.



8

Patent Search and Freedom to Operate Analysis (FTO) by the Innovation Office



In order to promote sustainable innovation development, Betagro conducted training on "Patent Search and FTO Analysis in cooperation with innovation alliances from the Thai Association for Biotech Industries (ThaiBo) and PTT Innovation Institute. The emphasis was on staff's skill development on intellectual property management. This training was a part of the Company's strategy to build knowledge and promote innovation enabling the Company to compete in the global market sustainably.





9

BETAGRO Ventures for Investment and Innovation Development for the Future



Betagro has cooperated with various external alliance networks including leading universities, research institutes, government agencies and start-ups both in Thailand and overseas. The purpose is to drive the creation of Open Innovation with emphasis on exchanging knowledge and technology to develop the Company's competitiveness potential.

In addition, the Company set up BETAGRO ventures, a unit responsible for driving the Company's business with innovation towards the new age for sustainable growth. This is done by investing in start-up companies and innovation development funds as well as nurturing new businesses. In 2024, a total of 110 million baht was invested in the Research and Development Initiative Project of the Company's Group. In addition, 2 billion baht was allocated for investing in start-up companies specialized in Europe's leading food biological technology. Betagro also set up a fund of 1 billion baht for start-up companies in the agricultural and food technology. In 2024, Betagro became the leader of future food innovation through the co-investment with Infinite Roots to develop alternative protein from mushrooms, an innovation that responds to the needs of health and environment conscious consumers. This investment did not only create diversity in the Company's portfolio, but it also supported the sustainability goal to minimize impact on environment and create a sustainable food system. This alternative protein has high nutritional value, uses fewer natural resources and emit less Greenhouse Gas than the original meat production method. It will help reduce the problem of climate change and create food sustainability.

Moreover, Betagro is committed to creating a sustainable future by investing in food innovation that is environmental-friendly and responds to the needs of new-generation consumers. The cooperation with Plantible and Meatable is a major step in achieving its goals in reducing Greenhouse Gas emission and increasing the ratio of products that are friendly to our environment. Not only do these new products help reduce environmental impact, but they also create food stability and respond to the requirements of consumers who pay more attention to their health.

All these investments reflect Betagro's vision to create future food innovation, meet the needs of health and environment conscious consumers, as well as strengthen its core businesses on a long-term basis.



Appendices

(ESG Performance)





About this report

Betagro Public Company Limited and its subsidiaries have continuously published the Sustainability Report since 2023. The report aims at disclosing the Company's annual sustainability performance and compiling information and important issues related to its sustainability development management covering all 3 aspects: Environment, Social and Governance. Presented in the report, on a continued basis, are the Company's major changes, goals set in line with each type of business operation, management approaches and operation results, with reference to the following information disclosure guidelines:

- Manual for sustainability reporting for companies listed on the Stock Exchange of Thailand
- The Stock Exchange of Thailand's documents recommending sustainability indicators according to the agricultural and food industry groups
- United Nations' Sustainable Development Goals (SDGs)
- Global Reporting Initiative standard

Timeframe of information used for preparing this report

1 January 2024 to 31 December 2024

Contact for more information and suggestion about this report

If you have any questions or additional suggestions, please contact.

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Reporting Boundary

Company	Country	Environmental Performance				Social Performance	
		GHG	Energy	Water	Waste	Human Resource	Occupational Health and Safety
1	Betagro Public Co.,Ltd	✓	✓	✓	✓	✓	✓
2	Better Pharma Co.,Ltd.	✓	✓	✓	✓	✓	✓
3	Anitech Total Solution Co.,Ltd	-	-	-	-	✓	✓
4	Protec Animal Health Co.,Ltd.	-	-	-	-	✓	✓
5	Betagro Science Center Co.,Ltd.	✓	✓	-	-	✓	✓
6	B. International and Technology Co.,Ltd	-	-	-	-	✓	✓
7	B. Feedmill Co.,Ltd.	-	-	-	-	-	-
8	Better Pharma (Philippines), Inc	-	-	-	-	✓	✓
9	PT. Better Pharma Indonesia	-	-	-	-	✓	✓
10	Better Pharma (Vietnam) Co.,Ltd.	-	-	-	-	✓	✓
11	Better Foods Co.,Ltd.	✓	✓	✓	✓	✓	✓
12	B. Foods Product International Co.,Ltd.	✓	✓	✓	✓	✓	✓
13	Ajinomoto Betagro Frozen Foods (Thailand) Co.,Ltd	-	-	-	-	✓	✓
14	Ajinomoto Betagro Specialty Foods Co.,Ltd	✓	✓	✓	✓	✓	✓
15	Betagro-Dianippon Techno-Ex Co.,Ltd.	✓	✓	✓	✓	✓	✓
16	Betagro MF Deli Co.,Ltd.	✓	✓	✓	✓	✓	✓
17	Thai SPF Products Co.,Ltd.	✓	✓	✓	✓	✓	✓
18	Betagro Agro Industry Co.,Ltd.	✓	✓	✓	✓	✓	✓
19	Betagro Hybrid Co.,Ltd.	-	-	-	-	-	-
20	Betagro Farming Co.,Ltd	-	-	-	-	-	-
21	Betagro safety meat packing Co.,Ltd.	-	-	-	-	-	-
22	Betagro (Cambodia) Co.,Ltd.	-	-	-	-	✓	✓
23	Betagro (Lao) Sole Co.,Ltd.	-	-	-	-	✓	✓
24	Betagro (Myanmar) Co.,Ltd.	-	-	-	-	✓	✓
25	Betagro Intertrade Co.,Ltd.	-	-	-	-	-	-
26	Pet Focus Company Limited	✓	✓	✓	✓	✓	✓
27	Betagro Group Human Resources Development Center Co.,Ltd.	-	-	-	-	✓	✓
28	Betagro Treasury Center Co.,Ltd.	-	-	-	-	✓	✓
29	Hobby Farmers Co.,Ltd.	-	-	-	-	-	-
30	Betagro Ventures Co.,Ltd.	-	-	-	-	-	-
31	BTG LV Co.,Ltd	-	-	-	-	-	-
32	Betagro (Lao) Feedmill Co.,Ltd.	-	-	-	-	-	-
33	Betagro Ventures International Co.,Ltd.	-	-	-	-	-	-
34	Itoham Betagro Foods Co.,Ltd.	-	-	-	-	-	-
35	Asian Best Chicken Co.,Ltd.	-	-	-	-	-	-
36	KOBE-YA SHOKUHINN KOGYU Co.,Ltd.	-	-	-	-	-	-
37	BOSTON Trading Inc.	-	-	-	-	-	-
38	Kerry Express Betagro Co.,Ltd	-	-	-	-	-	-



ESG Performance

Environmental Performance

GHG Emissions GRI305-1,GRI305-2,GRI305-4,GRI305-5

Performance	unit	2022	2023	2024	GRI Standards
Total GHG emissions (Scope1 and 2)	Tons of CO ₂ equivalent	447,588	420,244	416,931	-
Direct (Scope 1) GHG emissions	Tons of CO ₂ equivalent	233,693	203,572	193,298	GRI305-1
Energy indirect (Scope 2) GHG emissions	Tons of CO ₂ equivalent	213,895	216,672	223,633	GRI305-2
GHG emissions intensity	Tons of CO ₂ Equivalent / ton-product	0.0898	0.0820	0.0796	GRI305-4
Reduction of GHG emissions (Initiatives)	Tons of CO ₂ equivalent	2,300	40,976	41,709	GRI305-5

Energy Consumption GRI302-1,GRI302-3

Performance	unit	2022	2023	2024	GRI Standards
Total energy consumption within the organization	Gigajoule ⁽¹⁾	3,834,028	3,860,454	4,119,952	GRI302-1
Renewable fuel consumed ⁽²⁾	Gigajoule	261,587	585,414	677,379	
Non-renewable fuel consumed ⁽³⁾	Gigajoule	2,074,912	1,758,869	3,442,574	
Electricity purchased for consumption	Gigajoule	1,497,529	1,516,171	1,719,563	
Type of energy consumption					
Electricity	Gigajoule	1,632,638	1,670,214	1,753,988	
Heating	Gigajoule	2,201,390	2,190,240	2,281,438	
Energy intensity	Gigajoule/ton- product	0.784	0.753	0.783	GRI302-3

Remark:

(1) gigajoule is equal to 109 joules.

(2) Renewable Energy is energy derived from unlimited, naturally replenished resources such as the Solar energy, Biomass (Wood chip,Palm shells and Wood pellets) and Biogas.

(3) Non-renewable Energy is comes from finite sources, Energy from fossil fuels (coal, Fuel oil, liquid petroleum, gasoline and diesel fuel)



Water

Water Withdrawal ⁽¹⁾ GRI303-3

Performance	unit	2022	2023		2024		GRI Standards
			All area	Water stress area ⁽²⁾	All area	Water stress area ⁽²⁾	
Total water withdrawal	m³	13,029,963	13,724,529	12,593,048	13,691,599	13,378,344	GRI303-3
• Rain Water							
- Fresh water ⁽³⁾	m³	18,503	34,528	34,528	60,818	60,818	
- Other water ⁽⁴⁾	m³	0	0	0	0	0	
• Ground Water							
- Fresh water ⁽³⁾	m³	12,152,359	12,777,678	11,695,518	12,700,338	12,389,866	
- Other water ⁽⁴⁾	m³	0	0	0	0	0	
• Third-party water							
- Fresh water ⁽³⁾	m³	859,101	912,323	863,001	930,443	927,660	
- Other water ⁽⁴⁾	m³	0	0	0	0	0	
• Sea water							
- Fresh water ⁽³⁾	m³	0	0	0	0	0	
- Other water ⁽⁴⁾	m³	0	0	0	0	0	
• Surface water							
- Fresh water ⁽³⁾	m³	0	0	0	0	0	
- Other water ⁽⁴⁾	m³	0	0	0	0	0	
Water withdrawal Intensity	m³/ ton-product	2.77	2.68	2.77	2.60	2.54	-
- Fresh water ⁽³⁾	m³/ ton-product	2.77	2.68	2.77	2.60	2.54	
- Other water ⁽⁴⁾	m³/ ton-product	0	0	0	0	0	

Remark:

- (1) Water withdrawal and Consumption data of this report covered production unit only.
- (2) Water Stress Area is considered to assess Water Stress Indicator of Aqeduct Water Risk Atlas ๒๐๑๖ World Resource Institute (WRI)
- (3) Fresh water is water with the total dissolved solid (TDS) value equal to or less than 1,000 milligrams per litre. Such value derives from the measurement at a laboratory with standard certification.
- (4) Other water is water with the total dissolved solid (TDS) value over 1,000 milligrams per litre. Such value derives from the measurement at a laboratory with standard certification.



Water Consumption ⁽¹⁾ GRI303-5

Performance	unit	2022	2023		2024		GRI Standards
			All area	Water stress area ⁽²⁾	All area	Water stress area ⁽²⁾	
Total Reused and Recycled Water	m ³	724,470	906,430	849,510	988,910	988,910	-
Percentage of Reused and Recycled Water	% of total water withdrawal	5.56	6.60	6.75	7.22	7.39	-
Total water consumption	m ³	7,837,13	9,000,188	8,334,601	9,015,356	8,704,328	GRI303-5
- Fresh water ⁽³⁾	m ³	7,837,136	9,000,188	8,334,601	9,015,356	8,704,328	
- Other water ⁽⁴⁾	m ³	0	0	0	0	0	
Water Consumption Intensity	m ³ /ton-product	1.67	1.76	1.83	1.71	1.66	-
- Fresh water ⁽³⁾	m ³ /ton-product	1.67	1.76	1.83	1.71	1.66	
- Other water ⁽⁴⁾	m ³ /ton-product	0	0	0	0	0	

Remark:

- (1) Water withdrawal and Consumption data of this report covered production unit only.
- (2) Water Stress Area is considered to assess Water Stress Indicator of Aqueduct Water Risk Atlas ๓๓๓ World Resource Institute (WRI)
- (3) Fresh water is water with the total dissolved solid (TDS) value equal to or less than 1,000 milligrams per litre. Such value derives from the measurement at a laboratory with standard certification.
- (4) Other water is water with the total dissolved solid (TDS) value over 1,000 milligrams per litre. Such value derives from the measurement at a laboratory with standard certification.



Water Discharge ⁽¹⁾ GRI303-4

Performance	unit	2022	2023		2024		GRI Standards
			All area	Water stress area ⁽²⁾	All area	Water stress area ⁽²⁾	
Total water discharge	m³	5,192,827	4,724,341	4,258,447	4,676,243	4,674,016	GRI303-4
• Water Discharge by destination							
Surface Water	m³	4,381,624	3,977,435	3,511,541	3,856,909	3,854,682	
Sea Water / Ocean	m³	0	0	0	0	0	
Ground Water	m³	0	0	0	0	0	
Sent to treatment	m³	751,860	716,989	716,989	793,545	793,545	
Sent to utilities	m³	59,343	29,917	29,917	25,789	25,789	
• Water Discharge by freshwater and other water							
Fresh water (TDS ⁽³⁾ < 1,000 mg/l)	m³	1,168,625	961,129	495,234	550,453	548,226	
Other water (TDS >1,000 mg/l)	m³	4,024,202	3,763,212	3,763,212	4,125,790	4,125,790	

Remarks:

- (1) The Water Discharge scope in this report covers the production business units only.
- (2) Water Stress Area is referenced from the assessment of "Water Stress Indicator", Aqueduct Water Risk Atlas, World Resource Institute (WRI)
- (3) TDS = Total Dissolved Solids (mg/l), The concentration of dissolved organic and inorganic matters in water which can be measured in the certified laboratory.



Waste ⁽¹⁾ GRI306-3, GRI306-4, GRI306-5

Performance	unit	2022	2023	2024		GRI Standards
Total waste generated	Tons	203,790	207,007	229,009		GRI306-3
• Total non-hazardous waste generated	Tons	203,139	206,351	228,401		
• Total hazardous waste generated	Tons	651	656	608		
Non-hazardous waste management				Onsite	Offsite	
• Total non-hazardous waste diverted from disposal	Tons	190,508	197,204	5,000	216,048	GRI306-4
- Reused	Tons	615	946	0.2	1,095	
- Recycled	Tons	8,010	7,741	15	8,805	
- Used as animal feed	Tons	102,709	98,531	0	104,680	
- Composting	Tons	73,091	85,099	4,983	94,086	
- Other recovery operations	Tons	6,083	4,887	2	7,382	
• Total non-hazardous waste directed to disposal	Tons	12,631	9,147	2,843	4,510	GRI306-5
- Incineration with energy recovery	Tons	730	1,280	0	1,281	
- Incineration without energy recovery	Tons	2,529	968	567	20	
- Landfill	Tons	9,367	6,899	2,276	3,209	
- Other disposal operations	Tons	5	0.79	0	0	
Hazardous Waste management				Onsite	Offsite	
• Total hazardous waste diverted from disposal	Tons	348	386	0.4	361	GRI306-4
- Reused	Tons	1	22	0	68	
- Recycled	Tons	125	139	0.4	132	
- Used as animal feed	Tons	0	0	0	0	
- Composting	Tons	104	119	0	0	
- Other recovery operations	Tons	118	106	0	161	
• Total hazardous waste directed to disposal	Tons	303	270	0.1	247	GRI306-5
- Incineration with energy recovery	Tons	181	222	0	204	
- Incineration without energy recovery	Tons	25	30	0	28	
- Landfill	Tons	93	15	0.1	12	
- Other disposal operations	Tons	4	3	0	3	
Waste generated per production unit	Kgs / ton-product	43.40	40.39	43.44		-
Waste disposal per waste generated	% of total waste generated	6.35	4.55	3.31		-

Remark:

(1) The Waste scope in this report covers the production business unit only.



Social Performance

Human Resource

Performance	Unit	2022		2023		2024		Standards GRI
		Male	Female	Male	Female	Male	Female	
Total number of employee	person	33,652		33,514		33,588		GRI 2-7 & GRI 405-1
		15,335	18,317	15,365	18,149	15,433	18,155	
	%	46	54	46	54	46	54	
Number of employee by area								
Thailand	person	32,979		32,719		32,598		
		14,885	18,094	14,833	17,886	14,763	17,835	
	%	44.2	53.8	44.2	53.4	44.0	53.0	
Overseas	person	673		795		990		
		450	223	532	263	670	320	
	%	1.3	0.7	1.6	0.8	2.0	1.0	
Number of employee by level								
Management	person	450		509		542		
		302	148	326	183	339	203	
	%	1.3		1.5		1.6		
		0.9	0.4	1	0.5	1.0	0.6	
Senior Manager	person	1,916		2,043		2,049		
		923	993	939	1,104	926	1,123	
	%	5.7		6.1		6.1		
		2.7	3	2.8	3.3	2.8	3.3	
Operation Manager	person	3,408		3,603		3,656		
		1,284	2,124	1,335	2,268	1,308	2,348	
	%	10.1		10.8		10.9		
		3.8	6.3	4	6.8	3.9	7.0	
Employee	person	27,878		27,359		27,341		
		12,826	15,052	12,765	14,594	12,860	14,481	
	%	82.9		81.6		81.4		
		38.1	44.8	38.1	43.5	38.3	43.1	
Number of employee by age group								
Under 30 years old	person	12,067		11,771		11,507		
		5,883	6,184	5,789	5,982	5,788	5,719	
	%	35.9		35		34.3		
		17.5	18.4	17.2	17.8	17.2	17.0	



Performance	Unit	2022		2023		2024		Standards GRI	
		Male	Female	Male	Female	Male	Female		
30 – 50 years	person	19,081		19,261		19,611		GRI 2–7 & GRI 405–1	
		8,499	10,582	8,665	10,596	8,714	10,897		
	%	56.7		57.2		58.3			
		25.3	31.4	25.7	31.5	25.9	32.4		
Above 50 years old	person	2,504		2,482		2,470			
		953	1,551	911	1,571	931	1,539		
	%	7.4		7.4		7.4			
		2.8	4.6	2.7	4.7	2.8	4.6		
Number of employee by nationality									
Thai	person	29,128		28,664		28,569			
		12,784	16,344	12,660	16,004	12,666	15,903		
	%	87		86		85			
		38	49	38	48	38	47		
Others	person	4,524		4,850		5,019			
		2,551	1,973	2,705	2,145	2,767	2,252		
	%	13		14		15			
		8	6	8	6	8	7		
Number of Disabled person and/or elderly people									
Disabled person and/or elderly people	person	192		205		202			
	%	0.6		0.6		0.6			
Hiring									
Number of new employee hire									
New employee	person	19,457		14,868		15,943			
		8,786	10,671	7,429	7,439	7,850	8,093		
	%	57.8		44.4		47.5			
		26.1	31.7	22.2	22.2	23.4	24.1		
Number of new employee hire by area									
Thailand	person	19,287		14,583		15,408			
		8,671	10,616	7,235	7,348	7,476	7,932		
	%	57.3		43.5		45.9			
		25.8	31.5	21.6	21.9	22.3	23.6		
Overseas	person	170		285		535			
		115	55	194	91	374	161		
	%	0.5		0.9		1.6			
		0.3	0.2	0.6	0.3	1.1	0.5		



Performance	Unit	2022		2023		2024		Standards GRI
		Male	Female	Male	Female	Male	Female	
Number of employee by age group								GRI 401-1
Under 30 years old	person	12,302		8,963		9,476		
		5,791	6,511	4,615	4,348	4,849	4,627	
	%	36.6		26.8		28.2		
		17.2	19.3	13.8	13	14.4	13.8	
30 – 50 years	person	7,069		5,862		6,421		
		2,954	4,115	2,800	3,062	2,979	3,442	
	%	21		17.5		19.1		
		8.8	12.2	8.4	9.1	8.9	10.2	
Above 50 years old	person	86		43		46		
		41	45	14	29	22	24	
	%	0.2		0.1		0.1		
		0.1	0.1	0.04	0.1	0.07	0.07	
Turnover								
Total turnover								
Number of employee turnover	person	17,305		14,767		15,713		
		7,744	9,561	7,293	7,474	7,681	8,032	
	%	51		44		47		
		23	28	22	22	23	24	
Employee turnover by area								
Thailand	person	17,159		14,571		15,275		
		7,644	9,515	7,157	7,414	7,372	7,903	
	%	51		43		46		
		23	28	21	22	22	24	
Overseas	person	146		196		438		
		100	46	136	60	309	129	
	%	0.4		0.6		1.3		
			0.1	0.4	0.2	0.9	0.4	
Employee turnover by age group								
Under 30 years old	person	9,869		7,840		8,348		
		4,642	5,227	4,061	3,779	4,198	4,150	
	%	29		23		25		
		14	16	12	11	13	12	



Performance	Unit	2022		2023		2024		Standards GRI
		Male	Female	Male	Female	Male	Female	
30 – 50 years	person	6,980		6,389		6,861		GRI 401–1
		2,975	4,005	3,010	3,379	3,289	3,572	
	%	21		19		20		
		9	12	9	10	10	10	
Above 50 years old	person	456		538		504		
		127	329	222	316	194	310	
	%	1.4		1.6		1.5		
		0.4	1	0.7	0.9	0.6	0.9	
Voluntary employee turnover								
Number of voluntary employee turnover	person	10,140		10,147		10,577		
		4,664	5,476	4,974	5,173	5,088	5,489	
	%	30		30		31		
		14	16	15	15	15	16	
Parental leave								GRI 401–3
Employees that were entitled to parental leave	person	18,317		18,149		18,155		
Employees that used parental leave	person	481		792		220		
Employee that returned to work in the reporting period after parental leave ended	person	249		456		197		
Employee that returned to work after parental leave ended that were still employed 12 months after their return to work	person	249		456		197		
Human capital development								GRI 404–1
Employee Training and Development Hours								
Average training hours per employee	Hour/ person/ year	3.62		10.69		9.20		
Employee Training and Development Spent								GRI 404–1
Employee Training and Development Spent	Million baht	75		94		58		
Performance Appraisal								GRI 404–3
Percentage of employees who received performance evaluation and career development review by level								
Management	%	100	100	100	100	100	100	
Senior Manager	%	100	100	100	100	100	100	
Operation Manager	%	100	100	100	100	100	100	
Employee	%	100	100	100	100	100	100	



Occupational Health and Safety

Performance	Unit	2022		2023		2024		Standards GRI
		Male	Female	Male	Female	Male	Female	
Man-Hours								GRI 403-9
Employee ⁽¹⁾	Man-Hours	69,839,493		78,998,154		84,112,471		
		32,300,333	37,539,160	36,423,276	42,574,878	38,608,525	45,503,947	
Contractor ⁽²⁾	Man-Hours	3,016,849		8,976,759		22,779,880		
		2,448,944	567,905	8,439,750	537,009	18,898,636	3,881,244	
Work-related Injuries ⁽³⁾								
Number of fatalities as a result of work-related injury								
Employee	Cases	0		0		1		
		0	0	0	0	1	0	
Contractor	Cases	0		0		0		
			0	0	0	0	0	
Rate of fatalities as a result of work-related injury								
Employee	Case per 200,000 Man-Hours	0.00		0.00		0.00		
		0.00	0.00	0.00	0.00	0.01	0.00	
Contractor	Case per 200,000 Man-Hours	0.00		0.00		0.00		
			0.00	0.00	0.00	0.00	0.00	
Number of high-consequence work-related injuries (excluding fatalities) ⁽⁴⁾								
Employee	Cases	2		2		7		
		0	2	2	0	4	3	
Contractor	Cases	0		0		0		
		0	0	0	0	0	0	
Rate of high-consequence work-related injuries (excluding fatalities)								
Employee	Case per 200,000 Man-Hours	0.01		0.01		0.02		
		0.00	0.01	0.01	0.00	0.02	0.01	
Contractor	Case per 200,000 Man-Hours	0.00		0.00		0.00		
		0.00	0.00	0.00	0.00	0.00	0.00	
Number of recordable work related injuries ⁽⁵⁾								
Employee	Cases	490		479		489		
		319	171	314	165	314	175	
Contractor	Cases	9		19		11		
		5	4	2	17	6	5	
Rate of recordable work related injuries								
Employee	Case per 200,000 Man-Hours	1.40		1.21		1.16		
		1.98	0.91	1.72	0.78	0.91	1.38	



Performance	Unit	2022		2023		2024		Standards GRI
		Male	Female	Male	Female	Male	Female	
Contractor	Case per 200,000 Man-Hours	0.60		0.42		0.09		GRI 403-9
		0.41	1.41	0.40	0.74	0.06	0.25	
Number of loss time injury ⁽⁶⁾								
Employee	Cases	225		214		202		
		139	86	129	85	134	68	
Contractor	Cases	5		11		7		
		2	3	11	0	3	4	
Loss time injury frequency rate : LTIFR								
Employee	Case per 200,000 Man-Hours	0.64		0.54		0.48		
		0.86	0.46	0.71	0.40	0.69	0.30	
Contractor	Case per 200,000 Man-Hours	0.33		0.25		0.06		
		0.16	1.06	0.26	0.00	0.03	0.20	
Work-related Ill Health ⁽⁴⁾								GRI 403-10
Number of fatalities as a result of work-related ill health								
Employee	Cases	0		0		0		
		0	0	0	0	0	0	
Contractor	Cases	0		0		0		
		0	0	0	0	0	0	
Number of cases of recordable work-related ill health								
Employee	Cases	0		0		0		
		0	0	0	0	0	0	
Contractor	Cases	0		0		0		
		0	0	0	0	0	0	

Remark:

- (1) **Employee mean** to personals who are employee of Betagro Public Company Limited and subsidiaries in Thailand
- (2) **Contractor mean** to personals who are not employees of Betagro Public Company Limited and subsidiaries who work or take any action within the area and under control of Betagro such as contractors, security guards, cooks, student trainee, divers and visitor in Thailand
- (3) **Work-related injuries mean** to work-related injuries, except injuries that can be successfully treated with first aid treatment.
- (4) **High-consequence work-related injuries (excluding fatalities) mean** to an injury from work-related with the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months
- (5) **Recordable work related injuries mean** to work related injury that results in any of the following death, days away from work, restricted work or transfer to another job, medical treatment or diagnosed by a physician or other licensed healthcare professional beyond first aid
- (6) **Loss time injury mean** to work-related injury that causes lost-day from one day onward (calculating from the day after the incident)
- (7) **Work-related ill health mean** to ill health or occupational disease according to diagnosis or medical certificate from occupational physician



GRI Content Index

Statement of Use	Betagro Public Company Limited has reported with reference to GRI Standards for the period from 1 January 2024 to 31 December 2024
GRI Used	GRI Standards 2021 which consist of GRI 1: Foundation 2021, GRI 2: General Disclosures 2021 and GRI 3: Material Topics 2021

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General Disclosure		
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	2-2 Entities included in the organization's sustainability reporting	Page 142
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	2-6 Activities, value chain and other business relationships	Page 22 2024 AR: Page 21- 22
	2-7 Employees	Page 148 - 149 2024 AR: Page 146
	2-9 Governance structure and composition	Page 17 - 19 Page 115 - 117 2024 AR: Page 132 - 145
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	2-11 Chair of the highest governance body	Page 17 2024 AR: Page 135
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	2-17 Collective knowledge of the highest governance body	2024 AR: Page 133
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	2-25 Processes to remediate negative impacts	Page 120 – 124
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Business Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 120 – 124
GRI 206: Anticompetitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 123 – 124
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	308-2 Negative environmental impacts in the supply chain and actions taken	Page 130 – 132
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 128
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	303-2 Management of water discharge-related impacts	Page 40 - 47
	303-3 Water withdrawal	Page 144
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GRI 305: Emission 2016	305-1 Direct (Scope 1) GHG emissions	Page 36 Page 143
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GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 73 - 74 Page 130
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GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Page 128
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