BETAGRO
SUSTAINABLE *life*

SMART SUSTAINABILITY FOR SUSTAINABLE GROWTH



Sustainability Report 2025

BETAGRO PUBLIC COMPANY LIMITED

Contents

Betagro Overview

03 Message from the CEO
04 Awards of Pride
08 Our Business

Corporate Governance and Risk Management

13 Corporate Governance
15 Business Ethics and Anti-corruption
18 Risk Management

Governance for Sustainability Growth

21 Sustainability Development Governance
22 Sustainability Policy and Strategy
24 Stakeholder Engagement
27 Materiality Assessment

Sustainability Performance

Environmental Management 30

30 Environmental Management
31 Water Management
36 Waste Management

Climate Adaptation and Resilience 40

40 Climate Change Management
41 Climate-related Risks, Opportunities and Adaptation
41 Greenhouse Gas Emission Accounting

Responsible Supply Chain 48

49 Supply Chain Management
52 Responsible Sourcing
55 Sustainable Packaging

Product Responsibility 57

57 Food Safety and Quality
64 Animal Health and Welfare
68 Innovation and Technology

Human Right and Fair Labor Practice 71

71 Human Right and Fair Labor Practice Management

Human Capital Development 75

76 Employee Engagement
81 Employee Development

Occupational Health and Safety 87

87 Occupational Health and Safety Management
88 Zero Incident Goal
91 Taking Care of Employee's Occupational Health

Participation in Community and Social Development 93

93 Community and Social Management

Appendices

102 About this report
103 Reporting Boundary
106 GRI Content Index



Message from the Chief Executive Officer



"For Betagro, sustainability is not only a policy concept or just a trendy word, but it is also a direct responsibility for the organization, society and stakeholders throughout the entire value chain. Betagro is also determined to drive towards food security establishment and sustainable development"



In 2025, the world faced many more unprecedented severe and complex challenges - global economic fluctuations caused by many factors simultaneously including geopolitical conflicts, international tensions, climate change leading to extreme weather conditions such as scorching temperature, heavy rain and major floods, coupled with stricter international sustainability rules and regulations. This context clearly reflected that "sustainability" was not only a choice, but also a critical factor for the survival and growth of every organization.

For Betagro, sustainability is not only a policy concept or just a trendy word, but it is also a direct responsibility for the organization, society and stakeholders throughout the entire value chain. Betagro is also determined to drive towards food security establishment and sustainable development with emphasis on improving both efficiency and effectiveness of its sustainability operation. This has enabled the Company to quickly respond to global changes under the concept of *"Smart Sustainability for Sustainable Growth"* in order to create the highest value for all groups of stakeholders in the entire supply chain.

Betagro's sustainability operation is founded on the conceptual framework that has been accumulated and transferred for more than 58 years until it is crystalized into *"Betagro Sustainability Way"*, a significant approach to its sustainable business operation. Betagro is committed to running business according to its objectives and beliefs in order to improve the quality of people's life with better food. At the same time, it operates its business with integrity and transparency while upholding accuracy and making decisions based on facts and information for maximum efficiency and measurable results.

Simultaneously, Betagro puts priority on applying new technology in consistent with the 4th industrial revolution. This is done by integrating digital technology such as IoT, AI, Big Data and automation systems with its business operation and production in order to maximize efficiency, minimize environmental impact and improve its sustainable growth potential.

Betagro is ready to be a part in driving Thailand's agricultural and food industries towards stability, strength and sustainability while creating shared values for society, environment and economy for everyone's better future.

Vasit Taepaisitphongse
Chief Executive Officer and President
Betagro Public Company Limited

Awards of Pride

Thailand Corporate Excellence Awards 2025

by Thailand Management Association (TMA) and Sasin Graduate Institute of Business Administration of Chulalongkorn University

SET Awards 2025 Sustainability Excellence Highly Commended Sustainability Awards

by The Stock Exchange of Thailand (SET)

CAC Change Agent Award 2025

by Thai Private Sector Collective Action Against Corruption (CAC)



SET AAA ESG Ratings 2025

On 12 December 2025, Betagro was awarded SET ESG Ratings for 2025 by the Stock Exchange of Thailand (SET) with the highest “AAA” level in Agro & Food Industry for the second consecutive year.



ASEAN CORPORATE GOVERNANCE

On 24 July 2025, Betagro received the “ASEAN Asset Class PLCs” award from the ASEAN Corporate Governance Scorecard (ACGs) Project for 2024. This award was given to listed companies with a score above 97.50. Out of 250 companies in ASEAN, Betagro was one of the 74 Thai listed companies receiving this award.

On 12 November 2025, Betagro was assessed on Corporate Governance Report of Thai Listed Companies (CGR) in 2025 by the Thai Institute of Directors Association (IOD) and received “5 stars”, an excellent level, for the second consecutive year.

CAC CHANGE AGENT

On 31 March 2025, Betagro’s Thai Private Sector Collective Action Against Corruption (CAC) status level was raised to “3-star CAC Change Agent”, the highest level.

SET Awards 2025
Highly Commended Sustainability Awards



On 27 November 2025, Betagro Public Co., Ltd. won SET Awards 2025 under the Sustainability Excellence Group at the level of “Highly Commended Sustainability Awards” from the Stock Exchange of Thailand (SET). This was a significant success reflecting the Company’s outstanding sustainability in corporate governance, consideration of stakeholders and growth with positive impact on society and environment.

CAC Change Agent Award 2025



On 24 November 2025, Betagro Public Co., Ltd. received the “CAC Change Agent Award 2025” as a private organization participating in building a business network with ethics and transparency in the entire supply chain. The award was given during the CAC Certification Ceremony 2025 by the Thai Private Sector Collective Action Against Corruption. It was a proof of Betagro’s determination to operate its business with corporate governance, honesty and transparency, aligning with our long-standing principle that 'Integrity comes before profit”.

Thailand Corporate Excellence Awards 2025



On 26 November 2025, Betagro Group won “Thailand Corporate Excellence Awards 2025” from TMA Excellence Awards 2025 event in 2 categories: Betagro Public Co., Ltd. received the “Human Resource Management Excellence Award” while Better Pharma Co., Ltd. received the “Corporate Management Excellence Award”. These two awards were proofs of Betagro’s determination to manage its organization efficiently from developing its employee’s potential to improving its business quality level so that its customers, suppliers and alliances can grow together with strength and sustainability.

Awards of Pride



Thailand People Management Award 2025 – Gold Level

On 18 February 2026, Betagro Pubic Co., Ltd. won “Thailand People Management Award 2025 – Gold Level” from the Personnel Management Association of Thailand (PMAT). This award reflected an organization with management strength and systematic human resources development, a clear direction and ability to continually drive human resources development in line with the Company’s business growth.



The Prime Minister’s Industry Award 2025

On 16 January 2026, three factories under the Betagro Group received the Prime Minister’s Industry Award 2025 from the Ministry of Industry in the following 2 categories:

1) “The Prime Minister’s Industry Award : Productivity Improvement” given to Betagro Public Co., Ltd. – Songkhla Animal Feed Plant and Betagro Agro Industry Co., Ltd. – Patthalung Swine Slaughterhouse. The awards reflected business operation with new industrial concepts and care for society and environment.
2) “The Prime Minister’s Industry Award : Safety Management” given to Better Pharma Co., Ltd. This reflected the Company’s determination to maintain the highest occupational health and safety standards.



Thailand Best Managed Companies 2025 – Gold Standard Winner Award

On 19 November 2025, Better Pharma Co., Ltd. received “Thailand Best Managed Companies 2025 – Gold Standard Winner Award” for the 5th consecutive year from Deloitte Thailand during the 2025 Southeast Asia Best Managed Companies Regional Awards Ceremony. This award reflected Better Pharma’s determination to raise its veterinary medicines and feed additives to international standards under the strategy of “Growing Together with Partners”.



Green Industry Level 4 Certification

On 31 October 2025, Betagro Public Co., Ltd. – Phrapradaeng Animal Feed Plant, and Betagro Agro Industry Co., Ltd. – Nakhon Pathom Swine Slaughterhouse won the “Green Industry Level 4 (Green Culture)” from the Ministry of Industry. This award reflected Betagro’s continued clear goals and performance in environmental management as well as its determination to comply with environmental standard guidelines.



Good Food Green Choice

On 24 September 2025, Egg Grading, Poultry Slaughterhouse and Swine Slaughterhouse – a total of 6 plants under the Betagro Group received the “Good Food Green Choice environmentally conscious livestock products” This award reflected safe and environmental-friendly food production, livestock product development and production improvement with international standard quality covering from upstream to downstream. In addition, attention was paid to environment all through the entire production process resulting in clean, safe and traceable products.

Awards of Pride



CSR Award 2025

On 12 September 2025, Betagro Agro Industry Co., Ltd. – Phatthalung Poultry Slaughterhouse and Nakhon Pathom Swine Slaughterhouse won the award for "an organization in the business sector with outstanding CSR promotion performance at the provincial level for 2025" from the Ministry of Social Development and Human Security. This award reflected the Company's business operation with responsibility for society, community and environment while jointly creating better quality of life and ability to depend on oneself in community sustainably.



Thailand i4.0 Index Award

On 3 September 2025, Betagro Public Co., Ltd. – Nong Bun Mak Animal Feed Plant in Nakhon Ratchasima Province received "Thailand i4.0 Index Award" during the Industry 4.0 Recognition Awards 2025 event organized by the National Science and Technology Development Agency (NSTD). The award reflected the Company's leadership in Smart Factory through the use of digital technology to uplift animal feed production industry, help increase potential and build sustainable growth.



FDA Quality Award 2025

On 8 August 2025, Better Pharma Co., Ltd. received the following 4 awards from the Food and Drug Administration (FDA) during the FDA Quality Award 2025 event:

1) Outstanding Pharmaceutical Establishment Award
2) Outstanding Cosmetics Establishment Award
3) Outstanding Hazardous Substance Establishment Award
4) The Best of The Best Award from receiving the Outstanding Hazardous Substance Establishment Award for 3 consecutive years



Excellent Practices Establishment Award (National Level) 2025

On 6 June and 28 May 2025, the factories under the Betagro Group won the "Excellent Practices Establishment Award (National Level) 2025" from the Department of Labor Protection and Welfare, Ministry of Labor for 2 categories as follows:

1) Safety Award – 6 factories
2) Labor Relation and Welfare Award – 28 factories



2024–2025 Thailand's Most Admired Company

On 25 March 2025, Betagro Public Co., Ltd. was selected as "Most Trusted Company with Social Responsibility" in the food business group based on the opinion survey of consumers nationwide, and "2024-2025 Thailand's Most Admired Company" by BrandAge Magazine. The two awards reflected Betagro's action-oriented value in line with its objective to increase everyone's life value with better food. This means producing food with the highest safety standards, delivering quality products with better taste at fair prices using sustainable production process for everyone's sustainable life.

Overall Business Operation

Betagro, Thailand's leading integrated food manufacturer, is committed to increasing everyone's life value with better food. Its integrated business from upstream to downstream covers animal feed production, animal supply production and distribution, animal breeding production and development, animal farms and meat processing. The Company's business also includes manufacture of quality food products in various forms, distribution channel services, and overseas investment in agro-industry and food business. In order to continuously respond to the needs of its partners, customers, society and community, Betagro gives priority to product and service development as well as product innovation under the work concept of "Betagro Ecosystem" which enables all groups of stakeholders to grow together sustainably.

Upstream

Animal Feed
- Livestock Feed
- Aqua Feed

Animal Health & Tech
- Animal Health
- Farm Equipment
- Lab Service

Livestock
- Swine
- Poultry
- Layer
- Fish
  Own farm / Contact farm



Midstream

Slaughterhouse
- Swine Slaughterhouse
- Poultry Slaughterhouse
- Egg Grading and Packing House
- Fish Processing Plant

Processed / Food
- Meat Processing Plant
- Food Processing Plant
- Cooked Product Plant
- Central Kitchen
- Pet Food Plant



Downstream

Distribution

Domestic
- Own Channel
  - Branches
  - Betagro Shops
  - Betagro Deli
  - Hygienic Meat Shops
- Food Service
- Modern Trade
- Traditional Trade
- Others

Export
- Japan / EU / HK / AEC / etc.



Major changes and development



Betagro began its operation in 1967 as manufacturer and distributor of animal feed at its first plant in Phra Pradaeng District, Samut Prakan Province. After that, it continued to grow with the establishment of its first livestock production base in Pak Chong District, Nakhon Ratchasima Province, and the expansion of its integrated production base to Lopburi Province. And that was the beginning of its development to become a leading integrated agro-industry covering from upstream to downstream.

Through its growth path, Betagro has put emphasis on innovation research and development while improving its production system efficiency and co-investing with alliances in Thailand and overseas. The objective is to increase its potential in technology, international production standards and management systems while operating is business with integrity and sustainable production. The Company always aims at lifting food production standards and creating consumers' confidence in food quality and safety.





Every period of Betagro's growth reflects its confidence that food with quality and safety is the foundation for a good life and is the key to sustainable development. Determined to "increase everyone's life value with better food", Betagro does not only aim to create business growth but it also gives priority to responsibility for society, community and all stakeholder groups.

For more than 58 years, Betagro has grown from animal feed business to become a leader of integrated agro-industry and food business. From its strong foundation in the past to the present days' uninterrupted development, Betagro moves forward to a new role as a food organization ready to meet the needs of modern consumers with its innovation, responsibility and sustainable growth in all dimensions because it believes that everyone should have a choice in accessing better food.



Moving towards the 6th decade

2017 – Present

Determination to improve our food industry for a sustainable life

Betagro moves forward with determination to continue its success into the new decade. Its high-quality chicken product under S-Pure Brand was the first in the world to receive a certificate of “Raised Without Antibiotics” from the United States of America’s NSF. In addition, the Company launched “BETAGRO Food Innovation Center” to increase its capability in developing processed food and new products. It also opened Betagro Nong Bun Mak Animal Feed Plant in Nakhon Ratchasima Province, to lift the supply chain level to a complete Smart Factory for the first time. In 2022, Betagro Public Company Limited was listed and started trading on the Stock Exchange of Thailand. In 2025, it acquired Eggriculture, Singapore’s major integrated egg producer, so as to strengthen its retail channels and expand HORECA customer group. Betagro also joined hands with global alliances to invest in BiomEdit, USA’s Microbial Biotechnology for Animal Health Company, to develop advanced biological platform and drive solutions for animal health into the market for the first time.

Betagro’s business consists of 3 core business groups as follows:



1

Animal Nutrition and New Ventures

Betagro develops comprehensive products and services covering agro-industrial businesses, animal feed production, veterinary medicines and feed additives, farm equipment, and the pet business. The company also invests in innovation to drive new technologies that meet the ever-changing needs of consumers.



2

Thailand Food Business

Betagro operates a fully integrated food business, spanning the entire value chain from production to distribution. This includes fresh meat, eggs, and fish products, and a wide range of processed and value-added products such as ready-to-cook, semi-cooked, and ready-to-eat meals, by-products, and alternative proteins. Farming operations cover both company-owned farms and partnerships with contract farmers across various provinces in Thailand, all within an integrated business network.



3

International Business

Betagro has expanded its trade operations globally and extended its investment activities across the entire supply chain – from animal feed production to livestock farming and distribution – into neighboring countries such as Cambodia, Lao PDR, Myanmar, and Singapore. Our operations fully comply with local laws and regulations in every market where we operate. We continuously deepen our understanding of local markets and consumer behavior, sharing valuable insights with business partners, customers, farmers, and dealers to effectively meet customer needs in each region.

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 food company dedicated to enriching people's lives with Better Foods

Purpose and Belief

Purpose

Help enrich people's lives with

"Better Food"

- Highest Food Safety Standards
- Superior Quality and Deliciousness
- Fair Prices
- Produced Sustainably

Belief

People must have choices, and we must work hard to deserve people's trust



Corporate Values

PiPiQ

PROFESSIONAL
Knowing deeply and truly by using information, facts and digital

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

PEOPLE & CUSTOMER CENTRIC
Attentive and listening to customers and colleagues with respect for one another

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

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

CORPORATE GOVERNANCE AND RISK MANAGEMENT



2.1 Corporate Governance

Betogro operates its business by adhering to good governance principles based on excellent management, ethics, transparency and auditability without any fraud nor corruption. The objective of this is to create maximum returns for its shareholders with consideration to benefits and impact on overall stakeholders as per the Company's operating guidelines.

• Good Governance Policy and Practice

Betagro uses good governance principles covering 8 practices based on CG Code 2017 as a framework for its good governance policy. The Company is determined to operate its business according to the following good governance guidelines:

1. Realize the role and responsibility of its Board of Directors as a corporate leader sustainably creating values for the organization.
2. Specify the Company's core objectives and goals leading to sustainability.
3. Strengthen the effectiveness of the Company's Board of Directors.
4. Recruit and develop top executives as well as manage human resources.
5. Promote innovation and operate business responsibly.
6. Ensure appropriate risk management and internal control systems.
7. Maintain the Company's financial reliability and information disclosure.
8. Support engagement and communication with its shareholders.



• Corporate Governance Structure

Betagro has set a clear corporate governance structure with balance of power and auditability. The structure is composed of the Company's Board of Directors and Sub-Committees as follows:

- Audit Committee
- Nomination and Renumeration Committee
- Risk Management Committee
- Corporate Governance and Sustainability Development Committee

These committees are responsible for overseeing, screening and auditing various business operation aspects to ensure compliance with the policies and goals specified by the Company. They are also in charge of reporting operating performance to the Board of Directors. Each Sub-Committee has a charter which clearly identifies its components, qualifications, scope, responsibility and meetings.

As at 31 December 2025, there were altogether 11 directors with the right components and qualifications as specified in the Board of Directors' Charter. At least one-third of the total Board of Directors and no fewer than 3 directors were independent directors. Currently, Betagro has 5 independent directors with qualifications announced by the Capital Market Supervisory Board, No. Tor Jor. 39/2559, of the Securities and Exchange Commission, Thailand (SEC). These directors are independent from the control of the Company's executives and major shareholders, and have no involvement nor stake holding in the Company's finance and business management. They represent minor shareholders to balance the decision-making power of the whole Board, audit the work of the management and express their opinions freely while maintaining maximum benefits for the shareholders. The Chairman of the Board of Directors is an independent director and a separate person from the Chief Executive Officer to balance the power. The directors' roles and responsibilities are clearly specified, and their performance can be audited efficiently and transparently.

Furthermore, the structure and components of the Board of Directors reflect the diversity in their skills, expertise, gender and age. It is also stipulated that there be at least one non-executive director with experience in the business or industry in which the Company is operating. At present, there are four non-executive directors with experience in the Company's core business or industry. They are Mr. Winid Silamongkol, Mr. Vanus Taepaisitphongse, Dr. Thanomvong Taepaisitphongse and Mrs. Siriwan Intarakumthornchai.



The components of the Board of Directors as at 31 December 2025

Total Board of Director 11 member

8 non-executive directors out of 11 directors — **72.72%** of the total number of directors

5 independent directors out of 11 directors — **45.45%** of the total number of directors

3 executive directors out of 11 directors — **27.27%** of the total number of directors

5 female directors out of 11 directors — **45.45%** of the total number of directors

The Chairman of the Board of Directors was not the same person as the Chief Executive Officer



In the Audit Committee, there were **2** out of 3 directors graduated with an accounting degree and expertise in accounting.

In the Nomination and Renumeration Committee, there were **2** independent directors out of 3 directors, and the Chairman of this Committee was an independent director. — **66.67%** of the total number of directors

In the Corporate Governance and Sustainable Development Committee, there were **2** independent directors out of 4 directors, and the Chairman of this Committee was an independent director. — **50%** of the total number of directors

In the Risk Management Committee, there were **4** directors.

Corporate Governance Assessment Results

For the survey results appeared in the Corporate Governance Report of Thai Listed Companies (CGR) for 2025, Betagro received an excellent level or 5 stars from the Thai Institute of Directors Association (IOD). The Company is determined to continually develop and improve its corporate governance.

Annual General Meeting Quality Assessment Results

Betagro was awarded a 4 medals level for the quality of its 2025 Annual General Meeting held on 22 April 2025 by the Thai Investors Association based on its Annual General Meeting Quality Assessment Project (AGM Checklist). The purpose of this project is to uplift the quality of shareholders' meeting continually with consideration to shareholders' rights and fair treatment, opportunities for shareholders to express their opinions, transparency and auditability based on Good Corporate Governance.

Remarks: For more information, please see

Annual Report 2025 (56-1 One Report) Click

2.2 Business Ethics and Anti-Corruption

Betagro realizes well that operating its business with ethics, transparency and fairness is the foundation for sustainable growth and value creation with all stakeholder groups. Therefore, holding on to the Code of Conduct is key to good management and a base for corporate culture that has passed along for decades. “The Code of Conduct” has been set as guidelines for practice by the Company’s directors, management and employees at all levels to enable the operation to comply with the laws. The moral and ethical principles also include compliance with Corporate Governance international standards.

Betagro strongly believes that strict and continued compliance with business ethics will enable the Company to operate with transparency, efficiency and international recognition. It will also build the confidence of all stakeholder groups and support its sustainable growth along with society and environment.

For more details, please read

Betagro Code of Conduct **Click**



• Ethics and Code of Conduct

Betagro has issued the Code of Conduct covering guidelines for correct practice based on moral, ethics and related laws. This Code of Conduct has been communicated to employees at all levels including the Company’s directors, management and business partners for strict compliance.

To ensure concreate compliance with the Code of Conduct, the following has been specified:

1. Communication and Awareness Building
   - Training and communication on the content of the Code of Conduct are carried out regularly through various internal channels such as new employees’ orientation, e-Learning and internal communication.
   - Each employee must sign his or her name to acknowledge compliance with the Code of Conduct regularly every year. In 2025, 94.16% of the total number of employees attended training and acknowledged this Code of Conduct.
2. Whistleblowing Mechanism and Whistleblowers’ Protection
   - Various safe whistleblowing channels have been provided for employees and stakeholders to report any action in violation of ethics or laws without having to identify themselves.
   - Protection measures for whistleblowers and informers have been specified to ensure that whistleblowing is transparent and fair.
3. Monitoring, auditing and disciplinary action
   - The Internal Audit Office is responsible for auditing the internal control system covering the audit of business ethics specified in the Internal Audit Charter and the internal audit plan continually every year. The purpose is to prevent, correct and monitor issues that may violate the Code of Conduct.
   - In case an action in violation of the Code of Conduct is found, the Internal Audit Office will make decision on disciplinary or legal measures fairly and appropriately.
   - The results of the operation will be used for future internal control system improvement and preventive measures.

In 2025, Betagro did not find any issue in violation of the Code of Conduct.

• Compliance with the Laws, Rules and Regulations

Betagro’s legal compliance management system covers laws related to all types of business such as marketing, sale, production, accounting, finance, human resources management, safety and environment, information technology and Personal Data Protection Act. The Company has also set up a process to monitor and review the changing rules and regulations, and communicate them to the whole staff for compliance through training on laws, regulations and requirements involved with its business operation on a continued basis. The objective of this is to strengthen the staff’s awareness and accurate understanding of compliance with related criteria and standards.

In addition, assessment and monitoring on the efficiency of each unit’s performance is conducted through its own internal control assessment. This is to ensure that Betagro has appropriate and sufficient internal control system covering compliance with various laws, regulations and requirements. In case any issue that needs improvement is found, a systematic development and monitoring plan will be made, and repeated monitoring and assessment will be conducted continually as per the specified period to ensure the effectiveness of the Company’s internal control system.

In 2025, Betagro did not find any issue in violation of the laws and requirements.

• Personal Data Protection

Realizing the importance of its customers' personal data protection and considering it an important part of good corporate governance, Betagro has made an announcement regarding personal data protection and the guidelines for keeping, retaining, using and disclosing customers' information safely in compliance with the Personal Data Protection Act (PDPA) and international guidelines for data safety. To ensure that customers' data is protected appropriately, the following actions have been taken:

- Set up a PDPA Management System to manage personal data in line and in compliance with the Personal Data Protection Act, B.E. 2019. This system covers personal data of customers, partners, employees and stakeholders.
- Made an announcement regarding personal data to inform all involved about how personal data is collected, kept, used, disclosed and protected. This ensures that the data owners know their own rights, and it is in compliance with the requirements of the personal data protection law.
- Appointed a personal data protection officer to oversee that personal data processing complies with the personal data protection law and in line with the Personal Data Protection Act, B.E. 2019.
- Conducted training for employees involved to build knowledge and understanding of confidentiality and personal data safety, prevention of legal risks, corporate culture focusing on privacy and personal data protection for customers, employees and stakeholders.
- Created public relations media and communicated with employees at all levels to build their awareness of personal data confidentiality and safety in order to reduce risk of data leakage due to employees' false and prevent violation of personal data protection law.
- Set up firewall and data encryption as well as control of right to have access to data in order to enhance data safety protection and data management.
- Assessed data safety risk regularly every year.
- Provided channels for complaints on violation of customers' personal data.

Betagro is determined to develop and improve its personal data management process in line with legal requirements and international safety standards on a continued basis to create long term confidence and trust from its customers and stakeholders.

In 2025, Betagro did not find any incident in violation of customers', employees' and stakeholders' personal data. In addition, it found no loss of personal data, complaints nor legal cases related to personal data violation.



For additional details, please read

Personal Data Protection Notice Click

• Anti-Corruption

Betagro has set its Anti-Corruption Policy as guidelines for the Company's directors, management and employees to follow strictly. It has also instilled work values focusing on integrity, transparency and auditability without fraud, bribery and corruption in any forms. In addition, the Company regularly conducts audit on policy compliance in line with related laws and changing situations.

In 2025, Betagro audited its internal control as per its Anti-Corruption Policy, and it did not find any significant risk of fraud nor corruption in each process.

Furthermore, Betagro communicated its Anti-Corruption Policy and Practice to everyone in the organization from workers up to top executives covering all businesses. As a result, 100% of those involved attended the Anti-Corruption Course through online learning, and they communicated the Company's Anti-Corruption Policy to its suppliers and alliances. Moreover, the Company disseminated knowledge and encouraged its suppliers and business alliances to join hands in announcing their intention of CAC SMEs to strengthen joint anti-corruption, fraud, bribery in all forms of the private sector. It also disseminated information on Road to Join CAC & SME Briefing organized by the Thai Private Sector Collective Action Against Corruption (CAC). The purpose is to create a strong network of collective action against corruption in the Thai private sector.

For more details, please read

Anti-Corruption Policy Click

On 31 March 2025, Betagro received a CAC Change Agent Certificate and on 24 November 2025 it received the CAC Change Agent Award 2025 from the Thai Private Sector Collective Action Against Corruption.



CAC Change Agent Certificate





CAC Change Agent Award 2025

Internal Control and Audit

Betagro has set an internal control and audit process to ensure its efficient and effective operation based on corporate governance and business ethics. It also makes sure that the process covers laws, requirements, rules, regulations, policies and practices related to all groups of stakeholders. The Internal Control Office reports directly to the Audit Committee and is responsible for auditing the internal control system which includes auditing business ethics as specified in the Internal Audit Charter and the Internal Audit Plan regularly every year.

Conflict of Interest Prevention

Betagro has designated conflict of interest as one requirement in its Code of Conduct and specified that staff with possible risks must conduct self-assessment on conflict of interest and report any existing conflict of interest status with the Company. The survey takes place once a year, and the Human Resources Department will carry out an audit on the self-assessment results of conflict of interest. In case it finds staff having conflict of interest with the Company, it will inform the supervisor of that staff to prepare a control plan for such risk. The result will be sent to the Human Resources Department for appropriate risk control measures.

Based on the 2025 conflict of interest status survey, 10,176 employees with possible risks or 99.69% of the total number of employees with possible risks conducted their self-assessment.

Complaint and Whistleblowing Management System

Betagro has improved the requirements on complaints and whistleblowing of fraud and violation of the laws, rules and regulations related to fraud and misconduct in line with the measures for the prevention and suppression of corruption and misconduct in the public sector. Four channels for complaints and whistleblowing are provided:

- Phone: Contact Center 1482
- Website: www.betagro.com
- Email: whistleblowing@betagro.com
- Letter: A letter sent to the President or the Chairman of the Audit Committee

These four channels are provided for employees, suppliers, stakeholders and outsiders to inform the Company of wrongdoers. A center has been set up to receive information, follow up, protect and offer justice to the complainants, the accused or those who help provide information. The result of the investigation is reported to the management, committees and those involved.

In 2025, Betagro did not find any complaint related to violation of ethics and laws.

Type	Number of Complaints	Management Measures			
		Verbal Warning	Written Warning	Job Suspension	Employment Termination
Fraud	0	0	0	0	0
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	0	0	0	0	0

2.3 Risk Management

Risk management enables Betagro to achieve its business goals, create added values and stability for its stakeholders in line with good corporate governance and sustainable development principles. It also helps build investors' confidence in the Company with efficient risk management enhancing its sustainable business operation amidst the rapidly changing environment.

Betagro realizes the importance of systematic risk management covering the identification and improvement of risk management policy, risk assessment, risk management and communication. It also includes building employees' awareness and promoting risk management culture in the entire organization by making it a part of corporate values.

• Risk Management

The Board of Directors has set up a Risk Management Committee to oversee risk management and set up risk management committees at the corporate and business unit levels. These committees are responsible for managing the Company's risks in order to efficiently drive its business towards corporate goals, consistent with the good corporate governance structure.

Betagro has applied corporate risk framework based on COSO ERM* international standard as guidelines in preparing its business policy and operation. The policy covers risk identification process, risk assessment, risk management and monitoring as well as systematic and continuous risk communication. The objectives are to minimize risk opportunities and limit possible impact on the Company to the risk appetite level.

Betagro has gathered information on risks from both internal and external factors such as information from business units, information from suppliers in the supply chain, information within the industry group and other reliable sources of information including Global Risk Report prepared by World Economic Forum (WEF). All this information is processed and used to improve risk management every quarter.

In 2025, the Company continually uplifted its risk management as follows:

1) It put in place risk management covering the entire organization by connecting the process with the strategic plan, specifying standards for controlling, monitoring and reporting risks. This is to ensure operation in the same direction, preparation for prevention and adjustment to cope with various risks, as well as reduction to risk appetite level. Key performance indicators for risks were set at both corporate and unit levels for more efficient risk management in line with COSO ERM 2017 standard and long-term sustainable competitiveness.



2) Risk management assessment tools and self-control were used to assess whether the Company's internal control system was sufficient covering environment, society and corporate governance. The objectives of the assessment were to prepare for the challenges which may impact the Company's business operation and to enhance business growth in line with its strategic goals on a short, medium and long term.
3) ESG risk management which includes water and climate risk management became a part of corporate risk management through the identification and assessment process based on COSO ERM standard, similar to other business risks.
4) Risk factors related to environment, society and corporate governance were reviewed during the past year. Risk and opportunities involved with significant climate conditions such as water situation were managed for efficient risk management. Risk assessment on human rights was improved to cover the entire supply chain by assessing risks based on COSO ERM, similar to other businesses.

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

For more information, please see

Annual Report 2025 (56-1 One Report) Click

• Emerging Risk

Betagro conducts regular risk assessments to identify both current and emerging risks to its business operations. This process evaluates the potential impacts of these risks, which could affect the Company's ability to achieve its business objectives. Furthermore, Betagro prepares plans for prevention and mitigation to reduce their potential impacts on the Company's business.

For further details on risk factors and emerging risks, please refer

Annual Report 2025 (56-1 One Report) Click

As Betagro operates business domestically and internationally, there are chances of unexpected crises to happen. These include natural disasters, political unrest, incidents, terrorism, geopolitical conflicts, macroeconomic crises, threats in various forms as well as epidemics and contagious diseases, all of which can have an impact on the Company's ability to operate business and may cause business interruption. If Betagro cannot restore its ability to operate business, it may face damage to its assets or lives and it may lead to a wider impact on society, community and all groups of stakeholders.

In 2025, an earthquake in Myanmar occurred and affected Thailand. Betagro was slightly impacted but the impact did not affect its overall business operation.

Nevertheless, Betagro still continues to put priority on Business Continuity Management (BCM) resulting in it becoming a part of risk management. The purpose is to minimize risk opportunities and to reduce or limit impact on its business. BCM covers all processes involved including major unit identification, analysis of business impact, risk assessment, emergency plan, crisis communication plan, business continuity plan and review of plans to cope with current situations. In addition, additional BCP plans for new plants were considered and rehearsal according to the BCP is implemented every year to ensure employees' understanding of their role, responsibility and readiness for any incident or crisis.

• Performance in 2025

1. Water Stress Risk Rating Dashboard was developed to monitor water and collect information for use in considering water resource risk management at each business location. The purpose was to minimize chances or impact of possible risk from lack of water for use in the production process.
2. Risk management culture was promoted in the entire organization by communicating and building employees' awareness of risk management through various internal communication channels. Details are as follows:
   - 2.1 Encouraged employees to realize the importance of internal risk management through Risk Message from top executives to all employees, and communication from the management to employees in each business line.
   - 2.2 Disseminated knowledge and information on risk management through Risk News regularly every month, as well as enhanced employees' knowledge, understanding and engagement through Risk Games every quarter.
3. A risk management course was organized for the Board of Directors, management and employees to improve their knowledge of risk management. This was done through both onsite and online (E-learning) methods with contents in line with Betagro's risk management policy and business context at both corporate and unit levels. The purpose was to create knowledge consistent with the Company's current business context and situation enabling all employees to apply it for more efficiency. Details are as follows:
   - 3.1 The Board of Directors and top executives: Betagro conducted an annual review of risk management with a course focusing on current risk situation, future risk trend and risk management during crises.
   - 3.2 Employees at all levels in Thailand and overseas: Betagro conducted training on risk management in the form of E-learning for both existing and new employees. All employees or 100% of the total number attended this course as per the target set.

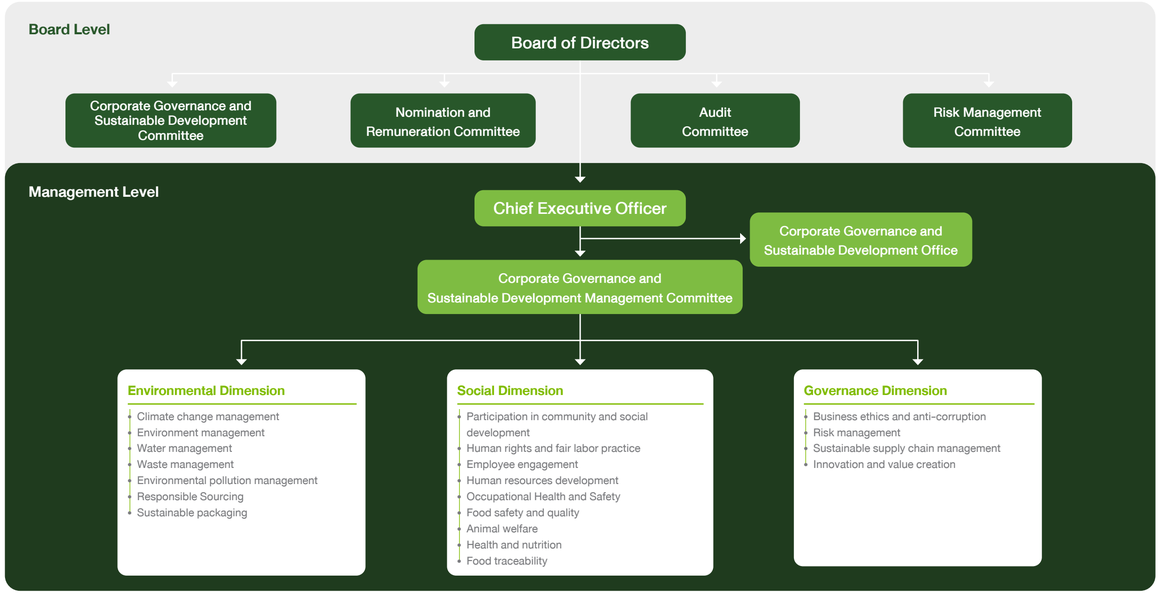
GOVERNANCE FOR SUSTAINABILITY GROWTH



3.1 Sustainability Development Governance

Betagro has set up a structure for managing sustainability development, starting from its executive directors' and management levels to work groups and various units involved. The purpose of this structure is to supervise and drive sustainability work as per its strategy and goal.

The Board of Directors is responsible for supervising the Company's sustainability development management by appointing several sub-committees to help screen and oversee work related to sustainability. The Board sets policies, directions and guidelines for sustainability work and assigns the Chief Executive Officer to oversee the practice as shown in the diagram



The Chief Executive Officer has set up the Corporate Governance and Sustainability Development Committee consisting of top executives from all business units to manage important sustainability issues. The Corporate Governance and Sustainability Development Office acts as secretary to the Committee and is in charge of monitoring, collecting information and reporting results to the top executives. The objective of all this work is to drive continued sustainability work in line with the Company's defined strategy and goal.

• The Board of Directors and Sub-Committees

The Company's Board of Directors has assigned the sub-committees to screen and oversee important sustainability issues based on the topics 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 sourcing	●	●			
Sustainable packaging	●	●			
Participation in community and social development	●	●			
Human rights and fair labor practice	●	●			●
Employee engagement	●		●		
Human resources development	●		●		
Occupational health and safety	●	●			
Food safety and quality management	●	●		●	
Animal health and welfare	●	●			
Health and nutrition	●	●			
Food traceability	●	●			
Business ethics and anti-corruption	●	●		●	●
Risk management	●				●
Supply chain management	●	●			
Innovation and value creation	●	●			

- **Corporate Governance and Sustainability Development Committee**

The Corporate Governance and Sustainability Development Committee is composed of the Chief Executive Officer as Committee Chairman, with the Chief Executive Officers of the work groups and business groups as directors. The Committee's job is to help drive corporate governance and sustainability development work and put it in actual practice in each work group and business group involved. The Officers of this Committee are as follows:

1) President – Animal Nutrition and New Ventures
2) President – Thailand Food Business
3) President – International Business
4) Chief Strategy & Innovation Officer
5) Chief Financial Officer
6) Chief Technology Digital Officer
7) Chief Operational Development & Supply Chain Officer
8) Chief Human Resources Officer
9) Chief Operating Officer - Agro Business
10) Chief Operating Officer - Livestock Operations
11) Chief Commercial Officer – International Business
12) Chief Operating Officer - Pet Business
13) Chief Operating Officer - International Business

- **Corporate Governance and Sustainable Development Office**

The Corporate Governance and Sustainable Development Office's roles and responsibilities are to assess, monitor, collect and summarize key points of requirements, standards or practices involved with significant sustainability issues. The Office is also responsible for drafting guidelines, goals, following up on sustainability work on a continued basis, and presenting results to the Corporate Governance and Sustainable Development Management Committee and the Corporate Governance and Sustainable Development Committee respectively.

3.2 Sustainability Policy and Strategy

- **Sustainability Policy and Direction**

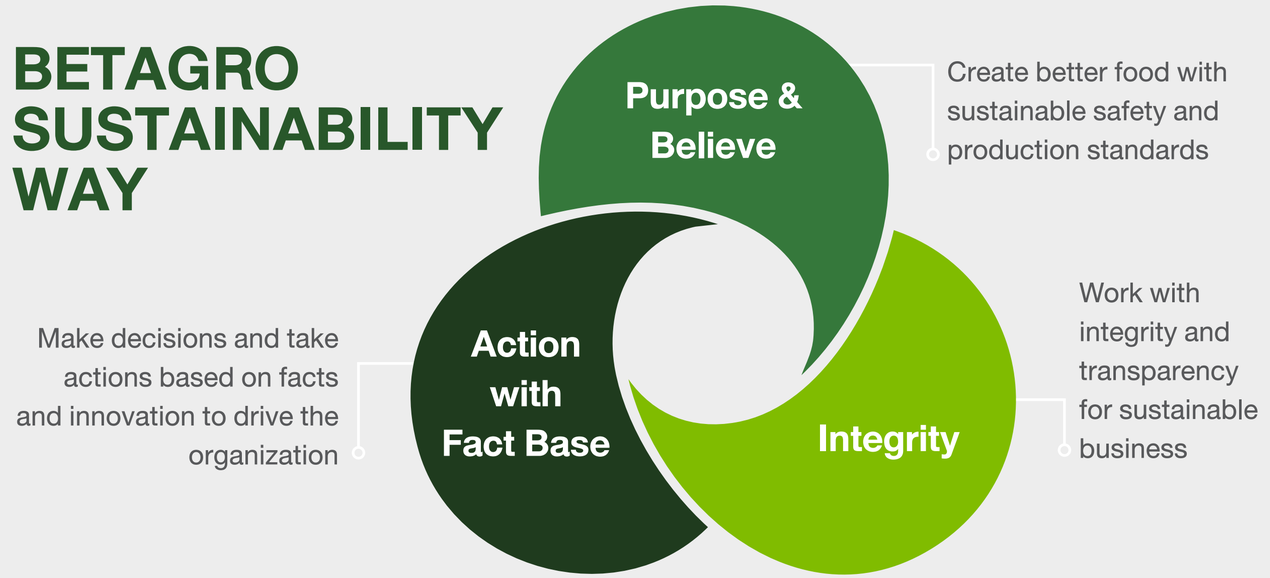
Realizing the importance of business and sustainability development to meet the needs of all stakeholders in line with the Sustainable Development Goals (SDGs), Betagro has applied such guidelines to set its sustainability policy and direction.

For more details, please see

Sustainability Management Policy **Click**

- **Betagro's Sustainability Direction**

Betagro drives its sustainability through Betagro Sustainability Way with emphasis on the following principles:



Betagro's Strategy for Sustainability Development

Betagro has set 5 major sustainability strategies to support the United Nations' Sustainability Development Goals and to drive business with responsibility for society and environment in an efficient and concrete way.



Food Safety and Quality

By 2027

50%

reduction in the use of antibiotics in animals compared with that of 2021

3 GOOD HEALTH AND WELL-BEING | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS



Sustainable Packaging

By 2030

100%

Eco-friendly packaging

12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS



Participation in Community and Social Development

By 2030

Creating value for

35,000

households

around Beyagro facilities

2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS



Climate Change Response

By 2050

Net Zero

GHG Emission

7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 17 PARTNERSHIPS FOR THE GOALS



Occupational Health and Safety

By 2026

Zero

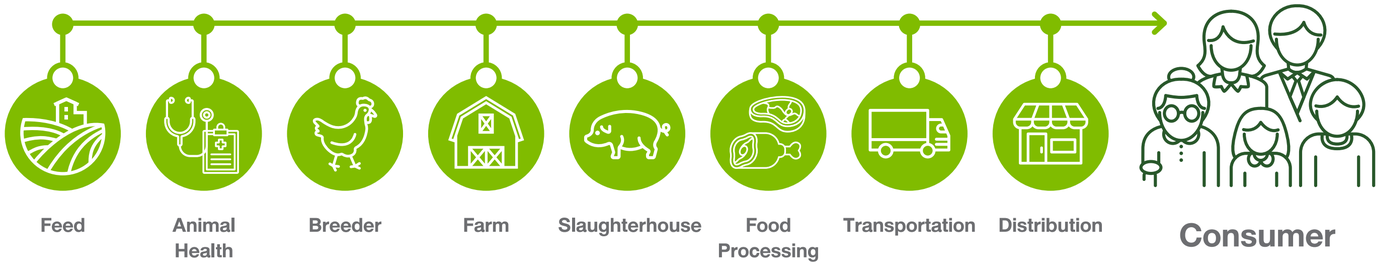
fatal accident of Employee and Contractor

3 GOOD HEALTH AND WELL-BEING | 8 DECENT WORK AND ECONOMIC GROWTH | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS

3.3 Stakeholders Engagement

In order to create engagement of all stakeholders based on good relationship building, Betagro has promoted engagement in each unit involved. The work ranges from analyzing stakeholders in the entire supply chain, assessing expectations and monitoring performance which meets the needs of each stakeholder group, to planning engagement and handling social and environmental impact resulting from its performance, as well as disseminating facts to the public.

• Betagro's Value Chain







• Operation Process for Stakeholders

1

Specify and prioritize stakeholder groups with consideration to 3 criteria:

1. Those who are involved with business operation
2. Those who are affected on sustainability from the Company's operation
3. Influencers who may impact the Company on sustainability matters

2

Collect and analyze needs, expectations or impact due to the Company's operations directly or indirectly through the participation activities of each stakeholder group

3

Consider an approach to respond to the needs of each stakeholder group to create stakeholders' participation and communication in order to create accurate understanding

• Stakeholders' care

Stakeholder Groups	Stakeholders' Expectations	Response to Expectations	Participation Channels
Internal Stakeholders			
Shareholders	• 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	• 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	• Annual General Shareholders' Meeting • SET Opportunity Day • Receiving suggestions or complaints from the Company's website or email
Employees	• 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	• 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	• 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	• Products as per requirements • Products with quality & safety • Good after-sales service • Fair prices • Environment friendly operation • Retention of customers' confidential information	• 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 safety and quality. BQM strictly monitors and controls the entire supply chain 24 hours every day as international food safety standards • 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	**B2B Group** • 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 • Organizing marketing and promotional events both offline and online

Stakeholder Groups	Stakeholders' Expectations	Response to Expectations	Participation Channels
Customers		• 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	**B2C Group** • 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	• 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	• 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	• 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
Communities	• 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	• 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.	• 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	• Compliance with laws, regulations and provisions	• 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.	• 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

3.4 Materiality Assessment

Betagro reviews and assesses materiality topics regularly every year. In 2025, it applied the Double Materiality Principle and the Global Reporting Initiative (GRI) GRI 3: Material Topics 2021 in its assessment process. The purpose was to identify sustainability impact, risks and opportunities in all dimensions: environmental, social and governance, in line with the Company's operation and its stakeholders' expectations. The four main steps of the materiality topic assessment are as follows:



3.4.1 Materiality Topic Assessment Process

1) Understand the Organization's Context

- Study and analyze internal factors such as the Company's vision, objectives, goals and business direction
- Study external factors, change trends as well as economic, social and environmental challenges related to the Company with possible short and long-term impact
- Review industry's ESG issues from the view point of leading assessors such as FTSE4Good and MSCI
- Listen to stakeholders' opinions through various channels

2) Identify Actual and Potential Impacts

- Review past materiality topics along with the above-mentioned studies and prepare a sustainability long-list
- Analyze sustainability risks and opportunities, as well as assess the actual and possible positive and negative impact on economy, environment and society on both short and long-term basis. This is to be conducted in cooperation with the management and those from the units involved based on the Double Materiality Principle. The consideration is made on two parts: the impact on society and environment, and the financial impact on the organization

3) Assess the Significance of the Impacts

- Prioritize the assessment results of the materiality topics. The topics with the highest impact on environment, society and business will be short listed and presented to the Corporate Governance and Sustainability Committee for further approval

4) Prioritize the Impacts for Reporting

- Integrate the assessment results of the materiality topics with the Enterprise Risk Management System
- Present the list of materiality topics to the Corporate Governance and Sustainability Committee for consideration and approval to be used as guidelines for setting strategies and sustainability reporting framework

3.4.2 List of Materiality Topics

In 2025, Betagro found 19 materiality topics, with 5 having the highest significance. They were categorized for communication as follows:

Materiality Topics	Social and Environmental Impact		Financial Impact on the Organization		Topics presented in the report
	Negative	Positive	Risk	Opportunity	
Topics with high significance					
1. Food Safety and Quality	-	●●●	●●●	●●●	Product Responsibility
2. Climate Change	●●	●●●	●●	●●●	Climate Adaptation and Resilience
3. Sustainable Packaging	●	●●	●●	●●●	Responsible Supply Chain
4. Community Development	-	●●●	●●	●●	Participation in Community and Social Development
5. Occupational Health and Safety	●●	-	●●	-	Occupational Health and Safety
Topics with moderate significance					
6. Corporate governance	-	-	●●	●●	Corporate Governance and Risk Management
7. Business Ethics and Anti-corruption	-	-	●●	●●	
8. Risk Management	-	-	●●	●●	
9. Supply Chain Management	●●	●●	●●	●	Responsible Supply Chain
10. Innovation and Technology	-	●●	●	●●	Product Responsibility
11. Waste Management	●●	●	●●	-	Environmental management
12. Responsible Sourcing	●●	●●	●●	-	Responsible Supply Chain
13. Water Management	●●	●●	●●	-	Environmental management
14. Energy Efficiency	-	●●	-	●●	Climate Adaptation and Resilience
15. Fair Labor Practice	●●	-	●●	-	Human rights and fair labor treatment
16. Human Rights	●●	-	●●	-	
17. Human Development	-	●●	-	●●	Human Capital Development
18. Animal Health and Welfare	-	-	●●	●●	Product Responsibility
Topics with low significance					
19. Environmental Management	●	●	●	-	Environmental management

Remarks: ●●● High ●● Moderate ● Low

Materiality topics with high significance were grouped as Strategic Priorities and set as strategic goals and management guidelines as follows:

(1) Food Safety and Quality Strategy

Committed to delivering food with the highest quality and safety to consumers through the integration of innovation, food safety and quality management, network and alliance building covering the entire supply chain

(2) Climate Adaptation and Resilience Strategy

Move towards Net Zero Greenhouse gas emission by 2050 with the increase of renewable energy ratio, production efficiency improvement and low-carbon technology application

(3) Sustainable Packaging Strategy

Aim for 100% Eco-friendly packaging by 2030 with packaging development technology that can be easily recycled, reused or naturally biodegradable

(4) Community and Social Development Strategy

Create a positive impact on over 35,000 families in surrounding communities and societies by 2030 with the Holistic Area-Based Community Development

(5) Occupational Health and Safety Strategy

Aim for zero accident by 2026 with emphasis on activities eliminating fatal accident risks in all work processes of the Company's employees and contractors, as well as lost-time accidents.

SUSTAINABILITY PERFORMANCE



3.5.1 Environmental Management

The global climate and environmental conditions have changed continually and rapidly affecting the living adjustment of human beings, animals and plants. Betagro realizes such issues well and has, therefore, set environmental policies and guidelines to support its sustainable development goals. It has, also, set goals and operating plans for internal environmental management as a part of environmental impact reduction and continued natural resources conservation.

In addition, Betagro has applied its environmental system to cover all of the Group's business operations, 34% of which received ISO 14001:2015 certification from external agencies (41 business operations out of the total 121). Moreover, 100% of all business operations (covering all production processes in Thailand from livestock farms, egg collection centers, animal feed production plants, food processing plants, cooked-food plants and pet food production plants, (altogether 121 business operations) have operated business according to the internal environmental management system and have been assessed on Safety, Health and Environmental Action Measurement (SHE-AM). The objectives of this system are to manage internal environment for continued development and improvement, and to monitor environmental operation.

Betagro realizes the importance of environmental care in its entire supply chain. Thus, it has set guidelines on environment for its suppliers called Betagro Sustainability Supplier Code of Conduct to oversee responsible procurement and hiring without any impact on environment covering the entire supply chain.

Environmental Policy and Guidelines Click

Betagro Supplier Sustainability Code of Conduct Click

(1) Environmental Management

Board of Director Level:

The Company's Board of Directors assigns the Corporate Governance and Sustainable Development Committee to set directions and policies, environmental goals, as well as to oversee and monitor the overall management in line with the goals. Meetings are held regularly 5 times per year.

Management Level:

The Management Committee's roles and responsibilities are to supervise the operating plans in line with the environmental goals, monitor the operating results, as well as provide resources and budgets for environmental project implementation.

Operation Level:

All business operations specify environmental roles and responsibilities for the staff at each level according to their degree of involvement. The work is divided as follows

(1) Water resource and wastewater management
(2) Waste management
(3) Air pollution management

To plan operations and implement risk prevention and control measures that comply with relevant standards and regulations, covering the activities of all employees, contractors, and outsiders working on Betagro's premises.



(2) Water Management



As water is a key factor in the production process, Betagro needs to set a water management system to ensure uninterrupted production. It has, therefore, assessed the water stress level of the business locations based on the Baseline Water Stress in Aqueduct Water Risk Atlas of the World Resource Institute (WRI). The water stress can be divided into 2 levels:

(1) Water Stress Area : Areas with extremely high and high water stress

(2) Monitoring Area : Areas with medium to low water stress

Management approaches are then established according to the water stress level of each area, as follows:

Water Stress Level	Water Stress Area	Monitoring Area
Integrate the water stress area assessment with the Company's risk management system	●	-
Set goals and plans for water resource consumption reduction	●	●
Manage water consumption efficiently based on 5R	●	●
Monitor water consumption continually	●	●

Based on the assessment of 121 business operations, 88% of the Company's business operations are located in the Water Stress Area.

• Water Resources Management and Alternatives

Most Betagro's business operations use groundwater as the main raw water source to ensure uninterrupted production. Therefore, the Company investigates the ability to draw water for use, as well as the operation and preventive maintenance plan for raw water treatment before use. This includes checking the groundwater level, investigating the condition of the groundwater wells and the efficiency of water pumps to make sure that the water distribution system works efficiently and consistently. It also finds other alternative water sources such as surface water and rain water to ensure sufficient water for use in various activities. Moreover, water storage tanks or ponds for reserve water are also prepared as deemed appropriate to help build continuity for the production process.

• Water Risk Management

Betagro conducts water risk assessment as a part of its corporate risk management through the COSO ERM identification and assessment process. For water risk assessment, key considerations include water shortage, water quality, conflict in the area and the changes in related requirements and laws. The results of such assessment are used for further risk management planning.

• Efficient Water Management

Betagro is committed to continual care of water resource; thus, it has set goals to reduce water consumption, as well as to reuse or recycle treated wastewater. It has also prepared an efficient water management and improvement plan based on the 5Rs Principle (Rethink, Reduce, Reuse, Recycle, Repair) and report performance to the management of the business groups and the Corporate Governance and Sustainable Development Committee.



• Wastewater Treatment Before Discharging into the Environment

Wastewater from the production process is collected and treated with appropriate technology under the wastewater check and control system. This is to ensure that wastewater treated and discharged into the environment passes the standard control criteria specified by the law. A part of the discharged water is reused or recycled for use in the business operations as appropriate.

Betagro manages water resource continually in all parts of its production based on the 5Rs Principle (Rethink, Reduce, Reuse, Recycle, Repair). It also improves wastewater treatment on a continued basis. Below is the overall picture of the Company's water management covering the entire value chain.

Production Section	Water Resource Management Measures
Animal Feed Plant	• Reduce water usage in the automobile disinfection system at the factory entrance • Recycle wastewater from the RO system for use in watering plants and cleaning the surrounding area • Improve the efficiency of waste water collection and treatment
Animal Health Plant	• Improve the wastewater treatment system by using the Electrocoagulation System, as well as Membrane Filtration System – a highly efficient wastewater treatment technology • Recycle wastewater from the wastewater treatment system for use in the cooling tower of the air-conditioning system
Livestock Farm	• Improve the quality of surface water (rain water pool) to reduce groundwater consumption • Reduce water consumption by developing machines to clean slatted floor panels and artificial grass of the poultry breeder farms • Reduce water consumption in the evaporative cooling system in the livestock shelters • Recycle wastewater for use in watering plants and dissolving manure before pumping into the wastewater treatment system
Swine Slaughterhouse Poultry Slaughterhouse	• Set up a Cross Function Working Group to find out and improve water consumption efficiency in the production process • Reduce water usage of the pig lairage area by using the evaporative cooling system instead of water spray • Recycle wastewater for use in watering the plants, cleaning the surrounding area and the transport equipment from livestock farms, as well as using wastewater in the pollution treatment system
Food Processing Plant	• Improve the production area cleaning method by using Dry Cleaning with emphasis on using water as necessary • Adjust water pressure appropriate for each type of work • Reduce water usage in the Vacuum Pack machine by using the Recirculation Chiller • Recycle wastewater for watering plants and cleaning the surrounding area

• Metrics and Targets

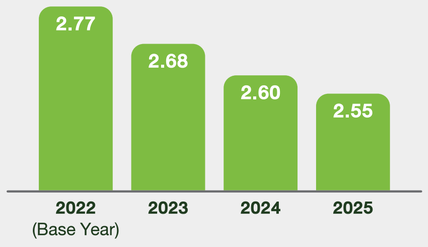
2030 Goals

Reduce water withdrawal per production unit by 10% (compared with the base year of 2022) and increase the proportion of reused or recycled water by more than 20% of the total water withdrawal.

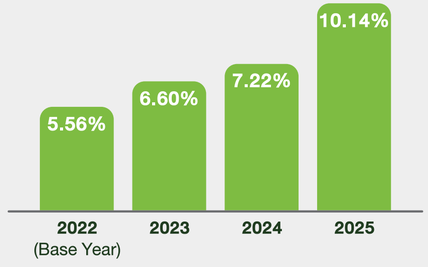
	Reduce water withdrawal per production unit by	Increase the proportion of reused or recycled water by more than
2025 Targets	5% from the base year (2022)	10% of the total water withdrawal
2025 Performance	Water withdrawal per production unit reduced by 7.94% compared with the base year	The proportion of reused or recycled water equaled to 10.14% of the total water withdrawal

Remarks: In 2022, the quantity of water withdrawal per production unit equaled to 2.77 cubic meters per product ton.

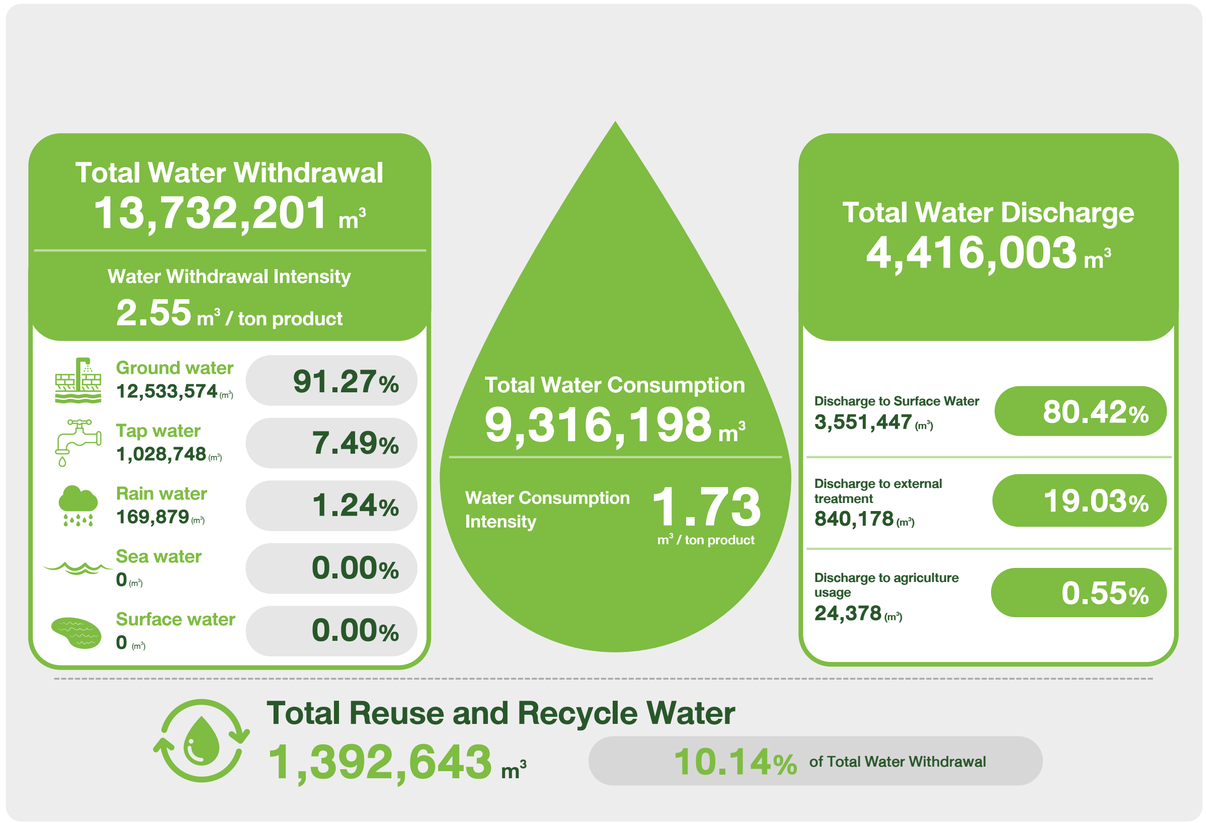
Water Withdrawal Intensity
(Cubic meters per ton-product)



Reused and Recycled Water of Water Withdrawal Ratio (%)



Water Management 2025



Water Withdrawal (1) GRI303-3

Performance	Unit	2023		2024		2025		GRI Standards
		All area	Water stress area(2)	All area	Water stress area(2)	All area	Water stress area(2)	
Total Water Withdrawal	m³	13,724,529	12,593,048	13,691,599	13,378,344	13,732,201	12,719,500	GRI303-3
• Rain Water								
- Fresh water (3)	m³	34,528	34,528	60,818	60,818	169,879	62,212	
- Other water (4)	m³	0	0	0	0	0	0	
• Ground Water								
- Fresh water (3)	m³	12,777,678	11,695,518	12,700,338	12,389,866	12,533,574	11,686,592	
- Other water (4)	m³	0	0	0	0	0	0	
• Third-party water								
- Fresh water (3)	m³	912,323	863,001	930,443	927,660	1,028,748	970,696	
- Other water (4)	m³	0	0	0	0	0	0	
• Sea water								
- Fresh water (3)	m³	0	0	0	0	0	0	
- Other water (4)	m³	0	0	0	0	0	0	
• Surface water								
- Fresh water (3)	m³	0	0	0	0	0	0	
- Other water (4)	m³	0	0	0	0	0	0	
Water Withdrawal Intensity	m³ / ton-product	2.68	2.77	2.60	2.54	2.55	2.66	-
- Fresh water (3)	m³ / ton-product	2.68	2.77	2.60	2.54	2.55	2.66	
- Other water (4)	m³ / ton-product	0	0	0	0	0	0	

Water Consumption (1) GRI303-5

Performance	Unit	2023		2024		2025		GRI Standards
		All area	Water stress area(2)	All area	Water stress area(2)	All area	Water stress area(2)	
Total Reused and Recycled Water	m^3	906,430	849,510	988,910	988,910	1,392,643	1,272,620	-
Percentage of Reused and Recycled Water	%	6.60	6.75	7.22	7.39	10.14	10.01	
Total Water Consumption	m^3	**9,000,188**	**8,334,601**	**9,015,356**	**8,704,328**	**9,316,198**	**8,736,519**	GRI303-5
- Fresh water (3)	m^3	9,000,188	8,334,601	9,015,356	8,704,328	9,316,198	8,736,519	
- Other water (4)	m^3	0	0	0	0	0	0	
Water Consumption Intensity	m^3 / ton-product	**1.76**	**1.83**	**1.71**	**1.66**	**1.73**	**1.83**	-
- Fresh water (3)	m^3 / ton-product	1.76	1.83	1.71	1.66	1.73	1.83	
- Other water (4)	m^3 / ton-product	0	0	0	0	0	0	

Remarks :
(1) Water withdrawal and water consumption data of this report covered Thailand production unit only.
(2) Water Stress Area is referenced from the assessment of "Baseline Water Stress", Aqueduct Water Risk Atlas, 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	2023		2024		2025		GRI Standards
		All area	Water stress area(2)	All area	Water stress area(2)	All area	Water stress area(2)	
Total Water Discharge	m^3	4,724,341	4,258,447	4,676,243	4,674,016	4,416,003	3,982,981	GRI303-4
• Water Discharge by Destination								
Surface Water	m^3	3,977,435	3,511,541	3,856,909	3,854,682	3,551,447	3,118,425	
Sea Water / Ocean	m^3	0	0	0	0	0	0	
Ground Water	m^3	0	0	0	0	0	0	
Third party organization for further treatment	m^3	716,989	716,989	793,545	793,545	840,178	840,178	
Other organization use	m^3	29,917	29,917	25,789	25,789	24,378	24,378	
• Water Discharge by freshwater and other water								
Fresh water (TDS(3) < 1,000 mg/l)	m^3	961,129	495,234	550,453	548,226	977,493	544,471	
Other water (TDS > 1,000 mg/l)	m^3	3,763,212	3,763,212	4,125,790	4,125,790	3,438,510	3,438,510	

Remarks :
(1) The Water Discharge scope in this report covers Thailand production units only.
(2) Water Stress Area is referenced from the assessment of "Baseline Water Stress", 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.

2025 Projects

1 Water Online Monitoring

As Betagro's business operations are located in various regions of Thailand, it initiated a real-time water reporting central system for use in monitoring, investigating and managing water information. Important information reported is as follows:

- Information on groundwater level of the groundwater wells starting from the representative wells in the 4 regions with the Company's business operations in Lopburi, Mahasarakham, Lampang and Nakhon Pathom Provinces. Normally, the groundwater level of these wells is measured monthly or weekly
- Information on the quality of discharged water from the plants required the installation of special equipment to measure the BOD value with the result sent to the Department of Industrial Works for continued pollution monitoring and control

In addition, Betagro monitors information from the government's reports on the situation of dam and rain water quantity for use in prediction, planning and strengthening its water management.





2 Surface Water Improvement Project to Reduce Groundwater Consumption

Betagro has extended its Surface Water Improvement Project (from rain water ponds) of its livestock farms in order to reduce groundwater resource consumption and use surface water as an alternative water source. Under this project, the quality of surface water from rain water ponds in the farms is improved through a filtering process to remove suspended solids, colors and odor, as well as to disinfect it before use in various farm activities. In 2025, another Rattaphum farm's surface water filtering system was improved. Until now, 6 farms under this project could reduce groundwater consumption by over 160,000 cubic meters per year.







3 Reduced Water Consumption and Increased Reused and Recycled Water Project

Betagro continues to reduce water consumption and increase the use of reused and recycled water discharged from the wastewater treatment system in its various activities. The Company's reused and recycled water increased over 400,000 cubic meters per year. The following projects were the results of finding an appropriate point to increase reused and recycled water:

- Using high-pressure washers and recycled water for cleaning the chicken and pig receiving areas, lairage areas, transport vehicles and equipment from livestock farms to meat processing plants
- Chicken Crate Washing Machine Efficiency Improvement Project by controlling water pressure and recycling water in the cleaning process, resulting in the water usage reduction of 12,000 cubic meters per year
- Using reused water to water plants, clean surrounding areas and in the wastewater treatment system of livestock farms
- Recycling discharged water from the wastewater treatment system for use in the cooling tower of the air-conditioning system in the animal health plants. As a result, water usage could be reduced and recycled water could be increased by approximately 400-700 cubic meters per month







(3) Waste Management

Under Betagro's waste management approach, the waste hierarchy is considered to be used as a management tool. The first priority is to avoid or reduce waste at its origin, then separate the waste which can be recycled as much as possible. The remaining waste is eliminated by incineration in which landfilling is considered as the last option.



The world is currently facing environmental problems due to inappropriate waste management which has affected various lives in the ecological system. Betagro has aware the issues and has, therefore, set it's the waste management guidelines covering all activities from production process to various supporting activities. In addition, Betagro has also applied and adjusted the Circular Economy principle in the organization to maximize resource consumption value.

• Waste Management

Betagro focuses on using resources efficiently while minimizing negative impact and driving this focus through the environmental units of each business operation. Details of the work on waste management are as follows:

1. Set goals and practices for waste management covering from waste separation, appropriate collection to selection and assessment of operators. Also, manage each type of waste appropriately according to its features.
2. Record waste generation and continually prepare monthly reports on waste management performance including volume of waste divided as per its components, hazardous levels, management methods and areas for use in studies and analysis for regular improvement.
3. Study and improve the Company's production process by applying new technologies and controlling operating process in order to continually minimize waste generation from its production process.
4. Conduct research and development jointly with external agencies to find recycling waste alternatives for maximum benefits.

- Metrics and Targets

2030 Goal

Zero Industrial Waste to Landfill

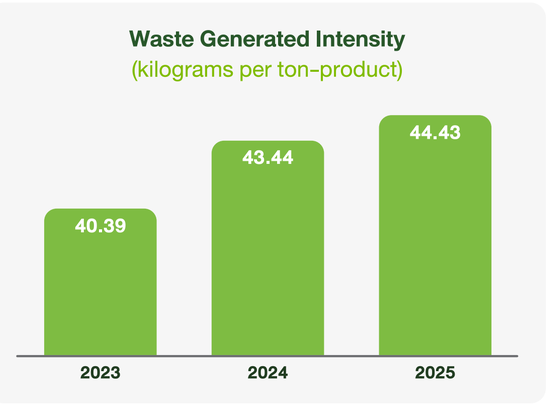
	Waste generation per production unit reduction by	Waste Disposal ratio less than
2025 Targets	5% from the base year of 2022	4% of the total waste generated
2025 Performance	Waste generation per production unit increased by 2.37% compared with the base year	Waste Disposal ratio was 4.04% of the total waste generated

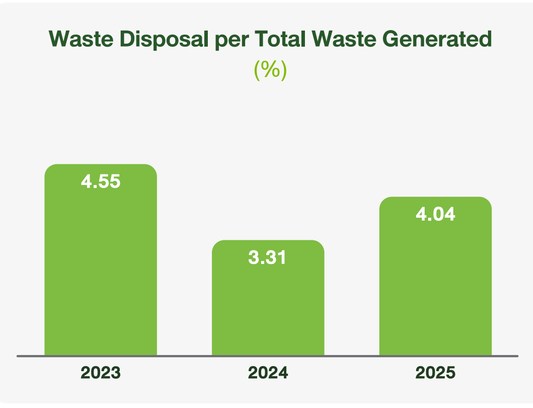
Remarks : In 2022, the waste generated per product weight equaled to 43.40 Kgs per ton product



Waste Management 2025







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

Performance	unit	2023	2024		2025		GRI Standards
Total waste generated	Tons	207,007	229,009		239,707		GRI306-3
• Total non-hazardous waste generated	Tons	206,351	228,401		239,197		
• Total hazardous waste generated	Tons	656	608		510		
Non-hazardous waste management			**Onsite**	**Offsite**	**Onsite**	**Offsite**	
Total non-hazardous waste diverted from disposal	Tons	197,204	5,000	216,048	5,075	224,762	GRI306-4
- Reused	Tons	946	0.2	1,095	2	1,101	
- Recycled	Tons	7,741	15	8,805	15	10,079	
- Used as animal feed	Tons	98,531	0	104,680	44	138,335	
- Used as soil conditioning	Tons	85,099	4,983	94,086	4,994	72,488	
- Other recovery operations	Tons	4,887	2	7,382	20	2,759	
Total non-hazardous waste directed to disposal	Tons	9,147	2,843	4,510	5,193	4,167	GRI306-5
- Incineration (with energy recovery)	Tons	1,280	0	1,281	0	1,525	
- Incineration (without energy recovery)	Tons	968	567	20	9	67	
- Landfill	Tons	6,899	2,276	3,209	5,184	2,574	
- Other disposal operations	Tons	0.79	0	0	0	0.6	

Performance	unit	2023	2024		2025		GRI Standards
Hazardous waste management			**Onsite**	**Offsite**	**Onsite**	**Offsite**	
Total hazardous waste diverted from disposal	Tons	386	0.4	361	1	195	GRI306-4
- Reused	Tons	22	0	68	0	76	
- Recycled	Tons	139	0.4	132	1	117	
- Used as animal feed	Tons	0	0	0	0	0	
- Used as soil conditioning	Tons	119	0	0	0	0	
- Other recovery operations	Tons	106	0	161	0	2	
Total hazardous waste directed to disposal	Tons	270	0.1	247	2	312	GRI306-5
- Incineration (with energy recovery)	Tons	222	0	204	0	229	
- Incineration (without energy recovery)	Tons	30	0	28	1	26	
- Landfill	Tons	15	0.1	12	1	19	
- Other disposal operations	Tons	3	0	3	0	38	
Waste generated per production unit	Kgs / ton-product	**40.39**	**43.44**		**44.43**		-
Waste disposal per waste generated	%	4.55	3.31		4.04		-

Remark: The Waste Management scope in this report covers Thailand production units only.

2025 Projects

1 New Fryer Machine Replacement Project in the Cooked Food Production Process

In 2025, the cooked product plant improved the machine in the frying process by replacing the original oil filtering machine which generated oil filtering paper as a waste with the Belt Filter System. As a result, oil filtering paper as a waste were completely disappeared, which can reduce the volume of waste sent for disposal by more than 10 tons per year.



2 Single-Used Packaging Reduction Project

Single-used packaging generates a lot of waste. Therefore, such projects are on-going with emphasis on reducing single-used packaging in the production and packaging processes. In 2025, the poultry slaughterhouse implemented the packaging adjustment project in its production process as follows:

- Reduced the size and thickness of plastic film used for wrapping products for transporting raw materials between plants in the Betagro Group
- Reduced the size and thickness of bags used for transporting raw materials during production process.

As a result of the above-mentioned project implementation, the plants could reduce the volume and weight of plastic waste generated by more than 12 tons per year.



3 Improvement of the Pig Manure Separation Process from Wastewater for utilizing as a Soil Conditioning Substance

The swine slaughterhouse utilizing the “Screw Press” in order to separate the pig manure hard sludge from the wastewater. The separated sludge was used as soil conditioning substance in the agricultural area. The separated wastewater would further be sent to the wastewater treatment system.



4 A Cooperation Project to Turn Used Oil from Food Production Process to Produce Biofuel

Betagro signed a cooperative agreement to develop fuel innovation and sustainable industrial waste management system with PTT Public Company Limited to add on to clean energy innovation with artificial intelligence and digital technology. In 2025, the Company cooperated in turning more than 350 tons per year of used cooking oil from Betagro’s production into biofuel.



5 Employees’ Participation in Environmental Conservation Project

Apart from the various projects which helped reduce waste, Betagro also encouraged employees’ participation in managing waste through the project that built their awareness in waste management, the recycled waste separation project to reduce volume of waste sent to landfill via a waste-for-egg project at Lopburi Food Processing Plant and at the staff’s dormitory area, Betagro Lopburi 2nd Industrial Park. This projects have continued from the previous year, and in 2025 Betagro’s employees able to separate recycled waste by more than 2.5 tons.

Based on the previous project implementation, Betagro did not only reduce waste to landfill, but also encouraged employees’ participation and feeling of being a part of waste problem solution. Furthermore, Betagro also able to strengthened employees’ awareness in environmental conservation as well.



3.5.2 Climate Adaptation and Resilience



Climate change is one of the global major challenges with direct impact on economy, society and environment. Betagro realizes the role and responsibility of the agro-industry sector for the reduction of Greenhouse gas emission and the adjustment to the risks arising from climate change.

Betagro is determined to operate its business responsibly by setting strategies to drive the reduction of Greenhouse gas emission in all of its production processes and entire supply chain. This is done through increased proportion of renewable energy consumption, improved production efficiency and reduced resource consumption. In addition, the Circular Economy principle, sustainable waste management and technology are applied systematically in its climate change management.

Moreover, Betagro conducts assessment of risks and opportunities from the climate change according to the framework of the Task Force on Climate-related Financial Disclosures (TCFD). This helps strengthen the flexibility of the Company's business and support the goal achievement of Net Zero Greenhouse gas emission in 2050.



(1) Climate Change Management

Betagro realizes the importance of coping with climate change; therefore, it is determined to reduce Greenhouse gas emission systematically in its entire supply chain for sustainable growth. It has set up a supervisory structure covering all levels from the Board of Directors, management to operating units of each business line.

Board of Directors Level

The Board of Directors has appointed and assigned the Corporate Governance and Sustainability Development Committee to be responsible for defining the scope, policy and goal, monitoring performance continually and regularly 5 times per year, and driving climate change operation through the Corporate Governance and Sustainable Development Office.

Management Level

The Management Committee is responsible for overseeing the operating plan to ensure it will lead to the climate change goal, monitoring performance as well as providing resources and budget for project implementation towards the goal. Meetings are held regularly to follow up on performance.

Operation Level

There are staff responsible for climate change at each business location to put into practice policy and guidelines related to climate change and report results to the units involved.

The management guidelines are as follows:

1. Prepare Greenhouse gas accounting
2. Conduct assessment of risks and opportunities from climate change
3. Set Greenhouse gas emission goal
4. Set plans to reduce Greenhouse gas emission and to adjust to climate change
5. Cooperate with networks, private and public organizations to drive climate change management towards Net Zero Greenhouse gas emission

Betagro has monitored the progress of achieving the Greenhouse gas emission reduction goal as one of the key performance indicators (KPIs). The Company has set up a system to connect performance of all levels from the Chief Executive Officer (CEO), top executives to the management of each business line and staff. The purposes of this system are to build responsibility and efficient supervision as well as to drive the organization to grow sustainably in a long run.

(2) Climate-related Risks, Opportunities and Adaptation

The rapid climate change during the past few years has led to natural disasters and unpredictable weather conditions including droughts, forest fires from dry season, mud slides, and flash floods, all of which have affected Betagro's supply chain.

Betagro has, therefore, set measures and operating guidelines to cope with climate change through Climate Adaptation. It has integrated the above-mentioned issues into its corporate risk management and strategic planning as per the Task Force on Climate-related Financial Disclosures (TCFD). Under such framework, the Company conducts climate change risk and opportunity assessment systematically and integrates climate risk assessment into its corporate risk management process. The assessment covers physical risks, transition risks and opportunities involved.

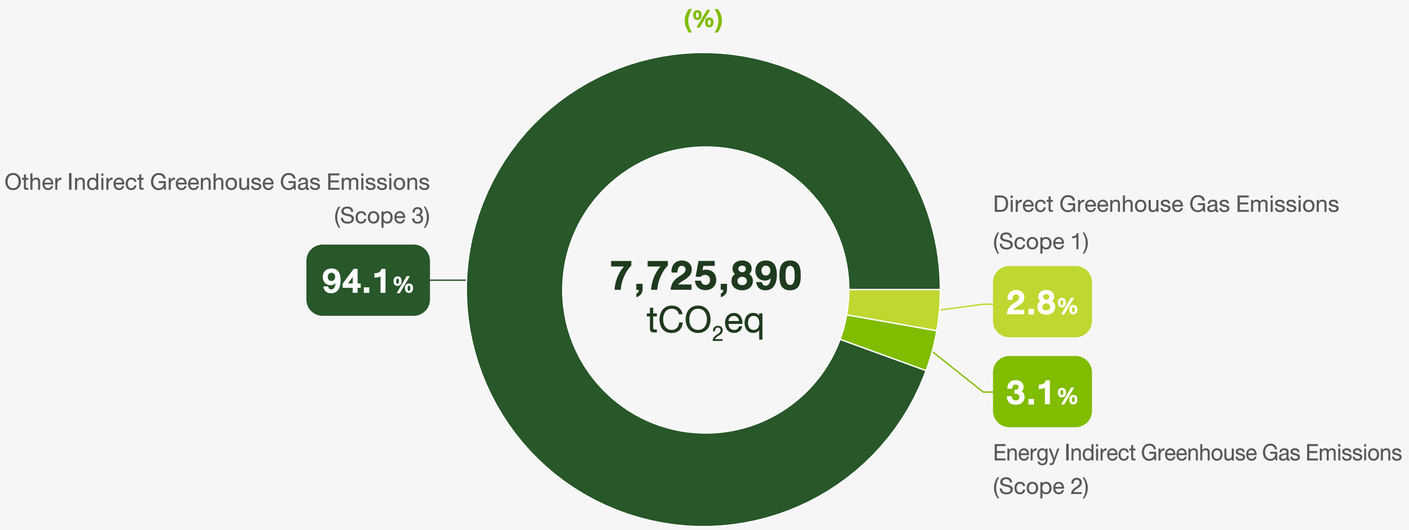
Furthermore, Betagro has prioritized risks and opportunities according to their impact and feasibility levels, as well as set appropriate measures and plans to cope with them. The Company has also considered investment in technology that will help reduce carbon and support transition to low-carbon production. Follow-ups and reviews are conducted regularly to strengthen the Company's operating flexibility, reduce possible impact from climate change and support long-term business operation capability. Examples include water management, farm and plant management to cope with extreme weather conditions and the use of technology to increase production efficiency and reduce resource consumption. (Please see more details in the Task Force on Climate-related Financial Disclosures: TCFD report.)

(3) Greenhouse Gas Emission Accounting

Greenhouse gas emission accounting and assessment helps reflect Betagro's performance in Greenhouse gas emission management which will lead to the Company's appropriate goal setting and planning for Greenhouse gas emission reduction.

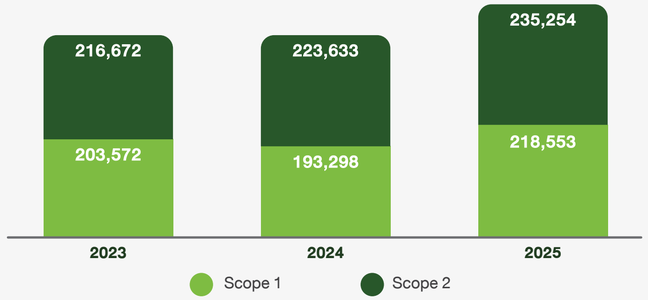
The Greenhouse gas emission account covers the volume of direct, indirect and other indirect Greenhouse gas emission (Scope 1, 2 and 3). Betagro has used a technological platform to help with accounting enabling the Company to collect, calculate and display results in line with the GHG Protocol. The report covers information on the Greenhouse gas emission of all 7 types of gas: Carbon dioxide (CO_2), Methane (CH_4), Nitrous oxide (N_2O), Perfluorocarbons (PFCs), Hydrofluorocarbons (HFCs), Nitrogen Trifluoride (NF_3) and Sulfur hexafluoride (SF_6). The report uses the Global Warming Potential (GWP) specified by the Intergovernmental Panel on Clime Change (IPCC) and the Greenhouse gas emission values from Thailand Greenhouse Gas Management Organization (TGO).

• Direct and Indirect Greenhouse Gas Emissions Account (Scope 1, 2 and 3) for 2025



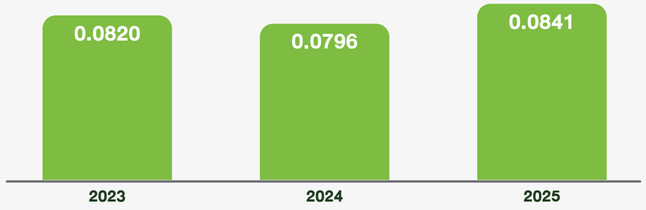
- **Direct and Energy Indirect Greenhouse Gas Emissions Account (Scope 1 and 2)**

(Tons of CO_2 equivalent)



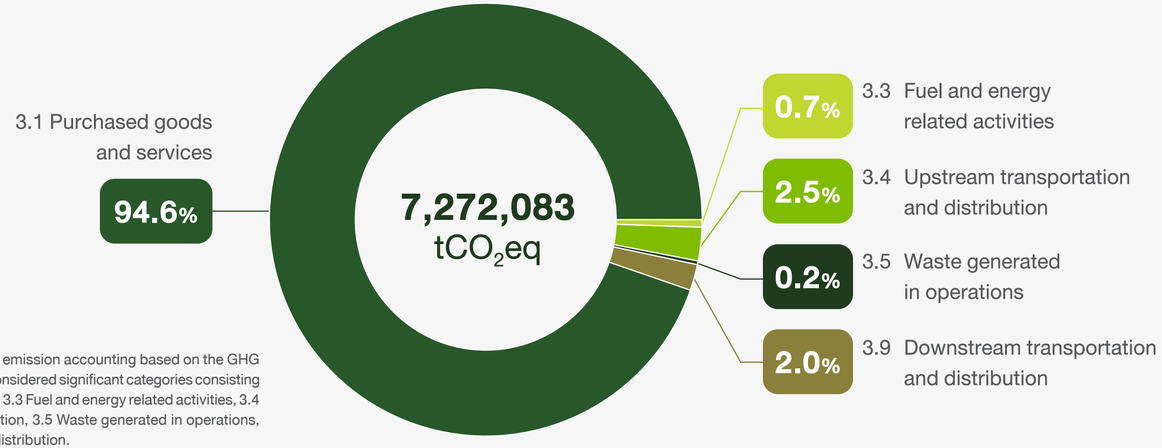
- **GHG emissions intensity (Scope 1 and 2)**

(Tons of CO_2 equivalent per ton product)



- **Other Indirect Greenhouse Gas Emission Account (Scope 3) based on their type**

(%)



Remarks: As for the Greenhouse gas emission accounting based on the GHG Protocol, Betagro has assessed and considered significant categories consisting of: 3.1 Purchased goods and services, 3.3 Fuel and energy related activities, 3.4 Upstream transportation and distribution, 3.5 Waste generated in operations, 3.9 Downstream transportation and distribution.

(4) Metrics and Targets

Betagro has established both short-term and long-term greenhouse gas emissions reduction targets and strategies. These cover key emission sources, including direct greenhouse gas emissions (Scope 1) and energy indirect greenhouse gas emissions (Scope 2). The Company is currently in the process of setting targets and strategies for other indirect greenhouse gas emissions (Scope 3) to drive its climate change actions.

- **Short-term Targets: Within 5 years**

Betagro has laid the groundwork for Net Zero greenhouse gas emissions by focusing on developing a Climate Transition Plan. This plan emphasizes increasing the proportion of renewable energy use, enhancing production efficiency, reducing resource consumption, and applying technology and innovation in its operations.

- **Long-term Targets**

Betagro emphasizes on raising the operation level to low-carbon production in order to support the Net Zero Greenhouse gas emission goal. This is done by adapting technology, developing innovation and cooperating with its suppliers in the supply chain. The progress of the operation according to the transition plan is monitored and reviewed regularly by the management to ensure consistency with the Company's climate change and sustainable growth strategies.

• Goals

2050

Move towards Net Zero Greenhouse gas emission

2030

- **Reduce direct (Scope 1) and energy indirect (Scope 2) Greenhouse gas emission by over 20%** compared with the base year of 2022
- **Reduce energy consumption per production unit by 10%** compared with the base year of 2022

	Reduce direct (Scope 1) and energy indirect (Scope 2) Greenhouse gas emission by over	Reduce energy consumption per production unit by
2025 Targets	**10%** compared with the base year of 2022	**3.8%** compared with the base year of 2022
2025 Performance	Greenhouse gas emission of Scope 1 and Scope 2 was reduced by **12.1%** compared with the base year	Energy consumption per production unit was reduced by **0.6%** compared with the base year

Remarks: In 2022, the Greenhouse gas emission volume of Scope 1 and Scope 2 equaled to 447,588 tons carbon dioxide equivalent, and energy consumption volume per production unit equaled to 0.784 gigajoules per product ton.

• Greenhouse Gas Emission

Performance	Unit	2023	2024	2025	GRI Standards
Total GHG emissions (Scope 1 and 2)	Tons of CO_2 equivalent	420,244	416,931	453,807	-
Total GHG emissions (Scope 1, 2 and 3)	Tons of CO_2 equivalent	-	-	7,725,890	-
1. Direct GHG emissions (Scope 1)	Tons of CO_2 equivalent	203,572	193,298	218,553	GRI305-1
2. Energy indirect GHG emissions (Scope 2)	Tons of CO_2 equivalent	216,672	223,633	235,254	GRI305-2
3. Other indirect GHG emissions (Scope 3)	Tons of CO_2 equivalent	-	-	7,272,083	GRI305-3
3.1 Purchased goods and services	Tons of CO_2 equivalent	-	-	6,876,237	
3.2 Capital goods	Tons of CO_2 equivalent	-	-	Non-Significant	
3.3 Fuel and energy related activities	Tons of CO_2 equivalent	-	-	50,858	
3.4 Upstream transportation and distribution	Tons of CO_2 equivalent	-	-	181,829	
3.5 Waste generated in operations	Tons of CO_2 equivalent	-	-	15,947	
3.6 Business travel	Tons of CO_2 equivalent	-	-	Non-Significant	
3.7 Employee commuting	Tons of CO_2 equivalent	-	-	Non-Significant	
3.8 Upstream leased assets	Tons of CO_2 equivalent	-	-	Non-Relevant	
3.9 Downstream transportation and distribution	Tons of CO_2 equivalent	-	-	147,213	
3.10 Processing of sold products	Tons of CO_2 equivalent	-	-	Non-Significant	
3.11 Use of sold product	Tons of CO_2 equivalent	-	-	Non-Significant	
3.12 End of life treatment of sold products	Tons of CO_2 equivalent	-	-	Non-Significant	
3.13 Downstream leased assets	Tons of CO_2 equivalent	-	-	Non-Relevant	
3.14 Franchises	Tons of CO_2 equivalent	-	-	Non-Relevant	
3.15 Investments	Tons of CO_2 equivalent	-	-	Non-Significant	

Performance	Unit	2023	2024	2025	GRI Standards
GHG emissions intensity (Scope 1)	Tons of CO_2 equivalent / Ton-product	0.0397	0.0369	0.0405	GRI305-4
GHG emissions intensity (Scope 2)	Tons of CO_2 equivalent / Ton-product	0.0423	0.0427	0.0436	
GHG emissions intensity (Scope 1 and 2)	Tons of CO_2 equivalent / Ton-product	0.082	0.0796	0.0841	
GHG emissions intensity (Scope 3)	Tons of CO_2 equivalent / Ton-product	-	-	1.3478	
Reduction of GHG emissions (Initiatives)	Tons of CO_2 equivalent	40,976	41,709	57,433	GRI305-5

Remarks : (1) The Greenhouse gas emission reporting covers CO_2, CH_4, N_2O, NF_3, HFCs, PFCs and SF_6 calculated and displayed in carbon dioxide equivalent to the Global Warming Potential (GWP) values specified by the Intergovernmental Panel on Climate Change (IPCC) and the Greenhouse gas emission values of Thailand Greenhouse Gas Management Organization (TGO). Betagro's Greenhouse gas emission account report covers 100% of its plant and farm groups in Thailand.

(2) For Greenhouse gas emission accounting in line with the standard of GHG Protocol, Betagro has assessed and considered major categories consisting of: 3.1 Purchased goods and services, 3.3 Fuel and energy related activities, 3.4 Upstream transportation and distribution, 3.5 Waste generated in operations, 3.9 Downstream transportation and distribution.

(3) Greenhouse gas emission accounting of Scope 3 which the Company considers not to report any information consists of 2 groups:
Non-Relevant means information which is not related to business operation.
Non-Significant means information which is not significant to business operation.

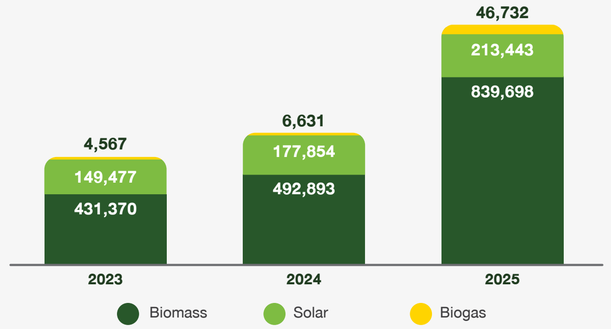


• Energy Consumption

Ratio of energy consumption 2025



Volume of renewable energy consumed (Giga joule)



• Energy Consumption

Performance	Unit	2023	2024	2025	GRI Standards
Total energy consumption within the organization	Gigajoule(1)	3,860,454	4,119,952	4,207,023	GRI302-1
Renewable Energy(2)	Gigajoule	585,414	677,379	1,099,873	
Non-renewable Energy(3)	Gigajoule	3,275,040	3,442,574	3,107,151	
Energy Consumption by Type					
Electricity	Gigajoule	1,670,214	1,753,988	1,847,216	
Heating and Stream	Gigajoule	2,190,240	2,365,964	2,359,807	
Energy intensity	Gigajoule / ton- product	0.753	0.783	0.780	GRI302-3

Remarks: (1) Gigajoule is equal to 10^9 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)



2025 Projects

1 Solar Energy Consumption

Betagro drives the use of solar energy which is considered clean energy and is determined to increase the proportion of solar energy consumption continually every year covering all business lines. Since 2020 until now, over 45 business operations of Betagro in Thailand have been installed with various solar energy formats appropriate for the area potential. These formats include solar farms, solar carports and solar rooftops.

In 2025, the electricity generated from solar energy was expected to help reduce approximately 9,900 carbon dioxide equivalent per year. In the future, over 75 megawatts of solar energy will be installed at potential plants and battery-driven energy storage system will be considered for installation to increase the stability and efficiency of solar energy consumption.



2025 Projects

2 Use of Biomass Fuel instead of Fossil Fuel for Steam Production

Betagro has applied renewable energy for use by replacing fossil fuel with biomass fuel in the steam production system of its new and existing plants. For new plants, appropriate biomass fuel has been chosen from the construction planning stage, while the steam production system of the existing plants has been improved to support the use of biomass fuel.

This replacement has been implemented since 2023, and 8 business locations were 100% completed. As a result, over 31,000 tons carbon dioxide equivalent per year of Greenhouse gas emission was reduced. Betagro plans to expand this operation to the animal feed and food business groups.



3 Applying Innovation towards Smart Operation

Betagro has increased energy consumption efficiency and reduced unnecessary energy loss by applying AI and Machine Learning in its animal feed production, changing decision making from experience to factual information, and making adjustment to suit the production format of each period. In addition, the Company has increased energy consumption efficiency and reduced Greenhouse gas emission in line with Industry 4.0. In 2025, Betagro implemented the following:

- **Smart Pellet Mill –** It's a system to predict parameters in the production process appropriate for each product when the machine starts. This is done by connecting information on the product quality from the automatic investigation system and adjusting it to control the machine at real time. The system for 5 animal feed plants was 100% completed as planned. The Company is in the process of expanding the work to other operations in the animal feed business.
- **Smart Boiler –** IoT equipment was installed to measure the actual steam consumption of the production process and information was used to adjust the control value of the steam production process with the actual consumption volume. Implementation was 100% completed in 2 animal feed plants as planned and could help reduce fuel consumption by 5-10%.

In addition, Betagro is in the process of studying various technologies for use in energy management and Greenhouse gas emission reduction. These studies include Smart Grid, Battery Energy Storage System (BESS) and Waste Heat Recover, all of which will help increase the Company's energy stability and achieve the Net Zero Greenhouse gas emission goal.



2025 Projects

4 Building Cooperation to Drive Climate Change Management

- Betagro cooperated with the Provincial Electricity Authority (PEA) to use and develop CARBONFORM, a digital platform for real-time Greenhouse gas emission management and assessment. The objectives of the cooperation were to uplift the sustainability standard of the Thai food industry and to move towards the Net Zero goal by 2050. The use of CARBONFORM digital platform is an important step in raising the level of the Company's carbon management to be more efficient. It covers from information assessment to collection and monitoring of real-time Greenhouse gas emission with more accuracy, transparency and auditability.

  Moreover, the Company is ready to use its knowledge and expertise in agro-industry and food business to help develop CARBONFORM digital platform to meet the needs of the Thai food industry and become the model for driving the Thai food industry towards long-term sustainability.



- Betagro cooperated with SCG Packaging Public Company Limited (SCGP) and SCG JWD Logistics Public Company Limited (SCGJWD) to drive the organization towards the Net Zero goal by 2050 in a concrete way. The Company jointly developed environmental-friendly packaging solutions with SCGP to reduce the use of new raw materials and increase the use of recycled materials. In addition, Betagro cooperated with SCGJWD in logistics management to adjust the transportation service format. This resulted in Greenhouse gas emission reduction, increased supply chain efficiency and stability of the integrated agricultural business and food industry. Moreover, it helped support business growth while building sustainable values for society and environment.





- Betagro has been a member of the Thailand Carbon Neutral Network (TCNN) since 2022, categorized as a Climate Action Initiator organization committed to reducing greenhouse gas emissions. 15 Betagro Group entities participate in projects under the TCNN framework, which reflects our commitment to achieving Net Zero greenhouse gas emissions in line with international standards.
- Betagro acquired Carbon Footprint for Organization (CFO) certification covering 51 business operations of all business lines in Thailand, as well as Carbon Footprint Product (CFP) certification for 16 products in its entire supply chain of fresh chicken and cooked meat products: animal feed, livestock production, processing and cooked food issued by Thailand Greenhouse Gas Management Organization (Public Organization).

3.5.3 Responsible Supply Chain

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

At present, efficient supply chain management is critical to corporate long-term success and sustainability. Hence, Betagro has integrated all business processes from raw material procurement to product delivery to customers. The purpose is to increase efficiency, reduce costs, create customer satisfaction, increase competitive advantage, minimize risks that may arise in the entire supply chain covering all dimensions, be it environment, society, economy or corporate governance. The Company puts priority on managing suppliers in the entire supply chain with emphasis on building values together for future growth and ability to efficiently and sustainably respond to the needs of both domestic and international markets, as well as all stakeholders.

Betagro has prepared Betagro Supplier Sustainability Code of Conduct which covers respect for human rights, occupational health and safety, environmental and business integrity.

The 4 pillars of the Betagro Supplier Sustainability Code of Conduct



1 Human rights

- Freedom of Association and Right to Collective Bargaining
- No Forced Labor
- No child labor
- Working Hours
- Wages and Benefits
- Non-Discrimination
- Employment Practices
- Complaints / Grivances



2 Occupational health and safety

- Work Environment
- Sanitation, Food and Housing
- Emergency Preparedness
- Prevention of work-related injuries and illnesses



3 Environmental

- Compliance with environmental laws
- Reduction in the use of hazardous chemicals and toxic substances
- Pollution Prevention
- Efficient use of resources, prevention and reduction of environmental impact
- Sustainable Cultivation Practices
- Protection Biodiversity
- Raw materials derived from legal sources or activities



4 Business integrity

- Delivery of products or services as per requirements
- Anti-corruption
- Products and services are traceable to their origin/source
- Intellectual property / confidentiality and data protection
- Conflict of interest

(1) Supply Chain Management

• New supplier selection

Betagro has specified the criteria for selecting new suppliers in line with its business operation. These criteria consider product quality, prices, ability to deliver products and services, certified standards, compliance with the laws and regulations, social and environmental responsibility, and good governance practices. The objectives for all this consideration are to obtain good raw materials with quality and safety, as well as to prevent and minimize sustainability impact resulted from suppliers' operation.

All new suppliers must pass Betagro's sustainability assessment which aligns with Betagro' s Sustainability Procurement Policy and Betagro Supplier Sustainability Code of Conduct.



• Communication on Supply Chain Management Policy, Sustainable Procurement Policy and Betagro Supplier Sustainability Code of Conduct

Betagro communicates its Supply Chain Management Policy, Sustainable Procurement Policy and Betagro Supplier Sustainability Code of Conduct to all of its suppliers. In 2025, 100% of Direct Raw Material Suppliers[1] and Livestock Production Suppliers[2] signed their name to acknowledge and agree to comply with such guidelines. In addition, regularly every year the Policy and Code of Conduct are reviewed. Additionally, continuous annual training on Sustainable Procurement is provided to all procurement staff. The training content covers:

- Sustainable supply chain management
- Supply Chain Management Policy
- Sustainable Procurement Policy
- Betagro Supplier Sustainability Code of Conduct

[1] Direct Raw Material Suppliers are suppliers that supply feed raw materials, feed chemical and animal health products, food ingredients, packaging and energy to Betagro Group.

[2] Livestock Production Suppliers are the farmer group jointly operating livestock business including pig farms, poultry farms and fishery farms with Betagro Group.

Please see more details of the 3 policies at

Supply Chain Management Policy **Click**

Sustainable Procurement Policy **Click**

Betagro Supplier Sustainability Code of Conduct **Click**

• Sustainability Risk Assessment of Suppliers

Betagro conducts sustainability risk assessment of its suppliers covering social, labor, safety, environmental and good corporate governance aspects. In 2025, **100% of all critical suppliers and all product and service supplier groups were assessed on sustainability risk. It was found that 37 suppliers as high–risk.**

• Supplier ESG Audit

1 Suppliers' risk and sustainability assessment

8,092 or **100%** **of all suppliers were assessed on sustainability risk**

37 **High Risk Suppliers** and **100%** of these suppliers were audited

2 Identification of negative impact on sustainability:

24 suppliers having significant actual and potential negative sustainability impacts

Labor	2
Occupational health and safety	24

Remarks: No environmental risks identified

3 Correction and Improvement

24 suppliers made a Corrective and Preventive Action Plan as per the agreement with the Company

24 suppliers received support and/or capacity building from the company to implement their corrective and preventive action plan, aiming to mitigate impacts and drive sustainable improvements

8 suppliers successfully completed correction for their identified negative sustainability impacts

4 Termination

0 supplier having significant actual and potential negative sustainability impacts had their business dealings suspended.

• Identification of Critical Suppliers

Betagro has set the criteria for identifying critical suppliers which are important to its operation and have significant impact on its competitiveness. The information is used in assessing risks which may arise from suppliers and have impact on sustainability, and specifying measures for appropriate management.

Critical Tier 1 Suppliers

Critical suppliers operating business directly with the Company are considered from the following criteria:

- **Top 3 high spending in each product group, or**
- **Risk product and/or One source**

Critical Tier 1 Suppliers ▶ There are **2,664** Critical Tier 1 Suppliers out of the total **8,092 suppliers** or **33%** of all suppliers

Critical Non-Tier 1 Suppliers

Critical suppliers not operating business indirectly with the Company are considered from the following criteria:

- **Suppliers that conduct business with the company's Critical Tier 1 Suppliers**

Critical Non-Tier 1 Suppliers ▶ there are **22 suppliers** out of the total **8,092 suppliers or** **0.27%** of all suppliers

• Suppliers' Development

Betagro puts priority on developing its suppliers in the supply chain, particularly those major suppliers, in order to minimize risks and impact on society, environment, violation of related laws and requirements. It also supports suppliers' efficient operation in line with its standards. For example, it encourages its suppliers to deliver products and services through the development of business processes with international standards such as ISO9001, GHPs & HACCP, BRCGS, FSSC22000, ISO14001 and ISO45001.

• Suppliers' Credit Term Management Policy

Betagro realizes the importance of suppliers' liquidity and cash flow management; therefore, it has specified a credit term that is legal and fair to its supplies. There is a system to control payment to ensure the Company pays its suppliers correctly and punctually based on the terms and conditions agreed with each supplier.The Company's credit term is around 5-120 days.

In 2025, the Company made correct and punctual payments to its suppliers at an average of 20 days without any suits from suppliers on late payment.



• Metrics and Targets

2027 Goal

100% of Critical Tier 1 Suppliers & Critical Non-Tier 1 Suppliers will have been assessed on sustainability

2025 Targets	100% of all suppliers receive communication on Betagro Supplier Sustainability Code of Conduct	100% of all suppliers pass sustainability risk assessment, and high-risk suppliers must be audited	100% of all new suppliers must be screened using sustainability criteria	45% of all Critical Tier 1 Suppliers & Critical Non-Tier 1 Suppliers are audited on sustainability
2025 Performance	**100%** of all suppliers received communication on Betagro Supplier Sustainability Code of Conduct	**100%** of all suppliers passed sustainability risk assessment, and high-risk suppliers were audited	**100%** of all new suppliers were screened using sustainability criteria	**46.8%** % of all Critical Tier 1 Suppliers & Critical Non-Tier 1 Suppliers are audited on sustainability

Supply Chain Management

Information on Operation	Unit	2023	2024	2025	GRI Standards
New suppliers that were screened using environmental criteria	%	100	100	100	308-1
New suppliers that were screened using social criteria	%	100	100	100	414-1

2025 Projects

1 Enhancing Supplier Development for a Sustainable Supply Chain

Betagro is committed to fostering a sustainable supply chain. To achieve this, it has implemented training programs designed to impart knowledge, foster understanding, and enhance the capabilities of its targeted business partners. The primary objective is to encourage partners to recognize and adhere to key sustainability principles. These include respecting human rights, ensuring occupational health and safety, promoting efficient resource utilization, minimizing environmental impacts, fostering environmentally friendly operations, and enhancing business transparency. Ultimately, this ensures that partners rigorously comply with relevant laws and international standards.

In 2025, 65 business partners participated in the "Sustainable Supply Chain Management Guidelines" training program. Key participants included risk suppliers and personnel directly responsible for labor, occupational health and safety, environmental management, and corporate governance.



2 Enhancing Supplier Food Safety and Quality Standards

In the food industry, a key priority is ensuring product quality and safety throughout the entire process, from raw material sourcing to delivery to consumers. As consumers are increasingly aware of and prioritize hygiene standards, food safety, and product traceability, it is crucial for suppliers to consistently maintain food quality and safety standards in accordance with both domestic and international regulations. This not only mitigates risks of contamination, product recalls, or complaints, but also builds consumer confidence, strengthens the organization's reputation, and drives a robust and sustainable supply chain.

To address this, Betagro organized training on food safety and quality standards for its target groups (suppliers not yet certified to Betagro's requirements and relevant international standards, as well as those unable to fully comply with such requirements). This initiative aims to enhance the knowledge, understanding, and capabilities of these target suppliers to meet international standards and support sustainable growth. In 2025, 18 suppliers participated in training courses on Food Fraud management and Food Defense.

3 Promotion of Anti-Corruption Network

Betagro demonstrates commitment to anti-corruption by fostering transparent and sustainable good governance among its suppliers and business partners across the supply chain. This initiative aims to collectively build a clean business ecosystem and enhance credibity for investors, customers, and all stakeholders.

In 2025, Betagro was promoted to the highest level, a 3-star CAC Change Agent, within the Thai Private Sector Collective Action Against Corruption (CAC). The company also received the CAC Change Agent Award from the Thai Institute of Directors (Thai IOD) and the CAC. This achievement reflects Betagro's dedication to conducting business with transparent and verifiable good governance principles, and continuously extending its network of ethical, honest, and transparent business practices to its suppliers.



(2) Responsible Sourcing



Betagro is committed to responsible sourcing of raw materials to mitigate potential impacts within its business value chain. Therefore, it has established a **Sustainable Procurement Policy and a Betagro Supplier Sustainability Code of Conduct** that encompass the entire supply chain. These are communicated to suppliers for their acknowledgment and compliance. Additionally, risk assessments are conducted, suppliers are audited, and a traceability system is developed to verify the legal origin of raw materials. The company is committed to sourcing raw materials that are certified for sustainability according to recognized international standards and are fully traceable.

Furthermore, Betagro implements a local sourcing policy to promote economic opportunities for farmers and small-scale producers, while also reducing environmental impacts from long-distance transportation. This includes fostering continuous collaboration with all sectors, such as suppliers, government agencies, private sector organizations, and local communities. It also promotes farmers' development in production efficiency, encouraging sustainable agricultural practices to prevent and reduce social and environmental impacts.

• Risk assessment sources of raw material

Betagro assesses environmental risks associated with the country of origin of raw materials (Country issue), referencing data from the Environmental Performance Index (EPI) report, developed by Yale University and Columbia University. It also assesses risks based on negative environmental news associated with the product and manufacturer, including determining control measures to reduce environmental impacts.

• Traceability system for agricultural raw materials

Betagro has developed data management processes and reporting formats to ensure accuracy, transparency, and traceability of agricultural and marine raw materials. These include corn, soybean meal, crude palm oil, refined palm oil, cassava, and fishmeal.

• Corn Responsible Sourcing

Betagro continuously oversees corn sourcing for feed production, aligning with its Sustainable Procurement Policy. This encompasses 100% coverage of supplier selection, policy communication, and the Supplier Sustainability Code of Conduct. A comprehensive traceability system is also established, extending to suppliers and their respective countries of cultivation.

Betagro, in collaboration with the Thai Feed Mill Association, is developing a domestic corn traceability system to verify the origin of corn and as part of its forest conservation efforts. This is achieved through purchasing corn from farmers who cultivate in non-forest encroachment areas. Farmers are required to register and provide essential information, such as farmer details, cultivated area, plot location, as well as planting and harvesting dates. The development of this traceability system is scheduled for completion by 2026..

• Soybean Responsible Sourcing

Betagro is committed to sourcing quality and traceable soybean meal. The company assesses the risks of raw material origin countries and has established guidelines for high-risk countries, such as Brazil, requiring a Supplier Declaration for Soybean Meal. This declaration confirms that sourcing will not originate from areas linked to encroachment or deforestation within the Amazon ecosystem.





Additionally, Betagro procures internationally certified soybean meal from the Round Table on Responsible Soy Association (RTRS) based on customer demand. This system provides 100% traceability to the supplier, collector, and country of cultivation. The company is also currently studying the feasibility of utilizing soybean meal certified under the U.S. Soy Sustainability Assurance Protocol (SSAP), an internationally recognized standard, for feed production.

• Palm oil Responsible Sourcing

Betagro has a traceability system for crude palm oil used in feed production, enabling 100% traceability back to the supplier, manufacturer, and country of cultivation by 2025. For refined palm oil used in its food business, the company aimed to source 95% from suppliers certified by the Roundtable on Sustainable Palm Oil (RSPO) by 2025, and achieved 99.99%. Betagro plans continuous development to ensure that palm oil originates from sources free from encroachment or deforestation.

• Cassava Responsible Sourcing

Betagro conducts risk assessments of cassava origins for feed production. It also has a system that enables100% traceability to the supplier, manufacturer, and country of cultivation.

• Fishmeal Responsible Sourcing

Betagro is committed to supporting sustainable fishmeal sourcing to reduce risks and impacts on sustainability issues that may arise in the supply chain, including protecting biodiversity and marine ecosystems. Therefore, the following guidelines for fishmeal sourcing have been established:

1. Purchasing fishmeal derived as a byproduct from seafood manufacturer, from producers certified with the MarinTrust standard, which is an international sustainability standard, and is 100% traceable
2. Purchasing fishmeal produced from fresh fish/ byproducts directly from fishing activities, which must be traceable, comply with Thai laws, and be certified through inspections and documentation from relevant agencies, namely the Department of Fisheries and the Department of Labor

• Metrics and Targets

2025 Targets	**95%** of Refined Palm oil **from supplier certified by the Roundtable on Sustainable Palm Oil (RSPO)**	**100%** of all suppliers **receive communication on:** - Sustainable Procurement Policy - Betagro Supplier Sustainability Code of Conduct **and the Company must receive confirmation of compliance from all suppliers in the following key agricultural and marine raw materials:** Agricultural : Corn, Soybean meal, Palm oil and cassava Marine : Fish meal	**100%** of key agricultural and marine **raw materials are traceable** Raw Materials / Traceability • Corns — Supplier and Cultivation countries • Soybean meal — Supplier, Collector and Cultivation countries • Palm oil, • Cassava — Supplier, Production/Manufacturer and Cultivation countries • Fish meal — Supplier, Production/Manufacturer, Vessel and Countries of origin
2025 Performance	**99.99%** of Refined Palm oil from supplier certified by the Roundtable on Sustainable Palm Oil (RSPO)	**100%** receive communication on: - Sustainable Procurement Policy - Betagro Supplier Sustainability Code of Conduct and the Company must receive confirmation of compliance from all suppliers in the following key agricultural and marine raw materials	**100%** 100% of key agricultural and marine raw materials were traceable



2025 Projects

Promoting Sustainable Corn Farming and Forest Conservation Since 2017

Betagro has collaborated with the Thai Feed Mill Association to implement Good Agricultural Practices (GAP) for sustainable corn farming. This initiative ensures high-quality, safe produce while minimizing environmental footprints and prioritizing the well-being of our farmers.

Furthermore, Betagro collaborated with the Ministry of Agriculture and Cooperatives on the "Large-Scale Com Farming Public-Private Collaboration Project." This integrated effort between public agencies, local administrations, and the private sector aims to reduce costs and boost farmer income. To support farmers throughout the crop cycle, the Company provides comprehensive training and has established direct purchasing points to guarantee fair pricing. These conservation-focused projects --active in Saraburi, Lopburi. Petchaboon. Nakhon Ratchasima, and Nakhon Sawan--prevent encroachment into forest and watershed areas. As of 2025, the total area under this promotion has reached 57,024 rai.

6 Steps of Implementing the Sustainable Corn Farming Project

1 Group Formation
- Engage stakeholders (retailers, public sector, and farmer leaders) to outline project objectives
- Recruit committed members
- Appoint a group steering committee

2 Pre-Planting Knowledge Sharing
- Provide guidance on Betagro-style cultivation techniques to reduce costs and boost yields
- Establish group enterprises
- Gather baseline production data for analysis

3 Collaborative Monitoring
- Provide ongoing consultation and troubleshooting throughout the production-to-harvest cycle
- Advise on crop protection, such as the proper use of treatments to prevent disease and Fall Armyworm infestations

4 Pre-Harvest Coordination
- Identify fair-price marketing channels for the group
- Brief members on sales requirements, quality standards, and logistics

5 Direct Purchasing Program
- Establish on-site buying points to purchase produce directly from farmers
- Fachitate direct-to-plant transport via buving yards to ensure transparency and fainess for farmers, vendors, and Betagro

6 Post-Harvest Evaluation
- Report annual purchasing totals to all stakeholders
- Conduct post-harvest analysis of each group's revenue, profit loss, and operational challenges
- Summarize findings at year-end for continuous improvement



Pre-planting education workshop for local farmers















On-site coordination / monitoring / and advisory support from planning through harvesting

(3) Sustainable Packaging

Betagro realizes that long-term food business operation must constantly encounter natural resources challenges, climate change and stricter rules and regulations on environment. Packaging is, therefore, not only a component to support product selling, but also a strategic factor affecting the cost structure, the supply chain continuity and the organization's future competitiveness.

Under such context, Betagro has integrated environmental issues into its business decision. It sees packaging development for sustainability as an important mechanism for risk management along with opportunities to increase long-term efficiency and value.

Betagro's packaging is managed based on its sustainability policy with clear long-term goals and continuous monitoring of the actual operation. The circular economy concept is used as a major framework for decision making on design, material selection, usage and after-consumption management.

Betagro puts priority on reducing the use of resources from upstream along with increasing the potential of recycling packaging to manage resources with the highest efficiency in terms of economy and environment.

- **Metrics and Targets**

2030 Goal

Aim for 100% Eco-friendly packaging

under the principles of Reduce, Reuse, Recyclable and Compostable

2025 Targets	98% of all packaging is **Eco-friendly packaging**	Reduce resources from packaging by **12%** from the base year (2022)
2025 Performance	**97.6%** of all packaging is Eco-friendly packaging	Reduced resources from packaging by **28.8%** or 7,240 tons

Remarks: In 2022, Eco-friendly packaging packaging equaled to 28,040 tons.

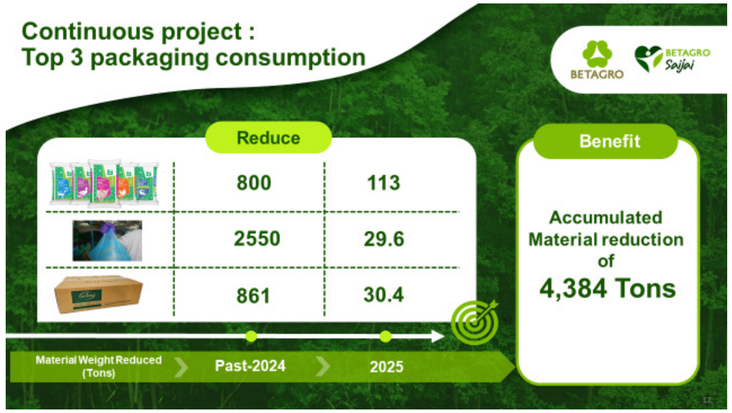
Such progress reflected more on the structural change in packaging management than short-term project implementation or specific activities.

2025 Projects

1 Continuous Reduction in the Use of Packaging Resources

Betagro paid attention to packaging with high volume usage covering corrugated boxes, sacks and plastic bags in plants. Overall, these amounted to 80% of the total packaging weight. With continuous improvement in design and selection of materials in such major packaging group, 4,384 tons of materials could be reduced.

And in 2025, another 173 tons of materials could be reduced as such approach helped reduce dependence on new raw materials, control costs and increase long-term supply chain flexibility.



2025 Projects

2 Value Creation with Circular Economy Principle

Betagro carried out this project with the aim to change waste from its production process into valuable resources. Betagro Saijai Bag was an example reflecting such concept that could be put into actual practice.





Used plastic bags from the production process were brought back into a recycling system with standard quality control before producing bags for Betagro Daily. Up to 15% of the bag weight of the recycled materials were used, and it helped reduce the use of new plastic by 1.28 tons per year.

3 Support of Recycled Materials to Reduce Impact on Natural Resources

Betagro chose to use paper packaging from recycled paper pulp for products with high volume use. Such action helped reduce the use of pure paper pulp, decrease pressure on forest resources and reduce water and energy consumption in the production process.

In 2025, 58 tons per year of new paper pulp could be reduced reflecting a positive impact on environment at the value chain level.

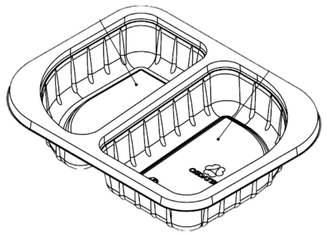


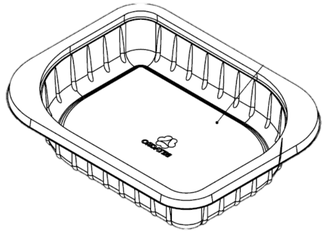
4 Packaging Design Innovation to Increase Business Efficiency

The development of packaging for ready-to-eat food with a new patent design was an example of integrating environmental goals with business efficiency. The new design of trays and films helped reduce the use of plastic by more than 21% per unit or an equivalent of accumulated plastic reduction of about 4.72 tons per year. It also helped reduce work steps, increase regularity of product quality, and strengthen brand image in the markets.









3.5.4 Product Responsibility

(1) Food Safety and Quality



Betagro realizes that food safety and quality are not only requirements but also a foundation for consumers' trust in products and key to long-term sustainable growth. Amidst the context of global food and health challenges, Betagro is determined to become a leader in uplifting the level of food safety and quality management system to international standard by combining Smart Technology with responsibility for consumers, society and environment.

With its belief in the concept of "Smart Sustainability for Sustainable Growth" which means using information and digital technology to drive intelligent decision making towards building sustainability in all dimensions particularly in the area of food safety and quality, Betagro has continued to invest in digital technology to integrate quality information in the entire supply chain and to drive large database management according to its food safety and quality information structure strategic plan. It also supports real-time intelligent insight which will lead to accurate decision making, jump-leap increased efficiency in food safety and quality management system, ability to continually and proactively predict food safety and quality risk trend and risk management.

This determination is in line with UN SDGs guidelines. By 2030, Betagro will have raised its real-time food quality information monitoring level through Betagro e-Traceability system covering 100% of all products in the entire supply chain. It has also set a proactive goal to reduce the food safety risk ratio from using antibiotics in animals by 50% by 2027 (compared with the base year of 2021).

Betagro believes that sustainability of the food safety and quality system is based on its personnel's "Food Safety and Quality Culture". It has, therefore, encouraged employees at all levels to take part in learning, analyzing and making decisions based on factual information (Data-driven Culture) to drive corporate culture that puts emphasis on food safety and quality as a daily practice.

- **Integration of Food Safety and Quality Innovation Management Across Supply Chain**

Betagro has raised the standard of food safety and quality management towards the digital age to create confidence in all production steps from upstream to downstream.

1. Supply Chain Management with Smart BQM

Betagro is determined to develop sustainable Betagro Quality Management (BQM) according to international standards covering upstream, midstream and downstream towards Smart BQM, Digital-Driven Food Safety Management, leading to 24/7 continuous monitoring and transparency.

Progress in 2025:

- **Food Safety and Quality System Assessment Covering 100%:** The food safety and quality system of the entire supply chain was assessed. The assessment covered animal feed plants, livestock farms, meat processing plants, cooked food plants, meat production and processing plants, as well as Betagro Shop and Betagro Deli. Details are provided below:
  - **Self-Audit:** 4,280 times
  - **Surprise Audit by the Corporate Innovation Office:** 304 times
  - **External Audit by Customers, Government Sector and International Standard Certification Agencies:** 445 times
- **Digital Transformation for Food Safety and Quality:** Quality information has been integrated continually through the large database management according to the food safety and Quality information structure strategic plan. In 2025, major projects were developed and improved as follows:

- **Betagro Regulation Compliance System:** The system collected information on the consistency assessment of the laws and provided mechanism to inform about new changing laws. This enabled the Company to timely set management plans in line with the requirements, rules and regulations of government agencies and international standards.
- **Betagro Target Management System:** This system monitored target information and key performance indicators (KPIs) of food safety and quality as well as operating plans. This enabled the Company to monitor progress and adjusted its strategies quickly.
- **Change Management System:** The system objectives were to efficiently plan, control and cope with the changes that might affect food safety and quality.

– **Responsible Supplier Management:** Betagro pays attention to food safety from upstream by procuring raw materials and packaging responsibly, setting a strict supply chain management policy as well as assessing and selecting original equipment manufacturers (OEM) with international standards according to the BQM system. This enables the Company to manage risks and deliver products under the Betagro brands in compliance with the requirements and laws.

– **International Standard Certification:** Betagro is committed to raising its food safety and quality level through efficient management in the entire supply chain. At present, the Company's 120 business operations receive international standard quality and safety certification, all of which is kept in the E-Smart Certificate platform. In 2025, Betagro expanded the scope of certification to GFSI (Global Food Safety Initiative): FSSC22000 Food Safety System Certification for 2 operations – Betagro DaiNippon Techno-Ex Company Limited in Lopburi Province and Betagro Specialty Foods Company Limited. This reflects the Company's intent and determination to become a leading global food safety standard.

Upstream

- Animal Feed Plant
- Animal Health Plant
- Livestock Farm

- General Hygiene Principle: Good Hygiene Practices (GHPs)
- CertificateGood 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 F1rst Poultry Certificate
- SUCI Bersih Pet Food Standard Certificate
- ISO 17025:2017 Laboratory Standard Certificate

Midstream

- Slaughterhouse
- Food Processing Plant
- Cooked Product Plant
- Central Kitchen

- 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 F1rst Poultry Certificate
- Agricultural Labeling Ordinance (ALO) Standard Certificate
- ISO 17025:2017 Laboratory Standard Certificate

Downstream

- Distribution Channel

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



2. Building Partnership and Cooperation in the Supply Chain

Betagro believes that building food industry sustainability requires cooperation of all parties; therefore, it is determined to promote working jointly with raw material providers, food industry operators and agro-industry business through the transfer of knowledge and experience.

Progress in 2025:

- **Developing knowledge:** A total of 43 courses were organized for 1,231 deliverers and alliances with emphasis on General Health Practices (GHPs), Hazard Analysis and Critical Control Point (HACCP) and international standard food production safety systems such as ISO 9001, ISO 22000, BRCGS, Food Fraud, Food Defense and Allergen Management.
- **Giving advice and exchanging experience:** Knowledge was transferred through training in both onsite and online formats to strengthen sustainability in the food product supply chain and to drive food industry towards long-term sustainable growth.

3. Proactive Supervision and Control of Product Quality and Safety with RiskSearch360°

Betagro raised its food quality and safety level through a proactive approach by monitoring and assessing food safety risks in the entire supply chain. To achieve this goal, the Company developed the RiskSearch360°, a data-driven intelligence platform, and integrated it into a proactive management process. It also raised the sustainable product quality control level by continually collecting, processing and analyzing insightful information from information sources in Thailand and overseas covering key points as follows:

- **Predictive Food Safety Risk Analytics:** Assessed and analyzed trends of hazards that might occur with food, animal feed and food contact materials by using information from food Safety alert reports to enable timely preventive actions and reduce risks.
- **Foodborne Outbreak Surveillance:** Monitored and analyzed food poisoning outbreaks caused by Pathogenic microorganism contamination, toxic and chemical substances in food in order to protect consumers' health, build confidence in the Company's brands and maintain its image.

  In 2025, there was no report on food poisoning outbreaks connected with Betagro's products.
- **Antimicrobial Resistance – AMR Surveillance & Management:** Conducted surveillance and monitored Antimicrobial Resistance situations strictly in the entire supply chain from farms, meat and food processing plants to shops. Also compared information on Antimicrobial Resistance in animals for consumption and in human beings. All insightful information was an important foundation for planning and prudent use of antibiotics.

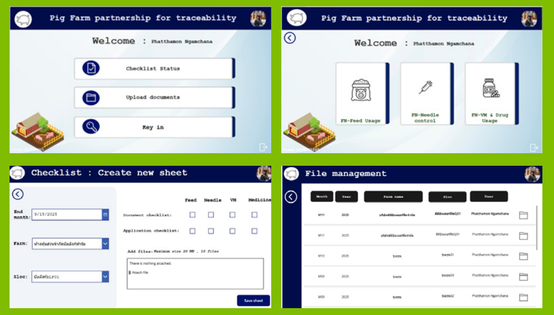
  This proactive monitoring and management through the RiskSearch360 degrees Platform enabled Betagro to respond to product safety and quality risks most rapidly and efficiently. It resulted in significantly reduced impact that might occur on consumers' health and strengthened their confidence in product quality as per the highest international standards.

4. Building Food Safety and Quality Transparency with Betagro e-Traceability

Betagro realizes that transparency in the supply chain is very important for building consumers' confidence and long-term food system sustainability. It has, therefore, developed a program to collect data in the digital format and data management for Traceability System by applying modern technology to collect and analyze data in the entire supply chain.

Progress and Results in 2025:

- **Betagro e-Traceability:** Betagro e-Traceability System enabled data management to be comprehensive, transparent and traceable to product origin. In addition, products could be recalled rapidly. (Photos of Sample screens of Betagro e-Traceability and QR Code for Consumers)
- **Consumers' Access to Information:** Consumers could access information on product origin and its route clearly through the online platform (QR Code). This helped reduce loss and prevent safety impact on consumers' health extensively.
- **Digital for Traceability:** Pig Farm Partnership Project: The objective of this project was to store data in the digital format helping to raise efficiency of farm management, resource consumption and traceability by cooperating with pig farm partners. The progress was 97%.



Digital for Traceability: Pig Farm Partnership Program

- **Data Management for Traceability System:** Modern technology was used to collect data from the farm system, the plants and distribution so that data management was comprehensive, transparent and quickly traceable. Data was analyzed through the Data Analytics Platform. The average progress was 83%.

Future Plan:

Betagro is determined to add on to such system so that it connects with the data base of raw material quality and business alliances which are partner farms in order to create sustainable food data network. This will help raise the transparency level of the food industry to international standards and achieve Betagro e-Traceability goal covering 100% of all products by 2030.

5. Creating Customer Engagement and Lifting Customer Experience

Betagro aims to develop and integrate digital technology innovation for use as an important tool in creating continued customer engagement. Betagro Contact Center (BCC) is a center for obtaining opinions and suggestions from customers and partners in all aspects through easy-access channels connecting to SAP – Quality Management (QM) systems at real time. The purpose of this is to monitor and manage complaints related to quality and service. Efficiency and improvement of the process are reviewed regularly.

Progress and Results in 2025:

- **Digital Complaint Management Platform Covering All Business Groups:** This platform covering all business groups in Thailand and overseas enabled the Company to analyze the root cause of the problems in the entire supply chain from research and development, planning, production, transportation, marketing, sales to customers.
- **Data for Development:** The data from complaints were analyzed to make proactive forecasts, set immediate prevention plans as well as improve products and service on a continued basis. This resulted in customers' and partners' trust and good experience.

6. Building Personnel's Potential and Food Safety and Quality Culture

Betagro is determined to continually build and promote "Food Safety and Quality culture" integrated and molded into food safety practice in all operating processes of the organization. It is considered a key value to building consumers' trust, increasing competitiveness potential and drive long-term sustainable growth.

Progress and Results in 2025:

- **Functional Competency and Career Development:** Potential of personnel at all levels was raised through the development plan which was comprehensive and systematic. It emphasized assessment and intensive development of personnel's quality competency. The development program was carefully designed to equip personnel with modern quality innovation skills and knowledge consistent with future skills.
- **Personnel Development Program Towards Quality Excellence:** The program was composed of important and modern courses in line with international standard competency as follows:
  - Quality Management (QM)
  - Process & Product Mastery
  - Systems Perspectives & Application Skills
  - QM Booster
  - Integrating Sustainable Development Awareness
  - Digital QM Literacy
- **Performance in 2025:** 100% of quality personnel and personnel involved in the production line completed quality management and food safety courses according to the development program. Learning was mixed between onsite which emphasized interactive learning and online system to increase easy-access participation covering all sections of the organization. It helped build a strong foundation for an organization adhering to food safety and quality culture.

7. Building Smart Collaboration

Betagro believes in the power of collaboration to create sustainable and safe food production. Therefore, it has developed a collaborative network with experts by integrating its operation with government agencies, universities, food industry sector, NGOs and leading organizations.

Progress and Results in 2025:

- **Participation in Major Associations and Organizations:** Betagro played an important role in supporting various associations and organizations by being on the committee or a member. The objective was to exchange knowledge, innovation and good practice in sustainable food production system such as:
  - Federation of Thai Industries (FTI) - Food and Beverage Industry Club
  - Thai Future Food Trade Association (TFA)
  - Thailand Bio-Industry Association
  - Pet Industry Association (PIA)
  - Department of International Trade Promotion (DITP)
  - Thai International Processing Alliance (TIPA)
  - The European Feed Additives and Pre-mixtures Quality System (FAMI-QS)
  - Animal Health Products Association (AHPA)
  - Thai Swine Veterinary Association (TSVA)
  - Thai Association of Poultry Veterinarians (TAPV)
  - Thai Association of Aquatic Animal Veterinarians (TAAAV)
  - Thai Broiler Processing Exporters Association (TBPEV)
- **Collaboration to Reduce AMR under the One Health Concept:** Betagro is committed to developing food safety through collaboration with the government sector, educational institutes, international organizations and regional networks in line with the One Health principle. The main goal was to reduce the use of antibiotics and control AMR in the supply chain according to its food product quality and safety strategic short-term and long-term plans.

- **Metrics and Targets**

2027 Goal

Reduce the use of antibiotics in animals by 50% compared with the base year (2021)

	Recall of products affecting public health was	Reduce the use of antibiotics in animals by
2025 Targets	**0** case	**50%** from the base year (2021)
2025 Performance	Recall of products affecting public health was **0** case	Reduced the use of antibiotics in animals by **63%** from the base year

2025 Projects

1 Antimicrobial Resistance (AMR) Monitoring in Antibiotics-Free Chicken Production Process (continued from 2024)

The problem of Antimicrobial Resistance (AMR) is a major global public health concern. Betagro is well aware of its significance and thus, initiated management of prudent antibiotic use under the One Health approach, which integrates animal health, human health and environment. The Company has collaborative studies and researches with the Faculty of Veterinary Science, Chulalongkorn University, and Implemented AMR monitoring in healthy chickens raised entirely without any antibiotics. The purpose was to study and build a database for monitoring and evaluating achievement of animal health promotion in the livestock group.

Achievement evaluation and AMR monitoring in Betagro's S-Pure products were conducted continually by examining the samples used for analysis. There was no resistance to Colistin [(1)], Reflecting the effectiveness of the Company's AMR management.

Remarks:
(1) Colistin is a highly important antibiotics in the medical world as it is the last alternative used to cure Antimicrobial Resistance in human beings.

2 One Health Knowledge Promotion with International Partners

o **Transfer of successful experience and knowledge to the regional level**

- Betagro representatives participated in the Interpretation and Practical Application of AMR Monitoring/Surveillance Data Workshop on "Case Studies: From data to action: AMR Data Analysis and Data-Driven Interventions by the Private Sector". The workshop was organized by the Food and Agriculture Organization of the United Nations (FAO) in order to strengthen understanding of data analysis and the use of AMR data.



- Betagro was selected by the Food and Agriculture Organization of the United Nations (FAO) to represent Thailand's private sector in a sharing knowledge under the topic "Thailand: Success Stories of the Private Sector in Relation to AMR". The Company presented its strategy and success in prudent use of antibiotics under the One Health approach, addressing the interconnected health of human, animals and environment. This reflected Betagro's determination and potential in driving the food industry standard and raising Thailand's role at the international arena in handling the AMR issue in a concrete way.







o **Connecting Knowledge between the industrial sector and academic institutes:**

- Betagro's representatives attended meetings with the Faculty of Medical Technology, the Faculty of Veterinary Science and the Institute of Molecular Biosciences, Mahidol University, to exchange AMR management approaches and jointly planned researches on Monitoring, Alternative to Antibiotics and Rapid Detection. The information from this cooperation was used to add on to research and innovation to raise the food safety standard and create consumers' confidence.







2 One Health Knowledge Promotion with International Partners

- **Building regional cooperation networks:**
  - Betagro's representative participated in the FAO Regional Private Sector Engagement Workshop with 8 Asian country representatives to exchange approaches on reduced use of antibiotics and AMR problem. The representative presented the Company's success in **reducing the regional level by over 60% (compared with that of 2021).** This reflected Thailand private sector's major role in driving safe food system based on the One Health concept, and it enhanced Betagro's potential as a leader in safe food at the Asian level.



  - Betagro's representatives took part in the workshop called Regional Tripartite Antimicrobial Resistance Project (FAO WHO and WOAH) on the topic of "Working together to fight AMR in Asia and the Pacific". The objectives of the workshop were to support each country's readiness in coping with the AMR problem through strategic participation with global and country major players, to cooperate in achieving the goal of AMR international operating plan, to promote excellent practice and to motivate concrete operation.

3 Antibiotics Smart Use

Betagro closely monitored and managed antibiotics use in pig, chicken and fish farms with emphasis on improving the animal raising system to promote their strong health and reduce the need for antibiotics. The data reporting system was implemented through the Digital Dashboard covering all types of farms to display trends and overall use of antibiotics on a continued basis.

Apart from reducing the use of antibiotics, Betagro put priority on responsible and prudent use of antibiotics to prevent resistance and create sustainability in the safe food production chain.



4 Food Safety Knowledge Engagement

- Betagro's representatives participated in the seminar on "Help think and build safe food system from the Thai parliament to the people" organized by the Committee on Political Development, Public Participation, Human Rights, Liberties and Consumer Protection in cooperation with the Sub-Committee on Consumer Protection, Thailand Consumers Council and the BIOTHAI Foundation. The seminar aimed at exchanging ideas among consumers, operators, government agencies and the public sector, reflecting on limitations, and brainstorming opinions leading to policy proposals for the government's safe food system development. It also helped motivate society to realize the importance of food safety and the development of more efficient and rapid examination and screening process.
- Betagro's representatives took part in transferring food safety knowledge and exchanging experience on the topic of "Investigation of food incidents". The presentation for the undergraduate students of the Department of Food Science and Technology, the Faculty of Agro-Industry, Kasetsart University, covered food safety cause analysis and approach to problem solving. **It helped prepare new generation personnel for the future food industry.**

(2) Animal Health and Welfare

Betagro adheres to the highest standard of animal health and welfare management. It realizes that taking care of animals with generosity and academic principles is an important foundation for manufacturing high quality products, building consumers' confidence and driving sustainable growth. Such work systematically integrates the "5 Freedom" international animal welfare principle into the Company's entire supply chain operation in line with the approach to build sustainability in all dimensions: environmental, social, economic and corporate governance.

Investing in animal health and welfare does not only comply with rules and regulations, but it also creates an added value for products, reduces operation and image risks, and respond to global consumers' requirements with emphasis on such points.



- **5 Major Animal Health and Welfare Operating Guidelines**

1	2	3	4	5
Freedom from hunger & thirst	**Freedom from discomfort**	**Freedom from pain, injury & disease**	**Freedom to express natural behavior**	**Freedom from fear & sufferings**
Managing good quality nutrition, holding on to safety with appropriate nutrients	Managing environment with appropriate temperature, good ventilation & good air quality	Managing health with biosecurity measures and animal health plan	Managing animal behavioral promotion in the raising area and physical environment	Promoting good behavior of units taking care of animals through training, communication & awareness building

1) Appropriate Nutrition Management

Betagro's animal feed nutritionists and experts from the Agro Innovation Center (AIC) and Pet Innovation Center (PIC) study and develop animal feed formula appropriate for each type of animal, age and physical condition. The main objective is to ensure that animals receive complete nutrients according to their physiological needs and growth periods such as nursery, gestation and lactation.

In addition, appropriate probiotics breeds and vitamins are supplemented in animal feed to help maintain balance in their digestive system and enhance their immunity. Clean drinking water to which animals can have access 24 hours are prepared with regular water quality examination.

Business Results:

Efficient nutrition management resulted in reduced animal sickness and mortality rate by an average of 5% in 2025. This led to increased efficiency in livestock production, reduced treatment cost and loss ratio, value creation for meat products and increased competitiveness for the organization.

2) Appropriate Environment Management

Betagro invests in the design and construction of barns with high standard for raising animals. Evaporative Cooling System is used with the barns with consideration to sufficient ventilation, temperature control, suitable lighting and preparation for low-density area for raising animals so that they can move freely with dry and clean place to rest without stress from severe climate condition.

Business Results:

Appropriate environment promoted good growth, reduced the needs for antibiotics use by 63% compared with that of 2021, and reduced risks of diseases. This reflected efficient cost management and production consistent with the needs of consumers who pay attention to animal welfare.

3) Health and Disease Prevention Management

Betagro strictly implements biosecurity measures to prevent diseases. For example, it controls people's entry and exit, vehicles and various objects before entering the farms, as well as install an efficient disinfection system. A experienced veterinarian team sets animal health programs with required vaccination, regular animal health examination, disease monitoring and immediate treatment when animals are sick. In addition, the team controls an appropriate use of drugs.

Furthermore, equipment, operating steps and training for employees involved with animal care are designed to create understanding of animal behavior and reduce risks of injury that may occur while raising, catching and moving animals.

Business Results:

Efficient disease prevention and control helped reduce biosecurity risks that might have extensively affected production, maintain supply chain stability and create partners' and consumers' confidence in product biosecurity.

4) Behavior and Natural Expression Management

Providing appropriate area and environment for raising animals facilitates their natural behavioral expression. This includes providing area for animals to walk, scratch and conduct social activities as per their type with environmental enrichment that motivates animals to express according to their instinct. For example, setting up perches for chickens to reduce abnormal behavior occurring from stress and aggressive behavior.

Business Results:

Animals that could express their natural behavior well had better mental health, reduced stress and aggressive behavior. This led to higher quality productivity, reduced loss from injury and good image for the brands in the opinion of consumers and society.

5) Safety Management and Stress Reduction

Betagro puts emphasis on training its personnel to have knowledge and understanding of animal care with generosity and professionalism. This is to ensure that personnel understand animal behavior and avoid any action that frightens or hurts animals. The Company has, therefore, designed steps for moving, transporting and managing animals in all steps to be gentle and reduce stress as much as possible.

Business Results:

Animal stress reduction management resulted in animals' better health, reduced stress hormone which might have a negative impact on meat quality, and confidence of consumers who give priority to food production ethics. This is an important factor for retaining and expanding the Company's long-term market share.

2025 Projects

1 BTG Swine Compartment Standard Certification

In 2025, 27 operations in the Betagro Group, comprising 4 animal feed plants, 2 swine slaughterhouse and 21 pig farms, received the BTG Swine Compartment standard certification from the Department of Livestock. This concretely confirmed that the Company's plants and pig farms in its supply chain were free from the Foot and Mouth Disease (FMD) and African Swine Fever (ASF). This certification helped build consumers' and suppliers' confidence, as well as open trade opportunities for overseas markets.

2 Assessment by Singapore Food Agency (SFA)

The Betagro Group's compartment system was assessed by the assessing team of Singapore Food Agency (SFA) to certify animal feed plants, pig farms and pig processing plants for pork export to Singapore. The result was satisfactory and complied with international standards.



3 Development of Nationwide Pig Vaccination Program Monitoring System

The Vaccination Program Monitoring System helps increase auditing and set an appropriate vaccination program for raising and producing pigs of each generation. In 2025, the system was initially implemented in fattening pig farms and could monitor 70% of the target farms. It will be expanded to the breeding stock farms according to the plan in 2026 while pig assessment before entering pig processing plants will be added on.

4 Use of Probiotics for Antibiotics Reduction in Aquaculture

In 2025, Betagro implemented the project using Probiotics as part of the farm and aquaculture management to promote fish health and reduce dependence on antibiotics in the entire production process. The project was implemented in model farms of catfish raised in an earthen pond and Tilapia cage farms covering the entire raising cycle.

Such approach put emphasis on fish strength, reducing risk from diseases and the sickness and death rate through appropriate adjustment of farm management and farmers' actual raising condition. The initial operation covered the demonstration farms in Nakhon Pathom, Supanburi and Kanchanaburi Provinces to test and develop an approach that could be expanded for commercial results in the future.

The operating result reflected concrete progress as it could help reduce the use of antibiotics to the level that no antibiotics was found in the participating farms. At the same time, probiotics was used as a main approach in continual fish health care with a higher level than the set target. Such result showed the Company's farm management potential with emphasis on prevention over treatment, safe and environmental-friendly aquaculture production, and in compliance with the international trend of Antimicrobial Resistance (AMR) management.

5 Program Development for Laboratory Disease Analysis Results (PRRS disease) Storage and Collection

The Data Storage and Collection Program enables the Company to see the laboratory analysis result and use it for disease forecast and animal health assessment in such farm. In addition, it helps make proactive decisions for disease prevention. In 2025, 50% of the target 100% of platforms were installed and data were recorded.

6 Cooperation with Mariott Thailand Group to Raise Animal Welfare (Group Housing)

The cooperation project to raise animal welfare by procuring pork from the Group Housing (Crate Free) breeding stock farms involved developing the pig raising area and promoting pig raising without crates during their gestation and the entire pig raising. This was ethical and allowed pigs to fully express their natural behavior.

2025 Projects

7 Disease Outbreak Dashboard Development

The Disease Outbreak Dashboard is an important tool in efficiently managing serious epidemic situations resulting in a severe impact on animal health, productivity and livestock economy. Examples of the diseases are African Swine Fever and Avian Influenza (AI). The data from the internationally recognized databases such as Food and Agriculture Organization (FAO) and World Organization for Animal Health (WOAH) were used to monitor, analyze and assess risks accurately. It also helped with the decision making on disease prevention and control measures, as well as quick and timely response.

8 Speakers and Exchange of Knowledge on Animal Welfare

Betagro's representatives took part in the lectures through the seminar on Cage-Free Egg Forum and Better Chicken Business Network (BCBN) Thailand 2025 on the topic of "Improving Animal Welfare Through Collaboration" organized by CIWF (Compassion in World Farming). They jointly transferred knowledge, experience and vision on health and animal welfare principles, consumers' perception, successes and obstacles in market expansion through Betagro Cage-Free Egg.





9 Knowledge Transfer for Sustainable Layer Hen Farm Development

Betagro's representatives participated in the lectures at the academic seminar called "Less Waste More Value" on the topic of "Empowering Sustainable Egg Farm: Approaches and Tools for Success in a Changing Era" organized by Better Pharma Company Limited in cooperation with CEVA Animal Health Thailand Company Limited, to develop laying hen farms to grow sustainably. The representatives transferred knowledge, experience, approaches, modern technological tools and innovation for success in the changing age through Betagro Brand Supannahong Egg Project. The eggs from this project were products of the healthy chicken raising process and production of laying hens without Salmonella based on international standard quality. The representatives also imparted knowledge of intelligent farm management system, the use of accurate animal feed management technique to reduce waste, and the use of renewable energy in farms.





10 Uplifting Farm Standard according to LRQA Farm First Standard

Betagro realizes the importance of animal welfare in all production steps and is determined to uplift farm standard in line with the LRQA Farm First Standard. At the same time, it's ready to implement measures to promote health, living standard and animal natural behavior to build production that is sustainable and friendly to consumers, society and environment.

The Company has improved all priced guaranteed broiler farms to receive LRQA Farm First Poultry Standard certification covering animal welfare, farm management and biological safety. It has set a goal for 100% of all farms to receive the certification by 2026.

In 2025, Betagro increased the number of farms awarded with LRQA certification by 42.14% compared with that of 2024. It also expanded the certification to another chicken processing plant to be in line with the animal welfare approach in the entire supply chain.

11 Lighting Program Adjustment for Broiler Welfare Promotion

To promote natural behavior and welfare of broilers, Betagro adjusted the lighting program by increasing the darkness time from 6 to 8 hours per day in the farms certified with LRQA according to good animal welfare principle. This enabled the broilers to have enough resting time, reduce stress and abnormal behavior. As a result, the fighting behavior was reduced by 15%, and problems from leg injury due to increased weight was reduced by 5%.

(3) Innovation and Technology



Amidst the structural change in the agricultural and food industry, be it pressure on costs, resources, climate condition, consumer behavior, or rules and regulations, Betagro is well aware that innovation is not only a research and development activity, but it is also strategic mechanism playing a direct role in building growth, competitiveness and long-term business sustainability.

Betagro has, therefore, integrated innovation into its corporate strategy systematically to create economic values, manage risks and build stakeholders' confidence in the entire supply chain.



• Innovation Governance and Strategy

Betagro defines innovation as one of the key pillars of its corporate strategy. It is overseen by top management and is integrated with investment direction-setting, new business development, and enterprise risk management.

Betagro's innovation strategy framework focuses on creating value across three main dimensions:

1. **Enhancing food quality, safety, and standards** to maintain competitiveness in key markets and build long-term consumer trust.
2. **Developing sustainable protein and nutrition solutions** to address health trends, promote efficient resource utilization, and facilitate the transition to a sustainable food system.
3. **Building a resilient and risk-ready supply chain** to mitigate impacts from volatility in climate, raw materials, and global regulations.

Furthermore, Betagro prioritizes innovations based on their commercial readiness, encompassing both projects that generate short-term returns and strategic projects that create new growth opportunities in the medium and long term.

• Operation and Innovation Ecosystem

Betagro has developed an innovation ecosystem connecting internal units, business units and external alliances to expedite the change in knowledge and technology into commercial results. Innovation operation focuses on integration from identifying business opportunities, developing products, testing markets, to expanding commercially. Emphasis is on cost effectiveness, risk management and long-term competitiveness.

2025 Projects

1 Innovation Performance

1.1 Food and Alternative Protein Innovation

Betagro developed food products from plants to respond to the needs of new-generation consumers. Mealty product which is a plant-based stuffed steam bun with a barbecue flavor won "BEST TASTE – Alternative Protein Taste & Flavor Challenge 2025" award during the THAIFEX – Anuga Asia 2025 event. Such award reflected the Company's ability to develop alternative protein products with high commercial potential in taste, quality and market acceptance.





2025 Projects

1 Innovation Performance

1.2 Premium Animal Feed Innovation

Betagro expanded its investment in the pet food market with a high growth rate through the development of products under the brands of Perfecta and CAT n joy. It used the scientific food formula development approach in cooperation with the Faculty of Veterinary Medicine of leading universities in Thailand. Such product development helped strengthen value differentiation and support the growth of business port with high margin in a long run.





1.3 Health and Lifestyle Food Innovation

Betagro aims at expanding its food product port that responds to various health needs and lifestyles as follows:

o **La Comida – a premium charcuterie brand** – to meet the needs of those who like European-style food with standard production process and high-quality raw materials





o **INSPIRE: D – food menu for health developed jointly with Siriraj Vittayavijai –** to respond to the needs of health-conscious consumers who want healthy and delicious food



o **Arnie's – protein snack from genuine meat –** to meet the needs of new generation consumers who search for snacks with high protein and different tastes



These products helped increase variety in the port-folio and strengthen the Company's access ability to high-value consumer group.

1.4 International Acceptance

Betagro sausage products won the international award at IFFA 2025, an international trade fair for meat and alternative protein industry innovation held in Germany. The products receiving the gold award were Smoke Vienner Sausage, Baby Cocktail, Duo Cheese Sausage and Pork Bacon while Bologna received the silver award. These awards reflected international quality, taste and innovation recognized internationally.





2 Creating Innovation through Strategic Cooperation

Betagro considers cooperation as a strategic tool to reduce risks, expedite development and expand innovation to commercial results.

2.1 Cooperation with educational institutes and research organizations

Betagro conducts joint research and development projects with leading educational institutions and research organizations to strengthen its knowledge base, academic credibility, and technological readiness. These collaborations cover food, health, nutrition, and pets, including:



Capstone Project 2025" Innovation Cooperation Project with CU-BAScii, Chulalongkorn University





Building future food innovation cooperation network





Synergizing innovation research and development in economic animals' and pets' health





Building a strategic cooperation network to drive Xenotransplantation research

2.2 Cooperation with alliances in the private and industrial sectors

Betagro works jointly with strategic alliances both in Thailand and overseas to develop products, improve production process and access new markets. Such cooperation helps increase competitiveness and international business expansion. In 2025, a proposal to raise the competitiveness of Thailand's biological technology industry under the Thai Association for Biotech Industries (ThaiBIO) was made.



2.3 Cooperation with Startup and new technology

Betagro is open to cooperation with startups and technology developers to test and develop new solutions in the fields of protein, biological technology and sustainability. It puts emphasis on projects with potential for commercial expansion such as a joint venture in Series B of BiomEdit, a microbial technology for animal health from the United States of America.



3 Innovation Personnel and Culture

Betagro invests in innovation personnel potential development, strategic thinking and project management to support long-term value creation. It also promotes corporate culture which is open wide to testing, learning and adjusting. Details of activities are as follows:

o **Training on ISO 56001:2024 (Innovation Management System)** to prepare for the system setup and future application for certification





o **Organizing the BGC Innovation Awards 2024/2025** to support sustainable innovation creation and personnel development



o **Organizing "BETAGRO Livestock Symposium 2025"** under the theme of "The Power of Thoughts Driving Sustainovation"





3.5.5 Human Rights and Fair Labor Practice



Respect for Human rights and fair labor practice is key to Betagro's sustainable business drive. This is because respect for human dignity, building fair work environment and consideration to stakeholders will help uplift productivity level, increase work efficiency, strengthen relationships with communities and create long-term sustainability.

Betagro is, therefore, determined to protect and promote human rights of all stakeholder groups in its entire supply chain, covering shareholders, customers, suppliers and business alliances, community and society, government agencies and employees. The Company has set guidelines for human rights management and fair labor practice to ensure that Betagro's business operation will not support any action considered violating human and labor rights. These rights include human dignity, basic rights and freedom from birth and equality without being treated unfairly due to reasons of nationality, religion, gender, skin color, language, origin or any other status, but will play a part in building results that promote sustainable development goal.

(1) Human Right and Fair Labor Practice Management

Betagro has laid a framework for human rights and fair labor practice based on Universal Declaration of Human Rights (UDHR), United Nations Guiding Principles on Business and Human Rights (UNGPs), UN Global Compact and International Labor Organization Declaration. The driving mechanism and work process are as follows:

1) Human Rights and Fair Labor Practice Policy Statement

Betagro has announced its major and minor policies related to human rights and fair labor practice: Betagro Human Rights Policy, Betagro Business Ethics and Betagro Labor Standard. The purposes of these policies are to demonstrate the Company's intent to operate business with ethics and consideration to responsibility for all stakeholder groups, and to ensure that employees are treated equally and fairly without any form of unfair treatment and violation.

For more information, please see

Betagro Human Rights Policy **Click**

Betagro Code of Conduct **Click**

Betagro Labor Standard **Click**

2) Human Rights Due Diligence (HRDD)

Betagro began conducting Human Rights Due Diligence (HRDD) in 2023 to assess risks and impact on human rights in its entire value chain based on the United Nations Guiding Principles on Business and Human Rights (UNGPs). The objective is to ensure that the results will be accurate and can be used to set plans with the highest efficiency. The process is as follows:

- Assess the consistency between Betagro's human rights policy and work process compared with related standards
- Identify and assess human rights risks
- Investigate Betagro's current human rights work process
- Listen to stakeholders' opinions continually
- Manage human rights risks and measures to manage such risks

3) Human Rights Performance Monitoring and Disclosure

Betagro has set up Human Rights and Business Operation Committee to be responsible for overseeing and monitoring human rights performance, as well as reviewing and improving measures to reduce the impact. The Committee meets quarterly, and if a human rights issue arises, it will request the owner unit of such risk to create an improvement plan and to remedy those affected, as well as to fulfill the plan.

Under the supervision of the Human Rights Committee, risks are reviewed while risk, impact correction and mitigation measures are set. The Committee's other duties include reviewing human rights status and internal operation efficiency including its supply chain every year covering 24 issues related to each group of stakeholders as follows:

- Child labor
- Modern slavery, human trafficking and forced labor
- Health and work safety
- Diversity in the workplace, equality and inclusion
- Wages, working hours and welfare benefits
- Freedom of association and collective bargaining
- Land acquisition and resettlement
- Livelihood of local community
- Consumers' health
- Complaint mechanism and rights to remedy
- Privacy and personal information protection
- Access to food and water
- Community and society economy development
- Health rights, ability to buy and have access to nutritious/ healthy food

4) Communication for Human Rights Awareness

Betagro puts priority and communicate on human rights as part of its corporate culture to staff at all levels in order to strengthen understanding and practice in line with the policy. Knowledge on human rights is specified as one of the major courses which all staff have to review every year.

5) Labor Management in Accordance with Betagro Labor Standards

In 2014, Betagro set its labor standard called Betagro Labor Standard (BLS), and since then it has reviewed and improved the requirements regularly. The objectives are to promote human rights in the labor management dimension with the highest effectiveness and to ensure that all staff are fairly treated under good working conditions. BLS uses 5 major international principles below as guidelines for labor management of all business operations in the Group and in its supply chain.

1. **Labor Protection:** Treat employees with respect for human dignity, no use of child labor nor forced labor, no unfair treatment, wage payment in compliance with the law and appropriate working hours
2. **Welfare and Benefits:** Provide welfare and benefits in compliance with the law and work environment that is hygienic and safe
3. **Labor Relations:** Promote good relationships, provide opportunity for employees to participate with efficient communication channels and a system for their opinions and complaints
4. **Occupational Health, Safety and Environment:** Provide safe workplace, assess and control health risks without impact on environment and community
5. **Management System:** Set up an efficient labor management system, encourage suppliers to put in practice Betagro Labor Standard and consider stakeholders' human rights

6) Grievance Mechanism

Grievance Mechanism is an important tool that enables the Company to learn about and respond to issues in a timely manner when human rights violation or wrong behavior occurs. It is also a channel for listening to opinions of all stakeholder groups, improving the identified concerns and developing systematic preventive measures. This will lead to strengthened good relationships and human rights protection.

(2) Performance

• Results of Human Rights Due Diligence and Risk Mitigation Measures

In 2025, Betagro conducted a human rights survey and assessment with all 447 stakeholders covering Betagro's staff and suppliers in its value chain, partners in the farm and non-farm groups, as well as customers and investors. The methods included face-to-face interviews, telephone interviews and online questionnaires with the aim to monitor 24 human rights risk issues related to each group of stakeholders for 5 months. This enabled the Company to audit significant human rights risk issues of each stakeholder group and to use the results to further prepare plans and improvement measures.

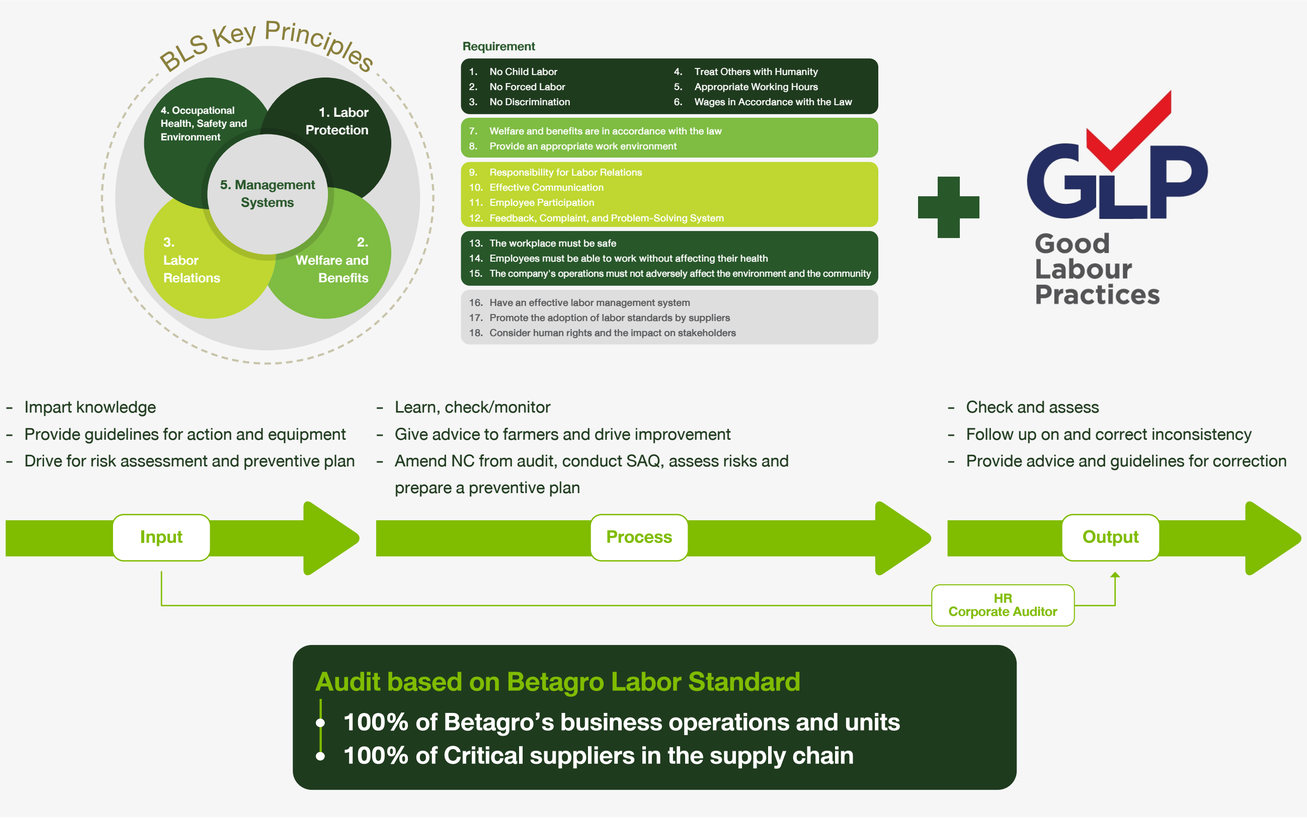
Survey Target Group ▶ **Stakeholders in the entire supply chain** — **Number of 447 Stakeholders**

Human Rights Awareness and Education Communications

All Betagro's staff are equipped with human rights knowledge and Betagro Labor Standard from the start of their work during the orientation step, and this knowledge is reviewed regularly every year. In addition, the Company communicates such knowledge to its major suppliers in the supply chain. In 2025, 100% of the new staff were trained, and their knowledge and understanding were tested.

Labor Management in Accordance with Betagro Labor Standards

Every year after the goals and plans are approved by Betagro's Human Rights Committee, operation starts with knowledge and equipment (input) followed by action of each unit (process), and finally results from each unit's action will be audited by the Company's internal auditor (output). After that, assessment results will be summarized before reporting to Betagro's Human Rights Committee for improvement in the following year.



In addition, Betagro has integrated Good Labour Practices (GLP) into its annual operating plan. This is a voluntary requirement involved with good labor standard occurred in 2016 when Betagro was a core participant in the development and cooperation with the Thai Broiler Processing Exports Association (TBPEA), the Department of Labor Protection and Welfare (DLPW) and the Department of Livestock Development with academic support from the International Labor Organization (ILO). The purpose is to apply the standard in its business operations and also encourage suppliers and farmers in its supply chain to apply it in line with the government's plan to drive and reform human trafficking and illegal labor problems, particularly the requirements in the appendix related to workers' accommodation standard which will help uplift the living condition of the labor in the business operations.





Grievance Handling

Betagro encourages its employees and all groups of stakeholders to report their concerns about human and labor rights through various channels. It has also set procedures for investigation and immediate remedial action which is appropriate for the affected. The complaint channels are specified in the Anti-Corruption Policy in various formats including letters, hot-line numbers, e-mail and website, all of which are disclosed to the public through the Company's website.

In addition, Betagro has set a complaint mechanism to Issara Institute, an external non-profit organization with which it has signed a cooperative agreement since 2017, as an alternative for its employees to file complaints comfortably.

(3) Projects to Promote Respect for Human Rights

Betagro always looks for opportunities to raise its human rights management and labor standard. It is determined to maintain the various operating standards so that concrete results can be achieved. At the same time, it still continues to study and implement new projects to help all groups of stakeholders appropriately.

1) Community Economy Promotion Project through Stakeholders' Hearings

Betagro conducts field studies to gather opinions from persons with disabilities in the communities surrounding its business operations. The purpose is to improve their quality of life and skills so that they can become self-sufficient and support their families. The Corporate Social Responsibility Unit carries out this work by enhancing their practical knowledge and skills, as well as supporting them with basic equipment required for work.

Based on the progress of the Vocational promotion plan for 70 persons with disabilities over a period of at least 3 months, it was found that 52 individuals possess sufficient skills to generate income for themselves.

2) Response to International Conflict

During the past year, the conflict between Thailand and Cambodia became more severe, resulting in the abrupt return of the Cambodian staff to their country and the impact on the manpower in the production process of many business operations. Betagro, therefore, adjusted the foreign staff management to minimize human rights violation. This covered labor relations to enable Cambodian staff to live normally along with people in the surrounding community and an increased proportion of other nationality staff to prevent the remaining staff from working more hours than prescribed by the law.

The work with an outstanding result was the setting up of a labor recruitment work group and a foreign staff management center. These two bodies were responsible for coordinating with the Company's business operations and recruitment agencies to consider and gather labor required for each business operation, selection of recruitment agencies and verification of all processes in hiring foreign labor. The purposes were to reduce risks from illegal use of labor which may involve human trafficking and to prevent recruitment agencies or representatives from taking advantage of the labor.

3) Your Voice, We Care Project

For over 10 years' cooperation with Issara Institute to promote better life quality of the staff, Betagro has jointly set an annual plan and minor projects which play a significant role in providing human and labor rights protection for its staff. Details are as follows:

- **Receiving complaints through Issara Hot-line:** Staff of all nationalities can make complaints to the specified telephone numbers with interpreters and officers collecting and recording details for follow-up. All of this work is strictly based on the plaintiff's personal protection principle. After that, the officers will contact Betagro to give details for solving problems and monitoring progress until the issue can be closed.



In 2025, a total of 4 grievances were filed and all were successfully closed





- **Outreach Program** Issara Institute made appointments with the business operations of Betagro and its supply chain to visit the locations and impart knowledge on human and labor rights as well as advice and useful tools for accessing sources of information and assistance in case of rights violation such as the Golden Dreams App. In addition, Issara Institute visited the operations to see the working and living conditions including dormitories and canteens, as well as conduct group activities and interviews to strengthen relationships and collect staff's information for fair labor treatment promotion planning.









3.5.6 Human Capital Development

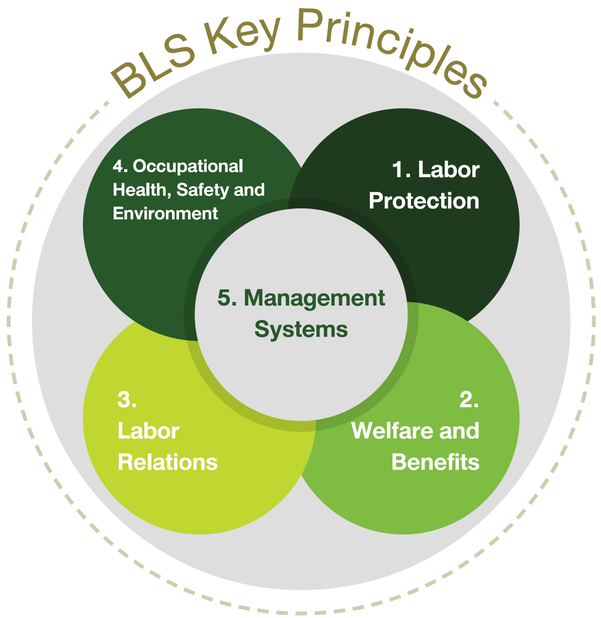
Betagro realizes the importance of human resources, the most important resources for its business operation. The Company is driving the change in its corporate structure to support future growth and the Leadership Pipeline. At the same time, it is improving the operating processes including its human resources management system towards modernity at an international level in line with the changing technology for the highest operating efficiency. With its vision, Betagro instills high efficiency work culture and sets a proactive future human resources management direction. It sets policies consistent with its overall corporate goals, and promotes the use of insightful information for decision making. It also has a strategy to attract, develop and retain personnel with diversity and readiness for the future while adjusting personnel costs most appropriately.



The implementation of various strategies covers strategic recruitment, management of high-caliber personnel, performance-based compensation, uplifting staff's experience with digital change in order to move forward with information for teamwork and management. In addition, there are strategies to promote staff's learning through the approach that emphasizes Betagro as a Great Workplace, care of staff's physical and mental health, good financial management, as well as occupational health and safety management. Moreover, the Company opens for ideas from its employees and encourages them to develop their potential so as to respond to their expectations in career stability and opportunities for growth which will help develop engagement with the organization. There are various methods for staff's potential development, appropriate for staff in each group, enabling them to be developed appropriately and can steadily grow with the Company based on the Purpose & Believe, a compass to set development strategies for staff at different levels towards the Leadership Pipeline. Betagro also promotes the development of staff's quality of life, as well as encourages them to participate in community and social development. The successes of all these strategies depend on the staff who are ready for the future and have high caliber.

Betagro has set a standardized compensation management policy with clear criteria and practices appropriate and competitive in the labor market. Regularly every year, the Company considers the tendency to adjust compensation by comparing it with business groups of similar industries and pays compensation based on each staff's performance. Goal setting and performance evaluation for staff and top executives are consistent with their duties and responsibilities with 2 factors for consideration: 1) Financial Goals such as Commercial Sales, Gross Profit, Net Profit, SG&A and ROIC, and 2) Wildly Important Goals such as Customer, Channel & Product Mix, Operation Excellence, Innovation, People Excellence, as well as ESG Goals such as Greenhouse Gas Reduction Goal. Both performance and behavior are considered and used as information for setting monetary and non-monetary compensation guidelines for a short term (salary, welfare, bonus) and long term. Simultaneously, the Company provides various types of welfare which are attractive and in compliance with the law while overseeing staff's living condition. It provides convenient and safe accommodation near the workplace and buses for staff as deemed necessary and appropriate.

Betagro adheres to the human rights principle in its business operation and pays attention to all groups of stakeholders. It manages human resources systematically, treats its staff fairly and respects human rights. It has, therefore, set a labor standard covering 5 human rights principles to oversee its human resources work in all business operations of the entire supply chain.



Requirement

1. No Child Labor
2. No Forced Labor
3. No Discrimination
4. Treat Others with Humanity
5. Appropriate Working Hours
6. Wages in Accordance with the Law
7. Welfare and benefits are in accordance with the law
8. Provide an appropriate work environment
9. Responsibility for Labor Relations
10. Effective Communication
11. Employee Participation
12. Feedback, Complaint, and Problem-Solving System
13. The workplace must be safe
14. Employees must be able to work without affecting their health
15. The company's operations must not adversely affect the environment and the community
16. Have an effective labor management system
17. Promote the adoption of labor standards by suppliers
18. Consider human rights and the impact on stakeholders

(1) Employee Engagement

Betagro aims at being a "Great Workplace"; therefore, its priority is to build a great workplace and an organization with happiness. It promotes the life quality of its staff at all levels covering physical health, mental health and work-life balance. Besides systematic development, the Company also creates channels for Voice of Employees continually in both off-line and on-line formats such as the Call Center system, meetings of the Staff Welfare Committee, Town Hall meetings and other channels in order to listen to staff's opinions, problems and suggestions. The information and recommendations obtained from the staff are analyzed and added on towards developing and improving staff' quality of life at work on a continued basis. The objective is to create satisfaction, happiness and employee engagement, which is considered an important foundation for driving business towards long-term sustainable growth.

Betagro has set 3 main strategies to drive work as follows:

1. **Good Health & Well-Being:** Aim at strengthening good physical and mental health for employees through health promotion activities, medical screening and building work environment that facilitates well-being
2. **Strong Communication:** Promote communication that is transparent, open and continual so that all employees receive information, news and messages that are accurate and up-to-date
3. **Digitize Employee Engagement:** Use digital technology as a tool to connect, take care of and promote employee engagement. Examples include an activity monitoring system, sources of knowledge and an online health platform

- **Metrics and Targets**

2025 Target	Employee engagement level was higher than or equal to **80%**
2025 Performance	Employee engagement level was at **79%**



• Performance

Based on the annual employee engagement survey in 2025, the employee engagement level was at 79% from 96% of the total number of employees who responded to the survey. Betagro reviewed the survey results and staff's suggestions from various channels such as the Red Box, Call Center, Welfare Committee and Town Hall meetings and conducted an in-depth analysis. It also organized focus group meetings to identify issues for development and further create an Employee Engagement Improvement Plan.

The concept of "Good Health & Well-Being" is integrated from the very first day when an employee joins Betagro. It covers physical examination before starting work, knowledge on occupational health and safety, as well as encourages employees to join clubs or activities of their interest to build a social network and happiness at work. In addition, while they are working, employees are taken care of through the welfare system and various activities related health, society and family. The Company supports work environment which is safe and facilitates employees' development to the best of their potential. When employees reach their retirement age, there are activities to prepare them for retirement and enable them to plan their stable life after retirement.

Over 70% of the projects and activities in 2025 were born from employee engagement through the Employee Welfare Committee and Activity Committee. The Committees provided opportunities for employees to take part in the design and implementation through both onsite and online activities. Employees can follow the news and access historical data through Betagro's online platform.

2025 Projects

Strategy 1: Good Health & Well-Being

Betagro implements the Good Health & Well-Being Project on a continued basis while developing it to cover all health dimensions and staff in all areas. The Company also cooperates with its networks in both public and private sectors such as the Department of Health, the Department of Mental Health, the Department of Public Welfare Social Security Office, the Office of Health Promotion Fund, Health Center and local hospitals, KAsset and iSTRONG

Physical Health

1 Prevention Health

This project promoted preventive healthcare to build staff's awareness and adjust their health care behavior. It emphasized building understanding and preventing diseases often found in working age people, and NCDs. Activities included vaccination, preliminary health examination, health screening such as cervical cancer, breast cancer, body composition examination, peripheral vascular assessment, and dissemination of specific knowledge on obesity, diabetes, fat, blood pressure and kidney disease. This project focused on ensuring that employees knew about their own health and had an appropriate direction to prevent long-term risks.

2 Health Day

The "Health Day" activity was organized for the second consecutive year in order to promote knowledge, understanding and inspiration for self-care. Staff learned from activities led by experts in various fields, for example Eat Right – nutrition and appropriate meal time, Move Well – exercises for strength and flexibility particularly for the near-retirement age group to prevent falls and strengthen muscles, Rest & Mindful Living – quality sleep and mental health care, as well as dissemination of knowledge and update on health benefits of insured persons. An increase of over 30% of employees compared with that of the previous year participated in the activities through both on-line and on-site channels.

Betagro plans to expand this "Health Day" activity to regional units nationwide so that employees in all areas have an opportunity to access health knowledge and services. It will also add a minor activity, a health care contest, for inspiration and fun.



2025 Projects

3 Smart Dental

Based on the concept of “Oral hygiene is part of good physical health”, Betagro joined the Social Security Office, local hospitals and private dental clinics to provide mobile dental services at the workplace. This enabled employees to have access to dental services conveniently without having to request for leave. The services included oral hygiene examination, filling, tooth extraction, scaling and advice on a correct method of dental care.

This project enabled employees to continue to take care of their oral hygiene, reduce risks of oral diseases and increase their overall quality of life.





4 Betagro Club and Quality of Working Life Club

Betagro encouraged employees to group together according to their interest so that they could help design activities promoting 4 health dimensions: physical, mental, social and financial. The activities were driven by the Club Committees in line with employees’ needs in each area. Currently, the activities are carried out on a continued basis including Running Clinic, Weekly Badminton, Monthly Football, Healthy Eating, Mindfulness, Nudging Conscience, Heart Sharing Market, Friends Give to Friends, Movie See You and Happy Money.







5 Healthy Food

Based on the concept of “Sustainable good health begins with good eating”; therefore, Betagro organized the “Health Food” activity by the Food for Life Club. The purposes were to encourage employees to understand about nutrition, appropriate food selection for consumption, as well as to create a good eating corporate culture, reduce NCDs risks and promote health in a long run through various activities such as:

- Organized “Healthy Eating, Life Manager” seminar to transfer knowledge by nutritionists and advisors from the Department of Health
- Provided space in the workplace to organize “Safe Vegetables” activity so that employees could eat clean vegetables without any chemical.



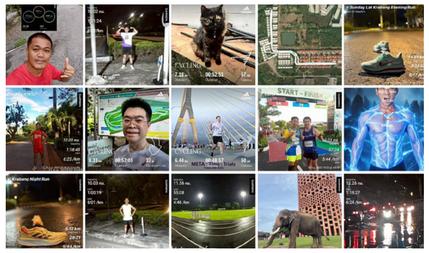


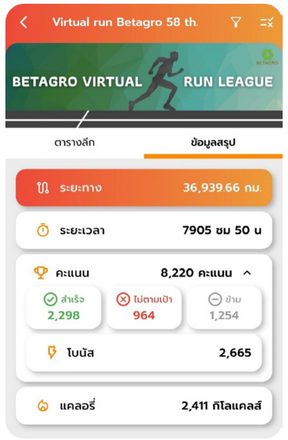
2025 Projects

6 Betagro Visual Run Charity

This was a project that combined health promotion with social value creation based on the concept of “Run for Health…Pass on Happiness to Society”. Under this project, employees could either run or walk and collect their steps through their own health application. Every 1,000 steps would turn into a donation of 10 baht by the sponsors to Saitharn Foundation. In 2025, over 550 employees participated in the project with more than 36 million steps collected, which was beyond the goal set, and the donation was made to Saitharn Foundation to help the less privileged. This project reflected the power of harmony, generosity and the volunteer spirit of Betagro’s employees who paid attention to their own health and society in cooperation with Saitharn Foundation.







7 BTG Flexistrong

Betagro cooperated with “Kanok Physical Therapy Clinic” to implement the “BTG Flexistrong” project and offer physical therapy service. Under this project, employees obtained knowledge on correct postures for work, exercised to strengthen their specific muscles and increase their body flexibility to prevent Office Syndrome. They also learned about basic physical exercise to get rid of their fatigue symptom. The physical exercise activities were divided into 4 courses: Stronger Together with Dumbbells, Muscle Coordination, Core Stabilizer Exercise and Flexibility Exercise. Based on the course evaluation results, fatigue was reduced by an average of 60% and employees had a significant increase in self-care knowledge.





Mental Health

8 Employee Assistance Program

Betagro implemented a project involved with employees’ mental health which might impact their life quality and work efficiency. Hence, the Company initiated “Employee Assistance Program” to act as a private space for talks, advice or expression of feelings, be it personal or professional matters with experts in psychology via a direct on-line channel. In addition, it plans to develop a holistic mental health care system in the future comprising articles of interest, mental health assessment tools and an appointment system with the experts. This project will help promote Betagro as an organization with sustainable care for employees’ mental health.







Financial Health

9 Happy Money Talk

Betagro believes that good personal financial management positively affect other life quality dimensions. Therefore, it implemented this project to impart knowledge and build employees' awareness of financial management concepts. It also continued to build other financial security such as organizing activities to disseminate knowledge on family accounting, conscious expenses, debt management, provident fund, building discipline through savings, financial planning for retirement and techniques to increase savings through investment.







Strategy 2: Strong Communication

Betagro set a plan to regularly communicate operating guidelines and knowledge about well-being. This included communication to supervisors and HR so that they could pass it on to employees through various channels such as Morning Talk and Leader Walk to Talk, as well as on-line channels like the Intranet, E-mail, Line Official and Employee Application. This communication ensured that all employees knew and had access to activities and welfare. The Company continued to communicate major issues, direction and results to employees systematically such as through Town Hall meetings at both the Group and minor business group levels. It also provided opportunities for employees to voice their opinions and ask questions.













Strategy 3: Digitize Employee Engagement

Betagro has focused on using technology to create employee engagement through health activities and projects to promote employees' good health. Examples of the projects implemented using employees' health information were annual health examination results and history of employees using their right to withdraw health care expenses. This information was analyzed and used as Health Trend for considering employees' health trend at the organization, work group and area levels. Then, Data Analytics were conducted in order to identify the target group and related plans to respond to the Targeted Wellness Program. Examples included a project to reduce NCDs among employees, risks of high blood pressure, diabetes, blood lipid and office syndrome; a project to impart important knowledge about disease prevention and self-care, and a project to use technology in order to increase health communication efficiency through various channels regularly and covering all levels of employees.

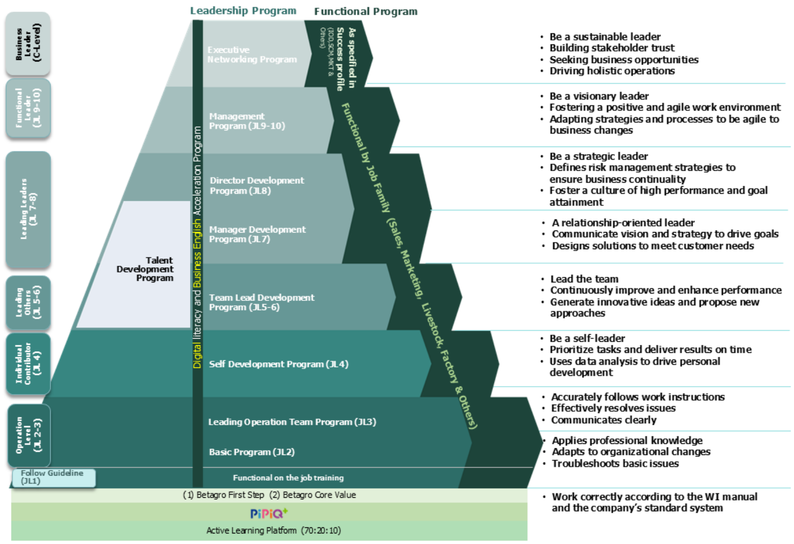
(2) Employee Development

Developing employees to drive sustainable growth is key to driving corporate efficiency, competitiveness and sustainable growth. Betagro puts priority on developing employees at all levels so that they can adjust and be prepared to cope with the challenges of rapidly changing business environment in the digital age. It is part of raising the capability level of the organization to grow steadily and sustainably. The Company set a corporate culture by integrating Betagro DNT and PIPIQ+ Core Values into its operation in all dimensions to promote behavior and work format in line with its new direction. Business is operated based on the important framework below:

1. **Building awareness and understanding** about PIPIQ+ Core Values to cover all target groups of employees through various and appropriate internal communication strategies.
2. **Integrate Core Values into human resources management system** covering the entire Employee Journey from recruitment, performance management to employee development and retention
3. **Monitor and evaluate corporate culture** through opinion exchange activities, concept sharing and surveys on work behavioral change to concretely reflect a positive change in the organization

Betagro implements an employee development process in a systematic way starting from Training Needs Assessment to identify skills and knowledge required development and Skill Gap analysis at the individual and team levels. After that, a development plan appropriate for each career is designed to promote Career Development with an Employee Development Framework that covers employees at all levels from new employees to top executives. The focus is on developing leadership skills and specialized or functional skills in line with corporate goals. Learning through actual practice is emphasized according to the 70:20:10 Learning Model meaning 70% from actual experience at work, 20% from coaches' and mentor's advice and 10% from official training.

Betagro continues to develop its employees' potential through various training projects and programs designed in line with the corporate change context and future labor market trends with the aim to enable its personnel to be an important force in driving the organization towards sustainable success.



- **Metrics and Targets**

2030 Goal

Average 15 hours of training per employee per year

2025 Target

Average **10** hours of training per employee per year

2025 Performance

Average **13.25** hours of training per employee per year

Employee Development (GRI404-1)

Information on Operation	Unit	2023	2024	2025
Average training hours of employees	Hours/ Employee/ Year	10.69	9.20	13.25
Training hours for each type of training				
Leadership Development	Hours/Year	215,395	211,111	137,154
Functional Development	Hours/Year	113,634	101,072	308,202
Training expenses	Million Baht	94	58	64

2025 Projects

Betagro expedited the development and changes in its employees through the People Transformation strategy. It put focus on restructuring the organization, analyzing manpower, uplifting employees' capability, building culture, and creating a key knowledge management process to support adjustment to digital technology and new work processes of the business units. The objectives were to create good experience and to respond to more employees' needs during their whole Employee Life Cycle. The Company also strengthened employees' existing knowledge and developed new skills to support the new way of work. In addition, it built work environment that promoted creativity so that employees could develop themselves continually and were ready to drive business results towards the goals set. The development plan according to major development programs in 2025 were as follows:

1 Leadership Program

This program raised the levels of management knowledge and skills, as well as a proactive outlook ready for the changes in the digital age. It was done by developing self-leadership, understanding teams and management principles aiming at corporate results, motivating teams to innovation so that work would be modern, responding quickly and being able to work with other people to achieve goals.








2 Functional Program

The Functional Program put emphasis on developing skills and knowledge according to employees' career, raising the development of current skill and knowledge and building new skills required for work (Upskills – Reskills). Attention was paid to building behavior and attitude in line with each individual responsibility for efficiency and increased results at work to support business requirements and growth direction.

3 Talent Development Program

The talents group of employees received training on new skills from the Change Agent X Program, an intensive leadership skills development program. The emphasis was on teamwork in their own function and cross functions, business model skills development, search for value proposition through implementing business projects. The talent employees also learned how to use Agile & Scrum Way to expedite continuous results. This program helped develop high-potential employees and successors to drive business, respond to customers' needs and create competitive edge to cope with corporate changes.





4 Performance Coaching Program

Under the Performance Coaching System, the Company equipped the leaders, from first-line managers to top executives, with coaching skill. The skill enabled them to coach Betagro's employees to step over their limitation and unleash their highest potential. The coaching was done through both on-line and physical session formats to enable employees to work more efficiently.

5 Bx Academy: Gx Campus Program

This program was designed to support organizational change with emphasis on Growth Transformation to increase jump-leap sales and to strengthen the Agile Culture which was the new way of work. It was done through the development of key skills including Commercial Fundamentals, Digital Skills and Change Agent Excellence using Field & Forum as guidelines. Learning was carried out in the classrooms as well as from actual practice combined with advice from top executives. This was to ensure that the skills gained could be used in real situations. In addition, this program helped develop Train the Trainer to transfer knowledge and corporate experience to target personnel at all levels.

6 Digital Development Program

This program developed more efficient digital skill through the Digital Platform. It emphasized skills related to the use of various digital tools, information analysis with the help of statistical tools to support decision making, Data Analytics and Data Visualization, as well as Digital Communication and Collaboration, and Cyber Security. Employees could learn anywhere and anytime. This program helped increase overall corporate capability and drive operation supporting the Company's Digital Transformation strategy.

7 Future Leader Development Program (Next Gen Program)

The Next Gen Program was a development program for Betagro's new generation leaders with the aim to recruit and incubate new generation personnel with high potential to become future leaders efficiently driving the organization during the business transformation age. Employees received in-depth development in strategic knowledge, cross-functional work and actual practice through a strategic project with a 3-dimension mentoring system: Initiative, Professional and Well-being Mentor. They also attended courses on Business Strategy, Transformation & Innovation, Commercial & Product Development, Operational Excellence, 360-Degree Evaluation Process and Individual Development Plan (IDP). All these courses strengthened skills of the new generation leaders in 10 major areas resulting in new generation personnel with complete potential ready to fill strategic positions and become a key force in driving the Company towards sustainability in the future.



8 Fundamental Program

The objective of the Fundamental Program was to build understanding of corporate core values (PIPIQ+ Core Values) in the area of sustainable development and safe food quality standard for staff at all levels. It built staff's awareness and understanding of the overall picture of ESG and Betagro's policy emphasizing anti-corruption and conflict of interest management, work safety promotion and sustainable resource consumption strengthening the Company's responsibility for sustainability drive. The courses offered in this program consisted of:

- Business Ethics and Compliance
- PDPA
- Anti-Corruption & Regulation Policy
- Conflict of Interest Prevention
- Risk Management
- Human Rights Management and Fair Labor Practices
- Occupational Health and Safety Management
- Food Safety and Quality
- Whistleblowing

Employees learned through mixed formats including E-Learning, Interactive Workshops, Town Hall meetings and various learning media. The purpose of this was to enable all employees to have access to knowledge and could really apply it in their role. In 2025, 92.33% of executives and employees attended the Fundamental Program. This program was, therefore, a foundation for driving Betagro to be accepted internationally and for sustainable growth.

(3) Human Resource

Performance	Unit	2023		2024		2025		Standards GRI
		Male	Female	Male	Female	Male	Female	
Total number of employee	person	33,514		33,588		33,288		GRI 2-7 & GRI 405-1
		15,365	18,149	15,433	18,155	15,402	17,886	
	%	46.0	54.0	46.0	54.0	46.3	53.7	
Number of employee by area								
Thailand	person	32,719		32,598		32,221		
		14,833	17,886	14,763	17,835	14,692	17,529	
	%	44.2	53.4	44.0	53.0	44.1	52.7	
Overseas	person	795		990		1,067		
		532	263	670	320	710	357	
	%	1.6	0.8	2.0	1.0	2.1	1.1	
Number of employee by level								
Management	person	509		542		553		
		326	183	339	203	339	214	
	%	1.5		1.6		1.7		
		1	0.5	1.0	0.6	1.0	0.6	
Senior Manager	person	2,043		2,049		2,093		
		939	1,104	926	1,123	932	1,161	
	%	6.1		6.1		6.3		
		2.8	3.3	2.8	3.3	2.8	3.5	

Performance	Unit	2023		2024		2025		Standards GRI
		Male	Female	Male	Female	Male	Female	
Operation Manager	person	3,603		3,656		3,689		GRI 2-7 & GRI 405-1
		1,335	2,268	1,308	2,348	1,312	2,377	
	%	10.8		10.9		11.1		
		4	6.8	3.9	7.0	3.9	7.1	
Employee	person	27,359		27,341		26,953		
		12,765	14,594	12,860	14,481	12,819	14,134	
	%	81.6		81.4		81.0		
		38.1	43.5	38.3	43.1	38.5	42.5	
Number of employee by age group								
Under 30 years old	person	11,771		11,507		11,133		
		5,789	5,982	5,788	5,719	5,750	5,383	
	%	35		34.3		33.4		
		17.2	17.8	17.2	17.0	17.3	16.2	
30 - 50 years	person	19,261		19,611		19,582		
		8,665	10,596	8,714	10,897	8,671	10,911	
	%	57.2		58.3		58.8		
		25.7	31.5	25.9	32.4	26.0	32.8	
Above 50 years old	person	2,482		2,470		2,573		
		911	1,571	931	1,539	981	1,592	
	%	7.4		7.4		7.7		
		2.7	4.7	2.8	4.6	2.9	4.8	

Performance	Unit	2023		2024		2025		Standards GRI
		Male	Female	Male	Female	Male	Female	
Number of employee by nationality								GRI 2-7 & GRI 405-1
Thai	person	28,664		28,569		28,463		
		12,660	16,004	12,666	15,903	12,666	15,797	
	%	86.0		85.0		85.5		
		38.0	48.0	38.0	47.0	38.0	47.5	
Others	person	4,850		5,019		4,825		
		2,705	2,145	2,767	2,252	2,736	2,089	
	%	14.0		15.0		14.5		
		8.0	6.0	8.0	7.0	8.2	6.3	
Number of Disabled person and/or elderly people								
Disabled person and/or elderly people	person	205		202		192		
	%	0.6		0.6		0.6		
Hiring								GRI 401-1
Number of new employee hire								
New employee	person	14,868		15,943		18,990		
		7,429	7,439	7,850	8,093	9,505	9,485	
	%	44.4		47.5		57.1		
		22.2	22.2	23.4	24.1	28.6	28.5	
Number of new employee hire by area								
Thailand	person	14,583		15,408		18,231		
		7,235	7,348	7,476	7,932	8,971	9,260	
	%	43.5		45.9		54.8		
		21.6	21.9	22.3	23.6	26.9	27.8	
Overseas	person	285		535		759		GRI 401-1
		194	91	374	161	534	225	
	%	0.9		1.6		2.3		
		0.6	0.3	1.1	0.5	1.6	0.7	
Number of employee by age group								
Under 30 years old	person	8,963		9,476		11,349		
		4,615	4,348	4,849	4,627	5,982	5,367	
	%	26.8		28.2		34.1		
		13.8	13	14.4	13.8	18.0	16.1	
30 - 50 years	person	5,862		6,421		7,588		
		2,800	3,062	2,979	3,442	3,500	4,088	
	%	17.5		19.1		22.8		
		8.4	9.1	8.9	10.2	10.5	12.3	
Above 50 years old	person	43		46		53		
		14	29	22	24	23	30	
	%	0.1		0.1		0.2		
		0.04	0.1	0.07	0.07	0.1	0.1	
Turnover								
Total turnover								
Number of employee turnover	person	14,767		15,713		19,163		
		7,293	7,474	7,681	8,032	9,463	9,700	
	%	43.9		46.7		57.6		
		21.7	22.2	22.8	23.9	28.4	29.2	

Performance	Unit	2023		2024		2025		Standards GRI
		Male	Female	Male	Female	Male	Female	
Employee turnover by area								GRI 401-1
Thailand	person	14,571		15,275		18,474		
		7,157	7,414	7,372	7,903	8,965	9,509	
	%	43.3		45.4		55.5		
		21.3	22.0	21.9	23.5	26.9	28.6	
Overseas	person	196		438		689		
		136	60	309	129	498	191	
	%	0.6		1.3		2.1		
		0.4	0.2	0.9	0.4	1.5	0.6	
Employee turnover by age group								
Under 30 years old	person	7,840		8,348		10,255		
		4,061	3,779	4,198	4,150	5,289	4,966	
	%	23.0		24.8		30.8		
		12.0	11.0	12.5	12.3	15.9	14.9	
30 - 50 years	person	6,389		6,861		8,477		
		3,010	3,379	3,289	3,572	4,024	4,453	
	%	19.0		20.4		25.5		
		9.0	10.0	9.8	10.6	12.1	13.4	
Above 50 years old	person	538		504		431		
		222	316	194	310	150	281	
	%	1.6		1.5		1.3		
		0.7	0.9	0.6	0.9	0.5	0.8	

Performance	Unit	2023		2024		2025		Standards GRI
		Male	Female	Male	Female	Male	Female	
Voluntary employee turnover								GRI 401-1
Number of voluntary employee turnover	person	10,147		10,577		11,670		
		4,974	5,173	5,088	5,489	5,620	6,050	
	%	30.0		31.0		35.1		
		15.0	15.0	15.0	16.0	16.9	18.2	
Parental leave								GRI 401-3
Employees that were entitled to parental leave	person	18,149		18,155		17,886		
Employees that used parental leave	person	792		220		174		
Employee that returned to work in the reporting period after parental leave ended	person	456		197		164		
Employee that returned to work after parental leave ended that were still employed 12 months after their return to work	person	456		197		164		
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	

3.5.7 Occupational Health and Safety



Betagro realizes that all employees, contractors and outsiders working on its ground are invaluable human resources for its business operation. Therefore, it is determined to take care of those who work for the Company so that they have good quality of life at work from a safe production process. It still aims for Zero Incident through its safety management system, promotion of safety in all work activities with emphasis on reducing risks and preventing accidents. The objective of this is to ensure that all who work on the Company's ground are without any injury nor sickness but have sustainable good health and good quality of life.

(1) Occupational Health and Safety Management

Betagro manages an occupational health and safety management system in line with related domestic and international laws and requirements such as ISO45001. In addition, it manages risks through the work structure that covers from the Company's Board of Directors to the operation level.

Board of Director Level: The Board of Directors assigns the Corporate Governance and Sustainability Development Committee to set direction, policy and goals for occupational health and safety, as well as supervise and monitor the overall management of occupational health and safety to be in line with the goals. Meetings are held every two months

Management Level: The Management Committee is responsible for supervising the operating plan as per the defined occupational health and safety goals and continually monitoring performance, supporting resources and budget for corrective and preventive measures and risks from incidents. Meetings are held regularly every month.

Operation Level: A Safety, Health and Environment Committee (SHE Committee) is set up at every operating location and is comprised of management and employee representatives with the ratio specified by the law. The representatives meet every month to review work standards, plan preventive measures and control risks covering the work of employees, contractors and outsiders working on the Company's area. In addition, they also survey and investigate the work area to find risk points before recommending solutions to promote safety activities at the operation level.





(2) Zero Incident Goal

• Safety Risk Management

Betagro identify pinpoints and assesses risks as well as sets risk control measures covering all processes and operating locations. These measures are reviewed regularly every year by the Safety Committee of each operating location. Examples of significant risks according to their type and business operation are as follows:

Animal Feed Plant

- Machines jammed or pulled
- Hit by forklifts
- Hit by piles of stuff

Food Production Plant

- Cuts (knifes and sharp objects)
- Machines jammed or pulled
- Slip and Fall
- Bump into (carts, baskets)

Livestock Production

- Cuts (sharp objects)
- Machines/equipment jammed or pulled

Selling work

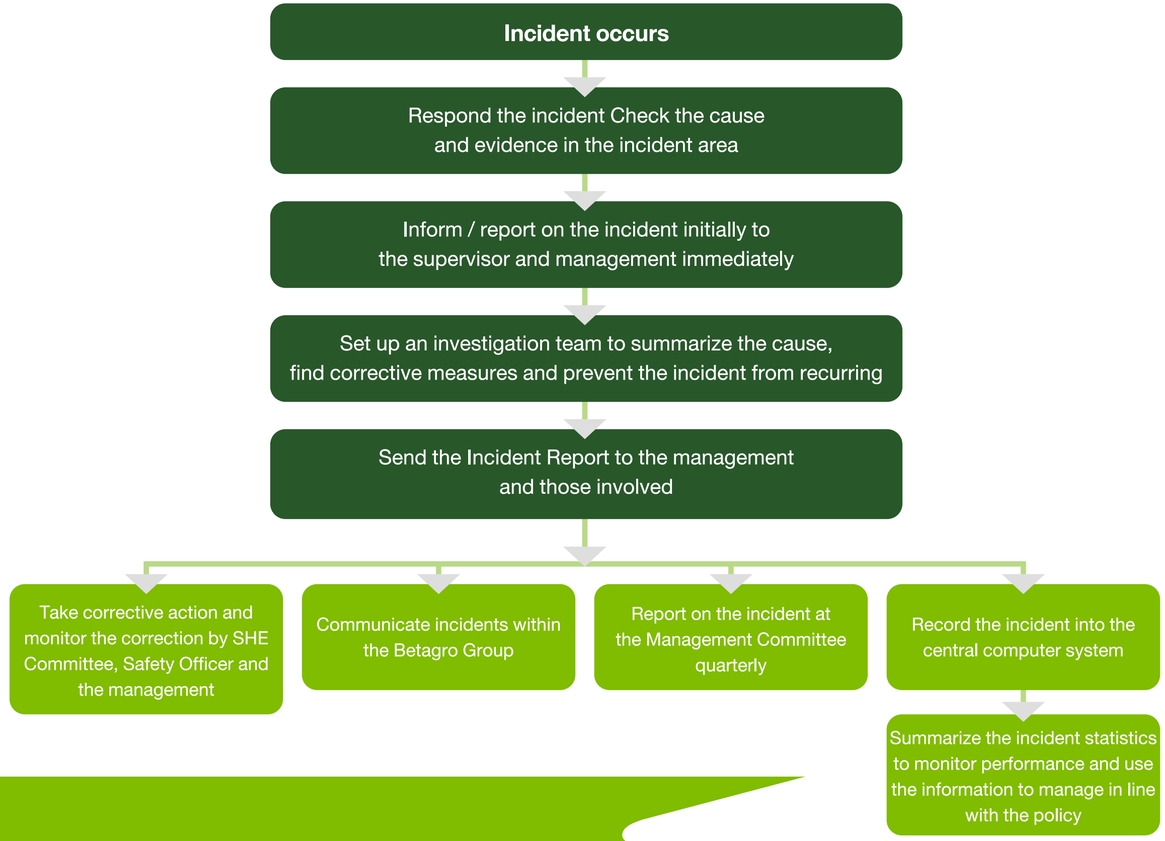
- Transport traffic (cars, motorcycles)
- Cuts (sharp objects)
- Machines/equipment jammed or pulled

In 2025, Betagro's 23 plants out of 31 or 74% with over 100 staff were audited and certified by an external agency as per ISO45001 international standard.

• Work-related Incidents Investigation and Root Cause Analysis Process

This process involves identifying and analyzing the causes of work-related incidents, especially those that result in injuries, significant property damage, or business interruption.

The objective is to conduct thorough cause analysis to establish preventive and corrective measures, and to monitor their implementation to prevent recurrence. The process is as follows:



- Metrics and Targets

2026 Goals

Fatal accidents[1] and Lost Time Injury Frequency Rate[2] (LTIFR) are "Zero"

2025 Targets

Fatal accidents of employee[3] and Contractor[4] are **0**

Lost Time Injury Frequency Rate (LTIFR) of employee equals to **0.12** case per 200,000 working hours

2025 Performance

Fatal accidents of employee and Contractor were **0 case**

Lost Time Injury Frequency Rate (LTIFR) of employee equaled to **0.25 case per 200,000 working hours**

Remarks :
(1) **Fatal accidents** of employee[3] and Contractor[4]
(2) **Lost Time Injury Frequency Rate (LTIFR)** of employee calculated from the number of case per 200,000 working hours
(3) **Employee** are people who are employees of Betagro Public Company Limited and its subsidiaries
(4) **Outsiders** are peoples who are not employees of Betagro Public Company Limited and its subsidiaries, but who come to work or undertake any activities within Betagro's premises and under its control in Thailand. Examples include contractors, security guards, cooks, student trainees, product delivery drivers, raw material delivery drivers, and visitors

Occupational Health and Safety

Performance	Unit	2023		2024		2025		GRI Standards
		Male	Female	Male	Female	Male	Female	
Man-Hours								GRI403-9
Employee[1]	Man-Hours	78,998,154		84,112,471		81,827,577		
		36,423,276	42,574,878	38,608,525	45,503,947	37,321,404	44,506,173	
Contractor[2]	Man-Hours	8,976,759		22,779,880		26,522,840		
		8,439,750	537,009	18,898,636	3,881,244	23,551,105	2,971,735	
Work-related Injuries [3]								
Number of fatalities as a result of work-related injury								
Employee	Cases	0		1		0		
		0	0	1	0	0	0	
Contractor	Cases	0		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	0.01	0.00	0.00	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	0.00	
Number of high-consequence work-related injuries (excluding fatalities) [4]								
Employee	Cases	2		7		3		
		2	0	4	3	1	2	
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		0.02		0.01		
		0.01	0.00	0.02	0.01	0.01	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	479		489		261		
		314	165	314	175	181	80	
Contractor	Cases	19		11		5		
		2	17	6	5	4	1	

Performance	Unit	2023		2024		2025		GRI Standards
		Male	Female	Male	Female	Male	Female	
Rate of recordable work related injuries								GRI403-9
Employee	Case per 200,000 Man-Hours	1.21		1.16		0.64		
		1.72	0.78	0.91	1.38	0.97	0.36	
Contractor	Case per 200,000 Man-Hours	0.42		0.09		0.04		
		0.40	0.74	0.06	0.25	0.03	0.07	
Number of loss time injury [6]								
Employee	Cases	214		202		101		
		129	85	134	68	74	27	
Contractor	Cases	11		7		2		
		11	0	3	4	2	0	
Loss time injury frequency rate : LTIFR								
Employee	Case per 200,000 Man-Hours	0.54		0.48		0.25		
		0.71	0.40	0.69	0.30	0.40	0.12	
Contractor	Case per 200,000 Man-Hours	0.25		0.06		0.02		
		0.26	0.00	0.03	0.20	0.02	0.00	
Work-related Ill Health [7]								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	

Remarks:

(1) Employee mean to personals who are employee of Betagro Public Company Limited and subsidiaries in Thailand
(2) Outsiders are peoples who are not employees of Betagro Public Company Limited and its subsidiaries, but who come to work or undertake any activities within Betagro's premises and under its control in Thailand. Examples include contractors, security guards, cooks, student trainees, product delivery drivers, raw material delivery drivers, and visitors.
(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

• Increase knowledge and awareness of workers' safety

Betagro has specified the need for training and communication on safety for its staff, contractors and outsiders who come to work on Betagro's ground. The purposes are to impart knowledge and build awareness of things that may be dangerous to carry out the work assigned safely. Examples of courses are as follows:

- Orientation for new employees on occupational health and safety
- Safety for staff at the supervisory and management levels
- Work Instructions and One Point Lessoning
- Betagro Life Saving Rules
- Doing high-risk work such as working at a high spot or in a confined space, driving a fork lift
- Fire prevention and suppression, and fire evacuation

To communicate such matters above, Betagro realizes there are staff of all nationalities including Thailand, Myanmar, Cambodia and Lao. It has, therefore, produced media in each language and publicized them through its communication channels as follows:

- Warning signs, prohibition signs and safety symbols that are international
- Bulletin boards and signage in 3 languages
- Communication through online channels such as E-mail and Line
- Verbal communication through interpreter staff for Myanmar and Cambodian staff



- **Building Safety Culture**

Betagro continually promotes safety culture with emphasis on participation in activities by the management and staff to build safety leaders. It also encourages listening to problems or suggestions from staff at all levels so that they all become a part in building safety culture through various activities. These include:

- Safety Perception Survey to find out about the staff's awareness and at the same time listen to recommendations from staff for further management system improvement
- Safety Contact to share safety information and knowledge before the start of a meeting or work
- Safety Observation and Positive Feedback through the observation of supervisors while their staff are working. When unsafety is found, they will stop the work, offer recommendations for behavior improvement and give encouragement when staff can work safely.



(3) Taking Care of Employee's Occupational Health

Betagro assesses risks, sets preventive measures and controls danger that may affect staff's health. Activities include:

- Measuring and assessing work environment, heat, noise, lighting and chemical substances, making engineering improvement according to standards and reducing touching that may have impact on the workers' health
- Providing Personal Protective Equipment (PPE) appropriate for the risks and sufficient for workers such as ear muff/ear plugs, chemical respirators, dust masks, cut protection gloves and rubber gloves
- Providing health examination programs appropriate for the risk of each type of work in order to monitor occupational diseases, and also providing general health examination programs according to employee age
- Providing medical service and first aid through a first aid room with experts to offer service and advice
- Strengthening immunity of the staff who encounter epidemic risk and facilitate their access to vaccine such as Flu Vaccine

2025 Projects

1 Setting Safety Indicators for Performance Management

Betagro encouraged all of its staff to be aware of safety at work and take part in accident prevention. Since 2025, it has set an accident reduction goal as indicator in the management of individual performance for supervisory and management levels.

2 Safety Assessment of Man-Machinery

Betagro took machinery registration of its machinery and assessed the condition of all types of machinery. It made a control and corrective plan for those machines which were not in perfect condition in order to monitor their status, report on the improvement progress and ensure safety for the staff working with the machines.



2025 Projects

3 Safety Patrol

Betagro promoted safe work environment and behavior through the Safety Patrol. In this activity, the management, the Safety Committee and staff walked together covering all operating area to survey and search for risks that may lead to undesirable incidents. The risks found would be identified by the Safety Committee of each operating location with corrective measures, correction urgency based on danger levels and improvement monitoring.





4 Participation in the Safety Culture Together in the Workplace

In 2025, over 50 business locations, Factories and farms of Betagro participated in the Safety Culture Together Project with the Ministry of Labor. Under this project, they declared their intent to continually build safety culture through various projects and activities such as instilling safety awareness, safe driving and Safety Talk.







5 Safe Driving Campaign

Car and motorcycle safe driving is a part of Betagro Life Saving Rule announced in 2024. The Company encouraged staff to have knowledge of correct and safe driving by organizing a course on “Correct and Safe Motorcycle Driving Skills” for product delivery staff. In addition, it conducts a safety campaign through an activity called “Safe Driving” for staff during New Year and Songkran holidays regularly every year.







6 Production Process Safety Management Project

Since 2023, Betagro has applied the Process Safety Management (PSM) to improve the design, installation and maintenance standards of its ammonia cooling system, steam boiler system, thermal oil boiler system and animal feed production. It still continues to expand the work to 37 plants so that the business locations with high-risk process can be managed and controlled correctly and safely.



3.5.8 Participation in Community and Social Development



Betagro is aware of its social responsibility as a member of society which must grow simultaneously with the surrounding communities in a balanced and sustainable way. Betagro does not only focus on economic performance, the Company also puts priority on uplifting the quality of life of people in the area, particularly those in the surrounding communities. It intends to create economic opportunity, promote good environment, support education with equal quality, provide a good basic health care system and decrease social inequality. All of these activities are considered a Holistic Area-Based Model initiated by Betagro in 2008, and it has been put in practice until now.



(1) Community and Social Development Management

1. Community Hearings To develop surrounding communities, Betagro starts with inquiries to obtain their opinions and expectations for the Company's participation. The hearings are conducted with all sectors of each community such as local administrative organization leaders, sub-district health promotion hospitals, schools' directors, village headmen, village chiefs, executives and representatives of the farmers' group in the community. These people meet to discuss, express their opinions and desires to develop their community area covering 5 aspects: economy, health, education, environment and society. The community's opinions from all areas on the 5 aspects are used to prepare a preliminary annual plan for future various community development projects.

2. Major Project Development The concept of major project development in each community derives from the opinions of people in that area coupled with the ability and expertise of Betagro to help solve those problems. Based on community hearings, most communities put priority on economy but they still felt that their income wasn't enough. They wanted to have supplementary income to improve their quality of life. Betagro connected these opinions to its internal activities. In 2025, there were 4 major projects supporting surrounding communities as follows:

- Organic Matter Soil Improvement Project to Reduce Agricultural Cost
- Community Products for Farm and Factory Integration Project
- Vocational Skill Development Project for Persons with Disabilities
- Surrounding Community Forest Conservation Project

3. Promotion of Employee Engagement in Project Implementation through Volunteer Activities The objective of this project is to concretely build social responsibility awareness. In 2025, a total of 2,286 volunteer employees participated in 407 activities in 5 areas as follows:

Economy	4 activities
Health	33 activities
Education	30 activities
Environment	14 activities
Society	326 activities

(2) Metrics and Targets

2030 Goal

Create a positive impact on 35,000 families surrounding Betagro's business operations

2025 Targets

Create a positive impact on **20,000** families surrounding Betagro's business operations

2025 Performance

Created a positive impact on **20,003 families**

Remarks: The goal to create a positive impact on 35,000 families equals to 76% of the total 46,202 families in the communities surrounding Betagro's business operations.

In 2025, the Community Development Project created a positive impact on 20,003 families in the communities surrounding Betagro's business operations. Such positive impact came from improving farmers' soil quality with organic matters (OM) resulting in farmers' improved soil quality and structure and reduced chemical fertilizer cost. The positive impact was also a result of community product sales, and vocational skill development for persons with disabilities, enabling them to gain employment in their local communities, acquire professional competencies, and reduce family dependency.

In addition, for communities with community forests certified by the Department of Forestry, Betagro helped increase the ability of the community to solve forest fires and PM 2.5 which is the major cause of respiratory problems of people in the community and the country.

2025 Projects

1 Organic Matter Soil Improvement Project to Reduce Agricultural Cost

The objective of the Organic Matter Soil Improvement Project to Reduce Agricultural Cost was to help farmers around Betagro's business operations reduce their expenses incurred from using chemical fertilizers. As a result, the Company initiated the idea of developing organic matters from left-over materials from its production process into soil improvement substance. It also analyzed nutrients to ensure sufficient nutrients for plants, free from heavy metal substances in line with the standard value of the Department of Agriculture.

In 2025, Betagro coordinated with the Provincial Land Development Station to invite its instructor to impart knowledge on organic fertilizer compost process for use and to provide microbial inoculum for the farmers. The Company delivered organic matter for soil improvement to a total of 4,220 farmer families, helping them to reduce the use of organic fertilizers by up to 149,005 baht.









Betagro supported the farmers' group surrounding its business operations with organic matter left from the production process for development into compost and high-quality soil improvement substance.

2025 Projects

2 Local Vegetable Farmers' Income Enhancement Project: Market–Driven Production and Organic Soil Improvement

Betagro in cooperation with the Agricultural Research Development Agency (Public Organization) or ARDA and the government network including the District and Provincial Agricultural Extension Office, the Provincial Land Development Station and the HAB Social Lab Network, implemented a project to raise the income level of farmers growing vegetables. The goals were to increase income and reduce costs for 130 farmer families around the Company's business operations with the following support guidelines:

- Support the target farmer group with organic matter from the production process for development into soil improvement substance
- Promote the target farmer group's knowledge by organizing necessary courses such as soil improvement, watering system, no-turn composting, vegetable seedling propagation, pests and diseases management and harvesting
- Help connect to distribution by purchasing the produce into the Company's operation and act as a middleman to distribute products to interested Betagro's employees




Vegetable plots of the project's target farmer group at Ban Koke Sanoi, Pakthongchai District, Nakhon Ratchasima Province






Workshops for farmers in the area of Pak Thong Chai District, Nakhon Ratchasima Province and Salephum District, Roi Ed Province led by instructors from the District Agricultural Office Subject: Soil analysis for soil improvement based on analysis value






A workshop on insect disease prevention held in Khon Kaen District, Khon Kaen Province led by instructors from Khon Kaen District's Land Development Stations






Workshops on no-turn composting in Viharn Daeng District in Saraburi Province, Sabos District in Lopburi Province, and Salephum District in Roi Ed Province tled by instructors from the Provincial Land Development Station, the Department of Land Development

2025 Projects

3 Community Products for Farm and Factory Integration Project

Based on the community's desire for supplementary income, Betagro has found ways to support through community's ability and products related to the needs of its business operations in each area.

In 2025, Betagro's business operations supported two major groups of community products totaling 2.7 million baht: fresh vegetables to farm kitchens and plants, and local brooms to replace general procurement. Apart from such purchases, the Company supported and promoted productivity increase and production cost reduction for farmers in the communities surrounding its business operations. It also monitored and inquired about production problems faced by farmers, as well as coordinated with government agencies or universities possessing knowledge, specialized expertise and technology to help provide knowledge, researches, advice and solutions to community problems on a ongoing basis





Farmers collected vegetables from community members and delivered them to the Company's farms for use in staff's food





Betagro's staff visited the farmers' vegetable plots under the project.





The broom production group in the surrounding communities gathered its produce and sent it to the Company.

4 Vocational Skill Development Project for Persons with Disabilities

Betagro supports and promotes the potential of persons with disabilities to generate income and be self-reliant, by developing vocational skills tailored to their needs and physical abilities. To support them in leveraging these skills for income generation, Betagro has established three local learning centers to promote vocational careers for persons with disabilities, with the support and collaboration of local organizations, government agencies, and local universities. These centers include:

1. The Vocational Development Learning Center for Persons with Disabilities in Chong Sarika (Ban Tor Yang) Sub-district, Lopburi Province
2. The Vocational Development Learning Center for Persons with Disabilities in Rang Bua Sub-district, Ratchaburi Province
3. Sufficiency Economy and Vocational Development Learning Center for Persons with Disabilities in Bang Yo Sub-district, Samut Prakan Province

In 2025, Betagro provided vocational development to 70 persons with disabilities in communities around its operating facilities. Among them, 52 persons with disabilities successfully developed their vocational skills and found employment, collectively generating an annual income of 687,541 Baht.









The Vocational Development Learning Center for Persons with Disabilitiesin Chong Sarika (Ban Tor Yang) Sub-district, Lopburi Province

2025 Projects

5 Community Empowerment Project for Forest Fire and Haze Mitigation and PM 2.5 Reduction in Community Forests

Betagro is aware of the PM 2.5 problem the country is facing. Based on statistics, it's clear that "forest fire" is the major cause. The Company has, therefore, developed a project to raise the community's ability to prevent and correct forest fires and smoke in community forests near its business operations to reduce PM 2.5, which is currently a national issue

To strengthen communities' potential in preventing, protecting and conserving community forests, which are valuable public treasures, so that they are fertile and not destroyed by forest fires, equipment required for forest fire prevention and handling is necessary for responding to the fires, helping to reduce wider expansion and lowering damage to plants, animals and other living organisms as well as the community forest ecological system.

Betagro cooperated with the communities, the Department of Forestry and the Board of Investment to provide equipment for forest fire prevention and control, build check dams and water system to increase humidity, reduce forest fire cause and restore trees for better growth. In addition, it supported communities with machines to manage forest fuel in order to reduce the quantity of leaves and dry twigs, which are the major forest fuel. These machines with a total supporting budget of 5.5 million baht included branch shredders, soil improvement organic matter mixers, and leaf plate making machines. The machines were donated to 8 local administrative organizations covering 10 community forest areas surrounding Betagro's business operations in 7 provinces: Lopburi, Saraburi, Prachinburi, Maha Sarakham, Nakhon Ratchasima, Lamphun and Phitsanulok.

From monitoring the project, it was found that the communities could managed and controlled forest fires timely reducing their expansion. In addition, they could implement preventive measures such as building fire protection barriers with the donated machines. In many areas, community members also initiated grouping together to strengthen their ability to protect community forests and campaign for reforestation at the beginning of the rainy season.

Furthermore, this project helped increase opportunities for communities to create added value or generate income from activities related to community forests. An example included producing leave plates from dry leaves to reduce forest fuel, testing or selling them to local government units for use during their organized activities or training. The income from the sale was used to fund future community forest protection.





The official presentation ceremony of equipment to prevent and manage forest fires to local administrative organizations and community forest committee presided by provincial and district chiefs





Community forest committee and representative of villagers in Phrom Phiram District, Phitsanulok Province, extinguished forest fire with the equipment after receiving the report.

2025 Projects

5 Community Empowerment Project for Forest Fire and Haze Mitigationand PM 2.5 Reduction in Community Forests




Community members built forest fire barriers in Ban Pa Dam Community and Ban Dong Huay Yen Community Forest in Ban Hong District, Lamphun Province.






Reforestation activity in the community forest area at the beginning of the rainy season to restore the deteriorating forest area in Nong Bun Mak District, Nakhon Ratchasima Province and Gud Rang District, Maha Sarakham Province






Training Workshop on making leaf plates and bowls using leaves from Ban Hong District, Lamphun Province, for use as food containers at meetings instead of foam or plastic packaging

6 Community Relations Activities

Betagro realizes well that it is a part of community and society; therefore, it puts priority on supporting community service activities, promoting local festivals and cultures continually. It also provides support when communities face with natural disasters such as floods in the south at the end of the previous year. In 2025, over 2,000 Betagro's employees participated in volunteer community relations activities. With the supporting budget of 2 million baht, more than 163,429 community members joined the various activities.






Betagro supported activities of the schools surrounding its business operations such as Children's Day, Safety Campaign Day and other activities organized by the schools.

2025 Projects

6 Community Relations Activities




Betagro's employees and executives, along with leaders of community, local administrative organization and sub-district health promotion hospital visited the elderly at their home and the bed-ridden patients around its business operations, and supported them with necessary products.





Betagro along with leaders of community and local administrative organization supported major local religious and merit-making festivals such as Buddhist Lent Candle Procession, Kathin Merit-Making Ceremony, Water-Pouring Ceremony for the Elderly during Songkran Festival.






Betagro supported community service activities such as offering dry food and drinks at public service points during major festivals with high traffic, releasing local fish into community water sources and cleaning public area with the community.












Betagro supported those affected by the 2025 flood in the south with food products including fresh eggs and drinking water at the help point.

2025 Projects

7 Children's Education Support Project for Social Equity

Betagro in cooperation with the Saitarn Foundation, a non-profit organization under the support of the Betagro Group founded in 1996, aims to help, support, create opportunities and equality, as well as to promote those who do good deeds for children, youth, students and the less privileged. It also cooperates with other charitable organizations to help ease the burden of those affected by various disasters and to provide public service.

In 2025, the Company implemented various projects covering support for educational equality and public service activities to alleviate the burden of those affected by various disasters, be it flood, storm or fire so as to create a society of sharing.

- Betagro offered over 630 scholarships to students at kindergarten, primary and secondary levels nationwide.





- Betagro promoted the use of technology to support learning, open the new world of unlimited learning through the project of “Blended Learning by Learn Education”. It also supported learning through actual practice outside classes such as youth camps in cooperation with schools to instill awareness of environment and forest conservation among children in Lopburi Province.





- Betagro promoted School Agricultural Project such as vegetable growing, chicken and fish raising for use as raw materials in students’ lunch. In addition, Quality Kitchen Project was implemented to raise the nutrition and hygiene levels up to the Department of Health’s standard. The project to raise the life quality level of students’ intelligence and autistics students enabled these students to help themselves in a long run through the support of students’ handicraft products.





- Betagro took part in helping, alleviating and restoring those affected in cooperation with various networks. Examples included Saitarn Nam Jai Project to help sick people, a free-food booth project for the poor, a project to help those affected by various disasters including floods, storms and fires





APPENDICES



4.1 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:

- Sustainability Reporting Guide for Listed Companies by The Stock Exchange of Thailand
- Guidance on ESG Metrics by Industry Group : Agro & Food Industry by The Stock Exchange of Thailand
- United Nations Sustainable Development Goals (SDGs)
- Global Reporting Initiative standard (with reference to)

Timeframe of information used for preparing this report

1 January 2025 to 31 December 2025

Contact for more information and suggestion about this report

Office	Corporate Governance and Sustainable Development Office
Company	Betagro Public Company Limited
Address (Head Office)	Betagro Tower (North Park) 323 Vibhavadi Rangsit Rd. Thung Song Hong, Lak Si, Bangkok 10210, Thailand
Contact number	+66 (0) 2146-1999
Email	sd@betagro.com
Website	https://www.betagro.com

4.2 Reporting Boundary

Company		Country	Business	Environmental Performance				Social Performance	
				GHG	Energy	Water	Waste	Human Resource	Occupational Health and Safety
1	Betagro Public Co., Ltd	Thailand		✓	✓	✓	✓	✓	✓
Subsidiaries									
2	Better Pharma Co., Ltd	Thailand	Manufacturing and distribution of pharmaceutical supplies, supplementary food and chemical products for animals	✓	✓	✓	✓	✓	✓
3	Anitech Total Solution Co., Ltd	Thailand	Distribution of pharmaceutical supplies, supplementary food, and chemical products for animals	NR	NR	NR	NR	NR	NR
4	Protech Animal Health Co., Ltd	Thailand	Distribution of pharmaceutical supplies, supplementary food, and chemical products for animals	NR	NR	NR	NR	NR	NR
5	Betagro Science Center Co., Ltd	Thailand	Biochemical analysis service	✓	✓	NR	NR	✓	✓
6	B. International and Technology Co., Ltd	Thailand	Production and distribution of machines and equipment for animal feed production	NR	NR	NR	NR	✓	✓
7	B. Feedmill Co., Ltd	Thailand	Leasing out property	NR	NR	NR	NR	NR	NR
8	Better Pharma (Philippines), Inc.	Philippines	Shops for distribution of pharmaceutical supplies, supplementary food and chemical products for animals in the Philippines	NR	NR	NR	NR	✓	✓
9	PT. Better Pharma Indonesia	Indonesia	Shops for distribution of pharmaceutical supplies, supplementary food and chemical products for animals in the Indonesia	NR	NR	NR	NR	✓	✓
10	Better Pharma (Vietnam) Co., Ltd	Vietnam	Shops for distribution of pharmaceutical supplies, supplementary food and chemical products for animals in the Vietnam	NR	NR	NR	NR	✓	✓

Company		Country	Business	Environmental Performance				Social Performance	
				GHG	Energy	Water	Waste	Human Resource	Occupational Health and Safety
11	Better Foods Co., Ltd	Thailand	Manufacturing of frozen chicken products and operating Poultry farming	✓	✓	✓	✓	✓	✓
12	B. Foods Product International Co., Ltd	Thailand	Manufacturing of frozen chicken products and operating Poultry farming	✓	✓	✓	✓	✓	✓
13	Ajinomoto Betagro Frozen Foods (Thailand) Co., Ltd	Thailand	Manufacturing and distribution of frozen chicken products	-	-	-	-	✓	✓
14	Betagro Specialty Food Co., Ltd	Thailand	Manufacturing and distribution of frozen pork products	✓	✓	✓	✓	✓	✓
15	Betagro – Dainippon Techno-Ex Co., Ltd	Thailand	Manufacturing and distribution of concentrated soup and extracted oil from animal bones	✓	✓	✓	✓	✓	✓
16	Betagro MF Deli Co., Ltd	Thailand	Manufacturing and selling of frozen pork products and chicken products	✓	✓	✓	✓	✓	✓
17	Thai SPF Products Co., Ltd	Thailand	Breeding swine free of certain diseases for sale	✓	✓	✓	✓	✓	✓
18	Betagro Agro Industry Co., Ltd	Thailand	Livestock for sale and manufacturing of frozen meats products	✓	✓	✓	✓	✓	✓
19	Betagro Hybrid Co., Ltd	Thailand	Leasing out swine farm	NR	NR	NR	NR	NR	NR
20	Betagro Farming Co., Ltd	Thailand	Leasing out poultry farm	NR	NR	NR	NR	NR	NR
21	Betagro Safety Meat Packing Co., Ltd	Thailand	The plant, which formerly operated as a swine slaughterhouse and distribution facility, has ceased its original operations and was subsequently sold to Betagro Agro Industry Co., Ltd.	NR	NR	NR	NR	NR	NR
22	Betagro (Cambodia) Co., Ltd	Cambodia	Manufacturing and distribution of animal feeds, livestock and food in the Cambodia	-	-	-	-	✓	✓
23	Betagro (Lao) Sole Co., Ltd	Lao	Manufacturing and distribution of animal feeds, livestock and food in the Lao	-	-	-	-	✓	✓

Company		Country	Business	Environmental Performance				Social Performance	
				GHG	Energy	Water	Waste	Human Resource	Occupational Health and Safety
24	Betagro (Myanmar) Co., Ltd	Myanmar	Manufacturing and distribution of animal feeds, livestock and food in the Myanmar	-	-	-	-	✓	✓
25	Betagro Intertrade Co., Ltd	Thailand	Distribution of products to oversea markets	NR	NR	NR	NR	NR	NR
26	Pet Focus Co., Ltd	Thailand	Manufacturing and distribution of pet food, snacks and equipment	✓	✓	✓	✓	✓	✓
27	Betagro Group Human Resources Development Center Co., Ltd	Thailand	Training and seminar service center	NR	NR	NR	NR	✓	✓
28	Betagro Treasury Center Co., Ltd.	Thailand	Provision of money exchange	NR	NR	NR	NR	✓	✓
29	Hobby Farmer Co., Ltd.	Thailand	Selling farm equipment kits	NR	NR	NR	NR	NR	NR
30	Betagro Ventures Co., Ltd	Thailand	Investment holding company	NR	NR	NR	NR	✓	✓
31	BTG LV Co., Ltd	Hong Kong	Investment holding company	NR	NR	NR	NR	NR	NR
32	Betagro Trading (Singapore) Pte. Ltd.	Singapore	Trading and exporting	NR	NR	NR	NR	✓	✓
33	Betagro Foods (Singapore) Pte. Ltd.	Singapore	Investment	NR	NR	NR	NR	NR	NR
Associates and Joint Ventures									
34	Itoham Betagro Foods Co., Ltd.	Thailand	Manufacturing and selling of pork products such as meatballs and sausages	-	-	-	-	-	-
35	Asian Best Chicken Co., Ltd.	Thailand	Manufacturing and distribution of frozen chicken products	-	-	-	-	-	-
36	Kobe-Ya Shokuhin Kogyo Co., Ltd.	Thailand	Wholesale of meat products and import-export meat, vegetables and fruits	NR	NR	NR	NR	NR	NR

Remark: NR = Non Relevance means information without any significance to environmental and social operation, nor any impact on Betagro Group of Companies' overall picture. This is because it is an establishment that has no production process and/or is a type of business investing/selling/renting land within the group of companies, of which their information has already been recorded in other companies.

4.3 GRI Content Index

Statement of Use	Betagro Public Company Limited has reported with reference to GRI Standards for the period from 1 January 2025 to 31 December 2025
GRI Used	GRI Standards 2021 which consist of GRI 1: Foundation 2021, GRI 2: General Disclosures 2021 and GRI 3: Material Topics 2021

GRI Standard	Disclosure	Location
General Disclosure		
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 102
	2-2 Entities included in the organization's sustainability reporting	Page 103
	2-3 Reporting period, frequency and contact point	Page 102
	2-6 Activities, value chain and other business relationships	Page 25 2025 AR: Page 20 - 21
	2-7 Employees	Page 84 - 85
	2-9 Governance structure and composition	Page 13 – 14 Page 21 - 22 2025 AR: Page 140
	2-10 Nomination and selection of the highest governance body	2025 AR: Page 159 - 162
	2-11 Chair of the highest governance body	Page 21 2025 AR: Page 140 - 143
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 21 - 22 2025 AR: Page 143 - 145
	2-13 Delegation of responsibility for managing impacts	Page 21 - 22
	2-14 Role of the highest governance body in sustainability reporting	Page 21 - 22
	2-15 Conflicts of interest	Page 17 2025 AR: Page 133 - 136

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Page 17
	2-17 Collective knowledge of the highest governance body	2025 AR: Page 123 - 124
	2-18 Evaluation of the performance of the highest governance body	2025 AR: Page 124 – 125 2025 AR: Page 161 - 162
	2-19 Remuneration policies	2025 AR: Page 121 - 122
	2-20 Process to determine remuneration	2025 AR: Page 121 - 122
	2-22 Statement on sustainable development strategy	Page 21 – 23
	2-23 Policy commitments	Page 15 - 17 2025 AR: Page 137
	2-24 Embedding policy commitments	Page 15 - 17
	2-25 Processes to remediate negative impacts	Page 17
	2-26 Mechanisms for seeking advice and raising concerns	Page 17
	2-27 Compliance with laws and regulations	Page 15
	2-29 Approach to stakeholder engagement	Page 24 - 26
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 27
	3-2 List of material topics	Page 28
Governance Performance		
Corporate Governance		
GRI 3:Material Topics 2021	3-3 Management of material topics	Page 13 - 14
GRI 405: Diversity and Equal Opportunity 2026	405-1 Diversity of governance bodies and employees	Page 13 - 14
Business Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 15 - 17
GRI 206: Anticompetitive Behavior 2016	206-1 Legal actions for anti-competitive behavior,anti-trust, and monopoly practices	Page 15 - 17

GRI Standard	Disclosure	Location
Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 48 - 51
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 48 - 51
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 49
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 50
	414-2 Negative social impacts in the supply chain and actions taken	Page 49
Responsible Sourcing		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 52 - 54
Innovation and Technology		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 68 - 70
Environmental Performance		
Environmental Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 30
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 31 - 32
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 31 - 32
	303-2 Management of water discharge-related impacts	Page 31 - 32
	303-3 Water withdrawal	Page 33
	303-4 Water discharge	Page 34
	303-5 Water consumption	Page 34
Climate Change Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 40 - 42
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 45
	302-3 Energy intensity	Page 45

GRI Standard	Disclosure	Location
GRI 305: Emission 2016	305-1 Direct (Scope 1) GHG emissions	Page 43
	305-2 Energy indirect (Scope 2) GHG emissions	Page 43
	305-3 Other indirect (Scope 3) GHG emissions	Page 43
	305-4 GHG emissions intensity	Page 44
	305-5 Reduction of GHG emissions	Page 44
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 36 - 37
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	Page 36 - 39
	306-2 Management of significant waste-related impacts	Page 36 - 39
	306-3 Waste generated	Page 38
	306-4 Waste diverted from disposal	Page 38
	306-5 Waste directed to disposal	Page 38
Sustainable Packaging		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 55 - 56
Social Performance		
Human Rights and Employee Labor Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 71 - 74
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 84 - 85
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 48 - 50
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 71 – 74
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 71 – 74
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Page 50
	414-2 Negative social impact in the supply chain and action taken	Page 49

GRI Standard	Disclosure	Location
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 87 - 88
	403-2 Hazard identification, risk assessment, and incident investigation	Page 88
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 91
	403-5 Worker training on occupational health and safety	Page 90
	403-6 Promotion of worker health	Page 91
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 91
	403-9 Work-related injuries	Page 89 – 90
	403-10 Work-related ill health	Page 90
Animal Health and Welfare		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 64 - 67
Community Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 93
Human Capital Development		
GRI 3 Material Topics 2021	3-3 Disclosure of material topics	Page 75 - 83
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 85 - 86
	401-3 Parental Leave	Page 86
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 81
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 81 – 83
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 86
Food Safety and Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 57 - 63



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