TCFD Report 2025

Task Force on Climate-Related Financial Disclosures (TCFD)

BETAGRO PUBLIC COMPANY LIMITED

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Introduction

Climate change is increasingly affecting the economy, society, and business operations, particularly in the agricultural sector, which is a significant source of greenhouse gas emissions in Thailand. As one of the leading agribusinesses, Betagro commits to support Thailand's Net-Zero emissions target and the transition to a low-carbon economy to ensure long-term business sustainability for future generations.

In 2025, Betagro conducted the first comprehensive climate risk assessment to understand how climate-related physical and transition risks may affect its operations, supply chain, and long-term performance. Through scenario analysis, the Company integrates key climate risks and opportunities and its insights to strengthen its risk management and strategic planning. This assessment provides a foundation for developing practical management aligned with evolving climate-related disclosure expectations.

The report aims to provide investors and other capital market participants with decision-useful information on the Company's climate-related risks and opportunities, and their potential effects on strategy, financial performance, and long-term enterprise value, supported by regulatory transition relief and alignment with existing disclosure requirements to enhance transparency and strengthen investor understanding of the Company's climate resilience.

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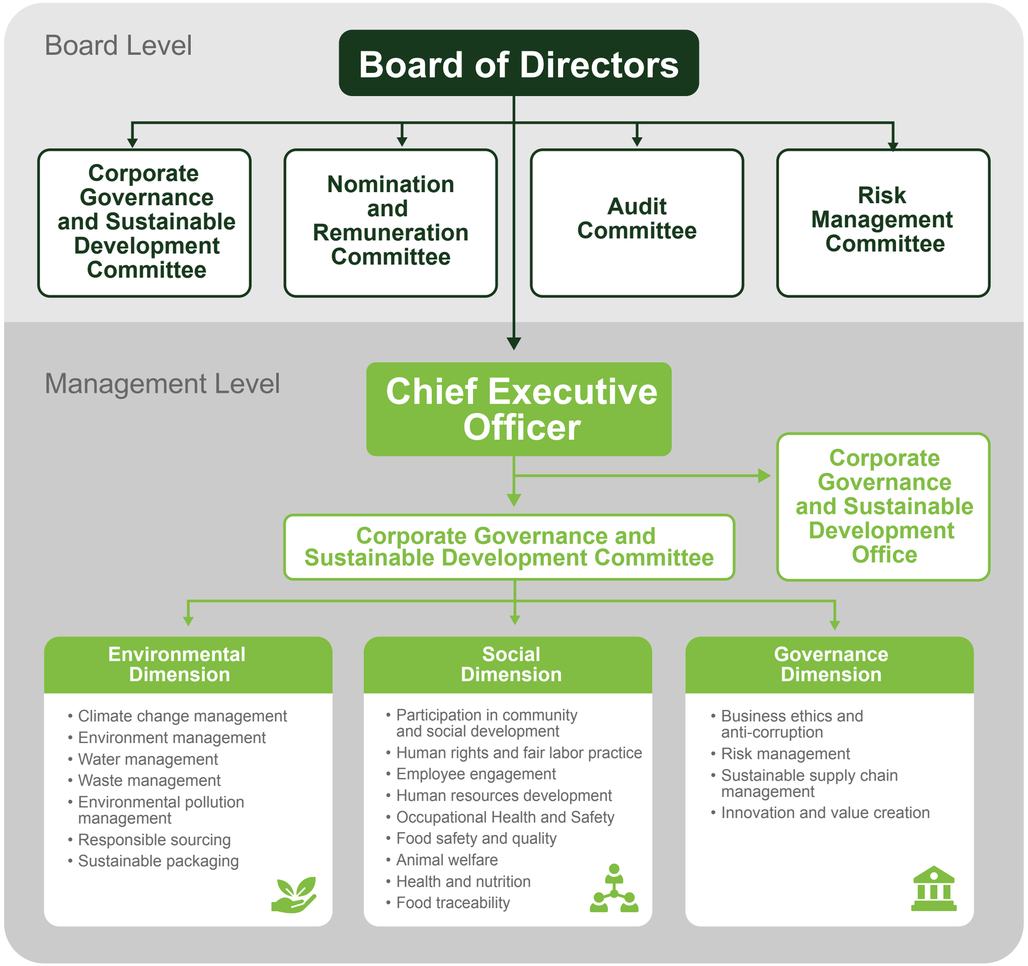
Governance

Climate-related Risk and Opportunity Oversight



Betagro's sustainability governance is executed through a robust internal management framework designed to align the strategic direction of the Board of Directors with management-level implementation and operational staff. The primary objective of this structure is to maximize positive impacts and value creation for all stakeholder groups while systematically mitigating negative externalities.

In terms of climate governance, Betagro has integrated specific mechanisms to ensure rigorous oversight of climate-related risks and opportunities. This oversight originates at the Board level, led by the Board of Directors and the Corporate Governance and Sustainable Development Committee. These responsibilities are subsequently cascaded to the management level by overseeing and monitoring the CEO and Corporate Governance and Sustainable Development Management Committee's operational execution process.

To bolster both board-level and management-level oversight, Betagro established a dedicated Steering Committee on Sustainability-Related Financial Reporting in Accordance with International Standards in 2025. The Steering Committee on Sustainability-Related Financial Reporting in Accordance with International Standards was mandated to enhance and refine the Company's disclosure frameworks for sustainability-related financial information, with a strategic focus on climate change. To ensure a holistic approach, the team comprises representatives from a diverse range of critical functions, including Finance, Risk Management and Compliance, Business Units, Engineering, Energy Management, and Corporate Governance and Sustainability. This multi-disciplinary collaboration ensures that the team possesses the technical expertise and operational insights necessary to produce comprehensive disclosures. By integrating sustainability and climate-related data with financial performance, the Steering Committee on Sustainability-Related Financial Reporting in Accordance with International Standards Team provides decision-useful information for investors while ensuring strict adherence to both current and emerging regulatory requirements.

Governance

Board-level Oversight

Board-level Committee	Roles and Responsibilities	Meeting Frequency
Board of Directors	The Board of Directors holds the ultimate responsibility for establishing the Company's strategic direction, policies, and overarching business strategies. This mandate includes rigorous supervision and monitoring of management-level performance to ensure alignment with corporate objectives. In terms of strategy and significant investment, the Board is also responsible for screening and approval of investment plans.	Quarterly
Corporate Governance and Sustainable Development Committee	Appointed by the Board of Directors, the Corporate Governance and Sustainable Development Committee serves as the central oversight body for Betagro's sustainable development strategy. This mandate encompasses comprehensive governance and strategic management of climate-related issues. The core roles and responsibilities of the Committee include: • Defining the scope, policies, and overarching objectives for climate-related management to ensure alignment with the Company's long-term vision. • Identifying and monitoring climate-related risks and opportunities, encompassing both physical risks (e.g., extreme weather) and transition risks (e.g., regulatory changes and market shifts). • Reviewing and approving climate-related targets, including Greenhouse Gas (GHG) emissions reduction commitments and other key performance indicators. • Overseeing operational management to ensure that all business activities remain consistent with the established climate goals and performance targets. • Engaging with and receiving regular reports from the Corporate Governance and Sustainable Development Management Committee to ensure that climate actions are integrated into Betagro's broader strategic direction and meet compliance requirements as well as the progress towards achieving climate-related targets.	Quarterly
Nomination and Remuneration Committee	The Nomination and Remuneration Committee is responsible for overseeing the integration of sustainability performance into the Company's compensation structures. This role involves aligning executive remuneration with climate-related Key Performance Indicators (KPIs), such as greenhouse gas (GHG) emission reduction targets.	Quarterly
Audit Committee	The Audit Committee is mandated to audit and assess internal controls, ensuring steadfast compliance with the corporate governance policy. In addressing climate-related matters, the Committee provides critical oversight of financial disclosures pertaining to both climate-related risks and opportunities.	Quarterly
Risk Management Committee	The Risk Management Committee reinforces Betagro's climate resilience by integrating climate-related risks and opportunities into the Company's overarching Enterprise Risk Management (ERM) framework. This systematic integration ensures that climate-related factors are managed holistically at the organizational level.	Quarterly

Governance

Management-level Oversight

Management-level Function	Roles and Responsibilities	Meeting Frequency
Corporate Governance and Sustainability Management Committee	The Corporate Governance and Sustainability Management Committee serves as the primary driver for Betagro's climate actions at the management level. To ensure comprehensive organizational coverage, the Committee is supported by executives from all business units, facilitating the integration of climate strategies across the entire value chain. Its core responsibilities include • Overseeing the execution of climate initiatives to ensure alignment with corporate goals. This is achieved through the rigorous monitoring of GHG accounting and the active support of performance improvement measures. • The Committee is tasked to report on the management of climate-related matters to the Corporate Governance and Sustainable Development Committee weekly.	Monthly

Key performance indicators (KPIs) related to carbon reduction are embedded across the entire organization, creating a system that integrates performance with financial incentives related to carbon reduction targets. This system covers all levels, starting from the Chief Executive Officer (CEO), Management levels, and staffs, who were involved in driving action towards climate change mitigation and achieving long-term net-zero greenhouse gas emissions goals.

Betagro's climate governance structure reinforces the effectiveness of its climate strategies through robust internal controls, continuous monitoring, and a clear top-down mandate-extending from Board-level oversight to operational execution. Given that climate change is a strategic priority, all climate-related initiatives undergo rigorous screening and approval by both Board-level committees and senior management, which consider not only financial feasibility, but also environmental and social impacts that can occur from the considered projects or initiatives. This oversight applies to all major climate-related projects and sustainability initiatives that meet the defined investment criteria, ensuring that large-scale capital expenditures contribute to Betagro's long-term climate resilience and decarbonization goals.

Strategy

Climate change has emerged as a defining global challenge, impacting societies and industries across all geographies without exception. As a leading food company in Thailand, Betagro recognizes that these escalating climate risks pose direct threats to its business continuity and operational stability. The Company remains acutely aware that such challenges can translate into significant financial implications, affecting its long-term growth prospects and overall resilience.

In 2025, the Company reached a significant milestone by performing its first-ever climate risk assessment to capture both threatening risks and strategic opportunities. This assessment utilizes scenario analysis tailored to the Company's specific operational types and geographical locations. By adopting this forward-looking approach, Betagro can evaluate potential climate impacts and physical damages, systematically translating these environmental shifts into quantified financial implications for its business.

3.1 Climate Risk Assessment

Betagro has established a structured climate risk assessment methodology to identify, assess, and manage climate-related risks and opportunities across its value chain. This assessment covers direct operations, upstream supply chain, and downstream activities, ensuring a comprehensive evaluation of potential impacts on the Group's strategy, financial performance, and long-term enterprise value.

The methodology is grounded in scenario analysis, integrating both physical and transition climate pathways to evaluate the resilience of Betagro's business under different plausible futures as below.

Scenario Analysis for Climate Risk Assessment

Scope of assessment	The climate risk and opportunity assessment cover Betagro's assets across all business units in Thailand, including factories, farms, warehouses, and retail shops (Betagro Shops and Betagro Deli).
Physical Risk	• **SSP1 - 2.6 :** Represents a sustainable pathway where global CO2 emissions decline rapidly, reaching Net Zero by 2075. This scenario reflects a world prioritized by sustainable development and successful climate mitigation. • **SSP2 - 4.5 :** Reflects a trajectory where CO2 emissions remain near current levels until 2050 before beginning a gradual decline. However, emissions do not reach Net Zero by 2100, representing a 'middle-of-the-road' transition. • **SSP3 - 7.0 :** A scenario characterized by high GHG emissions, where CO2 output is projected to double by 2100, reflecting significant challenges to climate mitigation and adaptation. • **SSP5 - 8.5 :** Represents a fossil-fuel-intensive future with very high GHG emissions. In this scenario, CO2 emissions are expected to triple by 2075, serving as a 'worst-case' stress test for physical climate impacts.
Transition Risk	• **Stated Policies (STEPS):** Reflects a 'Business-as-Usual' (BAU) trajectory, incorporating existing government policies and announced commitments without assuming additional actions beyond current frameworks. • **Announced Pledges (APS):** Assumes the full and timely implementation of national climate targets, including Nationally Determined Contributions (NDCs) and long-term Net-Zero commitments, representing a more ambitious decarbonization path. • **IEA NZE 2050:** Represents a rigorous pathway toward global net-zero emissions by 2050. This scenario emphasizes accelerated and intensive decarbonization efforts on a global scale, particularly within the energy and industrial sectors, to align with the 1.5°C goal.

Scenario Analysis for Climate Risk Assessment	
Time horizons	The assessment is conducted across defined time horizons: • **Short term (2025-2030)** • **Medium term (2031- 2040)** • **Long term (2041-2050)** These time horizons are aligned with Betagro's strategic planning cycle, national climate commitments, and global climate targets under the Paris Agreement. This enables the Company to evaluate both immediate and evolving risks, as well as the timing of potential financial implications

3.2 Climate Scenario Analysis

3.2.1 Physical Risks Identification and Assessment

Betagro categorizes climate-related physical risks into acute and chronic hazards and has identified key climate hazards that may materially affect its operations, biological assets, and value chain. These risks are assessed across upstream (e.g., farming and raw material sourcing), direct operations (e.g., processing facilities), and downstream distribution, with consideration given to the sensitivity of agricultural production systems to climate variability.

In addition to assessing exposure and likelihood, Betagro integrates potential financial impacts into its risk evaluation to determine overall risk levels in alignment with its Enterprise Risk Management (ERM) criteria. This includes consideration of both potential business impacts and associated financial implications, enabling a more comprehensive prioritization of risks in line with financial materiality. The physical risks are identified and assessed as below.

Acute

Chronic

Strategy

1. Flooding

The assessment incorporates combined flood probabilities, covering urban, riverine, and coastal flooding, with forecast weightings derived from projected precipitation anomalies.

Risk	Potential Business & Financial Impacts	Time Horizon	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5	Mitigation and Adaptation
Flooding	• **Key Exposed Assets:** Farm, Factory, Warehouse, and Retail shop • **Business Impacts:** Potential business impacts from flooding include widespread physical damage across Betagro's operational assets, including farms, factories, warehouses, retail shops, and offices. **At farm sites,** flooding may damage animal housing, feeding systems, and water management infrastructure, requiring repair or reconstruction. **In factories,** impacts may include damage to buildings, production areas, drainage systems, and critical utilities such as electrical systems, leading to rehabilitation and equipment replacement. **Warehouses, retail shops, and office buildings** may experience structural and system damage, including to flooring, walls, and internal infrastructure, requiring restoration. In addition to direct operational assets, flooding may also affect Betagro's value chain, including upstream suppliers (e.g., feed and raw material sourcing) and downstream distribution and logistics networks. Disruptions in these areas may lead to delays in input supply, distribution constraints, and potential revenue impacts. • **Financial Impacts:** Overall, these impacts may result in increased capital expenditure for repairing or replacing damaged assets, as well as potential operational disruptions across affected locations.	2025 - 2030	Low risk	Low risk	Low risk	Low risk	• Conduct site selection assessments for new facilities by considering historical flood exposure, elevation levels, and potential impacts from sea level rise. • Design and construct critical infrastructure and buildings to be elevated above historical flood level to reduce potential damage and operational disruption. • Install and maintain flood prevention equipment and protection systems, such as industrial water pump and sandbag flood barriers. • Regularly inspect and improve drainage systems to enhance water management efficiency during heavy rainfall and flooding. • Continuously monitor flood risks and weather conditions to support timely response and preventive actions (Flood Risk Monitoring & Prevention). • Establish and periodically review Business Continuity Plans (BCP) to strengthen emergency preparedness and maintain operational continuity during disruptions.
		2031 - 2040	Low risk	Low risk	Low risk	Low risk	
		2041 - 2050	Low risk	Low risk	Low risk	Low risk	

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2. Storm Flood

The assessment is based on key assumptions, including Expected Annual Physical Loss (EAPL), the number of simulated historical and projected tropical cyclones, storm paths, and storm intensity classifications (Tropical Storm and Categories 1–5), as well as the statistical frequency of storm events. These factors are used to evaluate both the likelihood and potential severity of storm-related flooding impacts.

The analysis incorporates both historical data (1951–2014) and future climate projections under SSP2-4.5 (2035–2064).

Risk	Potential Business & Financial Impacts	Time Horizon	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5	Mitigation and Adaptation
Storm Flood	• **Key Exposed Assets:** Farm, Factory, Warehouse, and Retail shop • **Business Impacts:** Potential business impacts from storm-induced flooding include widespread physical damage across Betagro's operational assets, driven by high-intensity rainfall and overflow events. **At farm sites,** impacts may include damage to animal housing, feeding systems, and water management infrastructure, potentially affecting livestock conditions and operational continuity. **In factories,** flooding may damage building structures, production floors, and critical embedded infrastructure, including electrical, drainage, and utility systems, leading to interruptions in processing activities, production delays, and potential rehabilitation or replacement of high-value equipment. **Warehouses, retail shops, and office buildings** are susceptible to structural and system damage. This includes damage to structural components, flooring, walls, and internal electrical installations, all of which require professional restoration to return to operational status. • **Financial Impacts:** Overall, these impacts may lead to operational downtime, supply chain disruption, and reduced business continuity, requiring repair and restoration activities. This may also result in increased capital expenditure for infrastructure repair and replacement, as well as additional resources required to maintain operational resilience in affected locations.	1951 - 2014 : Historical baseline	-	High risk	-	-	• Apply engineering and construction standards in the design and development of buildings and infrastructure to enhance resilience against storm floods. • Conduct regular inspections and maintenance of facility structures to ensure safety, reliability, and operational resilience. • Monitor weather conditions and storm-related information from government agencies and regional meteorological department to support early warning and early preparedness. • Establish and periodically review Business Continuity Plans (BCP) to strengthen emergency preparedness and maintain operational continuity during disruptions. • Obtain insurance protection against storms and severe weather events to minimize financial exposure and ensure business continuity.
		2034 - 2065	-	High risk	-	-	

*Remark: *Results are subject to limitations in climate modeling and in asset-level data for certain hazards.*

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3. Storm Wind

The assessment of storm wind risk is based on key assumptions that capture both the frequency and severity of high-intensity wind events, including **Expected Annual Physical Loss (EAPL)** to estimate potential damage and the number of simulated historical and projected tropical cyclones to assess changes in storm occurrence over time.

The analysis also considers storm paths to determine geographic exposure and affected areas, as well as storm intensity classifications, with particular focus on **Category 3–5 events in coastal provinces and Category 4–5 events in inland provinces,** reflecting varying levels of vulnerability. In addition, the statistical frequency of storm events is incorporated to evaluate the likelihood of occurrence. Together, these assumptions enable a comprehensive assessment of both the probability and potential severity of storm wind impacts across Betagro's operations.

The assessment incorporates both historical data (1951–2014) and future projections under SSP2-4.5 (2035–2064).

Risk	Potential Business & Financial Impacts	Time Horizon	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5	Mitigation and Adaptation
Storm Wind	• **Key Exposed Assets:** Farm, Factory, and Warehouse • **Business Impacts:** Potential business impacts from storm winds include significant physical damage to Betagro's farms, factories, and warehouses, driven by high-velocity wind pressures and extreme weather conditions. **At farm sites,** strong winds may damage **animal housing, roofing structures, fencing, and supporting facilities**. Such structural failures pose direct risks to livestock safety and can lead to prolonged disruptions in operational stability. **In factories,** high-velocity winds may impact **building structures, roofing, and external cladding**. Additionally, **fixed installations** such as ventilation systems and critical utility networks are vulnerable to wind-borne debris or pressure-related damage, necessitating rehabilitation. **Warehouses** may experience damage to **structural components, roofing, and storage-related infrastructure,** which can compromise the integrity of stored inventory and logistics operations. • **Financial Impacts:** Overall, these impacts may result in operational downtime and business disruption, as well as **increased capital expenditure** for the repair and replacement of damaged buildings and infrastructure across affected locations.	1951 - 2014 : Historical baseline	-	**Low risk**	-	-	• Apply engineering and construction standards in the design and development of buildings and infrastructure to enhance resilience against storm winds. • Conduct regular inspections and maintenance of facility structures to ensure safety, reliability, and operational resilience. • Monitor weather conditions and storm-related information from government agencies and regional meteorological department to support early warning and early preparedness. • Obtain insurance protection against storms and severe weather events to minimize financial exposure and ensure business continuity.
		2034 - 2065	-	**Low risk**	-	-	

*Remark: *Results are subject to limitations in climate modeling and in asset-level data for certain hazards.*

4. Extreme Heat Damage to Biological Assets

The scope of this assessment is specifically tailored to poultry and swine operations, as these livestock categories are directly exposed to ambient temperature fluctuations and exhibit high sensitivity to extreme heat stressors. Thus, aquaculture farms have been excluded from the current analysis. Upon evaluating the average probability of extreme heat across defined time horizons, the findings indicate that the probability remains notably consistent across all analyzed scenarios within each respective period.

Risk	Potential Business & Financial Impacts	Time Horizon	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5	Mitigation and Adaptation
Extreme Heat Damage to Biological Assets	• **Key Exposed Assets:** Farm • **Business Impacts:** This analysis specifically **addresses the detrimental effects of extreme heat on Betagro's biological assets.** Prolonged exposure to elevated temperatures can cause direct physical damage and severely compromise the health of livestock, particularly poultry and swine. Such heat stressors lead to significant disruptions in physiological functions, potentially **resulting in chronic health issues and a decline in the overall wellbeing of the animals.** Such heat stress can escalate into increased mortality rates, compromised body conditions, and overall physical deterioration of the livestock, which can also be further amplified in high-density farming environments. In more severe or prolonged instances, sustained extreme heat can lead to significant losses of animal stock and a measurable decline in operational productivity. • **Financial Impacts:** The direct depletion of biological assets caused by extreme heat requires a consistent replenishment of animal stock, which in turn **elevates replacement costs.** These financial burdens can impact overall margins and necessitate proactive budget management for livestock recovery.	2025 - 2030	**Medium risk**	**Medium risk**	**Medium risk**	**Medium risk**	• Install and maintain efficient ventilation and cooling systems to reduce the impacts of rising temperatures on livestock health, welfare, and productivity. • Implement emergency response plans for extreme heat events, including unexpected incidents such as power outages, with backup power sources to support ventilation and cooling systems in order to maintain operational continuity.
		2031 - 2040	**Medium risk**	**Medium risk**	**Medium risk**	**Medium risk**	
		2041 - 2050	**Medium risk**	**Medium risk**	**Medium risk**	**Medium risk**	

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5. Increased Energy Demand

Betagro's analysis prioritizes farms and factories, recognizing that these assets rely extensively on climate-control technologies to ensure operational stability. Maintaining optimal operating conditions within these environments requires consistent energy input, making them significantly more sensitive to external temperature fluctuations than other asset types. The analysis also extends to the contract farms, which are also exposed to risks from extreme heat.

Risk	Potential Business & Financial Impacts	Time Horizon	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5	Mitigation and Adaptation
Increase Energy Demand	• **Key Exposed Assets:** Farm and Factory • **Business Impacts:** The projected increase in energy demand, driven by rising temperatures and more frequent hot days, is expected to drive a consistent rise in operating costs across Betagro's farms and factories. As these core assets are highly dependent on continuous cooling and ventilation to maintain optimal operating conditions, the **escalating heat stress represents a material financial risk from expectedly growing energy demands.** Within farm operations, **the necessity for continuous ventilation, cooling systems, and water circulation intensifies as ambient temperatures rise.** These systems are vital to maintaining optimal environmental conditions for poultry and swine, safeguarding animal welfare and production quality. However, the increased reliance on these climate-control environments leads to a direct and undeniable surge in electricity consumption, resulting in elevated operational costs over extended periods. • **Financial Impacts:** In a similar manner to farm operations, the Company's factories require **intensified energy input for cooling**, refrigeration, and climate control during extreme heat events. These systems are critical to maintaining stable production environments and ensuring the highest standards of product quality. However, peak energy demand often escalates during these periods, resulting in higher overall expenditures driven by both increased consumption levels and demand-related utility charges.	2025 - 2030	**Medium risk**	**Medium risk**	**Medium risk**	**Medium risk**	• Establish energy reduction targets and continuously monitor energy consumption to improve energy management across business operations. • Increase the use of renewable energy sources, including solar energy, biomass for steam generation, and biogas utilization from wastewater treatment systems, to reduce fossil fuel consumption and to manage rising energy demand. • Improve energy efficiency and reduce unnecessary energy losses through process optimization using Artificial Intelligent (AI) and Machine Learning in production process. • Enhance the energy performance and operational efficiency of machinery and equipment through regular inspections, maintenance, and efficiency improvement initiatives.
		2031 - 2040	**Medium risk**	**Medium risk**	**Medium risk**	**Medium risk**	
		2041 - 2050	**Medium risk**	**Medium risk**	**Medium risk**	**Medium risk**	

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6. Drought

Drought is generally not considered an abrupt or sudden event, but rather a slow-onset climate risk (chronic). Unlike a flash flood or a storm, drought develops gradually over a long period, making its initial impact less obvious. However, its long-term effects on water availability and agricultural productivity can be severe and persistent.

The average probability of drought is determined by calculating the product of the damage fraction probability and the **Standardized Precipitation Evapotranspiration Index (SPEI) factor.**

Risk	Potential Business & Financial Impacts	Time Horizon	SSP1-2.6	SSP2-4.5	SSP3-7.0	SSP5-8.5	Mitigation and Adaptation
Drought	• **Key Exposed Assets:** Farm and Factory • **Business Impacts:** Drought conditions are projected to impact Betagro's operating assets, particularly across its farms and factory network. A prolonged reduction in water availability can significantly constrain resources necessary for livestock drinking needs and the operation of cooling systems. Such water scarcity increases the risk of heat stress, which may subsequently lead to lower growth performance and heightened disease susceptibility in poultry and swine. • **Financial Impacts:** Limited water availability poses a risk to essential industrial processes, including cleaning, processing, cooling, and sanitation. Any disruption in these water-dependent activities could lead to reduced production capacity or temporary operational slowdowns across the factory network. Ensuring a consistent water supply is therefore critical for maintaining both operational efficiency and stringent sanitation standards, which are fundamental to Betagro's production integrity.	2025 - 2030	Low risk	Low risk	Low risk	Low risk	• Establish clear targets and implement an effective water management plan based on the 5Rs principle (Rethink, Reduce, Reuse, Recycle, Repair) to optimize water consumption across operations. This includes promoting efficient water use, minimizing wastewater, and reusing water where possible, and maintaining equipment to prevent leakage or unnecessary water loss. • Continuously monitor and track water consumption levels to help ensure appropriate water resource management. • Conduct regular drought monitoring and assess potential water scarcity risks that may affect production process. • Establish and periodically review Business Continuity Plans (BCP) to strengthen emergency preparedness and maintain operational continuity during disruptions such as finding alternative water sources.
		2031 - 2040	Low risk	Low risk	Low risk	Low risk	
		2041 - 2050	Low risk	Low risk	Low risk	Low risk	

7. Wildfire*

Wildfires are identified as an acute physical risk that may cause immediate damage to Betagro's assets, infrastructure, and operations. These events are typically driven by prolonged dry conditions, high temperatures, and ignition sources, which may increase the likelihood of fire outbreaks across exposed regions.

Potential Business Impacts

• **Key Exposed Assets:**
All Assets
 	
• **Business Impacts:**
  • Wildfires can significantly impact **farm operations** through both direct damage and indirect disruptions. Fire outbreaks may destroy crops, livestock housing, and farm infrastructure, leading to immediate production losses.
  • Wildfires can significantly impact factory operations such as food processing plants, animal feed production, equipment manufacturing, laboratories, and utilities. One of the primary impacts is operational disruption caused by power outages, transportation constraints, and limited access to facilities during wildfire events. These lead to increased operating costs, production delays, reduced efficiency, and potential revenue losses thereby affecting both short-term operations and long-term business continuity.
  • **For warehouses,** fire exposure may damage storage facilities, goods, and infrastructure, leading to inventory losses.
  • Wildfires can affect both **retail and office** operations through disruptions to business continuity leading to lower sales and revenue. Physical stores may face temporary closures due to safety concerns. Additionally, disruptions to transportation networks can delay the delivery of goods, affecting inventory availability and product assortment.

*Remark: * The financial impact of wildfires is not quantifiable within the parameters of the scenario analysis.*

3.2.2 Transition Risks Identification and Assessment

To assess potential impacts arising from the global transition to a low-carbon economy, Betagro has identified and evaluated risks associated with evolving climate policies, market dynamics, technological developments, and changing stakeholder expectations, and their potential implications on the Group's strategy, financial performance, and long-term enterprise value.

In addition to assessing exposure and likelihood, Betagro integrates potential financial impacts into its risk evaluation to determine overall risk levels in alignment with its Enterprise Risk Management (ERM) criteria. This includes consideration of both potential business impacts and associated financial implications, enabling a more comprehensive prioritization of risks in line with financial materiality. The transition risks are identified and assessed as below.

1. Carbon cost

Carbon-related costs arise from potential carbon pricing mechanisms and evolving regulatory requirements associated with the transition to a low-carbon economy. These costs reflect the financial implications of greenhouse gas (GHG) emissions, including potential carbon taxes, emissions trading schemes, and compliance obligations under national and international climate policies.

The analysis considers the timing and scope of regulatory implementation, including the potential expansion of carbon pricing mechanisms across sectors, as well as the Company's ability to reduce emissions through planned decarbonization initiatives. The projected carbon price and associated carbon cost demonstrate a significant upward trend across all scenarios, reflecting increasing regulatory stringency and the progressive implementation of carbon pricing mechanisms over time.

Risk	Potential Business & Financial Impacts	Time Horizon	STEPS	APS	NZE-SBTi	Mitigation and Adaptation
Carbon Cost	• **Key Exposed Assets:** All Assets • **Business Impacts:** The analysis indicates that carbon-related financial impacts increase substantially under more ambitious transition pathways, particularly from 2030 onwards. The results highlight that carbon cost exposure is highly sensitive to policy ambition and carbon pricing levels, reinforcing the importance of early decarbonization efforts to mitigate long-term financial risks. From a business perspective, increasing carbon pricing may drive changes across Betagro's operations and value chain, including higher input costs from suppliers' subject to similar regulations, resulting in cost pass-through effects. In addition, evolving market expectations may accelerate demand for lower-carbon products, requiring operational adjustments and strategic investment in decarbonization initiatives. The transition may also increase the need for enhanced emissions monitoring, reporting, and regulatory compliance processes. • **Financial Impacts:** From a financial perspective, rising carbon costs may lead to increased operating expenses, particularly for emission-intensive activities, and create margin pressure if such costs cannot be fully passed on to customers. This may also require additional investment in emission reduction initiatives to mitigate long-term cost exposure and manage financial risks.	2025 - 2030	Low risk	Low risk	Low risk	• Conduct carbon footprint assessment and management to continuously monitor, evaluate, and reduce GHG emissions across operations and support long-term emission reduction targets. • Improve energy efficiency and increase the proportion of renewable energy utilization, including solar energy, biogas, and biomass. • Reduce carbon emissions throughout the supply chain by promoting sustainable practices, such as the use of recyclable packaging materials and waste reduction initiative. • Strengthen collaboration and engagement with suppliers to raise awareness of GHG emission reduction across supply chain.
		2031 - 2040	Low risk	High risk	Very high risk	
		2041 - 2050	Low risk	Very high risk	Very high risk	

2. Technology Cost

Technology-related costs arise from the implementation of decarbonization initiatives required to reduce greenhouse gas (GHG) emissions and support the transition to a low-carbon economy. These costs reflect investments in low-carbon technologies, including renewable energy systems and process improvements, which are necessary to achieve emission reduction targets and mitigate exposure to transition risks.

The analysis also considers the marginal abatement cost of each technology, enabling Betagro to assess whether decarbonization initiatives result in net cost increases or cost savings under different scenarios. The results indicate that technology-related costs vary across scenarios and time horizons, reflecting differences in decarbonization ambition, technology deployment, and cost assumptions, with a mix of cost increases and cost savings depending on the transition pathway.

Risk	Potential Business & Financial Impacts	Time Horizon	STEPS	APS	NZE-SBTi	Mitigation and Adaptation
Technology Cost	• **Key Exposed Assets:** All Assets • **Business Impacts:** The analysis indicates that while more ambitious decarbonization pathways may require higher initial investment, they can generate long-term cost efficiencies through reduced energy consumption and improved operational performance. From a business perspective, the implementation of decarbonization technologies may enhance operational efficiency, improve energy cost stability, and reduce exposure to energy price volatility. It may also require strategic capital allocation and drive adjustments across the value chain, including alignment with suppliers and logistics partners. Overall, early adoption of cost-efficient technologies may strengthen Betagro's competitive positioning and support resilience under evolving regulatory and market conditions. • **Financial Impacts:** From a financial perspective, these results indicate that Betagro may incur higher capital expenditure in the short term, particularly under more ambitious transition scenarios, to deploy technologies such as biogas, biomass, and solar energy. However, these investments are expected to deliver long-term cost efficiencies, primarily through reduced energy consumption and lower reliance on conventional energy sources, resulting in a net positive financial impact over time.	2025 - 2030	Low risk	Low risk	Low risk	• Select appropriate technologies (Technology Selection & Maturity) for implementation by aiming at proven existing technologies such as solar energy, energy efficiency machinery and equipment. • Conduct feasibility studies in new technologies to respond to technological challenges by integrating flexibility into capital planning in adopting cleaner technologies, monitoring new technology trends, aligning strategic and investment decisions with scenario analysis outcomes in order to reduce future costs related to technologies.
		2031 - 2040	Low risk	Low risk	Low risk	
		2041 - 2050	Low risk	Low risk	Low risk	

Remark: Low Risk refers to potential cost saving.

3. Transition-related Cost

When **carbon-related costs and technology-related costs** are considered together, the scenario analysis **indicates materially different transition-related financial outcomes across pathways**, reflecting varying levels of policy ambition, carbon pricing, and decarbonization investment requirements.

Risk	Potential Business & Financial Impacts	Time Horizon	STEPS	APS	NZE-SBTi	Mitigation and Adaptation
Transition-related Cost	• **Key Exposed Assets:** All Assets • **Business Impacts:** The analysis highlights that while more ambitious transition pathways involve higher short- to medium-term costs, they also provide opportunities to improve long-term operational efficiency and resilience, reinforcing the importance of proactive transition planning. From a business perspective, higher transition costs may drive strategic adjustments across operations and the value chain, including cost optimization, energy transition, supplier engagement, and product repositioning toward lower-carbon offerings. At the same time, early investment in cost-efficient technologies may help mitigate long-term cost exposure and enhance competitiveness under a low-carbon economy. • **Financial Impacts:** From a financial perspective, the combined impact of transition costs may lead to increased operating expenses and capital expenditure, particularly under more ambitious scenarios.	2025 - 2030	Low risk	Low risk	Low risk	• Develop energy transition plans through increased renewable energy utilization and continuous improvement of energy efficiency to support the adoption of cost-effective low-carbon technologies. • Evaluate and Implement Internal Carbon Pricing (ICP) as part of capital planning and investment evaluation processes to better manage climate-related financial risks and anticipate future carbon cost impacts. • Strengthen supplier engagement and collaboration in GHG management to encourage emission reduction practices across supply chain.
		2031 - 2040	Low risk	Low risk	Very high risk	
		2041 - 2050	Low risk	High risk	Very high risk	

Remark: Low Risk refers to potential cost saving.

3.3 Climate Strategy

The climate risk assessment identifies both physical and transition risks that could potentially impact Betagro's operations and financial stability. Betagro's climate strategy is designed to enhance business resilience under a range of physical and transition climate scenarios.

By integrating climate-related risks and financial implications into strategic planning, the Company ensures its operations remain robust under varying levels of climate impact and policy ambition. The company has continued on increasing the efficiency of energy management and decarbonization by integrating renewable energy initiatives into the company's business operations to achieve the company's long term goals and net zero in 2050. The initiatives are as follow:

1. Solar Energy

Betagro has integrated solar energy utilization as part of the company's climate strategy to support the transition toward clean energy, enhance energy efficiency, and reduce greenhouse gas emissions. The Company is committed to continuously increasing the use of renewable energy each year and planning to expand the implementation across all business operations.

Since 2020, the Company has continuously invested in and developed solar energy projects by installing power generation systems. The project currently covers more than 45 operational sites nationwide which includes Solar farm, Solar carport, and Solar rooftop. In addition, the Company also plans to further increase the capacity to more than 75 megawatts at high-potential sites. Moreover, the Company is also considering battery storage systems to increase the efficiency of renewable energy management. These initiatives reflect the Company's transition towards clean energy (energy transition), strengthening energy security, minimize long-term energy costs, and support the organization's GHG reduction targets.

2. Biomass Utilization to Replace Fossil Fuels in Steam Production

Betagro has established the use of biomass fuel as one of the key climate strategy to support renewable adoption in order to reduce dependence on fossil fuels, mitigate risks from energy price, and lower GHG emissions from production process.

The Company has invested in biomass boiler systems in new factories to increase the potential and to support the demand on renewable energy. While the equipment and processes at existing factories have also been upgraded to support the utilization of biomass and to increase the proportion of renewable energy. Since 2023, biomass has successfully implemented in 8 factories as planned and the Company is planning to expand the implementation to additional factories, especially in animal feed and food industries.

BETAGRO

3. Biogas Utilization Efficiency from Wastewater Treatment Systems

Betagro has integrated the utilization of biogas generated from wastewater treatment systems to improve resource efficiency, reduce dependence on fossil fuels, and lower GHG emissions from production process.

In 2024, the Company initiated continuous improvement and upgrading programs for biogas systems. The Company expects that the improved biogas management system will significantly increase the quantity of renewable energy utilized and reduce fossil fuel consumption. In addition, the Company plans to further develop and expand the biogas system continuously, including assessing opportunities to use biogas in additional applications to reduce risks associated with energy costs and external energy price fluctuations.

4. Smart Grid System

Betagro recognizes the importance of applying advanced technologies to enhance energy management efficiency and support GHG reduction goals. As part of this effort, the Company is developing a Smart Grid system to improve the efficiency of electricity generation, distribution, and consumption management within the operations. The Smart Grid system will help optimize real-time energy management, enabling more effective solar power. The system will also help improve energy stability within operational facilities, reduce energy losses, and improve overall energy efficiency.

Currently, the Company is conducting feasibility studies and evaluating appropriate implementation approaches, with plans to begin pilot projects in 2027. The development of this system is expected to strengthen energy security, reduce risks associated with energy price volatility, and support long-term expansion of renewable energy usage. This initiative is considered an important step toward achieving the organization's Net Zero GHG emissions target.

Achieving Net Zero requires the systematic application of technology. The company has studied decarbonization technologies, focusing on energy transition, energy efficiency, smart grid development, and supply chain management. These initiatives are balanced approaches between risk mitigation and opportunity capture, strengthening long-term resilience and aligning the business with a low-carbon, climate-resilient future.

PATHWAY TO NET ZERO in 2050

Explore more on the technology support on driving SD

- Hydrogen Energy
- Zero Waste
- Sustainable Packaging
- Solar Energy
- Smart Grid
- Biogas Restoration
- Energy Efficiency
- EV Car: Own Fleet
- Switching to biomass
- Battery energy :BESS
- Central biomass boiler
- Natural Refrigerants
- Promoting Renewable energy - Suppliers
- Sourcing Low-Carbon Products
- Wastewater treatment management

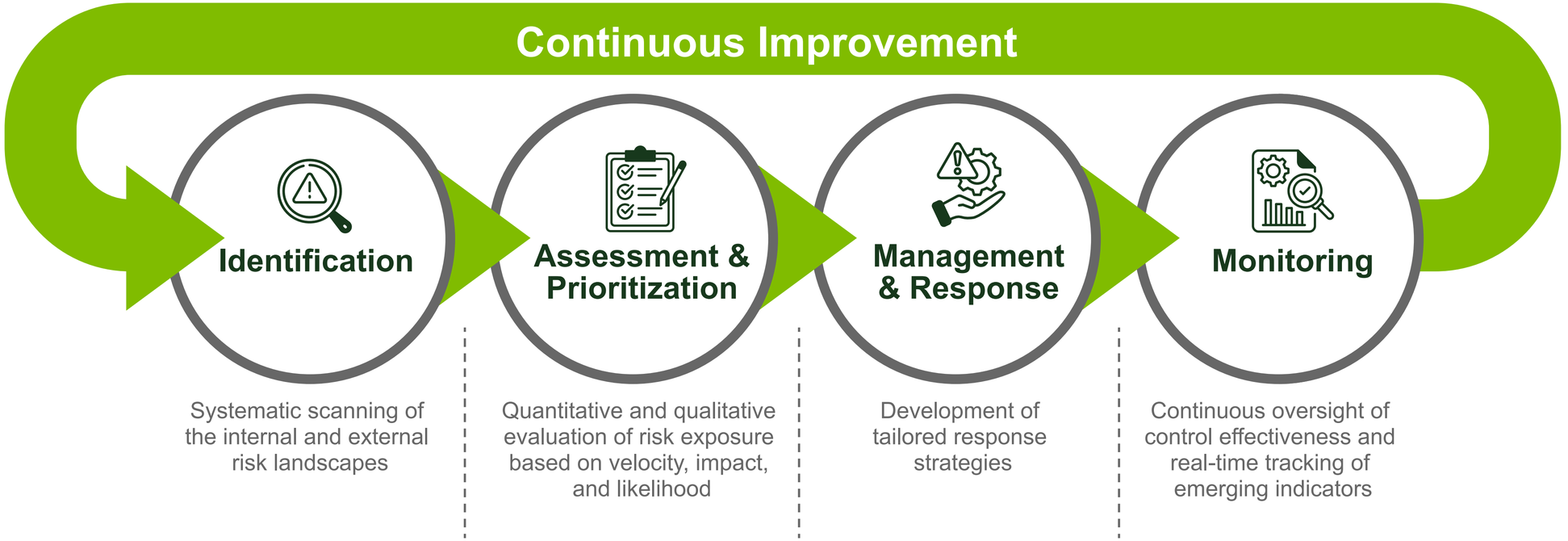
BETAGRO BUSINESS

Risk Management

4.1 Climate Risks Assessment and Management

Betagro has established a structured climate risk management process to systematically identify and manage climate-related physical and transition risks and integrate them into its overall corporate strategy. The process follows a four-step approach, as outlined below.

The process begins with identifying relevant climate risks across operations and the value chain, followed by assessing and prioritizing these risks based on their potential financial and strategic impacts. Management actions are then developed and implemented to address priority risks, with ongoing monitoring to evaluate effectiveness and support continuous improvement. This approach enables the integration of climate considerations into enterprise risk management and strengthens the Company's long-term business resilience. Further details are described below.



Risk Management

Step 1: Identification

Betagro has identified the climate-related risks across its business units. The process begins with collecting information on historical climate-related events, including the frequency and severity of events, as well as actual and potential financial impacts on operations. This bottom-up assessment allows the Company to understand how climate-related physical risks have affected, or may affect, different parts of the business. In parallel, Betagro assesses physical climate risks based on the geographic location of its assets and operations, taking into account exposure to climate hazards relevant to each area. Transition risks are identified by reviewing the operations of each business unit against applicable climate-related regulations and policy developments, such as energy consumption requirements, emissions-related regulations, and technology advancement.

Through this process, the Company identifies material climate-related risks and categorizes them into physical and transition risks. As a result, Betagro has identified nine climate-related risks, comprising seven physical risks and two transition risks, which form the basis for further analysis and evaluation.

Physical risks	Transition risks
• Flooding • Storm Floods • Storm Winds • Extreme Heat • Increased Energy Demand • Drought • Wildfire	• Carbon cost • Technology cost

Further details regarding BTG's specific climate physical and transition risks are provided in the Strategy section.

Step 2: Assessment & Prioritization

2.1 Assessment

Betagro navigates climate-related financial exposures by utilizing a disciplined framework designed to measure infrastructure vulnerability. By correlating geographic hazard mapping with specific asset sensitivities, Betagro is able to evaluate the severity of potential physical disruptions over various time horizons. This analysis is bolstered by the integration of IPCC AR6 scientific data, ensuring that localized and value-chain risks are identified with granular precision. Furthermore, the Company evaluates its transition readiness by stress-testing corporate strategy against IEA-derived scenarios, including the NZE, STEPS, and APS pathways. This multi-faceted approach provides a comprehensive view of regulatory and market evolutions, confirming that Betagro remains resilient across a spectrum of global climate trajectories.

2.1.1 Exposure and Vulnerability Analysis

Betagro's commitment to climate resilience is reflected in its systematic approach to exposure and vulnerability assessment. Following the initial screening, the Company utilizes a dual methodology to measure risk severity:

- **Geospatial Hazard Mapping:** Identifying asset-level exposure by overlaying the Company's physical footprint onto projected climate risk zones.
- **Asset Susceptibility Assessment:** Determining the structural and operational robustness of infrastructure against identified climate-driven disruptions. This comprehensive evaluation provides the Company with a data-driven foundation for assessing financial impacts across its entire value chain.

2.1.2 Scenario Analysis

The Company leverages climate scenario modeling to navigate the uncertainties of future environmental and regulatory shifts. This proactive exercise allows Betagro to quantify potential exposures and identify strategic opportunities that may arise under varying climate conditions. Through a comprehensive assessment of both physical and transition pathways, the Company ensures that its planning processes are robust enough to accommodate a wide variability of outcomes. To maintain the relevance of these strategic insights, the Company has updated its analytical input as follows:

Risk Management

Scope of the Analysis

The climate risk and opportunity assessment cover Betagro's assets across all business units in Thailand, including factories, farms, warehouses, and betagro' shops.

Scope of the Analysis

To ensure the Company remains resilient amidst evolving climate conditions and regulatory developments, Betagro has determined the time horizon for scenario analysis in alignment with 10-year strategic direction, allowing for the recalibration of targets based on the previous decade's performance and technological advancements.

The details of time horizons are summarized as follows:

- **Short Term (Up to 2030):** Focused on the 2030 Decarbonization Plan, which targets a 20% reduction in Scope 1 and 2 emissions (from a 2022 base year) and the achievement of 100% eco-friendly packaging.
- **Medium Term (2031-2040):** Focused on aligning operations with the updated Thailand NDC targets. This stage emphasizes scaling up renewable energy (solar, biomass, and biogas) and implementing supply chain-wide efficiency improvements.
- **Long Term (2041-2050):** Focused on the goal of Net Zero Emissions by 2050. This horizon aligns with the national goal for Carbon Neutrality and necessitates the integration of advanced carbon-capture technologies and deep-decarbonization across the entire value chain.

Analysis Inputs

Betagro uses reliable data from international and national organizations to ensure accuracy:

Physical Risk Inputs	Transition Risk Inputs
• **Global Data:** Climate scenarios and historical data from the World Bank and ThinkHazard!. • **National Data:** Weather and disaster statistics from the Thai Meteorological Department and the Department of Disaster Prevention and Mitigation.	• **Carbon and Energy Data:** Current and forecasted trends from the IEA. • **Regulatory Factors:** Thailand's 2nd Biennial Update Report and the Second Nationally Determined Contribution (NDC 3.0). • **Internal Insights:** Data from BTG's business units, including asset values, energy consumption, and historical damage or downtime records.
Physical Scenarios	**Transition Scenarios**
SSP1-2.6 (Low-Emission Scenario): This scenario reflects best-case scenario, which aligns closely with the goals of the Paris Agreement. **SSP2-4.5 (Intermediate Scenario):** This scenario reflects current practices or a "Business-As-Usual" approach. **SSP3-7.0 (High-Emission Scenario):** This scenario reflets a future of regional rivalry and slow economic growth, leading to high emissions due to limited environmental policy. **SSP5-8.5 (Very High-Emission Scenario):** This scenario reflects the worst-case future if climate action is insufficient.	Betagro evaluates three specific scenarios from the International Energy Agency (IEA) to test business resilience: • **Stated Policies (STEPS):** Reflects existing global policies. This represents a "Business-As-Usual" view of energy systems. • **Announced Pledges (APS):** Based on climate commitments and net-zero targets announced by governments worldwide. • **IEA NZE 2050:** A pathway with strict policies and rapid market shifts to reach net-zero by 2050, aligned with the 1.5°C goal.

2.1.3 Assessment Results and Management of Uncertainty

To ensure a comprehensive understanding of potential impacts, Betagro evaluates its climate-related risks and opportunities through integrated qualitative and quantitative modeling. This process clarifies the anticipated trajectory of climate drivers, providing the Company with a clear perspective on exposures over various time horizons. Such in-depth analysis functions as the primary catalyst for the Company's strategic response, informing the development of mitigation plans that enhance business durability and ensure sustained value creation for all stakeholders.

The Company recognizes that climate scenario modeling is inherently subject to uncertainties arising from the dynamic nature of climate science and the global regulatory environment. To ensure the integrity of its strategic planning, Betagro actively monitors several critical variables:

- **Technological Evolution:** The rapid development of monitoring tools and climate-assessment methodologies.
- **Regulatory Volatility:** The shifting landscape of international climate conventions and their subsequent enforcement frameworks.
- **Global Ambition Levels:** The escalating stringency of international climate targets and socio-economic shifts.

Given the potential for shifting environmental drivers to alter financial outcomes, Betagro prioritizes the continuous mitigation of uncertainty through the ongoing surveillance of new climate data and policy developments. Such a proactive framework empowers the Company to execute swift reassessments of its scenario analysis whenever the needs arise. Through this approach, the Company ensures that its strategic conclusions are consistently validated against the most recent scientific and regulatory evidence, preserving the integrity of its long-term financial planning.

Detailed scenario analysis results are available in the Strategy section.

2.2 Prioritization

The Company prioritizes its climate-related risks and opportunities by correlating the likelihood of occurrence with the expected severity of impact, utilizing IPCC confidence levels as a primary benchmark. A dedicated risk matrix is employed to rank these factors based on their strategic significance.

Each climate-related risk and opportunity is systematically rated through an Impact and Likelihood matrix on a scale from 1 to 4, as defined below:

- **Impact Scale (1-4):** The Company quantifies the magnitude of each risk across five strategic pillars: financial impact, operational safety, human capital, reputation, and compliance with laws and regulations. This multidimensional assessment ensures a comprehensive view of potential disruptions, where a Rating of 4 denotes a severe impact of each dimension that causes major damage to the Company.
- **Likelihood Scale (1-4):** This metric gauges the probability of a risk event manifesting within a defined timeframe. The scale ranges from 1 (probability lower than 20%) to 4 (probability over 80%), providing a standardized basis for evaluating the frequency and imminence of climate-related exposures.

Step 3: Management & Response

Accountability for climate resilience resides with risk owners across Betagro, who are tasked with defining the performance metrics and indicators necessary to align adaptation and mitigation efforts with the Company's established risk appetite. These strategic responses are designed to not only neutralize threats but also to capitalize on emerging opportunities. Once formulated, these frameworks are integrated into a multi-tiered governance structure under the stewardship of the Corporate Governance and Sustainable Development Committee. Mandated by the Board of Directors, this Committee oversees all climate-related actions, fostering collaboration between executive leadership and operational functions to ensure seamless execution. Each identified risk and opportunity are paired with a bespoke management plan, which undergoes a rigorous review and approval process supported by a dedicated monitoring system to maintain corporate excellence. By embedding these plans into the governance structure, Betagro ensures that climate-related actions are fully integrated into financial planning and strategic resource allocation.

Step 4: Monitoring

In 2025, Betagro reached a pivotal milestone by initiating its first comprehensive climate risk assessment, aimed at pinpointing material exposures and strategic opportunities across the Company's operations. This exercise synthesized the latest scientific data with high-resolution scenario assumptions and internal operational intelligence to ensure comprehensiveness. The findings revealed a diverse spectrum of climate drivers with the potential to influence the Company's business models and assets. Consequently, Betagro is committed to developing strategic responses that maintain these variables within defined risk appetite levels, underpinned by a robust monitoring system to ensure long-term management efficacy.

To guarantee the success of its climate strategy, Betagro utilizes a robust, multi-tiered monitoring framework that tracks progress toward climate goals and targets. These efforts are quantified through specific KPIs, ensuring that executive leadership receives comprehensive performance updates every 2 months. Under the stewardship of the Corporate Governance and Sustainable Development Committee, the Company's climate actions are set to be in line with both Betagro's strategic business directions and climate commitment. This systematic oversight ensures that every department is aligned with the broader climate roadmap. Ultimately, this monitoring loop serves as a critical feedback mechanism, informing the Company when it is necessary to refine, update, or pivot its response strategies to maintain optimal resilience.

4.2 Integration into Enterprise Risk Management

To ensure organizational cohesion, the Company has integrated its climate risk assessment results into the broader Enterprise Risk Management (ERM) framework. This alignment, which adheres to the COSO ERM 2017 framework, allows climate-related data to be evaluated alongside diverse corporate risks through a standardized lens. This integration guarantees that climate factors are not isolated but are instead in line with Betagro's strategic and operational decision-making. By maintaining this consistent evaluative rigor, the Company ensures a holistic approach to risk management.

The Company's ERM process provides the crucial mechanism for climate action through clearly defined steps as follows:

- Control Environment: Pinpointing internal and external risk factors across the value chain, focusing on those that could reasonably be expected to affect the Company's cash flows or access to finance.
- Risk Assessment: Utilizing qualitative and quantitative climate scenario analysis to gauge potential financial impact and likelihood over short-, medium-, and long-term horizons.
- Control Activities: Developing specific action plans and implementing control measures to manage residual risks within the risk appetite.
- Information and Communication: Using quality information to support internal climate change management and communicating relevant matters internally and externally for transparency.
- Monitoring Activities: Providing regular oversight to ensure the Company's risk profile remains aligned with its strategic climate resilience objectives.

Additionally, this integration empowers the risk management function to continuously monitor, update, and refine integrated climate risks. By facilitating ongoing oversight, the Company can evaluate the efficacy of its responses in real-time, ensuring that mitigation measures remain robust and relevant during the interval preceding the next formal reassessment.

Metrics & Targets

Betagro maintains a rigorous framework for identifying and monitoring climate-related metrics to ensure that climate change performance is effectively tracked and that established targets can be achieved. By integrating greenhouse gas (GHG) monitoring and energy optimization into its core business strategy, the Company provides a transparent view of its progress toward becoming a climate-resilient and low-carbon organization and reports such progress to transparently demonstrate the Company's performances.

Betagro calculates its greenhouse gas (GHG) emissions in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004) and utilizes Global Warming Potential (GWP) values from the IPCC. These methodologies ensure that the Company's disclosures are aligned with globally recognized benchmarks. Betagro determines its GHG emissions boundary using the operational control approach, consistent with the consolidated accounting group. For the current reporting period, emissions disclosure covers the Agro and Factory business segments under the Group's operational control. Emissions from associates, joint ventures, and unconsolidated subsidiaries are not yet included within the reporting boundary.

The Group recognizes the importance of comprehensive emissions reporting and is implementing a phased roadmap to enhance data governance, methodologies, and internal systems to progressively expand coverage. This includes the development of processes to collect and assess GHG emissions data from investees, with the objective of achieving full organizational coverage over time.

5.1 Climate-Related Targets and Performance

Betagro has defined its climate-related targets using a well-below 2°C warming trajectory as the scientific benchmark. This approach ensures that Betagro's reduction goals are consistent with the global effort to limit temperature increases, thereby minimizing long-term operational risks and ensuring the business remains resilient in a low-carbon economy. By anchoring targets to this science-based pathway, the Company demonstrates a commitment to accountability that extends beyond compliance toward meaningful environmental impact.

Target	2025 Performance
2050 Target Move towards **Net Zero** Greenhouse gas emission	**12.1 % reduction** in GHG emissions Scope 1 and 2 compared to the 2022 baseline
2030 Target Reduce direct (Scope 1) and energy indirect (Scope 2) Greenhouse gas emission by over **20%** compared with the base year of 2022	

5.2 Climate-related Metrics – GHG Emission Data

In 2025, Betagro has expanded its emissions inventory to include Scope 3 GHG emissions, which are disclosed for the first time in this reporting period. The identification and quantification of material Scope 3 categories enhance the completeness of the Company's emissions baseline and provide a more comprehensive metric for tracking progress against its climate-related targets. Moving forward, significant Scope 3 emission categories will be formally incorporated into the Company's GHG emission reduction targets. This integration ensures that performance monitoring reflects the Group's full value chain emissions profile, thereby improving transparency, comparability and accountability in measuring progress toward its climate ambitions.

SCOPE 1

DIRECT GHG EMISSION

GHG

218,553 tCO_2e

SCOPE 2

ENERGY INDIRECT GHG EMISSION

GHG

235,254 tCO_2e

SCOPE 3

OTHER INDIRECT GHG EMISSIONS Total : 7,272,083 tCO_2e

UPSTREAM

CATEGORY 3.1
Purchased goods and services
6,876,237 tCO_2e

CATEGORY 3.3
Fuel and energy related activities
50,858 tCO_2e

CATEGORY 3.4
Upstream transportation and distribution
181,829 tCO_2e

CATEGORY 3.5
Waste generated in operations
15,947 tCO_2e

DOWNSTREAM

CATEGORY 3.9
Downstream transportation and distribution
147,213 tCO_2e

Remark: GHG emissions data was collected in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004). The control approach used is operational control, and the current data coverage includes the Company's factories and farms in Thailand.

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