



**MITR PHOL
GROUP**

SUSTAINABILITY REPORT 2025

Growing Together for *a Sustainable Future*



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Vision



To be the world-class sugar and bio-based leader by combining our fully integrated agribusiness model with innovative technology and management talent to create value for sustainable life for all



Culture

MITR beyond “มิตร” สิ่งที่ดีกว่า



M Mastery

- See the big picture, See Through
- Act attentively, Know thoroughly
- Seek for mastery and opportunity always
- Act relentlessly



T Trustworthiness

- Adhere to integrity and ethics
- Dare to speak, Tell the truth
- Be held, Accountable for success
- Be humble
- Have the conscience towards society and environment to attaining sustainable growth



I Innovation

- Think differently, Think creatively
- Get it done
- Instill hyper-collaboration
- Embrace digital to transform



R Resilience

- Do it now with speed and agility
- Learn fast, Ready to change
- Never give up, Spring back-Move forward
- Fail forward, Improve fast

Philosophy



STRIVE FOR LEADERSHIP

At Mitr Phol, we aim to produce and offer high quality products for our consumers with the best of our efforts in every process we do



BELIEVE IN THE VALUE OF HUMAN DIGNITY

At Mitr Phol, we have a firm conviction that human resources are the most valuable resources of the organization. We take pride in encouraging every team member to gain knowledge and skills in what they do. It is our commitment to enhance the performance of Mitr Phol Group by combining the individual talents of our human resources



STAND TALL IN FAIRNESS

At Mitr Phol, we conduct our business with utmost integrity and are fair in dealing with our stakeholders, especially our employees, farmers, partners, suppliers, customers and consumers



RESPONSIBLE FOR SOCIETY

At Mitr Phol, we are committed to operate our business under the respected principle of “Grow Together” that emphasizes on social and environmental development no less than business development

Message from the Chairman of Mitr Phol Group

At Mitr Phol Group, sustainability is more than a goal. It is a principle that has shaped the way we do business and create value. **We believe that sugarcane is more than an economic crop, and sugar is more than a product for consumption.** They form the foundation of a circular resource system that creates value across food, energy, high-value bio-based products, and sustainable innovations. By unlocking the value of resources, we seek to enhance the quality of life and contribute to a more sustainable economy and society.

Our principle of “**Grow Together**” reflects our belief in shared progress. We grow alongside farmers, communities, employees, business partners, customers, and other stakeholders, as sustainable growth depends on a strong and resilient value chain. We promote responsible water and irrigation management, modern farming practices, fresh-cut sugarcane to reduce burning, as well as education and knowledge development initiatives that strengthen the capabilities and income security of farmers and communities. At the same time, we remain committed to delivering high-quality products to our customers and consumers. Together, we strengthen the resilience of our value chain, creating positive impacts for our stakeholders and reinforcing the foundation for sustainable growth. Amid climate change, food and energy security challenges, the transition to a low-carbon economy, and geopolitical uncertainty, we continue to strengthen our readiness to manage risks, adapt to change, and create sustainable long-term value.

Mitr Phol Group remains committed to advancing the circular economy and supporting the transition to a low-carbon future. Through innovation, technology, and the development of our people, we will maximize the value of sugarcane, advance high-value bio-based products, reduce greenhouse gas emissions, and contribute to the country’s food and energy security.

On behalf of Mitr Phol Group, I would like to express my sincere appreciation to our farmers, employees, business partners, customers, communities, and all stakeholders for their continued trust and partnership. Meaningful and sustainable growth must create shared value for people, society, and the environment. We remain committed to conducting our business with transparency and responsibility, balancing economic, social, and environmental considerations to ensure that the progress we create today contributes to a stronger and more sustainable future for generations to come.

Mr. Buntoeng Vongkusolkrit
Chairman of Mitr Phol Group



Key Sustainability Performance

Governance Transparent and Collaborative Organization	Social Sustainable Communities	Environment To Support a Thriving Environment
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS	2 ZERO HUNGER 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRIAL INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 15 LIFE ON LAND
93.08% of employees completed Mitr Phol Code of Conduct training 100% of employees acknowledged the Mitr Phol Code of Conduct 100% of suppliers acknowledged Supplier Code of Conduct. 80.09% of the significant suppliers assessed for sustainability risks (ESG Assessment). No cybersecurity incident 88.31% of employees, from operational staff to executive management, completed Responsible AI training.	83.08% Net Promoter Score (NPS) in the sugar business. The employee engagement score was 4.53, equivalent to 90.6% 90.55 of employees from operational staff to executive management completed training on Fundamental Human Rights. Communities generated a total income of 4,657,748 Baht representing a 4% increase from 2024, driven by the sale of hygienic vegetables and community enterprise products. 89 employees with disabilities hired. 6 Disability clubs established.	98.88% of total electricity consumption within the organization sourced from biomass electricity and solar energy. 609,003 trees planted toward a target of 1 million trees by 2032. 95% of packaging made from reusable, recyclable, and compostable plastic materials. 160,080.96 hectares of sugarcane cultivation area certified for sustainable sugarcane production.

Awards and Recognitions



Recognized as a member of the S&P Global Sustainability Yearbook for 7 consecutive years.

Sustainability Awards

- Top 5% in the S&P Global Corporate Sustainability Assessment (CSA) Score 2025 in the Food Industry Group by S&P Global
- Received a Climate Change and Water Assessment from the Climate Disclosure Project (CDP) in 2025 at B (Management level)
- Bonsucro Certification for Sustainable Sugarcane Production and Processing
- VIVE Programme – Sustainability Programme for Continuous Improvement in Agricultural Supply Chains
- FSC Forest Management Certification (FSC-FM) for Forest Management and Products Containing Wood or Other Products Derived from Plantations
- Forest Stewardship Council™ Chain of Custody Certificate or FSC™ CoC Certificate*
- SX TSCN Sustainability Award 2025
- Sustainability Disclosure Award 2025 by Thaipat Institute

Environmental Awards

- Green Industry Awards - Level 3 (Green System) by the Ministry of Industry
- Award for Enterprises Passing the Environmental Governance Assessment by the Ministry of Industry
- ISO 14001 - Environmental Management Systems Standard
- ISO 50001 - Energy Management Standard
- Climate Action Awards 2025 Award, Climate Action Leader Level, by Climate Change Institute - The Federation of Thai Industries
- Carbon Footprint of Products Certification

* Panel Plus Co., Ltd., a company within Mitr Phol's Wood Substitute Materials Business, has been certified for the forest management certification numbers GFA-FM/COC-008619 license code FSC™ C125420, SGSHK-COC-470044 license code FSC™ C119407 and SGSHK-COC-470103 license code FSC™ C158975.



Social Awards

- Human Rights Award, Gold Level 2025, for Large Business Sector by the Rights and Liberties Protection Department, Ministry of Justice
- Corporate Social Responsibility (CSR) Award 2025 from the Department of Older Persons, Ministry of Social Development and Human Security
- Outstanding Organization Supporting Disability Work for the Year 2025 from the Department of Empowerment of Persons with Disabilities, Ministry of Social Development and Human Security
- Top Employer Award 2025 in Thailand by the Top Employers Institute in the Netherlands.
- Ranked 30th in the Top 50 Companies in Thailand Awards 2026 by WorkVenture
- Outstanding Labour Relations and Labour Welfare Award by Ministry of Labour.
- The Good Labour Practices (GLP) from the Department of Labour Protection and Welfare, Ministry of Labour
- The self-declaration of compliance with the Thai Labour Standard (TLS 8001:2563) by the Labour Standards Development Bureau, the Department of Labour Protection and Welfare, Ministry of Labour
- The Outstanding Workplace for Safety, Occupational Health, and Working Environment Award from the Department of Labour Protection and Welfare, Ministry of Labour
- Award for an Establishment Disease-Free, Safe, and Healthy Workplace for 2025 from the Department of Disease Control, Ministry of Public Health
- CSR-DIW Continuous Award for Promoting Sustainable Corporate Social Responsibility in Industrial Factories for 2025 from the Department of Industrial Works, Ministry of Industry
- Certification of Workplace Drug Prevention and Resolution Standards from the Department of Labour Protection and Welfare, Ministry of Labour
- Sedex Members Ethical Trade Audit (SMETA)
- ISO 45001:2018 - Occupational Health and Safety Management Systems Standard
- Award for an Establishment in Safety Culture Together in the Workplace Campaign from the Department of Labour Protection and Welfare, Ministry of Labour
- People Outperform Index 2025 Award from the 100 Outperforming Enterprises Project
- Outstanding Model Workplace for Health Promotion and Healthy Organization Award 2025 from the Department of Health, Ministry of Public Health
- Certification of a Child Labour-Free, Forced Labour-Free and Human Trafficking-Free Workplace from the Department of Labour Protection and Welfare

Governance and Economic Awards

- CAC Change Agent Award 2025
- Second-term CAC certification at the CAC Certification Ceremony
- Outstanding Sugar Factory Award 2025 from the Office of the Cane and Sugar Board.
- ISO 9001 - Quality Management Systems Standard.
- Food Safety System Certification (FSSC 22000)
- Good Hygiene Practices (GHPs) Certification
- Hazard Analysis and Critical Control Points (HACCP) Management System Certification
- Thai Agricultural Standard TAS 9024-2007: Hazard Analysis and Critical Control Point (HACCP) System and Guidelines for Its Application, Based on the Principles of the Codex Alimentarius Commission.
- ISO/IEC 17025:2017 - Testing and Calibration Laboratories Standard
- HALAL Standard Certification
- Kosher Standard Certification
- Marketeer No.1 Brand Thailand 2025 Award (Category Sugar)
- Thailand's Most Admired Company in the Sugar Business Category by BrandAge Magazine

Value Chain

From Waste to Value Creation

Sugarcane Farming Business

- Sugarcane
- Sugarcane leaf

Sugar Business

- Sugar
- Molasses
- Filter Cake
- Bagasse

- Product
- By-product

Ethanol Business

- Ethanol
- Vinasse
- Yeast

Wood Substitute Materials Business

- Wood Substitute Materials
- Furniture
- Bark

Power Business

- Biomass Power
- Solar Power
- Carbon Credit, RECs
- Ash

Fertilizer Business

- Fertilizer

Biomaterial

Biochemical

Food Ingredient/Additive
Feed Ingredient/Additive

Skincare
and Cosmetics

Supplements

Pharmaceuticals

Chapter 01

Our Business

Mitr Phol Groups is committed to conducting business under the concept “From Waste to Value Creation”. Our goal is to optimize resource management to achieve the greatest benefits, minimize waste, and add value to the waste generated during the production process. Mitr Phol Group leverages digital innovation and technology to deliver high-quality products that meet international standards with responsibility to society and the environment.

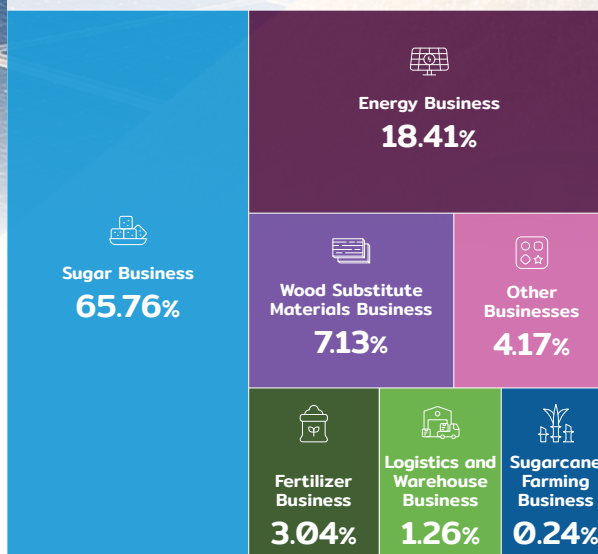
Mitr Phol Group operates in 7 business types: Sugarcane Farming, Sugar, Energy, Wood Substitute Materials, Fertilizer, Logistics and Warehousing, and Other Businesses.

*For more information, please visit [Our Business](#)

[CLICK HERE](#)

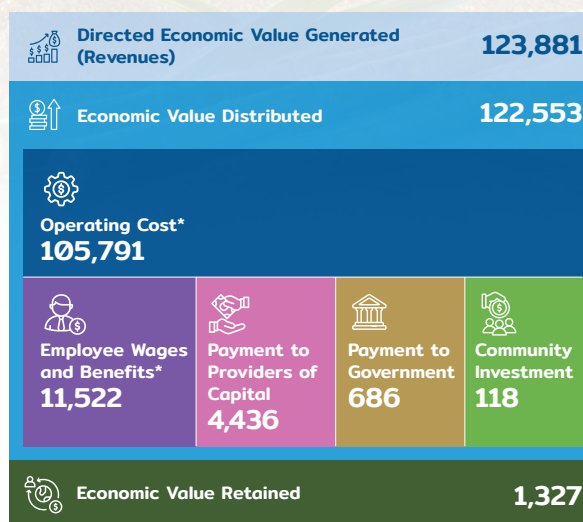


Domestic Sales Revenue by Business Unit in 2025



2025 Economic Achievement

Value (Million Baht)



Remark: *Includes research and development expenses of 174 million baht.

Production Volume in Thailand and Overseas

Thailand				
	Sugar Business			
	Raw Sugar and Refined Sugar*	Syrup and Other Sugar Products		
	1.93M tons	0.54M tons		
	Energy Business			
	Biomass Power and Solar Power	Steam	Ethanol	Animal Feed
	3.44M MWh	20.26M tons	325.98M liters	5,390 tons
	Wood Substitute Materials Business			
	MDF Wood and Melamine Faced MDF	Particleboard and Melamine Faced Particleboard	Melamine Faced Paper	
	0.62M m³	0.44M m³	28.70M m²	
	Fertilizer Business			
	Fertilizer Pellets, Powder Fertilizer and Original Equipment Manufacturer (OEM) Fertilizer	Soil Conditioner	Soil Conditioner under “Elephant Super Soil” brand	
	0.19M tons	675.53 tons	471.63 tons	
	Other Businesses			
	Tapioca Flour	Fructooligosaccharide (FOS) and Total Invert Sugar (TIS)	Mineral Water	
	73,368 tons	1,994.38 tons	9,125 m³	

*Refined sugar includes white sugar, refined sugar, and super-refined sugar.

Overseas




People’s Republic of China



Sugar Business

Raw Sugar and Refined Sugar

1.35M tons

Biomass Power

0.73M MWh

Steam

4.21M tons




Fertilizer Business

Fertilizer

500 tons




Lao People’s Democratic Republic



Sugar Business

VHP Sugar**, DCR Sugar*** and Organic Sugar

92,406 tons

Biomass Power

28.16M MWh

Steam

0.47M tons




Fertilizer Business

Fertilizer Pallets

29,217 tons

**VHP Sugar stands for Very High Polarized Raw Sugar, a type of raw sugar with a minimum polarization of 99.4%.

***DCR stands for Direct Consumption Raw Sugar, an edible raw sugar that does not require further refining.

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Australia



Sugar Business

Raw Sugar
0.39M tons

Biomass Power
158,110 MWh

Indonesia



Sugar Business

Raw Sugar and Refined Sugar
1.75M tons

Biomass Power
0.19M MWh

Steam
2.75M tons

Republic of China (Taiwan)



Energy Business

Solar Power
31,844.86 MWh

Domestic Logistics and Warehousing Business



Mitr Phol’s Taxation Management

Mitr Phol prioritizes conducting business in accordance with the principles of good corporate governance through a clearly defined tax policy subject to annual review and ensuring full compliance with tax laws in every country of operation. Additionally, the Company has established channels for submitting suggestions, reporting concerns, or filing complaints regarding tax-related matters.

Mitr Phol Group has a dedicated unit for tax planning and accounting standards to ensure full compliance with relevant government agencies and tax authorities. Tax operations are overseen by the Deputy Chief Executive Officer of the Finance Group, supported by external tax advisors to ensure accurate and legally compliant tax practices. The Company also provides regular training to employees responsible for tax matters to ensure they possess the necessary skills, expertise, and knowledge to manage tax operations with the highest level of efficiency.

Tax disclosures are presented in the consolidated financial statements of Mitr Phol Sugar Corp., Ltd., and its subsidiaries. The Company complies with all applicable tax obligations, including corporate income tax, value-added tax (VAT), excise tax, and other business-related taxes. Corporate income tax payments are disclosed on a country-by-country basis, along with the corresponding effective tax rates, and are reported annually in the Company’s tax report.

Shareholding Structure

As of December 31st, 2025, Mitr Phol Sugar Corp., Ltd. is registered as a Company limited, with business registration number 0105518011759.

The headquarters
2 Ploenchit Center Building, 3rd Floor,
Sukhumvit Road, Klong Toei, Bangkok
10110

Tel:
+662 794 1000

Website:
<https://www.mitrphol.com/home>

Mid Siam Sugar Co., Ltd. holds 47,779,994 shares in Mitr Phol Sugar Corp., Ltd. out of a total of 47,780,000 issued shares, representing 99.99% of the Company’s share capital. The principal shareholders of Mid Siam Sugar Co., Ltd., collectively holding 20.65% of its issued shares, are as follows:

- Mr. Soonthorn Vongkusolkit,
Honorary Chairman of Mitr Phol Group
- Mr. Isara Vongkusolkit,
Honorary Chairman of Mitr Phol Group
- Mr. Kamol Vongkusolkit,
Honorary Advisor of Mitr Phol Group

The Mitr Phol Group has no government agencies or state-owned entities among its shareholders.

Chapter

02

Mitr Phol Sustainable Development

Mitr Phol Sustainable Development Policy

Mitr Phol conducts its business with due consideration for sustainability across three dimensions: environmental, social, and governance (ESG). To ensure the Company's operations are aligned toward a common direction and shared goals, as well as with the United Nations Sustainable Development Goals (SDGs), the Board of Directors has approved and formally adopted the Sustainability Development Policy.* The policy is reviewed and updated annually to ensure that it remains current and appropriate in light of evolving global circumstances and international sustainability principles. This enables all businesses across Mitr Phol Group to translate the policy into concrete actions. The policy is also communicated to internal and external stakeholders through a variety of communication channels.

SUSTAINABLE DEVELOPMENT GOALS

SOCIAL ชุมชนยั่งยืน



ENVIRONMENTAL สิ่งแวดล้อมคงอยู่



GOVERNANCE

องค์กรโปร่งใส พสานความร่วมมือ



*For more information, please visit [Sustainable Development Policy](#)

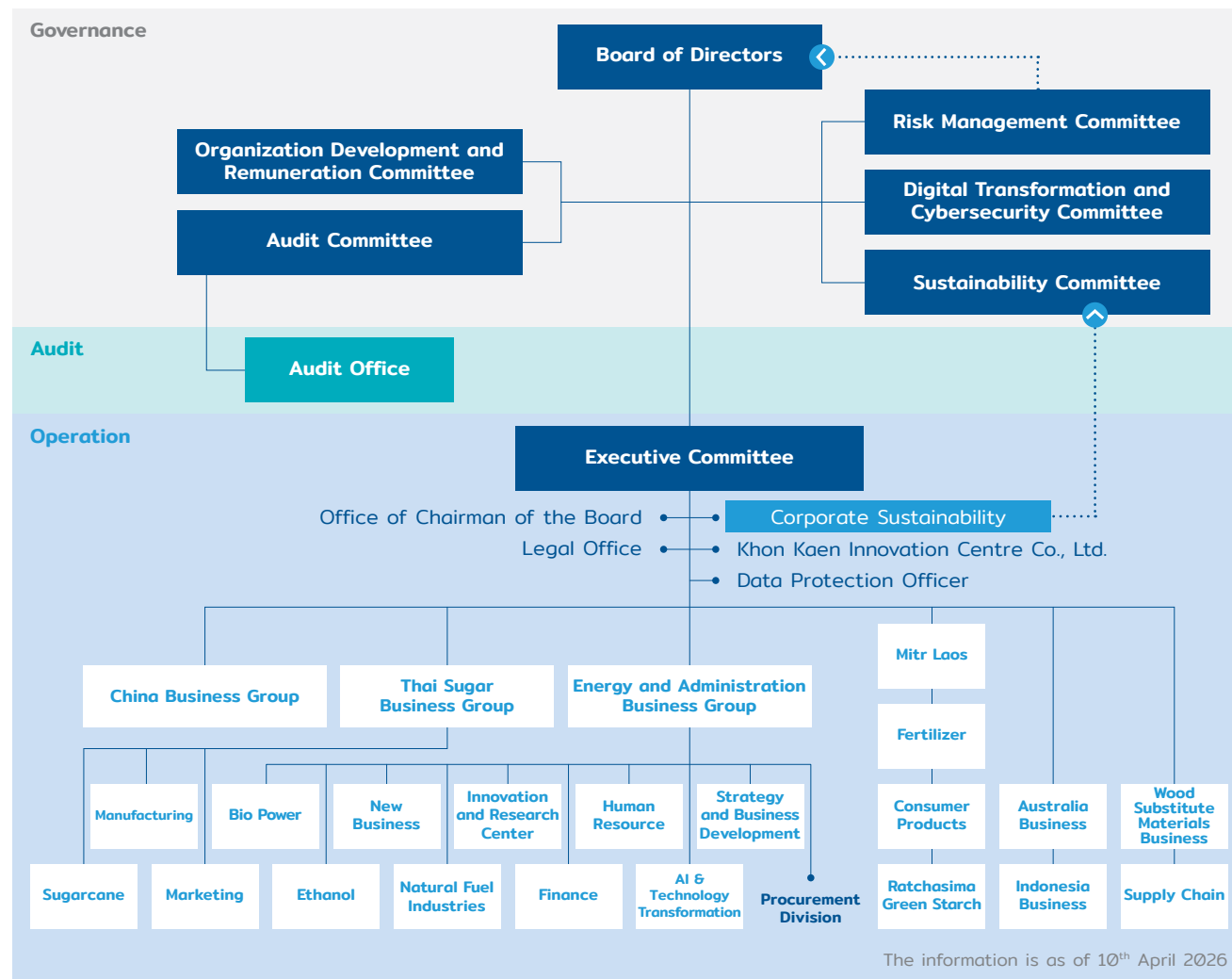
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Sustainability Management Structure

Mitr Phol has established a sustainability management structure to drive concrete, clearly defined, and effective sustainable development efforts. The Board of Directors has appointed and entrusted the Sustainability Committee with overseeing the Company's sustainable development operations. The Committee meets quarterly and has been assigned the following roles and responsibilities:

1. Establish policies, goals, and strategies and consider the organization's environmental, social, and governance risks and opportunities to ensure alignment with business strategies and goals, applicable laws, international best practices, and national and global sustainability trends.
2. Consider and review operational frameworks, oversee the environmental, social, and governance performance of business units, and provide recommendations to ensure that ESG considerations are integrated into business processes and objectives.
3. Promote, advise, and support the implementation of environmental, social, and governance strategies throughout the organization while driving continuous improvement.



Executive Vice President - Corporate Sustainability Management serves as the highest-ranking executive responsible for Corporate Sustainability. The role is responsible for promoting, supporting, and collaborating with other departments across Mitr Phol's business units. This helps ensure organization-wide alignment with the policies and guidelines established by the Sustainability Committee. These efforts ensure alignment and a consistent direction throughout the organization, support the achievement of established goals, and address the needs of all stakeholders.

Identifying Material Sustainability Issues

1 Identifying Material Sustainability Issues

- Review the 2025 material Sustainability Issues, taking into account national and global sustainability trends and changes.
- Benchmark the material Sustainability Issues against those identified by industry peers, as well as relevant international sustainability assessments and standards, including the GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022, the S&P Global Corporate Sustainability Assessment (CSA), FTSE, and MSCI.



2 Prioritizing Material Sustainability Issues

- Review the severity and likelihood of impacts associated with Sustainability Issues across economic, social, environmental, and human rights dimensions, considering both the outside-in and inside-out perspectives and in consultation with senior management.



3 Scoping the Report on Material Sustainability Issues

- Define reporting scope and consider the verification of disclosures on material Sustainability Issues by collecting information from relevant business units and stakeholders associated with each topic.



4 Verifying

- The material sustainability issue determination process independently verified and assured by an external party.
- Report results of the material Sustainability Issues prioritization process to the Sustainability Committee for acknowledgment and approval prior to their disclosure in the Sustainability Report.

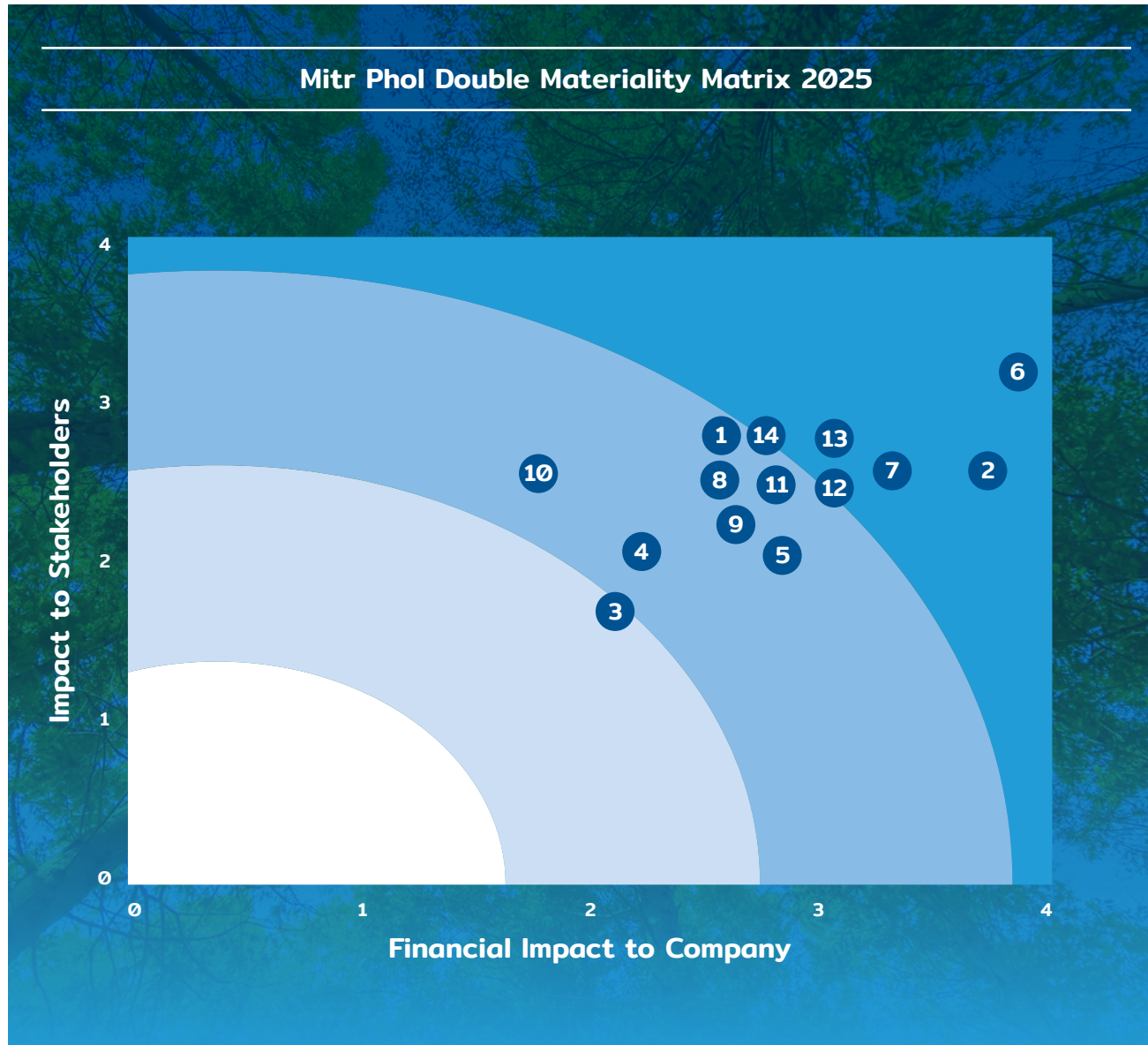


Mitr Phol conducts an annual review and assessment of material sustainability issues in accordance with the double materiality principle. The 2025 assessment began with a review of Mitr Phol's material sustainability issues benchmarking them against topics identified by industry peers and relevant international sustainability assessments and reporting standards, including GRI Standard: Agriculture, Aquaculture and Fishing Sectors 2022. The assessment also took into account national and international sustainability trends and developments. All material by applying the Enterprise Risk Management (ERM) process and assessment criteria to determine the severity and likelihood of impacts arising from Mitr Phol's business activities and business relationships across corporate governance, social, and environmental dimensions. The double materiality assessment considers two perspectives:

1. The outside-in perspective, which reflects the Company's risks and opportunities, such as impacts on its image and reputation, financial impacts, market competitiveness, and value creation; and
2. The inside-out perspective, which considers the Company's positive and negative impacts on stakeholders through the stakeholder engagement process. Stakeholders participating in the assessment include shareholders, farmers, communities, suppliers, customers, and consumers, employees, government agencies, and civil society organizations. The assessment is conducted using various methods, such as questionnaires, interviews, and secondary data analysis.

The assessment results are then prioritized and used to develop operational guidelines that address the needs of stakeholders and align with the Company's business context, thereby ensuring that the Company manages its business comprehensively.

Material Sustainability Issues



- 1** Corporate Governance and Risk Management
- 2** Supply Chain Management
- 3** Digitalization and Technology
- 4** Innovation
- 5** Product Quality and Safety
- 6** Climate Strategy
- 7** Water Management
- 8** Circular Economy
- 9** Biodiversity
- 10** Air Quality
- 11** Health and Safety
- 12** Community Relations
- 13** Labor Practices and Human Rights
- 14** Human Capital Management

Disclosure of Material Sustainability Issues

	Sustainability Issue	Severity of Impact	Approach and Performance on Sustainability Issues Disclosed in This Report	Sustainable Development Goals
Governance Dimension	1. Corporate Governance and Risk Management		• Corporate Governance and Risk Management	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
	2. Supply Chain Management		• Supply Chain Management	8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS
	3. Digitalization and Technology		• Responsible Data and AI Management	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	4. Innovation		• Farm Management • Environmental and Pollution Management • Climate Change • Energy Management • Responsible Data and AI Management	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	5. Product Quality and Safety		• Customers and Consumers	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Environmental Dimension	6. Climate Strategy		• Climate Change • Energy Management • Farm Management	7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	7. Water Management		• Environmental and Pollution Management • Farm Management	6 CLEAN WATER AND SANITATION 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	8. Circular Economy		• Environmental and Pollution Management • Food Loss and Food Waste Reduction • Packaging	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
	9. Biodiversity		• Biodiversity	13 CLIMATE ACTION 15 LIFE ON LAND
	10. Air Quality		• Farm Management • Environmental and Pollution Management	13 CLIMATE ACTION
Social Dimension	11. Health and Safety		• Safety and Work Environment	8 DECENT WORK AND ECONOMIC GROWTH
	12. Community Relations		• Community and Society	2 ZERO HUNGER 4 QUALITY EDUCATION 10 REDUCED INEQUALITIES 17 PARTNERSHIPS FOR THE GOALS
	13. Labor Practices and Human Rights		• Human Rights • Employee Management	8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	14. Human Capital Management		• Employee Management	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES

Stakeholder Engagement

Mitr Phol places strong emphasis on stakeholder engagement and building sustainable relationships with all stakeholder groups. The Company identifies these groups by analyzing the environmental, social, and governance (ESG) impacts of its business activities throughout the supply chain on stakeholders, as well as assessing stakeholders’ influence on Mitr Phol’s business operations. The Company engages all stakeholder groups through a variety of communication channels and responds appropriately to their expectations through approaches tailored to each group. Further details are provided in the relevant chapters and summarized in the table below.

Stakeholder Group	Stakeholder Engagement Approach		Expectations	Responding to Stakeholders
 Shareholders	1. [A] Annual General Meeting of Shareholders 2. [A] Sustainability Report 3. [Q] Mitr Phol Group’s operations wrap-up meeting 4. [U] Complaints via letter, website, or other channels		1. Establish business directions and strategies in line with shareholders’ expectations, leading to sustainable and balanced growth with prudent risk management and environmental and social responsibility. 2. Treat shareholders fairly and equitably by sending out invitations to the general meeting in advance and determining the date, time, and location, considering shareholders’ convenience. Allow shareholders to express opinions, vote, participate in decision-making, and approve various agendas. 3. Ensure transparent management and adhere to good corporate governance principle 4. Provide clear and accessible communication channels to ensure that shareholders receive complete, sufficient, and useful information.	Please refer to all chapters of the 2025 Sustainability Report, except the Society and Community chapter.
 Government Sector and Civil Society Organizations	1. [R] Meet with and visit relevant government agencies and civil society organizations. 2. [R] Cooperate with the government sector and civil society organizations. 3. [R] Communicate through public forums or seminars organized by international organizations, government relations department, or Tripartite Committee on environmental protection 4. [B] Meetings with sub-district and district level government agencies in the area 5. [A] Communicate through sustainability reports and other online channel including website, Facebook Official and LINE Official 6. [U] Complaints via letter, website, or other channels		1. Participation in activities organized by government agencies and civil society organizations. 2. Compliance with applicable laws and regulations. 3. Transparent and accountable business operations. 4. Socially and environmentally responsible business conduct. 5. Collaboration in advancing relevant issues to promote sustainable business operations. 6. Respect for human rights and the appropriate management of social and environmental impacts.	Please refer to all chapters of the 2025 Sustainability Report except Food Loss and Food Waste Reduction chapter.

*Abbreviations indicate the frequency of engagement with stakeholders

- R = Regularly
- W = Weekly
- M = Monthly
- Q = Quarterly
- B = Biannually
- A = Annually
- I = Immediately
- T = Throughout the crushing season
- U = Upon occurrence

Stakeholder Group	Stakeholder Engagement Approach	Expectations	Responding to Stakeholders
 Farmers	[Q] Mitr Phol ModernFarm Magazine [R/M/A] Sugarcane Farmers Meeting [R] Line OA: Mitr Phol ModernFarm [U] Complaints via letter, website, or other channels	- Regular updates on the Company’s activities involving sugarcane farmers, including knowledge and techniques for sugarcane farm management to improve sugarcane quality and increase yields. - Investment by the Company and government agencies in irrigation water sources and infrastructure in sugarcane-growing areas. - Access to funding or low-interest agricultural loans. - High and fair purchase prices for sugarcane produce, as well as clear and accessible communication channels that provide complete and sufficient information.	Please refer to the following chapters: • Supply Chain Management • Farm Management • Biodiversity • Food Loss and Food Waste Reduction • Climate Change • Human Rights • Community and Society • Safety and Work Environment
 Communities	[W] Community survey during the sugarcane crushing season [T] Community engagement dialogue [B] Visit to environmental quality assessment checkpoint [B] Meeting of the Tripartite Committee on local environmental protection [A] Coffee table talk [A] Mitr Phol Open House [M] Meeting with the village committee [B] Meeting with sub-district and district-level government offices and community opinion survey [I] Survey the areas affected by the business. [M] Meeting of Mitr Phol Community Development Committee [B] Meeting of sub-district-level network leaders of the Mitr Phol Community Development Committee [U] Complaints via letter, website, or other channels	- Receive accurate and reliable information about factory operations. - Receive regular updates on measures taken and performance achieved in mitigating impacts on environmental quality. - Communicate community concerns and opinions regarding impacts arising from factory operations. - Access employment opportunities at the factory. - Receive support in the form of knowledge, resources, and educational opportunities to improve quality of life. - Promote the participation of all sectors in jointly developing, restoring, improving, and managing community resources and the environment for the public benefit. - Propose plans to improve quality of life by developing agricultural knowledge, strengthening local food production, and promoting other occupational skills that enhance household capabilities and improve living standards. - Submit project proposals to seek support from the Company or Chai Fah Vongkusolkrit Foundation.	Please refer to the following chapters: • Corporate Governance and Risk Management • Community and Society • Human Rights • Environmental and Pollution Management • Biodiversity • Climate Change

*Abbreviations indicate the frequency of engagement with stakeholders

R = Regularly	W = Weekly	M = Monthly	Q = Quarterly	B = Biannually	A = Annually	I = Immediately	T = Throughout the crushing season	U = Upon occurrence
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Stakeholder Group	Stakeholder Engagement Approach	Expectations	Responding to Stakeholders
 Suppliers	1. [A] Visit and inspect of suppliers 2. [A] Annual supplier seminar 3. [R] Mitr Phol Procurement System (MPS) 4. [R] Mitr Phol Supplier Code of Conduct 5. [A] Schedule a meeting with suppliers 6. [U] Complaints via letter, website, or other channels	1. Develop the capabilities required to become a high-potential supplier and progress toward a strategic partnership with Mitr Phol Group, thereby creating opportunities for sales growth. 2. Receive information on guidelines for upgrading quality management systems in accordance with international standards, such as ISO 9001, HACCP, FSSC, and GHP, as well as guidelines for advancing sustainable procurement practices to strengthen compliance with applicable laws and internationally recognized practices in Thailand and overseas. 3. Receive information on the Quality and Food Safety Policy and other relevant policies, as well as news and updates from Mitr Phol Group's Procurement Division; understand how to use the procurement system; and exchange opinions and provide feedback. 4. Review purchase orders and their status and submit real-time requests to update supplier information through Mitr Phol Group's web-based procurement system (MPS), enabling faster and more efficient management. 5. Build strong relationships that enable effective collaboration and foster mutual satisfaction. 6. Reduce the number of Non-Conformance Reports (NCRs) by operating in accordance with international standards and jointly advancing sustainable business practices. 7. Receive real-time NCR notifications through the Mitr Phol Procurement System, making the process faster and more convenient. 8. Receive supplier assessment and grading results under the Approved Vendor List (AVL) process. 9. Be informed of the Mitr Phol Supplier Code of Conduct and understand the appropriate guidelines for conducting business with Mitr Phol Group. 10. Establish communication channels for knowledge exchange and the joint enhancement of operational practice	Please refer to the following chapters: • Corporate Governance and Risk Management • Supply Chain Management • Responsible Data and AI Management • Energy Management • Packaging • Food Loss and Food Waste Reduction • Climate Change • Human Rights • Safety and Work Environment

*Abbreviations indicate the frequency of engagement with stakeholders

R = Regularly	W = Weekly	M = Monthly	Q = Quarterly	B = Biannually	A = Annually	I = Immediately	T = Throughout the crushing season	U = Upon occurrence
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Stakeholder Group	Stakeholder Engagement Approach	Expectations	Responding to Stakeholders
 Customers and Consumers	1. [R] Complaint Handling Unit 2. [A] Customer satisfaction survey 3. [R] Online channels such as website, Facebook Official, and LINE Official. 4. [A] Training programs/ seminars 5. [Q/A] Products and services evaluation 6. [U] Complaints via letter, website, or other channels	1. Receive high-quality products and services, including products that are safe for consumption, appropriately priced, and easily accessible, together with a sufficient and reliable supply of sugar (Product Liability and Availability). 2. Have access to a diverse range of products that respond to evolving health and sustainability needs and trends, including enhanced product labeling that communicates carbon reductions. 3. Expect the Company to take action and collaborate with other organizations to advance sustainability initiatives, including climate action and human rights. 4. Have access to comprehensive certification documents covering applicable standards to build customer confidence and support verification, data utilization, and traceability. 5. Have quick and convenient access to complaint and grievance channels for product-related issues. 6. Have access to knowledge-sharing channels that provide information useful for customer planning, including domestic and international sugar price trends, government announcements concerning sugar products, annual forecasts of sugarcane and sugar volumes, and sales promotion activities.	Please refer to all chapters of the 2025 Sustainability Report except Community and Society chapter.
 Employees	1. [B] Employee Engagement Survey Questionnaire 2. [A] Town Hall Activity 3. [R] Communication through internal channels such as the intranet, meetings, Employees News and Internal PR 4. [B] Performance Assessment 5. [U] Complaints via letter, website, or other channels	1. Effective access to information and updates about the Company. 2. Access to adequate and appropriate resources for performing their duties. 3. Opportunities to participate in setting individual work objectives that reflect and align with the Company's goals. 4. Guidance, advice, and performance feedback that support work improvement and capability development. 5. Recognition and appreciation for good performance. 6. Fair performance appraisals and opportunities for career advancement. 7. Efficient, transparent, and accountable work processes. 8. Equal and non-discriminatory treatment, freedom to express differing opinions, and a workplace where employees feel respected, accepted, and included. 9. Support for continuous learning and capability development, together with opportunities to demonstrate their abilities. 10. A safe and healthy working environment and support for employee well-being. 11. Remuneration and benefits commensurate with employees' positions and responsibilities. 12. Information and guidance on the Business Code of Conduct and appropriate business practices, together with clear and accessible channels for submitting complaints, raising grievances, reporting concerns or suspected misconduct, and providing information and feedback.	Please refer to the following chapters: • Corporate Governance and Risk Management • Supply Chain Management • Responsible Data and AI Management • Energy Management • Food Loss and Food Waste Reduction • Climate Change • Environmental and Pollution Management • Employee Management • Safety and Work Environment • Human Rights

*Abbreviations indicate the frequency of engagement with stakeholders

R = Regularly

W = Weekly

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Support for and Membership in Various Organizations

Mitr Phol promotes the development of both national and international networks to strengthen collaboration and create an environment that supports dialogue and knowledge exchange. These efforts aim to improve operational efficiency and drive the development of products and services that respond to market and societal needs. The Company also plays an active role in supporting and driving the development of policies and regulations that encourage sustainable business practices. Mitr Phol partners with organizations and institutions dedicated to advancing sustainable development in areas aligned with the Company's business strategy, with two primary objectives:

- To support and drive the development of the sugarcane, sugar, and bio-energy industries in Thailand,** Mitr Phol is a member of relevant trade and industry associations. These memberships support appropriate industry governance, facilitate knowledge exchange, promote the stability of the sugar industry in terms of supply and prices, and advance the production of renewable energy through the processing of agricultural products. The Company also seeks to create business opportunities across the sugarcane, sugar, and renewable energy industries, including related downstream products, while promoting fair benefit-sharing and generating income for farmers and stakeholders throughout the supply chain. These efforts help establish and maintain the security and reliability of the Company's raw material supply. In 2025, Mitr Phol provided financial support totaling 8.87 million baht, representing 87.43% of its total grant budget.
- To support Thailand's sustainable development,** Mitr Phol is a member of and serves on the governing bodies of associations and institutions dedicated to advancing research and the country's sustainable development. Through these engagements, the Company supports initiatives related to climate change management, respect for human rights, and the Sustainable Development Goals (SDGs). The Company also supports and contributes to the development of greenhouse gas emissions reduction policies and approaches aimed at achieving net-zero greenhouse gas emissions. In 2025, Mitr Phol provided financial support totaling 1.28 million baht, representing 12.57% of its total grant budget.

Grant Budget and Membership Fees by Activity

Activity	Amount (Million Baht)			
	2022	2023	2024	2025
Lobbying	0	0	0	0
Political contributions at both the local and national levels	0	0	0	0
Membership fees for trade associations or tax-exempt organizations	7.93	17.45	6.41	10.14
Others (e.g., expenses related to voting or referendums)	0	0	0	0
Total Grant Budget and Other Expenses	7.93	17.45	6.41	10.14

Top 5 Grant Budget and Membership Fee Contributions

Number 1

Thai Sugar Millers Corporation Limited: TSMC

Type of Organization: Trade Association

Objective: Thai Sugar Miller Co., Ltd. was established by three sugar mill associations: the Thai Sugar and Bio-Energy Producers Association, the Thai Sugar Producers Association, and the Sugar Industry Trade Association. It serves as a central platform for collaboration among all sugar mills in Thailand, representing the industry in coordinating and advocating relevant policies and legislative proposals with both public and private agencies domestically and internationally. It also plays an important role in promoting cross-sector cooperation across economic, environmental, and social dimensions. Mitr Phol has joined the association as a member and serves as a representative of sugar mills, working collaboratively with multiple sectors to strengthen the sugarcane and sugar industries, while generating stable income for farmers.

In 2025, the association worked with government agencies to support and advance the implementation of the industry’s green sugarcane harvesting policy. Key initiatives included promoting green harvesting practices to reduce PM2.5 emissions and improve mill extraction efficiency. The association also encouraged the purchase of sugarcane leaves for biomass-based electricity generation and collaborated with government agencies to advocate increased domestic ethanol utilization in order to expand the share of renewable energy consumption. Furthermore, the association engaged with government agencies to support the renewal of biomass power plant contracts under the Firm Contract scheme, with the aim of reducing sugarcane burning and strengthening national energy security.

Amount (Million Baht): 6.95

Percentage of Grant Budget in 2025: 68.52%

Number 2

Thai Sugar and Bio-Energy Producers Association

Type of Organization: Trade Association

Objective: The Thai Sugar and Bio-Energy Producers Association plays a role in promoting and supporting Thailand’s sugar and bio-energy industries. The association also serves as a coordinating body and representative in negotiations with relevant government agencies and organizations, both domestically and internationally. The association focuses on advancing value-added products from the sugar industry while considering environmental and social impacts, particularly through the promotion of renewable energy derived from biomass and ethanol. This direction aligns with the government’s energy security policy aimed at reducing energy imports. As a member of the association, Mitr Phol takes part in promoting policies that support the use of renewable energy, for example, advocating for E20 to become the standard gasoline blend. Such initiatives create business opportunities, help stabilize sugarcane and molasses prices, ensure more secure income for sugarcane farmers, and contribute to the long-term sustainability of the business.

Amount (Million Baht): 1.60

Percentage of Grant Budget in 2025: 15.81%

Number 3

UN Global Compact (UNGC)

Type of Organization: Non-Profit Foundation

Objective: The UN Global Compact is a global sustainable development network that aims to build partnerships among the private sector, the United Nations, and government agencies and drive international goals, such as the UN Sustainable Development Goals, as well as promote responsible business conduct based on ten universally accepted principles, covering human rights, labor standards, the environment, and anti-corruption. The network also serves as a platform for providing input and supporting the advancement of national sustainability-related policies. Mitr Phol became a founding member of the UN Global Compact Network Thailand (UN GCNT), one of the Local Networks of the UN Global Compact, since 2017. The Company also serves as a member of the association’s executive committee to provide our opinions, exchange knowledge and good practices from the international network and apply them to the Company’s business operations, such as human rights, the circular economy, climate change and water management. This also builds confidence among international stakeholders that the Company is committed to conducting business sustainably.

Amount (Million Baht): 0.53

Percentage of Grant Budget in 2025: 5.18%

Number 4

Thailand Development Research Institute (TDRI)

Type of Organization: Non-Profit Foundation

Objective: The Thailand Development Research Institute (TDRI) is a research organization dedicated to studying and providing public policy advice in Thailand, to support national development through research in economics and sustainability. It works together with the public sector, private sector, and international organizations to promote quality policy-making that fosters Thailand's sustainable growth, in line with Mitr Phol's "Grow Together" principle. Mitr Phol has joined as a member of TDRI, and the Group's Honorary Chairman serves as a director of TDRI, to support knowledge exchange and participate in providing recommendations on the key national public policy issues, such as climate change and water management in the agro-industrial sector, as well as applying knowledge from research to develop and enhance Mitr Phol's operations sustainably.

Amount (Million Baht): 0.50

Percentage of Grant Budget in 2025: 4.93%

Number 5

Thailand Business Council for Sustainable Development (TBCSD)

Type of Organization: Non-Profit Foundation

Objective: The Thailand Business Council for Sustainable Development (TBCSD) is a Thai business network established in 1993 and serves as one of the networks connecting the Thai business sector with the World Business Council for Sustainable Development (WBCSD). Its operations are aligned with the WBCSD's concept, framework, and direction. TBCSD aims to support and drive the public and private sectors to play a key role in addressing Thailand's environmental issues, as well as to participate in formulating national economic, social, and environmental policies, to help Thai businesses transition toward sustainability.

TBCSD's mission focuses on three main areas: policy development in Thailand, capacity building to enhance business capabilities and good practices, and promoting awareness of cultural and environmental aspects. Mitr Phol joined as a member with the aim of gaining the opportunity to stay informed and participate in driving national policy, as well as expanding opportunities to exchange knowledge on sustainable development in the business sector, to build on and drive sustainable development to its business.

Amount (Million Baht): 0.25

Percentage of Grant Budget in 2025: 2.46%



Governance

- 028 Corporate Governance and Risk Management
- 042 Supply Chain Management
- 050 Responsible Data and Artificial Intelligence (AI) Management

93.08%



of employees completed Mitr Phol Code of Conduct training.

80.09%



of the significant suppliers assessed for sustainability risks (ESG Assessment).

100%



of employees acknowledged the Mitr Phol Code of Conduct.

No cybersecurity incident.



100%



of suppliers acknowledged Supplier Code of Conduct.

88.31%



of employees, from operational staff to executive management, completed Responsible AI training.

"Strengthening Stakeholder Confidence for Resilient and Sustainable Growth"





2025 Target and Performance

Percentage of Mitr Phol personnel trained on the Code of Conduct



Target

100%

Performance

93.08%*

* Changes in employee headcount during the reporting year resulted in the training participation rate did not reach the target.

Mitr Phol requires its Risk Management Policy and Charter to be reviewed every three years or whenever significant changes occur. The Company also aims to foster a strong risk management culture across the organization. As part of this commitment, Mitr Phol continuously promotes risk management knowledge and awareness among employees, encouraging them to recognize and apply risk management processes as practical tools in their daily operations. In 2025, key initiatives included:



1 Communicating the updated Risk Management Policy.



2 Enhancing knowledge and understanding of risk management processes and key risk trends relevant to the business.



3 Communicating general risk-related knowledge and raising awareness of domestic and international risk trends.



4 Supporting business continuity management through Business Continuity Plan (BCP) drills.

*For more information, please refer to page 33

[CLICK HERE](#)



Chapter 03

Corporate Governance and Risk Management

Key Stakeholders: Shareholders / Farmers / Employees / Suppliers / Customers and Consumers / Communities / Government and Civil Society Sectors

Mitr Phol conducts business in accordance with good corporate governance principles, business ethics, and a systematic approach to risk management, ensuring efficient, transparent, and accountable operations. This approach supports long-term sustainable growth and builds confidence among all stakeholder groups. The Company has established corporate governance policies and guidelines that define the roles and responsibilities of directors, executives, and employees at all levels. Moreover, the Mitr Phol Code of Conduct serves as a guiding framework for all personnel in collectively driving the organization forward.

Corporate Governance

The Board of Directors has established a solid organizational structure with clearly defined roles and responsibilities. It has also established a Corporate Governance Policy*, which is regularly reviewed and updated to ensure that it remains current. The policy serves as a framework for a consistent corporate governance approach, ensuring compliance with applicable laws and both national and international standards. It also clearly defines the roles and responsibilities of directors, executives, and employees, fostering stakeholder confidence and supporting sustainable growth. In addition, the policy and related guidelines are communicated to all relevant stakeholders through a variety of internal and external communication channels.

Corporate Governance Structure

Mitr Phol Group's Board of Directors is responsible for setting the Company's vision, goals, strategies, policies, guidelines, and internal control system, as well as overseeing and monitoring the operations of the management team. The Board of Directors convenes at least 6 meetings a year to review business performance, consider and approve significant matters within its delegated authority, and provide guidance. Additionally, the annual shareholder meeting is held to disclose operating results and action plans to shareholders. The Company also conducts regular performance evaluations

* For more information, please visit
Corporate Governance Policy

CLICK HERE



of the Board in accordance with the good corporate governance practices of the Stock Exchange of Thailand (SET). These evaluations form part of the Company's corporate governance framework and assess the efficiency and effectiveness of the Board's performance.

Nomination of Directors

Mitr Phol Group recognizes the importance of the structure and role of the Board of Directors in supporting good corporate governance and sustainable business growth. The number of directors serving on the Board is determined by shareholders at the Annual General Meeting of Shareholders. Currently, the Board comprises 13 directors, comprising of 4 independent directors, 6 executive directors, and 3 non-executive directors**. Directors are nominated from among qualified individuals with relevant skills, knowledge, competencies, and experience across diverse professional backgrounds that are relevant and beneficial to the Company's business operations.

Independent directors are selected according to the Company's definition of and established criteria for independent directors. This includes considering significant business relationships that might affect their ability to perform their duties or provide opinions independently. Each year, one-third of the board members must retire by rotation, with the appointment of the directors reviewed annually (as prescribed by the Company's regulations). Directors can hold positions in no more than 4 companies and must attend at least 90% of meetings. For each board meeting, the Company Secretary sends invitations, including the agenda in advance. Meetings are thoroughly documented in writing, and the minutes, once approved by the board, are kept on record and made available for review by board

members and involved parties. In 2025, the board members attended 96% of all meetings.

** The Board of Directors refers to the Board of Directors as of 31st December 2025.

Knowledge Enhancement for the Highest Governing Body

The Company encourages the board members to attend training to enhance their knowledge and various skills to further apply in developing sustainable organizational development. The board members participated in training programs organized by internal and external organizations including the Thai Institute of Directors (Thai IOD), a leading organization dedicated to leverage director professionalism and promoting good corporate governance in Thailand, as Thai Institute of Directors (Thai IOD), a leading organization dedicated to enhancing the professionalism of directors and promoting good corporate governance in Thailand. Examples of training programs include:

- **Subsidiary Governance Program (SGP) (In-house Training)** focuses on corporate governance among subsidiaries, the roles of directors serving in subsidiaries, and preventive measures against liabilities of subsidiaries that may affect the parent company.
- **Risk Management Program for Corporate Leaders (RCL)** focuses on corporate governance and proper risk management.
- **Other programs** include Directors Accreditation Program (DAP), Financial Statements for Directors (FSD), Successful Formulation & Execution of Strategy (SFE), ESG In the Boardroom: A Practical Guide for Board (ESG), Board's Roles In Purpose-driven Transition (PDT), Board Nomination and Compensation Program (BNCP)

Mitr Phol Code of Conduct

The Mitr Phol Code of Conduct is a fundamental component of the Company's business operations, setting out the standards of conduct to which all Mitr Phol personnel, including directors, advisors, executives, and employees, must adhere. Compliance with these standards demonstrates ethical organizational conduct and builds trust and confidence among customers, business partners, stakeholders, and society at large. It also enables the Company to conduct its business in a sustainable and responsible manner.

Management Approach

Mitr Phol recognizes the importance of fair and ethical business conduct and has established policies and related guidelines, including Anti-Fraud and Anti-Corruption Policy and Guidelines on Giving and Receiving Gifts and Hospitality*. These policies and guidelines are regular review to align with global and organization contexts. The governance unit is responsible for communicating and driving the organization-wide implementation of the Corporate Governance Policy and the Mitr Phol Code of Conduct, as approved by the Board of Directors. The Unit also regularly reviews and updates related policies and guidelines to ensure that they remain current. Furthermore, the Company continuously enhances its transparent whistleblowing and complaint-handling processes and mechanisms to ensure that they remain up to date and appropriate to the organizational context. These mechanisms enable all stakeholders to report concerns or submit complaints. Mitr Phol also participates in national ethics initiatives to benchmark and enhance the Group's practices. The Mitr Phol Sugar Corp., Ltd. has been a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) continuously since 2018. In addition, the Company encourages its suppliers to adopt good corporate governance practices by inviting them to participate in the CAC SME Certification Program. To expand the network and cultivate an anti-corruption culture throughout the supply chain, Mitr Phol provides advisory support and covers the certification fees for participating suppliers. In 2025, a total of 10 suppliers companies submitted declarations of intent to join the program. In recognition of its efforts to expand the network of transparent and ethical business practices throughout the supply chain.



▲ Supporting suppliers to participate in the CAC SME Certification Program

Raising Awareness and Communication of Mitr Phol Code of Conduct

Ongoing communication and awareness-building are essential to raising awareness of compliance with the Mitr Phol Code of Conduct. Mitr Phol regularly communicates policies, guidelines, and Mitr Phol Code of Conduct to directors, executives, and employees through various channels, including training programs, internal communication materials, videos, emails, and the Company's website. The Company also develops internal communication materials on anti-fraud and anti-corruption topics in connection with key activities and festive occasions, such as the "Beware This Halloween: Mitr Phol Code of Conduct Detective Mission" campaign and communications on the Guidelines on Giving and Receiving Gifts and Hospitality during the New Year period. Importantly, all Mitr Phol personnel are required to sign an annual acknowledgment of and comply with Mitr Phol Code of Conduct. In 2025, 100% of personnel received communication and acknowledged the Mitr Phol Code of Conduct. In addition, the Company continues to provide training on "Mitr Phol Code of Conduct and Corporate Discipline" with cumulative participation representing 93.08% of all Mitr Phol personnel. Training on the Mitr Phol Code of Conduct is also incorporated into the new employee orientation program.

* For more information, please visit
Anti-Fraud and Anti-Corruption Policy

CLICK HERE



Guideline of accepting or
offering gifts and hospitality

CLICK HERE

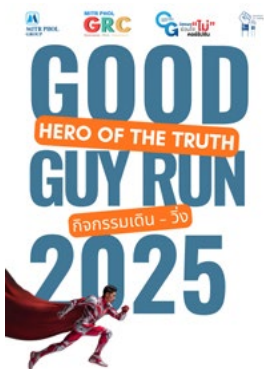


The number of personnel who have been informed of, have acknowledged, and have been trained on the Mitr Phol Code of Conduct, related policies, and relevant corporate governance practices.

	Number of Personnel Informed and acknowledged of the Mitr Phol Code of Conduct		Number of Personnel Trained	
Total	7,628 Persons	100%	7,100 Persons	93.08%
Personnel* by level	Persons	%	Persons	%
Board of Directors	15	100	8	53.33
Top Management	26	100	14	53.85
Middle Management	262	100	227	86.64
First-line Managers	1,008	100	988	98.02
Officers	4,281	100	4,178	97.59
Operational Staff	2,036	100	1,685	82.76
Personnel* by region	Persons	%	Persons	%
Bangkok	987	100	887	89.87
Other Provinces	6,641	100	6,213	93.56

Remark: *Personnel refers to full-time personnel as of 1st August 2025

Anti-Fraud and Anti-Corruption



To raise employees' awareness of anti-fraud and anti-corruption in a tangible manner and demonstrate the Group's firm commitment to transparent business conduct, Mitr Phol continuously promotes all personnel to participate in anti-fraud and anti-corruption activities organized by external organizations including "Good Guy Run 2025" organized by the Office of The National Anti-Corruption Commission (ONACC) and partners, and "Anti-Corruption" slogan contest.

Whistleblowing Mechanism

Mitr Phol Group has established the Whistleblowing Guideline and provides various channels for receiving complaints or reports of wrongdoing. It also has a complaint handling process and measures to protect the rights of whistleblowers, ensure zero retaliation, and maintain their confidentiality by limiting access only to authorized personnel responsible for handling complaints or conducting investigations. This mechanism allows all stakeholders to file complaints and report violations or non-compliance with laws and regulations, policies and Mitr Phol Code of Conduct including fraud and corruption, human rights violations, infringements of the right to equality, discrimination, harassment, labor rights violations, and other relevant issues. The Company has established a clear and transparent Whistleblowing Guideline*, enabling anyone to submit complaints or report concerns through various channels, including the Company's website, email, postal mail, or other appropriate channels. Additionally, the Company regularly reviews and updates the relevant guidelines and continuously communicates the whistleblowing mechanisms through training, internal and external PR, signage, and video clips. These efforts aim to encourage and enable all stakeholders to actively participate in monitoring and reporting misconduct, including filing complaints related to violations of duty or inappropriate behavior or actions by Mitr Phol personnel.

* For more information, please visit [Whistleblowing Guideline](#)

[CLICK HERE](#)



The number of complaints regarding breaches and corruption within Mitr Phol Group

Number of Complaints (Case)	2022	2023	2024		2025	
	Investigation Completed	Investigation Completed	In Process	Investigation Completed	In Process	Investigation Completed
Bribery and corruption	0	0	0	0	0	0
Unfair trade practice	0	0	0	0	0	0
Conflict of interest	3	7	0	1	1	1
Discrimination and harassment	6	9	7	5	4	3
Other breaches of the Mitr Phol Code of Conduct*	8	6	1	4	1	6
Total	17	22	8	10	6	10

Remark: *Other breaches of the Mitr Phol Code of Conduct include non-compliance with the Company's rules and regulations.

Mitr Phol has addressed all complaints received by conducting thorough investigations and taking appropriate actions in line with the Company's regulations. Preventive measures were also implemented to avoid recurrence. The investigations confirmed that the complaints reviewed in 2025 were not related to bribery, corruption, or unfair trade practices. Therefore, there was no amount of fines and no conviction related to corruption and bribery.

Risk Management

Effective risk management is a fundamental foundation for good corporate governance. Mitr Phol integrates risk management and business continuity practices into its business operations through a systematic approach and regular reviews. This approach encompasses the establishment and review of relevant policies, risk assessment and mitigation covering economic, social, and environmental risks, as well as communication efforts to foster a risk culture throughout the organization. Implementation is driven by the Risk Management Department under the oversight of the Risk Management Committee.

2025 Key Risk Management Initiatives



- 1 **Communicating the updated Risk Management Policy** to directors, executives and employees through various channels, such as internal PR Communications and business unit risk management representatives.



- 2 **Enhancing knowledge and understanding of risk management processes and key risk trends relevant to the business.** Risk trends and key issues impacting the Company are shared with directors and executives on a quarterly basis. In addition, basic risk management training is provided to employees at the officer level and above through the Company's designated learning platform.



- 3 **Communicating general risk-related knowledge** and awareness of domestic and international risk trends relevant to the Company and its employees through infographics and 12 podcast episodes on the Shared Point GRC Channel, which has over 1,000 followers.



- 4 **Supporting business continuity management** through Business Continuity Plan (BCP) drills conducted at 10 locations to strengthen preparedness and response to potential threats, as well as expanding BCP development to two additional locations within the Group.



Management Approach

Risk Management Structure

Mitr Phol has adopted the COSO Enterprise Risk Management Integrated Framework as a key tool for designing its risk management process. The Company emphasizes effective, transparent, and sustainability-aligned risk management practices. The Board of Directors has delegated oversight of the implementation of the Risk Management Policy and framework to the Risk Management Committee. The Committee is responsible for monitoring the overall risk management process and the adequacy of measures for managing key risks within the defined risk appetite. The Risk Management Department is responsible for communicating the policy opinions, and recommendations from the Board and the Committee to relevant business units and coordinating organization-wide implementation. It oversees risk management across five key risk areas: strategic, operational, digital and technology, financial and legal and regulatory compliance. The Department also reviews, monitors, and reports significant risks to the Risk Management Committee and the Board of Directors to ensure they are informed of the Company’s risk management performance on an annual basis. The Risk Management Department reports directly to the Governance, Risk, and Compliance Division under the Corporate Sustainability Sub-Business Group, which operates independently from the core businesses.

Mitr Phol management structure is designed with clearly defined roles and responsibilities for each unit, based on the “Three Lines of Defense” model. This approach ensures independence among operational processes, promotes transparency in collaboration between executives and employees at all levels, and aligns with international standards. It supports effective risk management through the following structure:

First Line of Defense (Management and Operational Roles):

Responsible for executing operations and managing risks associated with various organizational processes. This line integrates internal control measures and plays a crucial role in identifying and managing risks, as well as adhering to control measures to mitigate potential risks within work processes.



Second Line of Defense (Risk Management and Compliance Functions):

Responsible for establishing policies, overseeing operations, providing consultation, and supporting the first line in managing risks and implementing internal controls. This line ensures that operations comply with established standards, monitors and evaluates performance, and enhances efficiency to align with organizational goals, as well as reports on performances to the Risk Management Committee.

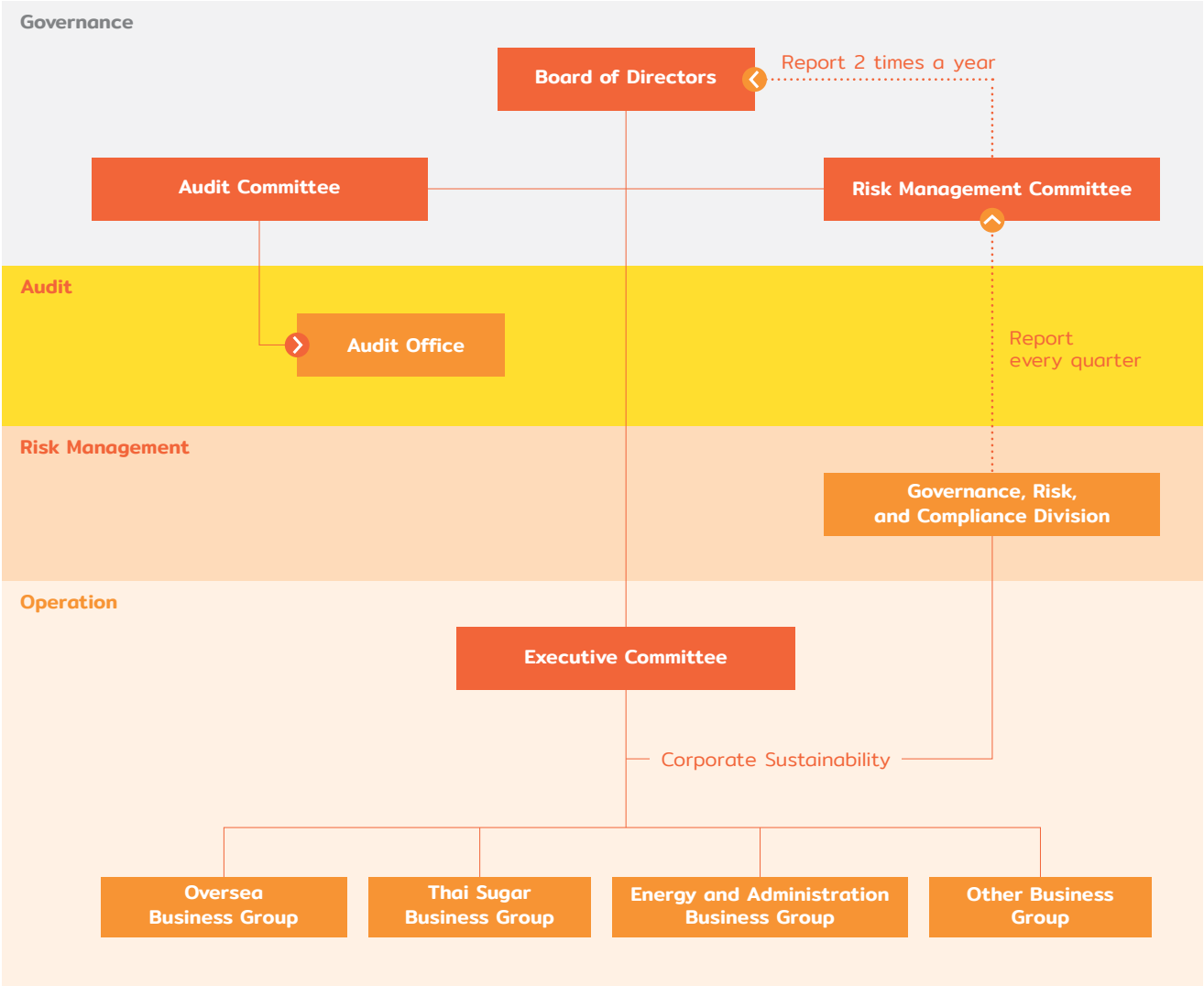


Third Line of Defense (Internal Audit):

Responsible for auditing and assessing the operations of both the first and second lines of defense. The internal audit function operates independently from management and reports directly to the Audit Committee. This ensures that risk management processes and internal controls are effective and comply with established policies and requirements.



Risk Management Structure



Risk Management Process



Risk assessments and monitoring activities are reviewed and updated at least twice a year to ensure they remain current. Each business unit is required to review and assess its key risks, develop corresponding mitigation plans, and define key risk indicators (KRIs) for monthly internal monitoring. These updates are reported to the Risk Management Committee on a quarterly basis. The collected information supports enterprise-wide risk assessment and monitoring, with the results reported to the Board of Directors. The Company has also developed a Risk Management Manual to provide clear guidance and strengthen controls over the risk management process.

Business Continuity Management

Multiple threats have the potential to disrupt operations and lead to business interruptions. To address these risks, Mittr Phol Group has implemented a Business Continuity Management System (BCMS) based on the ISO 22301:2012 standard. This system is designed to cover risk identification, strategic and prevention development, preparedness, response, communication, and recovery. The Company conducts annual reviews and drills of its Business Continuity Plan (BCP) to ensure organizational readiness in responding to various threats. These activities are aligned with current risk assessments, including natural disasters, cyber threats, terrorism, and pandemics. In addition, these activities raise awareness among executives and relevant employees of the importance of their roles and responsibilities and the communication protocols established under the plans.

In 2025, Business Continuity Plan (BCP) reviews and drills were conducted in 10 locations, and BCP development was expanded to 2 additional locations to ensure coverage across the Group, including both factory sites and the Company’s head office. These exercises were led by the Risk Management Department in collaboration with the Safety, Occupational Health, and Environment Department, and covered the Emergency Response Plan (ERP), Business Continuity Plan (BCP), Recovery Plan (RP), and Crisis Communication Plan, involving executives, employees, and relevant stakeholders. The Company also supports all factory sites in establishing clear and practical BCP procedures that can be readily implemented. In addition, a BCP handbook has been developed to guide the implementation and regular review of location-specific business continuity plans.



▲ The Business Continuity Plan (BCP) training and drills at the Mittr Phu Luang Sugar Mill

Cultivation of Risk Culture

The Company raises awareness among personnel that integrating risk management into operations enables the organization to effectively manage risks at all levels, while promoting operational efficiency and sustainable growth. Accordingly, Mittr Phol has established a Risk Management Policy, which was reviewed and approved by the Board of Directors, to provide a framework and methodology for identifying, assessing, and managing potential risks within the organization, and communicates through various channels to stakeholders.

The Company also provides tailored risk management training and education for the Board of Directors, the Risk Management Committee (both executive directors and non-executive directors), executives, and employees at all levels, based on their roles and responsibilities. This is delivered through a variety of formats and communication channels, including expert guest lectures, workshops, internal PR materials, and the Mittr Samphan internal magazine, aiming to encourage employee engagement in preventing and managing organizational risks. In 2025, the Risk Management Department organized quarterly guest lectures by external experts on various topics, including Safety Transformation: Transforming Mindsets for Sustainable Accident Management, and Scenario Planning for Organizations. Business Continuity Plan (BCP) training was provided to new employees, as well as BCP drills for employees at the officer level and above. A total of 4,300 employees received annual risk management training. In addition, the Risk Management Department produced 12 episodes of the GRC Podcast Series and communicated strategic risk trends bi-weekly through the SharePoint GRC Channel, which serve as a modern and accessible communication channel.

Key Risks in 2025

Strategic Risks

Risk Factors	Raw Material Security
Key Risks and Impacts	The quantity and quality of sugarcane may fall short of projected targets due to climate change, intense competition for shared raw materials, stringent government policy on fresh sugarcane, and sugarcane diseases. This may affect the production volumes of sugar and relevant products, resulting in deviations of revenue and costs from the projections.
Management	1. Establish contract farming agreements and provide financial support for essential production supplies and irrigation tools. 2. Support the modern technology and advancements to enhance sugarcane management under the Mitr Phol ModernFarm initiative. 3. Plan and manage the sugarcane supply process from fields to factories through a cutting order system and utilize technology to monitor sugarcane logistics and queues management. 4. Continuously monitor and promptly adjust operational plans to align with changing dynamics. 5. Continue strengthening relationships with farmers, while expanding areas for sourcing alternative fuel supplies to better manage stocks, products and costs.

Operational Risks

Risk Factors	Waste and Pollution Management
Key Risks and Impacts	Environmental concerns are continuing to grow, and regulations are becoming increasingly stringent. Failure to manage waste and pollution properly in prevention, incident response and remediation, can result in complaints or lawsuits, which could impact operating costs, reputation, future investments, and stakeholder confidence.
Management	1. Standardized environmental management processes are in place and certified under ISO 14001 2. Air quality management 2.1) Pollution prevention and control at the source through initiatives such as the green cane harvesting campaign, “Let’s Green the Sugarcane”; the purchase of sugarcane leaves; and the installation of dust control systems to capture dust generated from biomass power generation. 2.2) Development of AERMODEL and IoT sensors to monitor and alert wind direction and air quality in areas surrounding the factory. 2.3) Mitigation of dust impact through strict and appropriate control measures, such as planting dust-capture trees, installing tall mesh fences around the bagasse storage area, and spraying water on roads within the factory and nearby communities. 2.4) Monitor air quality by regularly measuring emissions at exhaust vents and ambient air quality and managing operational controls to ensure compliance with regulations and Environmental Impact Assessment (EIA) reports. 3. Efficiency water management based on 4Rs principle: securing reserve water supplies (Resource), minimizing water usage (Reduce), reusing water (Reuse) and recycling treated wastewater for further use (Recycle). 4. Industrial waste management based on waste hierarchy strategy: Avoid/Reduce, Reuse, Recycling and Recover, such as converting waste into energy and establishing operational standards in compliance with applicable laws and aligned with international practices. 5. Established processes and channels for receiving environmental complaints and formed a tripartite committee comprising representatives from government agencies, factories and local communities to communicate and collaboratively improve environmental management systems.

Financial Risks

Risk Factors		Commodity Price Volatility	
Key Risks and Impacts		Commodity price volatility affects multiple businesses, including sugar, molasses, fertilizers, wood substitute materials and energy. This results in complicated selling prices and cost forecasts. This volatility is influenced by supply, demand, climate change, government policies, and exchange rates. The ethanol business faces pressure from rising molasses prices, the government's removal of E85 gasoline subsidies and the growing adoption of electric vehicles. In addition, the fertilizer prices are rising, driven by the regional conflict, while the energy market is unstable driven by geopolitical tensions and changing energy policy among major exporting countries.	
Management		1. The Sales Committee was established to monitor, analyze, and assess potential impacts to ensure timely decision-making. 2. Close collaboration with relevant organizations and associations to exchange information that support strategic and sales planning. 3. Employ various risk mitigation instruments, such as the use of sugar forward contracts. 4. Coordinate among relevant departments to manage costs and improve operational efficiency, sales planning, storage, and logistics. 5. Collaborate with suppliers and customers to plan transportation in advance, maximizing the efficiency of warehouse management and transportation cost.	
Risk Factors		Interest and Exchange Rate Volatility	
Key Risks and Impacts		Volatility caused by both domestic and international factors including economic deceleration, trade policies and US trade and tariff actions, results in rapid and unpredictable exchange rate fluctuations, high interest rate and confident decline in financial and bond market due to the default on a payment. These factors impact the Company on financing costs, liquidity management, funding accessibility, production cost, and higher investment, as well as the risk of counterparty default.	
Management		1. Establish the Financial Risk Management Committee to define policies, foreign exchange risk management framework, enhance financial systems, and procure appropriate risk management tools. 2. Establish the Credit Committee to define clear policies and guidelines for credit approval and debtor management. 3. Designate a dedicated unit that promptly reports the situation to the Financial Risk Management Committee and Credit Committee to support timely decision-making. 4. Employ a variety of financial instruments to manage exchange rate fluctuations and implement natural hedging by aligning income and expenses in the same foreign currency to reduce foreign exchange risk. 5. Utilize credit rating tools to build confidence in bond issuance and loan applications. 6. Closely coordinate with Thai Cane and Sugar Corporation Ltd. (TCSC) to support forward exchange rate planning.	

Legal and Regulatory Compliance Risk

Risk Factors	Changes in Relevant Laws, Rules, and Regulations
Key Risks and Impacts	Laws and government policies continue to evolve, coupled with stricter enforcement. Failure to timely monitor and respond to these changes may result in non-compliance risks and legal penalties. Inability to adapt promptly may impact loss of credibility and organization’s competitiveness.
Management	1. Establish the compliance guidelines to monitor Mitr Phol’s compliance. 2. Establish a Compliance Unit responsible for monitoring and risk assessment of new laws and regulations, in collaboration with representatives from each unit. 3. Deploy the compliance system to monitor and regularly report compliance to the executives and relevant parties. 4. Enhance employee knowledge continuously on relevant laws and regulations, as well as interpret and communicate newly enacted legislation to relevant departments on a quarterly basis.

Environmental, Social and Governance (ESG) Risks

Risk Factors	Climate Change
Key Risks and Impacts	Increasingly severe climate change is driving more frequent and prolonged droughts, higher temperatures, and volatile rainfall patterns, exposing business operations to a range of risks. These include uncertainty sugarcane yields and lower sugar content, challenge in water storage and water management for production, fire risks, raw material disruption in downstream business such as ethanol, health risks to workers from heat exposure, and flood risks.
Management	1. Develop large-scale water reserve projects (Oasis Project) to collect rainfall during the rainy season for use during drought periods and enhance water-use efficiency, such as drip irrigation systems. 2. Close monitor high-risk areas and sugarcane harvesting through satellite data to reduce fire risks and increase sugarcane crushing efficiency. 3. Provide modern technology and advancements under the Mitr Phol ModernFarm Project. 4. Implement the 4Rs principle to ensure water efficiency in production. 5. Implement fire prevention and response measures, such as installing heat detection cameras and conducting fire drill exercises at least once a year. 6. Manage outdoor workforce by providing drinking water and appropriate rest areas.

Emerging risks

Mitr Phol regularly monitors new emerging risk factors that may arise in the future by assessing and analyzing potential risks to the Company over the next 3-5 years. This allows Mitr Phol to assess uncertainties and identify effective and appropriate mitigation measures to ensure that the Company can review and adjust its strategies to increase the likelihood of achieving its goals. Key emerging risks are as follows:

Supply Chain Disruption from Geopolitical Volatility Risks

Risk Aspect	Geopolitical / Economic
Description	Rising geopolitical uncertainty including international tensions, trade protectionist measures, and shifting trade regulations driven by leadership transitions in major powers, as well as accumulated international conflicts, is contributing to volatility in energy and production factors. This is increasingly emerging as a critical risk factor for cost management and supply chain continuity across multiple dimensions, such as sugar price volatility driven by rising logistics costs, which affects purchasing volumes and inventory levels, as well as rising costs including fertilizers and agrochemicals.
Impact in the Company	Rising agricultural costs have led to income volatility among the Company's contract farmers, which may discourage sugarcane cultivation and affect raw material stability. In addition, higher agricultural costs may increase production costs, potentially affecting overall business continuity across the supply chain.
Mitigation Measures	1. Closely monitor global developments and economic trend and prepare for potential change through responsible units. 2. Establish a dedicated committee and units to integrate geopolitical issues into the risk management process and conduct forward-looking scenario analysis to assess potential impacts and review the organization's strategy. 3. Collaborate with partners and suppliers to adjust cost management strategies and develop effective sales and logistics plans. 4. Diversify raw material sourcing to mitigate supply shortage risk and manage costs effectively.

Stringent Enforcement of AI Governance Laws and Regulations Risks

Risk Aspect	Social / Governance
Description	Business sectors, including Mitr Phol recognize the benefits of AI and are increasing its adoption to support a wide range of operations. As AI is becoming sophisticated and capable to perform tasks that closely resemble human work, regulatory authorities in many countries are accelerating to develop laws and regulations to govern the use of AI, such as European Union Artificial Intelligence Act (EU AI Act), OECD AI Principles. Meanwhile, Thailand is in the process of conducting public consultations on the draft Artificial Intelligence Act (AI Act). As a result, AI governance has emerged as a systemic risk that organizations must proactively manage to avoid compliance, reputational, and stakeholder confidence risks.
Impact in the Company	The Company plans to increasingly adopt AI to support its business operation with approximately 70% of its total revenue from exports. Failure to monitor and adapt to changes in relevant laws and regulations may affect strategic decisions regarding AI adoption across the organization. It may result in a loss of competitiveness, missed sales opportunities, and reputational damage.
Mitigation Measures	- Mitr Phol has established a clear AI governance framework through the implementation of an AI Governance Policy and the Digital Transformation and Cybersecurity Committee to provide strategic direction. A dedicated Data and AI Governance unit is responsible for monitoring developments in relevant laws and regulations, assessing their implications, and overseeing AI governance and compliance across the organization. - Knowledge and capacity development for employees to enhance their understanding and awareness of responsible AI. - Establish standards of AI lifecycle management and data governance, as well as conduct internal audits to ensure compliance with policies and appropriate risk management (For more information, please visit Responsible Data and AI Management Chapter)



2025 Target and Performance

The significant suppliers are assessed for sustainability risks (ESG Assessment).



Target

100%

Performance

80.09%

Chapter 04

Supply Chain Management

Key Stakeholders: Shareholders / Farmers / Suppliers / Customers and Consumers / Government and Civil Society Sectors / Employees

Effective supply chain management generates positive impacts and strengthens business operations over the long term. Therefore, the Company is committed to managing its supply chain effectively by establishing the Sustainable Procurement Policy, the Agricultural Raw Materials Sourcing Policy and Mitr Phol Supplier Code of Conduct. The Company also has a supplier screening and selection process that incorporates sustainability criteria to identify suppliers whose standards and sustainable business practices align with the Company's requirements. In addition, the Company engages suppliers through awareness-raising initiatives to encourage greater consideration of environmental and social impacts in their operations and fosters collaboration through joint projects that promote sustainable development.

Management Approach

Categories of Mitr Phol's Suppliers

Mitr Phol's suppliers are classified based on their roles and the nature of the products and services they provide. This categorization ensures that each supplier category is managed appropriately and efficiently. Suppliers are divided into two main categories: central suppliers and raw material suppliers, as detailed below:

Central Suppliers

provide goods and services that support the Company's operations. This category includes domestic and international contractors, as well as suppliers of chemicals and packaging materials.



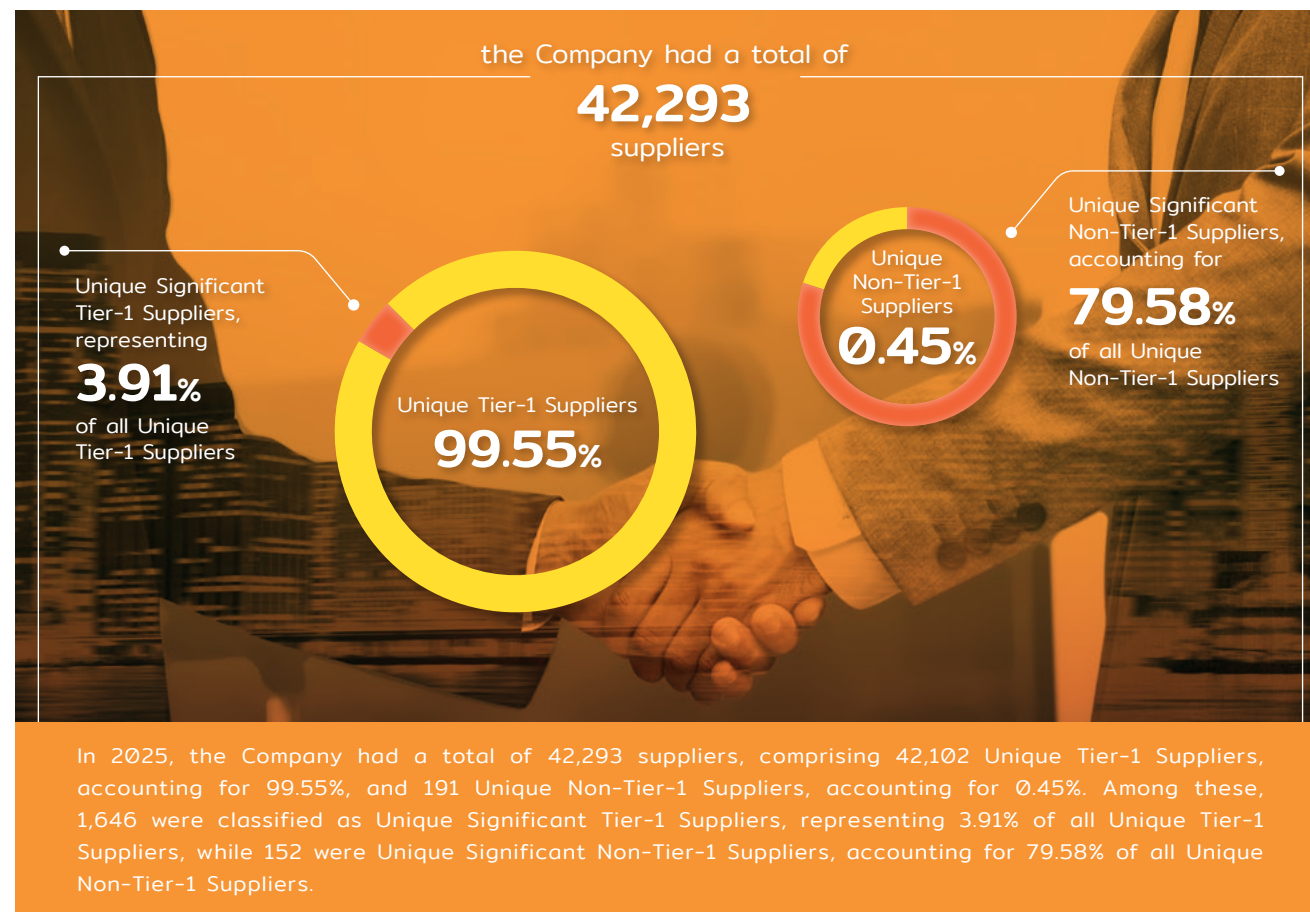
Raw Material Suppliers

provide key raw materials for the Company's production processes. This supplier category includes sugarcane, rubber, and cassava farmers, as well as molasses and biomass fuel suppliers.



The Company classifies significant suppliers based on procurement spending and the criticality of the products or services provided, enabling the Company to develop effective supplier management plans and strategies. The criteria for identifying significant suppliers are as follows:

- Suppliers that provide specialized products meet the Company's specified standards, including chemicals and packaging.
- Suppliers in limited supply that possess the specialized expertise and technology required to manufacture products in accordance with the Company's specifications.
- Suppliers with high procurement volumes based on the Company's established criteria.
- Suppliers conducting business with adherence to Environmental, Social, and Governance (ESG) principles.



Sustainable Procurement Policy

Mitr Phol has established the Sustainable Procurement Policy, the Agricultural Raw Materials Sourcing Policy, and the Mitr Phol Supplier Code of Conduct* as guidelines for employees and suppliers. These serve as operational standards for both employees and suppliers, addressing key areas related to corporate governance, social responsibility, and environmental stewardship. Topics include business ethics, respect for human rights, fair labor practices, including prohibitions against forced labor, child labor, and illegal labor, maximizing the efficient use of natural resources, and grievance channels. These policies are communicated through various channels, and the Company actively audits and monitors supplier compliance. All suppliers are required to acknowledge and accept the Mitr Phol Supplier Code of Conduct by signing it before entering into a business relationship with Mitr Phol.

*For more information, please visit **Sustainable Procurement Policy, Agricultural Raw Materials Sourcing Policy**

[CLICK HERE](#)


Mitr Phol's Supplier Code of Conduct

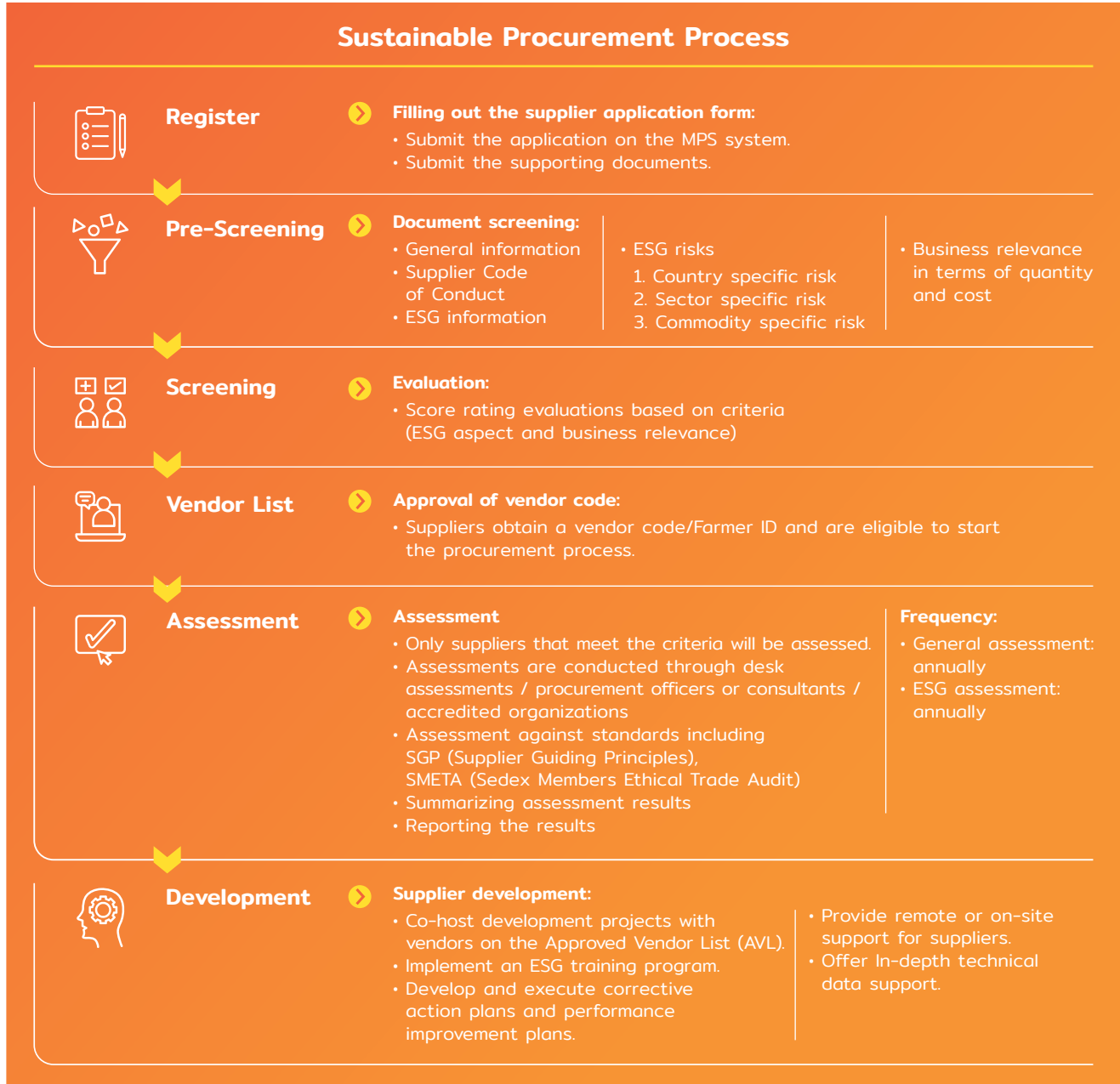
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Sustainable Procurement Process

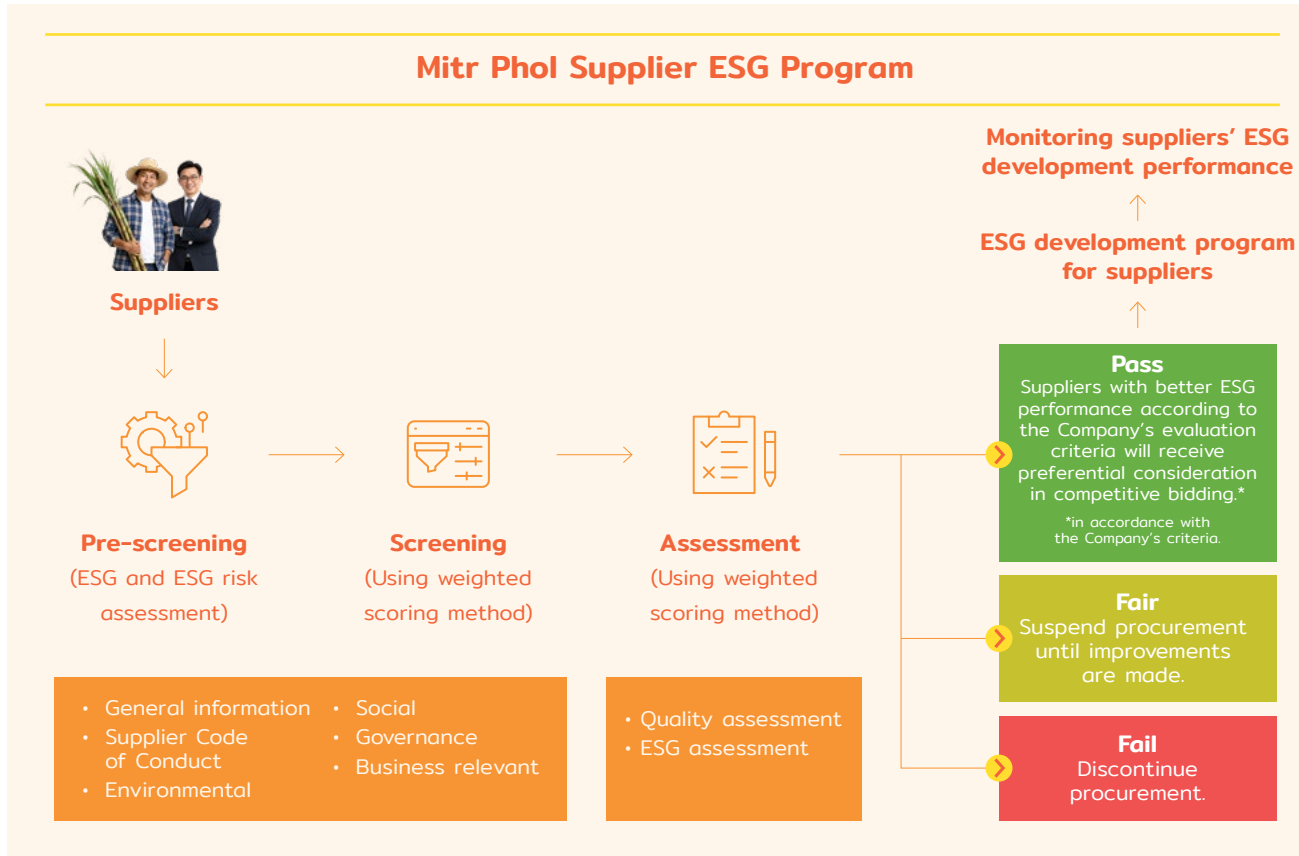
Mitr Phol has established a robust process for verifying supplier qualifications and managing risks based on product and service categories, using the Supplier Position Model. All prospective suppliers seeking registration with the Company must undergo supplier screening and selection in accordance with Mitr Phol's established standard criteria. The supplier selection process takes into account general supplier information, business assessments (e.g., price, technology, delivery lead time, order quantity), as well as sustainability-related risk assessments (ESG Assessments) covering country-, sector-, and commodity-specific risks levels each weighted differently depending on the context. After passing the assessments and signing the Supplier Code of Conduct, suppliers become eligible for registration with the Company.

In 2025, the Company conducted the annual ESG Assessment covering 1,440 Unique Significant Tier 1 and Non-Tier 1 Suppliers, representing 80.09% of total Unique Significant Suppliers, through an initial ESG risk evaluation (Desk Assessment) consisting of self-assessment or on-site assessment by the Procurement Division or Material Sourcing Section. Among the suppliers assessed, 246 Unique Significant Suppliers were identified as having high sustainability-related risks, all of which were covered by Corrective Action Plans, and all of them (100%) participated in a Corrective Action Plan. No business relationships with suppliers were terminated as a result of the assessment. In addition, the Company provided an ESG Development Program for 430 Unique Significant Suppliers, representing 23.92% of all Unique Significant Suppliers included in ESG risk assessment.

In addition, the Company has established an annual process for monitoring and evaluating supplier performance. This process includes assessments of the quality and standards of products and services, as well as reviews of suppliers' sustainability-related risks through ESG Assessments. The Company regularly reviews its procurement practices in relation to suppliers to ensure the operation is aligned with the Supplier Code of Conduct. These practices support suppliers to effectively comply with the Company requirements and avoid potential conflicts with ESG requirements as well as to mitigate risks related to product quality, supply chain disruptions, and other relevant risks.



Supplier performance is evaluated annually through self-assessments using questionnaires, desk assessment or 2nd party on-site assessment by the Procurement Division and Sustainable Development Division, as well as 3rd party on-site assessment such as the Standard for sustainable sugarcane production (Bonsucro and VIVE Programme), the Supplier Guiding Principles (SGP), and the Sedex Members Ethical Trade Audit (SMETA). Assessment results are communicated to suppliers via email or other designated channels. Suppliers may also compare their results against other suppliers within the same industry group, enabling them to continuously improve their business operations. If a supplier is found to be in breach of the Supplier Code of Conduct, such as human rights violations, negative environmental impacts, or a lack of good corporate governance, the Company will issue a warning, outline a corrective action plan with a specific timeline, and closely support and monitor progress. Failure to comply with the minimum ESG requirement may result in penalties, including contract termination and permanent removal from the Company’s approved supplier list. Moreover, suppliers with better ESG performance/score are more likely to be selected, as sustainability risk criteria are incorporated into the Company’s supplier selection process. At present, ESG assessments are conducted for Significant Tier-1 suppliers, including those providing chemicals and packaging and Significant Non-Tier-1 Suppliers including rubber farmers.



Mitr Phol Procurement System

The Mitr Phol Procurement System (MPS) is a platform for purchase requesters, procurement personnel, and Mitr Phol Group's suppliers to track purchase order status, receive real-time communications and update, and facilitate supplier performance evaluation upon completion of product delivery or service provision. Data from the MPS is integrated with the SAP system (Systems, Applications, and Products in Data Processing), facilitating audits, enhancing transparency, streamlining workflows, and ensuring full traceability across the entire procurement process. This integration also enhances resource utilization and cost management efficiency.

For food contact materials (FCMs) that may affect food safety, such as chemicals used in production processes and packaging materials, the MPS tracks product quality, manufacturing origin, production origin, and transportation safety upon receipt of goods from suppliers. If the delivered items fail to meet the required specifications or pose any food safety risks, suppliers are required to correct the non-conformities within a specified timeframe.

Annual Supplier Conference



Mitr Phol holds an annual supplier conference to build relationships and communicate performance results and mutual expectations. Topics include the Supplier Code of Conduct and the Company's procurement regulations for goods and services, ensuring that all suppliers are aware of the relevant quality standards applicable to procurement and commercial transactions. The Company also communicates the Mitr Phol Supplier ESG Program to inform suppliers about its sustainability guidelines, processes, and requirements. In this conference, ESG Awareness Training is conducted to raise awareness of the importance of sustainable business development throughout the supply chain, focusing environmentally friendly business operations (Environmental), respect for human rights and communities (Social), and conducting business with good governance (Governance). In 2025, the Company held its annual Supplier Awards Ceremony for the fourth consecutive year, presenting certificates of recognition and special awards to 98 suppliers with outstanding performance in recognition of their exemplary practices and contributions as role models for other suppliers.

Employee training



The Company enhances procurement employees' knowledge and understanding of sustainable business practices through sustainability training tailored to their respective roles and responsibilities and covering environmental, social, and governance (ESG) topics. In 2025, the Company conducted sustainability training on the Mitr Phol Supplier Code of Conduct, the Sustainable Procurement Policy, greenhouse gas emissions reduction approaches supporting Mitr Phol's Net Zero Pathway, and the ESG risk assessment process for suppliers under the Mitr Phol Supplier ESG Program.

Mitr Phol Collaborative Projects with Suppliers for Sustainable Development

Green Procurement Project

Mitr Phol has adopted ISO 20400:2017, an international standard providing guidance on sustainable procurement, as the operational framework for its procurement practices. In 2025, the Company procured environmentally friendly products and services representing 11% of its total procurement spend. These purchases included electrical appliances, cleaning equipment, construction equipment, office supplies, paper products, vehicles, and accessories. The Company also plans to further expand its green procurement practices across additional procurement categories.

Sustainable Rubber Plantation Management According to Forest Stewardship Council™ Standards

The Wood Substitute Materials Business has implemented a sustainable rubber plantation management program in accordance with Forest Stewardship Council (FSC) standards requirements for more than a decade, with the aim of promoting the continuous adoption of sustainable rubber plantation management practices among farmers. Participating farmers are required to attend training on rubber plantation operations and are subject to regular monitoring of their membership status and performance. If non-compliance with the specified requirements is identified, corrective actions must be implemented. Failure to make the required improvements will result in the revocation of their program membership. As of 2025, the program had 3,651 active participating members, covering a total plantation area of 66,908 rai (approximately 10,705 hectares). Through the program, the Company facilitated the buyback of 52,926 tons of rubberwood raw materials from participating members, with a total value of 52.87 million baht.

* Panel Plus Co., Ltd., a company within Mitr Phol's Wood Substitute Materials Business, has been certified for the forest management certification numbers GFA-FM/COC-008619 license code FSC™ C125420, SGSHK-COC-470044 license code FSC™ C119407 and SGSHK-COC-470103 license code FSC™ C158975.



In addition, the project members received in-depth technic support provided by the Company through organizing various social and environmental activities as follows:

1. **Training Program for Members and Relevant Contractors:** This initiative provides training on various social and environmental topics, including occupational safety, labor rights and social welfare, human rights, waste segregation and management, conservation of rare plant and animal species, the production of Trichoderma for biological pest and disease control, reduce chemical use and the use of wood materials for basic first aid applications.
2. **Promoting and Adding Value to Latex with FSC Standards:** This project aims to increase income and promote long-term sustainability in rubber farming among members. In 2025, the project generated an additional value of more than 6.9 million baht for 2,288 members who supplied latex with a total rubber output of 6,923 dry tons. The initiative has raised awareness among members about the importance of adopting international standards in rubber cultivation, enhancing the sustainability of both the Company's supply system and raw material sourcing.
3. **Establishment of Learning Centers in collaboration with Prince of Songkhla University:** This project has established learning centers to serve as models for knowledge transfer to members and local communities, with the aim of improving their quality of life and social well-being. Currently, two learning centers have been established: the Ban Khuan Community Learning Center and the Ban Chang Kaeo Community Learning Center, both located in Khlong Hoi Khong District, Songkhla Province. The centers provide learning opportunities in organic fertilizer and growing-media production, alternate wetting and drying (AWD) rice farming, and rubber-based intercropping. More than 50 households comprising members and local community participants currently participate in activities across the two centers.
4. **Water Quality Monitoring, Plant Growth Measurement, and Soil Erosion Inspection Project:** This project aligns with FSC standards for Water Quality Monitoring, Plant Growth Measurement, and Soil Erosion Monitoring Project, while supporting sustainable forest management practices to minimize environmental impacts and maintain ecological balance. Water quality is monitored twice a year in four main canals: Khlong Hin in Rattaphum District, Khlong I Tam in Hat Yai District, and Khlong Lat Yai and Khlong Lam Pao in Thepha District. The project also includes annual soil erosion monitoring in members' areas and at 16 designated field plots.



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Chapter 05

Responsible Data and Artificial Intelligence (AI) Management

Key Stakeholders: Shareholders / Farmers / Employees / Suppliers / Customers and Consumers / Communities / Government and Civil Society Sectors

Technology and Artificial Intelligence (AI) have been adopted to support business operations, improve data management, enhance organizational capabilities, and strengthen long-term competitiveness. Mitr Phol Group therefore places significant importance on data security and the responsible use of AI. Mitr Phol Group is committed to managing data prudently and securely, in compliance with applicable laws, while ensuring the transparent and accountable use of AI. These efforts aim to build stakeholder confidence and create long-term value for the organization.

Responsible Data Management

Mitr Phol recognizes the importance of using data and technology with due care and diligence. The Company has established clear data management processes and maintains preparedness to respond to potential incidents. These practices enable the effective use of data and technology to create a genuine competitive advantage while strengthening trust among customers and stakeholders.

2025 Target and Performance

Cybersecurity Incident Response Time

Target

Within **4** hours

Performance

No Cybersecurity Incident



Conduct a simulated cybersecurity incident response drill in collaboration with the operations team.

Target

1 time per year

Performance

1 time



Conduct cybersecurity incident response drills through tabletop exercises in collaboration with relevant business units.

Target

1 time per year

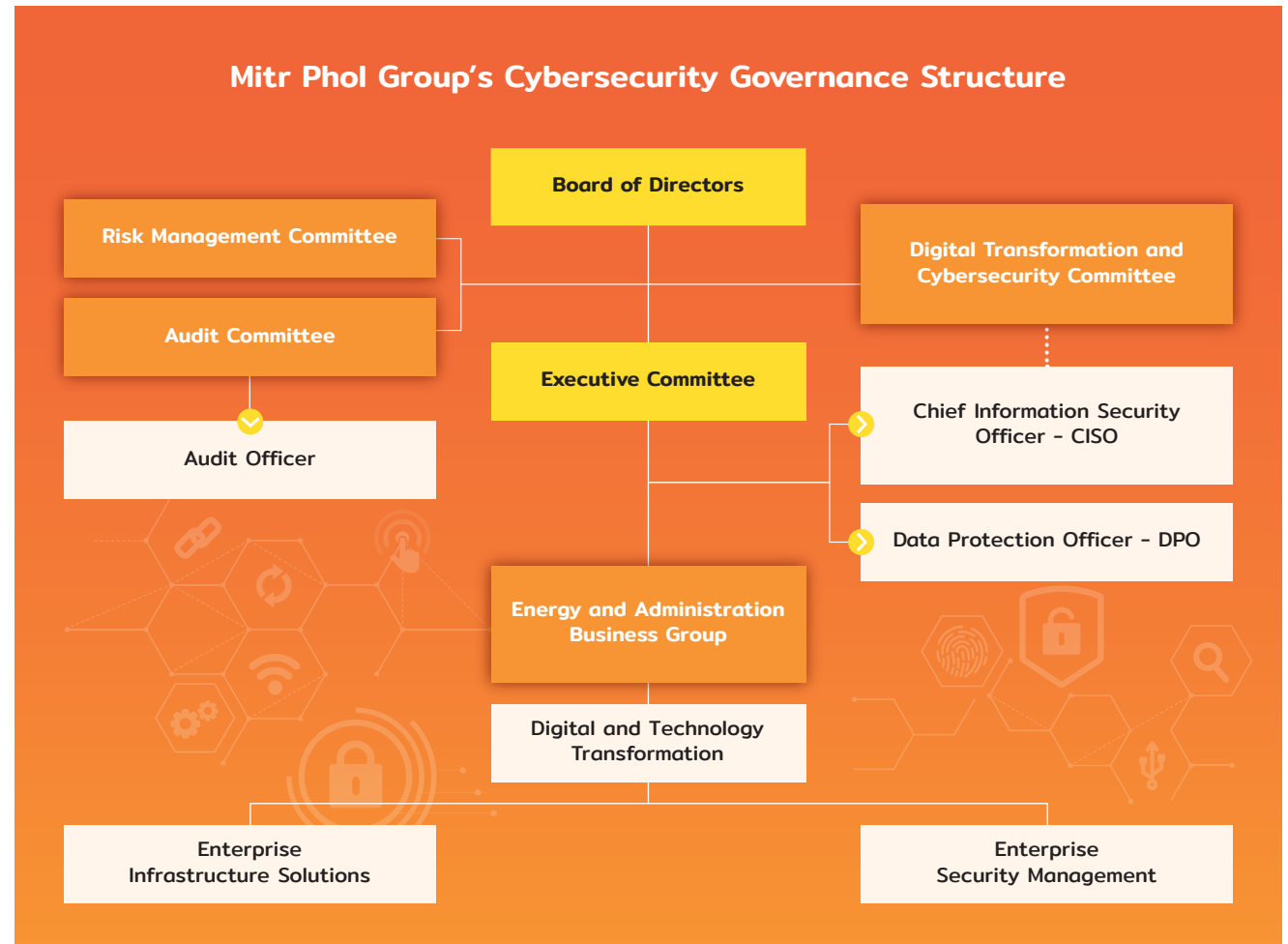
Performance

1 time



Management Approach

Cybersecurity Management Structure



Recognizing that cybersecurity and data security are critical to business operations, the Board of Directors has assigned the Digital Transformation and Cybersecurity Committee to collaborate with the Risk Management Committee and the Audit Committee. The Company has also appointed a Data Protection Officer (DPO) and a Chief Information Security Officer (CISO). The Executive Committee is responsible for implementing the relevant policies into practice, while the Digital and Technology Transformation Group is directly responsible for overseeing cybersecurity and data security management. The roles and responsibilities of each relevant governance body and function are outlined below.

1. **The Digital Transformation and Cybersecurity Committee** is responsible for establishing policies and management guidelines relating to information technology, cybersecurity, and data protection, as well as supporting their implementation across all business units. The Committee also oversees and drives the Company's digital transformation across the organization.
2. **The Risk Management Committee** is responsible for establishing the Company's risk management policies, objectives, and guidelines, including those related to information technology, cybersecurity, and data security. The Committee supports their implementation of risk management activities, monitors and evaluates performance, and provides

recommendations to ensure the effective management of risks practices. These efforts aim to help Mitr Phol achieve its business objectives while maximizing value for stakeholders.

3. **The Audit Committee** independently monitors and reviews the Company's operations to ensure the effectiveness of risk management and internal control systems relating to information technology, cybersecurity, and data security, as well as compliance with applicable laws, rules, and regulations. The Audit Office serves as the internal audit function, responsible for monitoring and auditing functions responsible for monitoring and auditing units involved in cybersecurity and personal data protection. The Audit Office reports directly to the Audit Committee to ensure that operations are properly and comprehensively conducted in accordance with established policies.
4. **The Chief Information Security Officer (CISO)**, a role held by the Executive Vice President of Digital and Technology Transformation, is responsible for defining information technology strategies in accordance with the policies established by the Digital Transformation and Cybersecurity Committee, and for regularly reporting performance outcomes to the Committee. The CISO operates under the Digital and Technology Transformation Group, which is responsible for digital transformation, business systems development, IT infrastructure, IT security,

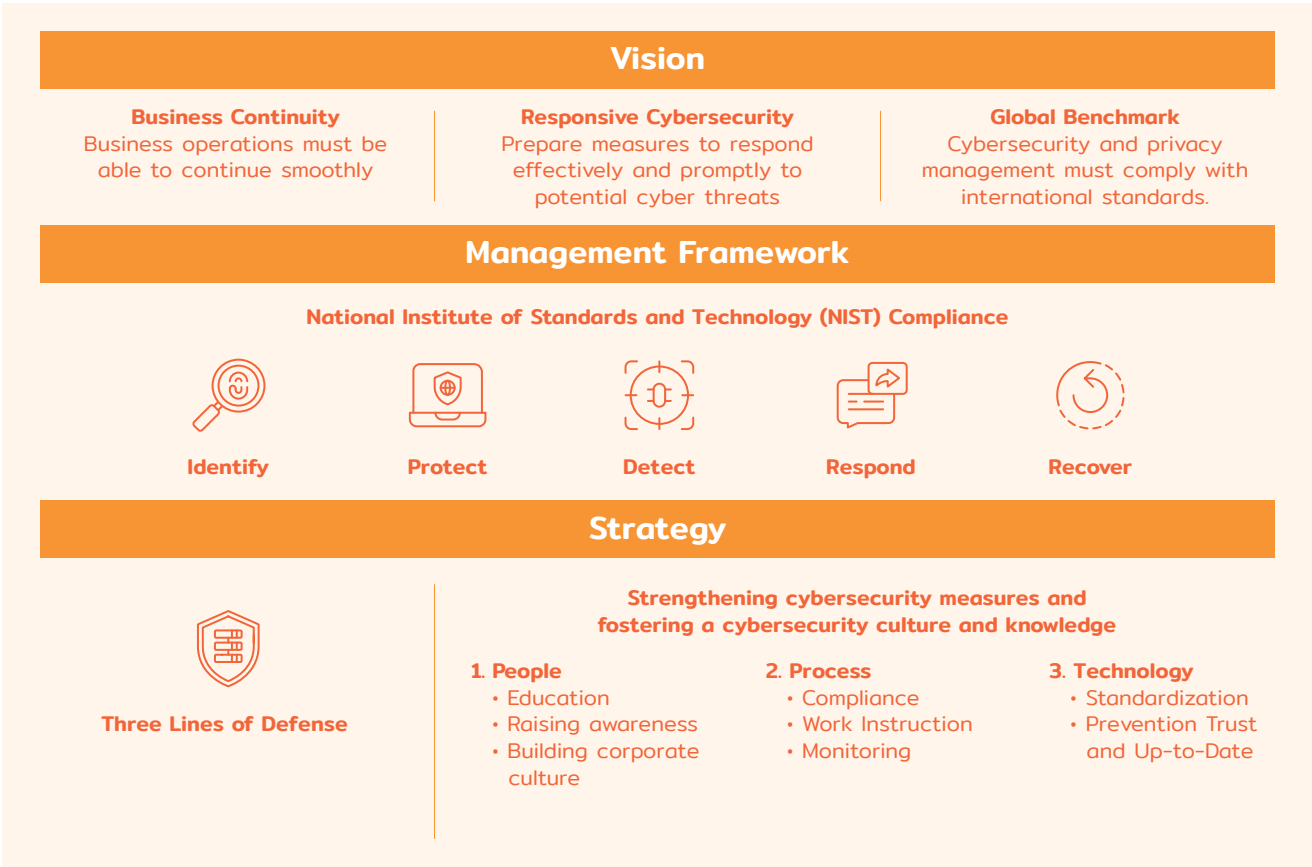
cybersecurity, and data security to support business requirements and achieve organizational objectives.

5. **The Data Protection Officer (DPO)** is responsible for providing advice, reviewing operations, and supporting business units to ensure compliance with personal data protection laws. This includes establishing security measures to safeguard personal data in accordance with legal requirements and elevating personal data protection practices to internationally recognized standards.
6. **The Enterprise Security Management Unit and Enterprise Infrastructure Solutions Unit, under the Digital and Technology Transformation Group**, are responsible for planning, developing, and managing technology systems, information systems, and personal data securely, with due regard for confidentiality, integrity, and availability. These units are also responsible for assessing and controlling risks related to information technology, cybersecurity, and data security risks to ensure that risk levels remain within the Company's acceptable risk appetite. In addition, they monitor, respond to, and mitigate cybersecurity and data security incidents in a timely manner to minimize potential damage. They also promote cybersecurity and data protection awareness among employees and relevant stakeholders.

Risk Management Framework for Cyber Threats and Information Security

Mitr Phol has established the Cybersecurity Policy*, Personal Data Protection Policy*, Data Governance Policy*, and AI Governance Policy*, which are applied across the Mitr Phol Group and reviewed annually to ensure their continued relevance and effectiveness. In addition, the Company has implemented a risk management framework for Digital Technology and Data Security Risk Management Framework to achieve the following key objectives:

Risk Management Framework for Cyber Threats and Information Security



Strengthening Cybersecurity Prevention Measures and Culture

The Company adopts a comprehensive cybersecurity measure focused on three domains: People, Process, and Technology to mitigate risks related to cybersecurity and personal data protection and to effectively respond to cyber threats. Key initiatives under each domain are outlined below:

1. People Domain

The Company enhances the capabilities of employees at all levels and raises cybersecurity awareness through learning programs delivered through multiple channels, ensuring comprehensive and accessible learning for all employee groups. These efforts prepare employees to respond to rapidly evolving cyber threats. The following activities were implemented:

Enhancing Knowledge and Skills and Fostering a Cybersecurity Culture

- Conducted cybersecurity and Personal Data Protection Act (PDPA) training, covering phishing email detection, secure password practices, data subject rights, and the responsible use of data. More than 700 employees participated in 2025.
- Communicated information on cybersecurity threats and response measures through Cyber News email communications to enhance employee awareness.
- Provided dedicated channels through which employees can make inquiries and seek advice.

Preparation for Cyber Threats

- Conducted simulated cybersecurity incident response drills involving various cyber threat scenarios.
- Evaluated the drill results and used the findings to improve incident response procedures.

2. Process Domain

The Company develops standardized and effective processes to systematically manage cybersecurity risks and respond to cybersecurity incidents through the following activities.

Policy Development and Review

- Develops and reviews relevant policies and guidelines and communicates them to relevant parties.

Risk Oversight and Assessment

- Conducted security assessments of IT infrastructure and information security management systems in alignment with the standards of the National Institute of Standards and Technology (NIST) through both internal and independent external audits.
- Conducts PDPA compliance audits and provides recommendations on appropriate compliance practices.
- Monitors regulatory developments and reviews litigation cases and data breach incidents in Thailand and other countries.

Incident Management

- Maintains the Cyber Hotline incident-reporting channel, the Cyber Alert!! notification system, and the Cyber Incident Response (Cyber IR) Procedure.
- Conducts cybersecurity incident response drills regularly and records incident data through the Ticket Management System for incident analysis and continual improvement.

3. Technology Domain

The Company deploys advanced and effective technologies to strengthen cybersecurity and protect against cyber threats through the following measures:

- Implemented access controls for critical systems and related devices.
- Ensured secure data management
- Enhanced threat detection and response capabilities through anomaly analysis, regular vulnerability assessments and penetration testing, and the deployment of tools that enable faster and more accurate responses to cyber threats.



Through the continuous enhancement of cybersecurity practices and the promotion of a strong cybersecurity and data security culture, the Company recorded no data security breaches or incidents that adversely affected business operations or stakeholders in 2025. The Company has also established channels for reporting cybersecurity and data security concerns. All reported cases are recorded in the Incident Management System and managed in accordance with the Cybersecurity and Privacy Incident Response Procedure. Incident reports and lessons learned are documented and reviewed to continuously strengthen preventive measures and enhance the Company's ability to respond to cybersecurity and data-related threats in a timely and effective manner. Employees and external parties can report incidents, vulnerabilities, or suspicious activities related to cybersecurity and data security through the following channels:

Cyber Hot Line - Cybersecurity Incident Reporting Channels

Employees

- Helpdesk System
- Contact the factory IT support team



External parties

- Email: cyber@mitrphol.com
- Telephone: 02-794-1273



Cyber Drill Simulation

In 2025, Mitr Phol conducted an annual Cyber Drill Simulation to assess the readiness of relevant functions in responding to cybersecurity threats. The exercise involved realistic cyber incident scenarios, with participating units following the Cybersecurity and Privacy Incident Response Procedure follow, the Company's Cybersecurity and Privacy Incident Response Procedure and Business Continuity Plan (BCP). This exercise represented an important step in strengthening organizational confidence and professional response capabilities, while fostering a strong cybersecurity culture across the organization.



Responsible Artificial Intelligence

Mitr Phol recognizes the potential of Artificial Intelligence (AI) to enhance operational efficiency and strengthen business adaptability. However, the application of AI technologies also comes with responsibilities. The Company acknowledges that the performance and reliability of AI systems may vary depending on their use cases and data environments, and that inappropriate use of AI could adversely affect stakeholders. Accordingly, Mitr Phol places strong emphasis on responsible AI governance to ensure that AI is deployed in a safe, transparent, and accountable manner for the benefit of all stakeholder groups.

2025 Target and Performance

Percentage of employees from operational staff to executive management completing Responsible AI training



Target

100%

Performance

88.31%

Management Approach

Responsible AI Governance and Management Measures

To ensure that the governance, strategic direction, and implementation of Data and AI initiatives across Mitr Phol Group are aligned with good corporate governance principles, corporate strategy, applicable laws, and relevant standards, the Company has appointed the Data and AI Steering Committee. The Committee is responsible for overseeing and determining strategic directions for the appropriate adoption of AI technologies. Furthermore, The Company has also established the AI Governance Policy for employees and executives to adhere to it. In addition, the Company is studying the adoption of ISO/IEC 42001:2023 Artificial Intelligence Management System standards (ISO/IEC 42001:2023) as a framework for developing its AI management system. This initiative aims to build trust, mitigate ethical risks, and enhance AI governance in line with international practices. The Company plans to pursue external certification in the future through the responsible functions.

In addition, the Company has established governance measures to strengthen trust and protect privacy through the implementation of Role-Based Access Control (RBAC), which limits access to sensitive information based on authorized roles and responsibilities. AI systems are not granted access to any sensitive data. Employees are assigned access rights according to their job responsibilities and defined scopes of authority, subject to approval by data owners and relevant functions, with ongoing monitoring and review in place. The Company also monitors and evaluates AI model performance to detect potential model drift or degradation over time. Monitoring frequency is determined based on the level of risk associated with each use case under a risk-based approach. Performance monitoring is conducted continuously throughout the model lifecycle until the model is decommissioned.

Bias testing in AI is conducted as part of the model validation process during model selection and development prior to deployment. This process includes reviewing training data, assessing the fairness of model outputs, and evaluating the established fairness criteria. These measures help identify and mitigate the risk of bias embedded in AI models, which could otherwise result in discriminatory outcomes or unfair treatment of certain groups of individuals.

Leveraging Cloud Services to Enhance Efficiency and Reduce Energy Consumption

As data volumes continue to grow and AI applications require increasing computing capacity, the demand for data storage and processing resources has risen significantly. To address this, the Company has adopted cloud services provided by vendors selected based on cost-effectiveness, service reliability, and environmental considerations. This approach helps reduce reliance on internal infrastructure, lower energy consumption associated with AI computing and internal infrastructure as well as improve the stability and efficiency of data center operations, enabling continuous service availability.

AI-Related Complaint Channels

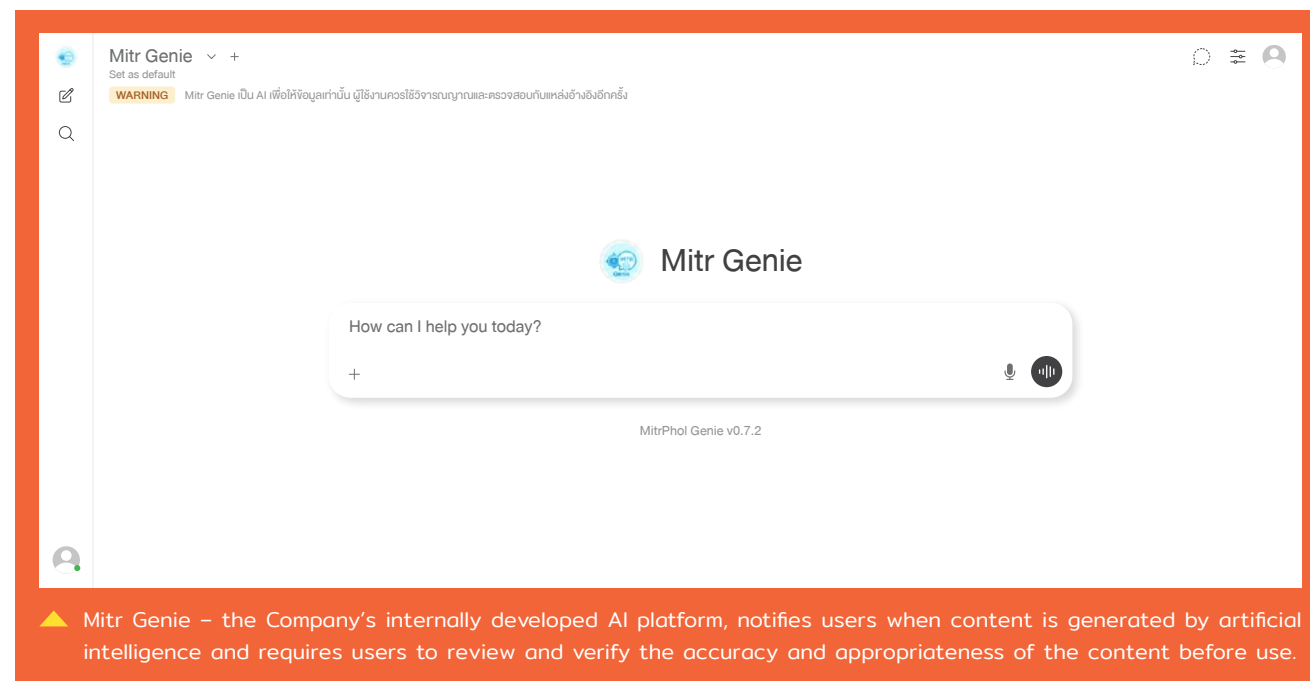
The Company recognizes the risks associated with the use of AI, particularly where adequate governance and human oversight may be lacking. To address these risks, the Company has established a Ticket System where employees or users can report concerns related to AI applications. Users may submit complaints, challenge AI-driven decisions or outcomes, and provide feedback regarding the use of AI systems. Dedicated responsible functions have been assigned to review and manage such cases. If a complaint is determined to have a significant impact, the responsible function will escalate the matter to the Data and AI Steering Committee for further consideration and appropriate corrective action. This mechanism helps ensure that all complaints and concerns are reviewed in a transparent and fair manner.

Building Employee Awareness and Capability for Responsible AI Adoption

To enable employees to fully realize the benefits of AI while minimizing the risks of bias, privacy violations, and other unintended consequences, the Company provides AI training covering the ethical and secure use of AI technologies. In 2025, a total of 4,579 employees participated in AI-related training programs. In addition, the Company educates employees on the safe use of public AI websites through various internal communication channels. Warning messages are also displayed when employees access public AI websites to control employees using AI technologies appropriately. Furthermore, AI systems developed and deployed within the Company are configured to remind users that output generated by AI algorithms should be carefully reviewed and assessed. This is to ensure that AI-generated information remains subject to human review, oversight, and final decision-making. The Company also encourages employees to apply AI technologies to enhance business operations through the annual Mitr Beyond Innovation Awards. In 2025, the Digitech Champion – AI The Next Generation category was introduced to promote creative AI development and adoption across the organization.

For more information, please refer to **Employee Management chapter**

[CLICK HERE](#)



▲ Mitr Genie – the Company's internally developed AI platform, notifies users when content is generated by artificial intelligence and requires users to review and verify the accuracy and appropriateness of the content before use.

Social

- 059 Human Rights
- 064 Customers and Consumers
- 071 Employee Management
- 080 Society and Community
- 094 Safety and Work Environment

83.08%



Net Promoter Score (NPS)
in the sugar business.

The employee engagement score
was 4.53, equivalent to

90.6%



90.55%



of employees from operational staff
to executive management completed
training on Fundamental Human Rights.

Communities generated
a total income of



4,657,748 Baht
representing a 4% increase
from 2024, driven by the sale of
hygienic vegetables and community
enterprise products.

89



employees with disabilities hired.

6



disability clubs established.

"Valuing Diversity and
Respecting Human Rights
Across the Value Chain."





Chapter 06

Human Rights

Key Stakeholders: Shareholders / Employees / Farmers / Communities / Suppliers / Customers and Consumers / Government and Civil Society Sectors

Mitr Phol conducts business with a Creating Shared Value approach (CSV), ensuring that organizational growth is achieved alongside sustainable care for society and the environment. Respecting human rights serves as a foundational principle that builds trust and confidence among all stakeholders. The Company has established a Human Rights Due Diligence (HRDD) process to assess and manage risks of rights violations affecting stakeholders across its entire supply chain.

2025 Target and Performance

Handling of Human Rights Complaints



Target

100%

Performance

100%

Percentage of employees from operational staff to executive management completing training on Fundamental Human Rights.



Target

100%

Performance

90.55%

Management Approach

Mitr Phol is committed to complying with laws and regulations and aligning its operations with international standards such as the Universal Declaration of Human Rights (UDHR) and the United Nations Global Compact (UNGC). The Company has adopted the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a foundational framework for its business practices. In addition, Mitr Phol adheres to the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work to ensure that its operations uphold international standards and contribute to sustainable development in all dimensions.

Accordingly, the Board of Directors has established the Human Rights Policy*, and conducted an assessment of salient human rights issues with relevant departments to review potential risks from business activities of Mitr Phol, its suppliers and partners throughout the supply chain to ensure compliance with applicable laws and international human rights principles.

* For more information, please visit
Human Rights Policy

[CLICK HERE](#)



Human Rights Due Diligence

Mitr Phol has conducted Human Rights Due Diligence in alignment with the United Nations Guiding Principles on Business and Human Rights every 3 years by identifying and assessing human rights risks, developing mitigation measures and risk prevention strategies. In 2024, the Company held internal workshops to review human rights risks related to business activities across 7 business groups of Mitr Phol in Thailand. The assessment covered 100% of operational areas across the business value chain, including subsidiaries and investments in related businesses (mergers, acquisitions, and joint ventures). The assessment covers forced labor, human trafficking, child labor, freedom of association, right to collective bargaining, equal remuneration, discrimination, harassment, and other related topics that may affect the Company’s stakeholders, employees, third-party employees, and vulnerable populations, such as children, women, people with disabilities, migrant workers, and local communities.

Remark: The Company’s operating areas have no indigenous peoples present.





Based on a human rights risk assessment conducted across the Company’s business operations and supply chain activities, it was found that 12 out of 43 operational sites (accounting for 27.91% of all sites) were identified as having salient human rights issues. The Company has implemented mitigation measures covering 100% of these identified sites, as detailed below:

Salient Human Rights Issues

Salient Human Rights Issues	Operational Measures
Labor	
Occupational Health and Safety	• Establish a safety policy and Standard Operating Procedures for operations, tools, and equipment. • Implement life-saving rules based on the specific risks of each business unit, conduct organization-wide safety assessments, and engage in each factory in accordance with the SSHE framework. • Cultivate a safety culture in the organization. • Provide training in workplace safety and working in high-risk areas for employees, farmers, and contractors. • Prepare personal protective equipment (PPE) for employees and set equipment standards for contractors. • Implement a Behavior-Based Safety Program and report any unsafe conditions for corrective action. • Register pregnant employees annually to monitor pregnancy cases and ensure appropriate job placements that suit their physical condition during pregnancy. • Organize health promotion activities, such as Lose Belly, Get Fit, and Gain Health. • Achieve the ISO 45001:2018 Occupational Health and Safety Management System certification.
Unclear Employment Conditions in the Supply Chain	• Establish a Manual of Practices for human resources and contracted labor. • Ensure written acknowledgment of the Code of Conduct both by all employees and suppliers. • Implement an assessment process and conduct random inspections of supplier operations. • Communicate with suppliers and raise awareness about labor laws and human rights policies. • Establish an explicit complaint-handling process.
Care for Children in the Workplace	• Allocate safe rest areas for farmers, guests, and contractors. • Establish protocols for controlling and inspecting entrances and exits at all factories across every business unit. • Provide farmers with knowledge and understanding and establish an inspection process for sugarcane plantations. • Establish childcare centers in the area of sugar mills and Panel Plus.

Salient Human Rights Issues	Operational Measures
Community Rights and Environment	
Safety and Livelihoods of People in the Community	• Clear procedures for conducting community surveys and handling complaints. • A tripartite environmental management process to facilitate joint deliberation among factories, communities, and government agencies or governance networks. • Establish a dedicated unit responsible for communication, oversight, and engagement in sustainable community development. • Launch a sugarcane leaf-buying project to reduce sugarcane-burning practices and boost farmers’ income. • Set a Net Zero Goal to address and mitigate the impacts of climate change.
Waste Management and Pollution Control	• Establish a Security, Safety, Occupational Health, and Environment policy, Green Procurement policy, and a policy to hire authorized suppliers to remove unwanted materials from permitted factories for disposal according to the regulations of the Department of Industrial Works. • Establish a monitoring and control system in alignment with key environmental indicators. • Deploy the AERMODEL and IoT sensor system, leveraging digital technology to create a platform to show forecasted wind direction, wind speed, and pollution. This initiative enables real-time information dissemination, advanced 12-hour alerts, and study of automated control within the Company’s pollution management system. • Deploy the AERMODEL modeling system, an air pollution forecasting tool, to analyze air quality using meteorological data and smokestack emissions. This system supports data visualization and environmental management in the wood substitute material business. • Implement a plan for regular environmental quality assessments inside and outside factory premises, including installing Continuous Emission Monitoring Systems (CEMs). • Implement the Waste-to-Value project to explore and manage waste recycling opportunities, such as researching and repurposing ash from power plants. • Achieve ISO 14001:2015 Environmental Management Systems certification.
Water Management in Business Operations	• Establish and improve systems for odor control, air quality improvement, and wastewater treatment. • Implement a zero-discharge project by reusing treated water in Mitr Phol’s farming operations.
Customer and Consumer Rights	
Health and Safety for Consumers of Sugar Products	• Supervise and ensure food quality and safety in line with international standards such as ISO 9000, ISO 22000, FSSC 22000, GMP, and HACCP throughout the supply chain to maintain consumer trust in the quality and safety of the Company’s food products. • Inspect contaminants in products and control the use of herbicides and heavy metals to ensure compliance with specified standards. • Utilize industrial technology in production and packaging to meet international standards for Good Hygiene Practices (GHP) for food production and Food Safety System Certification 22000 (FSSC 22000). • Regularly survey customer and consumer satisfaction and incorporate feedback to continuously improve the quality of products and services to maintain customer satisfaction. • Establish the process and channels for receiving complaints and suggestions about products or services, ensuring prompt complaint handling to enhance customer satisfaction.

Whistleblowing Channels for Reporting Human Rights Violations

The Company maintains a Whistleblowing Guideline* with designated channels for reporting human rights violations, including issues related to equality, discrimination, harassment, and labor rights. Complainants and whistleblowers are protected, and all reports are investigated and resolved within defined timeframes in a transparent manner, with progress communicated to relevant parties and appropriate remediation considered. Reports may be submitted anonymously through designated channels accessible to both internal and external stakeholders, with the Corporate Governance Department responsible for consolidating and managing the process.

Email

CG@mitrphol.com

Mitr Phol’s Website

www.mitrphol.com/whistleblowing

Post

Corporate Governance Department,
Mitr Phol Sugar Corp., Ltd. (Head Office),
2 Ploenchit Center Building, 3rd Floor,
Sukhumvit Road, Klong Toei, Bangkok 10110

Other channels

Other channels that complainants
find suitable and convenient for them

* For more information, please visit

Whistleblowing Guideline

CLICK HERE

Remedy and Reparation

After receiving complaints regarding human rights violations, the Company will conduct a thorough and transparent investigation. If it is determined that the Company’s operations have contributed to or caused a violation, appropriate remedies will be provided to affected parties based on the specific circumstances and nature of each case. Employees found to have violated human rights will be considered in breach of the Company’s Code of Conduct and will be subject to disciplinary action, which may include suspension, wage deductions, dismissal, and legal penalties if the actions are deemed unlawful.

Promoting Human Rights Awareness and Understanding

Mitr Phol has continuously promoted awareness and positive behaviors with respect to human rights. The Company has adopted human rights-related policies, including a Diversity, Equity, Inclusion and Belonging (DEI&B) Policy,* and communicates these through various channels. Training programs covering human rights principles are also provided to build understanding of fundamental rights, freedoms, responsibilities, and human rights laws, including respect for human rights in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs). In 2025, the Company conducted 2 training programs including 1) The fundamental rights, freedoms and responsibilities, and 2) Business conduct with responsibility and respect for human rights in accordance with the UNGPs. A total of 4,343 employees participated and passed the training assessment, representing 83.76% of all training participants. Additionally, the Company provided a Labor Relations Management training program for HR employees to strengthen and refresh knowledge of labor laws, worker protection, and good labor practices, to enable direct application in professional practice. Participants are required to pass a post-training assessment against defined criteria. The Company also has a plan to periodically follow up and review labor law knowledge with trained employees to support continuous professional development.



* For more information, please visit [Diversity, Equity, Inclusion and Belonging Policy](#)

CLICK HERE



Collaboration on leverage human rights

Mitr Phol runs a collaborative program with customers to promote human rights awareness through various activities. In 2025, the Company communicated and raised awareness on human rights and labor rights among contract farmers in the Mitr Phol Sugar Mill area in Suphanburi Province, covering labor law, personal protective equipment use, and chemical management, as well as whistleblowing channels of both Mitr Phol and the Department of Labor Protection and Welfare. Post-activity surveys indicated that farmers demonstrated improved knowledge and greater awareness of reporting channels. The Company also has ongoing plans with customers to continue driving human rights activities.





Chapter 07

Customers and Consumers

Key Stakeholders: Shareholders / Customers and Consumers / Government and Civil Society Sectors

As consumer health and safety are of utmost importance, Mitr Phol is committed to maintaining high standards and continuously improving its production processes to ensure product quality and safety, while developing products that meet diverse consumer needs. The Company has established clear, relevant policies to guide its operations throughout the production process. In addition, the Company continues to enhance its sales and communication channels, including online platforms, and employs customer relationship management tools to collect and analyze relevant data. These insights support the development of products that better meet customer and consumer needs, create opportunities for market and sales growth, and build and maintain sustainable customer relationships.

2025 Target and Performance

Net Promoter Score (NPS)

Target

≥ 82%

Performance

83.08%



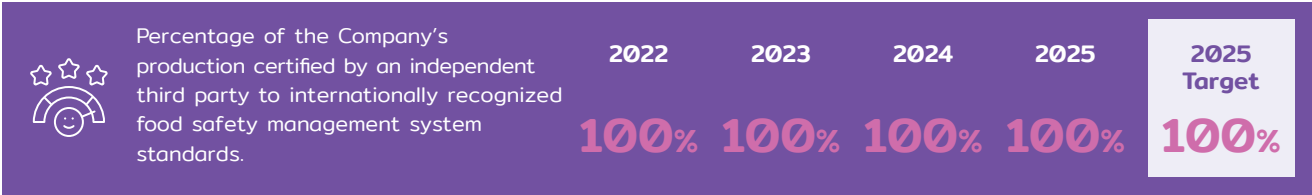
Management Approach

Product Safety and Quality Management

Mitr Phol adheres to a Quality and Food Safety Policy*, alongside the continuous development of its quality management system, to ensure product safety, quality, and meet customer expectations. The Company has established a Quality Assurance unit responsible for managing, developing, overseeing, and monitoring its food quality and safety management system to comply with legal requirements, international standards, and specific customer requirements, ensuring that every stage of the production process aligns with food quality and safety principles. Additionally, the Company is regularly audited by independent external organizations and has obtained internationally recognized certifications including;

- Food Safety System Certification 22000 (FSSC 22000)
- ISO 9001 Quality Management System
- Good Hygiene Practices (GHP) and Analysis and Critical Control Point (HACCP)
- HALAL and Kosher - food standards for religious faiths

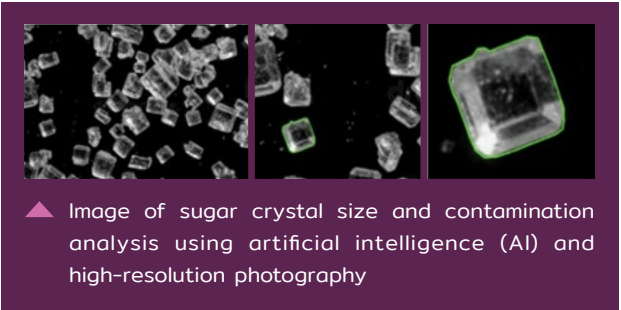
In addition, Mitr Phol has obtained global certifications for sustainable sugarcane and sugar production, including Bonsucro and the VIVE Sustainable Supply Programme. The Company has also sought certification for product-related environmental management standards, such as the international standard for environmental management systems (ISO 14001), Carbon Footprint of Product (CFP), and Carbon Footprint Reduction (CFR), reflecting the commitment to reducing environmental impact and promoting responsible production practices. This commitment demonstrates Mitr Phol’s determination to continuously enhance food quality and safety, thereby fostering greater confidence among customers, consumers, and all stakeholder groups.



* For more information, please visit **Quality and Food Safety Policy**

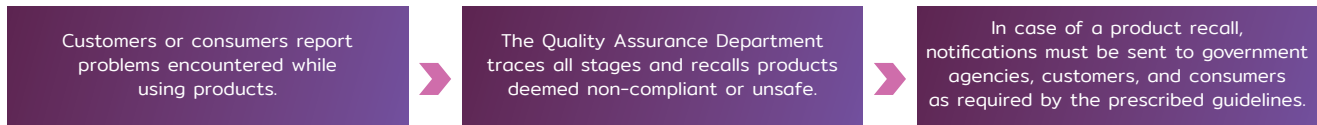
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Mitr Phol strives for excellence as a producer and supplier of high-quality sugar to customers and consumers, by integrating digital technology into quality management throughout the product lifecycle. For example, the Company has applied artificial intelligence (AI) and robotics in quality control and inspection processes, including contaminant detection and sugar crystal size analysis, which helps reduce human error, overtime costs, and inspection time, while minimize sales opportunities loss arising from claims on non-compliant products. In addition, this technology has reduced sugar loss from quality-analysis sampling up to 10 times, resulting in greater production efficiency and strengthening customer confidence.



Product Recall and Complaint Channels

Product Recall Procedure



Whenever a product is found or reported to pose risks to quality or consumer safety, the Company will carry out a product recall in accordance with the “Recall of Non-Quality Products” which outlines systematic steps as shown in the diagram and rehearsed annually to ensure the effective recall of any non-compliant product. The Quality Assurance unit is responsible for reviewing and analyzing the root cause, implementing corrective and preventive actions to avoid recurrence. This process covers all stages, from raw materials, manufacturing, and storage to final product delivery.

In 2025, there were no incidents related to quality or consumer safety, and no product recalls occurred.

Product Recalls Data

	2022	2023	2024	2025
Cases of product recall (times)	0	0	0	0
Quantity of recalled sugar (tons of white sugar)	0	0	0	0

Contact and Complaint Channels

Mitr Phol Group has established multiple communication channels to enable customers, consumers, and other stakeholder groups to transparently submit concerns, complaints, and feedback. The information received is used to address issues and support continuous improvement and development.

	Business Customers (B2B)	Individual Consumers (B2C)
Hotline	Direct contact to dedicated coordinators	1514
Tel.	662-656-8501, 662-794-1000	02-656-8501, 02-794-1000
Email	Direct contact to dedicated coordinators	customervoice@mitrphol.com CG@mitrphol.com
Other Online Channels	Direct contact to dedicated coordinators	- Website: https://www.mitrphol.com/contact-us - Line Official: @MitrPholSugar www.facebook.com/MitrPholSugar

Remark: The Company is currently evaluating the feasibility and suitability of adopting an AI chatbot as an additional communication channel for customers and consumers.

Complaint Handling Process

The Company has established procedures for handling complaints and is regularly audited by independent external organizations. The Company has also obtained international quality certifications such as ISO 9001 and FSSC 22000. The Company’s complaint handling process is as follows:

1. Receiving Complaints

The Company receives complaints through various contact channels, assesses the severity of the reported issue, and contacts the complainant (customer) within 1 day.

2. Corrective Action and Remediation

The unit that receives the complaint forwards the details to the Quality Assurance unit to coordinate with relevant units on corrective action, prevention, and remediation, and communicates the approach and results of the corrective action to the complainant (customer) within 3 days.

Feedback and complaints regarding products and services are reviewed monthly and incorporated into the planning for product and service development to improve quality for example, developing processes to reduce the moisture content of sugar in order to reduce the likelihood of sugar caking during storage and transportation. In addition, Mitr Phol is focused on developing its products, as well as sales and communication plans for products that are comprehensive and accessible to all customer groups, including customers with special needs.

Health Product Development

Health awareness and advancements in science and technology are key driving on development of health and nutrition products that respond to changing consumer needs, while supporting society with greater access to healthy choices by indicating recommended serving portions on the product label for certain categories, such as Low Cal Sugar Blend. The Company also communicates nutritional knowledge, as well as communicating appropriate consumption amounts through various communication channels, to support balanced consumption.

Mitr Phol Sugarcane Research Center Co., Ltd., a subsidiary of Mitr Phol Group, has been conducting research and development in sugar products and high-value products from sugarcane and sugar for health, while established a Research and Development Advisory Committee to overseeing research plans, exploring new business opportunities, transferring technology, and fostering collaboration with national and international organizations and research institutes. The aim is to ensure that investment in research and product development enhances the nutritional value of products while maintaining affordability and accessibility for consumers in accordance with health and nutrition criteria under “Mitr Phol Health Star Rating System”. Mitr Phol has continuously developed health products as follows:



Fructo-oligosaccharides (FOS) under the Vallex Brand (B2B only)

A dietary fiber product (Total Dietary Fiber) that helps increase bulk in the digestive system and stimulates bowel movement. It can be used as an ingredient in foods, beverages, dietary supplements, and animal feed.

Low Cal Sugar Blend

Blending the advantages of granulated sugar and sweeteners, this product provides the same sweetness with 50% fewer calories, suitable for those seeking to manage their weight or reduce sugar consumption.

Zero Cal Syrup B2B Only

This product is a liquid, zero-calorie sugar substitute, making it an ideal option for individuals seeking to manage their weight or reduce sugar intake. One teaspoon of this product delivers the equivalent sweetness of one teaspoon of syrup.

Natural Cane Sugar - Low GI

Natural Cane Sugar with a low Glycemic Index ($GI \leq 55$). A GI value of 52, containing no bleaching agents, for consumers seeking sugar with a low Glycemic Index ($GI \leq 55$).

Fiber Up under the PRIVA Brand B2C Only

A liquid fructo-oligosaccharide product with a Total Dietary Fiber content of 55%, which helps increase fiber intake in the digestive system and helps promote Bifidobacterium in the gut. (Fructo-oligosaccharide should be consumed at a minimum of 8 grams per day, continuously for at least 1 week. A total intake of fructo-oligosaccharide combined with dietary fiber should not exceed 25 grams per day.)

The Company has set a target to develop at least 2 health and nutrition products per year in line with the health and nutrition criteria under the Mitr Phol Health Star Rating system and continuous progress monitoring. In 2025, the Company developed 2 new products, namely Natural Cane Sugar – Low GI and Fiber Up, to support nutritional choices and respond to consumer health trends.

Revenue Share from Health and Nutrition Products

	2022	2023	2024	2025
 Total revenue from health and nutrition products (Million baht)	25.24	36.80	55.59	20.74
 Total revenue from food and beverage products (Million baht)	60,370.76	92,920.29	101,017.40	90,239.84
 Percentage of revenue from health and nutrition products (%)	0.04	0.04	0.06	0.02

Mitr Phol Health Star Rating System

To support healthy eating and address consumers’ health and nutrition needs, Mitr Phol has developed a health and nutrition guideline known as the “Mitr Phol Health Star Rating System.” This applies nutritional evaluation criteria based on the announcements of the Food and Drug Administration (FDA), and international nutrition standards to define key indicators used in evaluating the nutritional profile of products, ensuring consistency and appropriateness for the Company’s business. The evaluation is conducted through a Nutrition Profiling System with the following steps:

Food Categorization and Criteria	Scoring	Labelling
Products are categorized into three groups based on their nutritional value and key nutrients: • Calorie • Glycemic Index (GI) • Nutrients Supplement	Products are evaluated against the nutritional criteria defined by the Mitr Phol Health Star Rating System. Those meeting the criteria in each group are assigned a rating of 1 to 3 stars.	Products that qualify under the Mitr Phol Health Star Rating System are labeled with 1 to 3 stars.

Food safety and quality standard in production training

Employees with knowledge and understanding of safety and quality help drive the improvement and development of quality product manufacturing. Mitr Phol continuously conducts training for employees on food safety and quality standards in production, to enhance knowledge and capabilities, and to promote the application to work in line with international standards, customer requirements, and consumer needs. This covers the refresher training on key food production standards such as FSSC 22000, ISO 9001, GHP, and HACCP, as well as Food Loss and Waste management. In 2025, the Company conducted training for employees at the head office and all 8 sugar mills and has set in an annual training for employees to strengthen a culture of food quality and safety as a sustainable practice within the organization.

Customer Relationship

Building strong relationships and maintaining customer trust and confidence are key factors in sustainable growth. Mitr Phol therefore conducts annual customer satisfaction surveys to gain insights into customer feedback and needs, which serve as valuable input for strategic planning, product development, and strengthening customer relationships. In addition, Mitr Phol strives to enhance convenience and accessibility through effective online service channels to enable fast and efficient communication, expand access to new target groups, and improve long-term customer satisfaction.

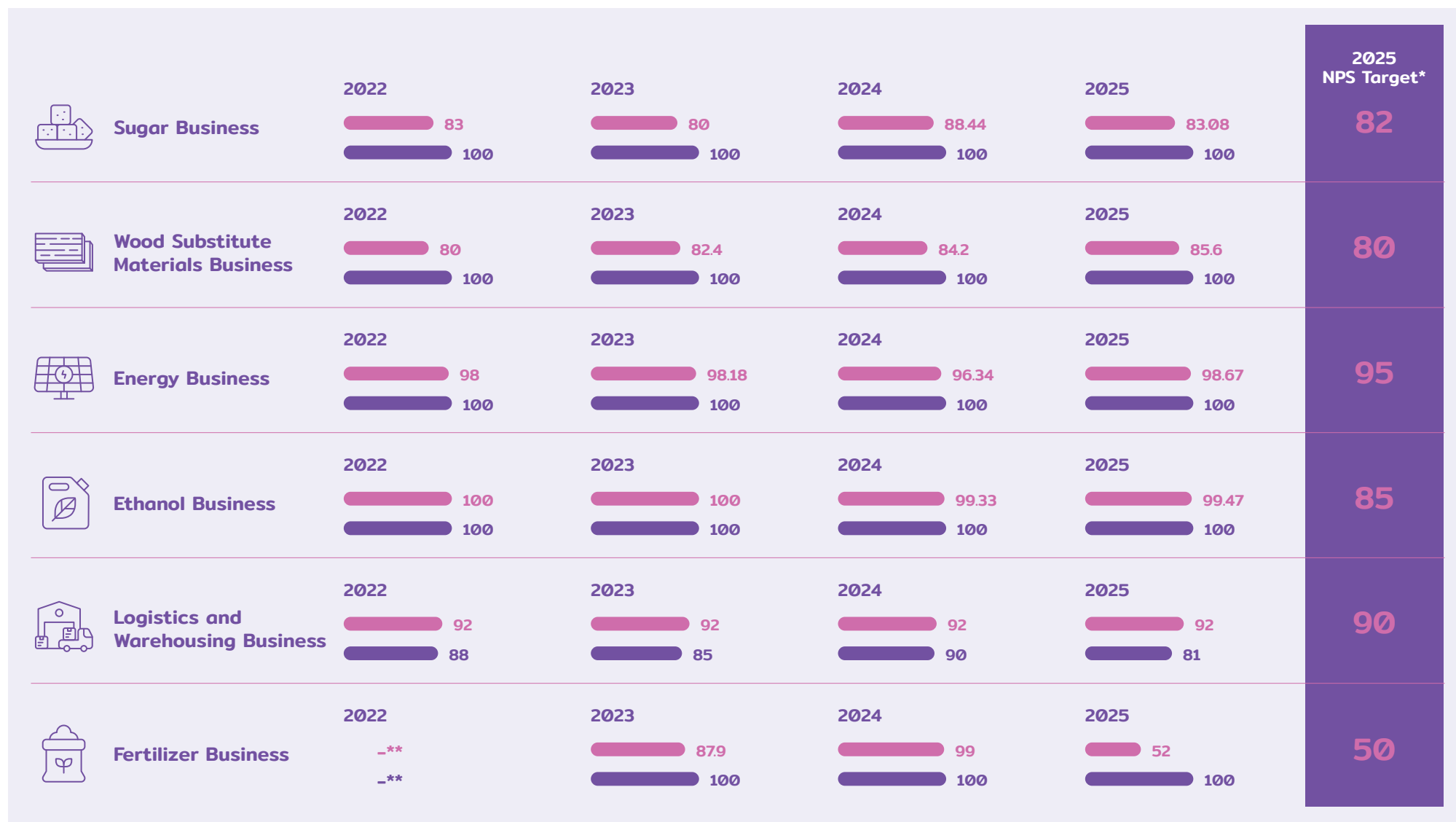
Information about Online Customers

	2022	2023	2024	2025	Target 2025*
 Percentage of customers using online services (% of total customers)	94.49	84.8	92.2	95.72	95
 Percentage of revenue generated online (% of total revenue)	8.94	0.14	0.2	89.52	85

*In 2025, the calculation methodology was revised.

Customer Satisfaction

Net Promoter Score (NPS)
 Data Coverage (Percentage of customers)



* The target in 2025 is based on the average Net Promoter Score of comparable industries.

** In 2022, the sales and service strategies of the fertilizer business were adjusted. Therefore, data was not collected that year.



2025 Target and Performance

Level of employee engagement

Target

80%

Performance

90.60%

Percentage of labor costs to total costs*

Target

6.4%

Performance

6.8%

Employees passing post-training knowledge and skill assessments

Target

80%

Performance

100%

Employees able to apply knowledge in their work

Target

80%

Performance

80%

* The percentage of labor costs to total costs is compiled from the Sugar and Energy businesses.

071

Chapter

08

Employee Management

Key Stakeholders: Shareholders / Customers and Consumers / Employees / Government and Civil Society Sectors

Mitr Phol recognizes that employees are valuable resources and key drivers of the organization’s progress toward its goals. Effective employee management enables employees to collaborate productively and while promoting their well-being, while embracing individual differences and diversity helps cultivate an open and flexible corporate culture that encourages active participation in value creation and organizational growth.

Management Approach

Employee Management Strategy

Mitr Phol strategically designs employee experience for management flexibility and responds to the changing expectations of the artificial intelligence (AI) and digital tools to enhance operational agility and accuracy. In addition, the Company fosters an environment that supports employee capability development, strengthens employee engagement, and drives productivity to achieve the Company's goals effectively.

Employment and Working Conditions Policy

The Company is committed to strict compliance with labor laws regarding employment, wages, working hours, and terms and conditions of employment based on non-discrimination on the basis of gender. Guidelines for employees have been established to set out clear working conditions policy, with supervisors and the Human Resources Department overseeing compliance to ensure that employees are provided with a suitable and legally compliant working environment. This policy is communicated to employees and is accessible. It covers the following aspects of employment:



The determination of working hours of not more than 48 hours per week, overtime, and rest periods is in accordance with legal requirements, with an effective working hour recording system that enables monitoring at all times. Working hours are audited monthly to ensure that employees receive wages and overtime correctly through the Payroll system.



Weekly days off and public holidays are provided, with advance notice. Annual vacation leave is provided at least at the statutory minimum and increases with length of service. Employees receive regular pay during such leave. In addition, the Company has a system to monitor and notify employees of their annual leave entitlement.



In the event of termination, the Company will provide advance notice in accordance with applicable law.

Mitr Phol ensures effective policy implementation by overseeing employment practices that are fair and compliant with applicable laws, including the control of overtime and leave entitlement management. Working hours and overtime are recorded through the Company's system, which notifies employees to their remaining annual leave balance. Supervisors and the Human Resources Department audit these records to ensure employees receive full wages and overtime pay through the Payroll system. The Company continues to communicate with employees through training on labor rights and welfare, alongside a direct communication channel to the Human Resources Department for inquiries or feedback.



The Company has applied artificial intelligence (AI) to develop an HR chatbot that enables employees to access HR-related information, such as employee benefits, independently through a 24-hour self-service platform. This provides a convenient, fast, and confidential channel for obtaining information, while enabling HR personnel to focus on other responsibilities. Currently, more than 2,200 employees have used the service.

Employee Capacity Development Plan

MITR Beyond: Reskill-Upskill-Future Skill

Mitr Phol has designed training programs to develop the skills and knowledge of operational-level employees and above, including executives at all levels, on topics relevant to the current context covering basic finance, digital literacy, and sustainability. The training is delivered through the Mitr Phol Learning Digital Platform, with outcomes assessed through post-tests, lesson summaries, and knowledge-sharing through the Learning Community. In 2025, a total of 4,343 employees completed the program and passed the assessments, representing 83.76% of total employees participating in the program.



Global Leadership Development Program (GLDP) 2025

The GLDP program focuses on developing leadership for employees at officer-level, supervisors, and managers, to prepare them to effectively navigate diverse global challenges. The program aims to build a deep understanding of business operations, global shifts, strategic planning, and innovative thinking to drive new S-Curves and create business growth opportunities at the international level. Additionally, employees are also encouraged to exchange experiences and insights through networking and team building. In 2025, a total of 79 employees participated in the program, with 9 project ideas. If successfully implemented, these projects are anticipated to generate overall returns of over 2,215 million baht for the Company.



People Capability Development 2025

This program aims to develop leadership, equipping participants with the knowledge and capabilities needed to earn the respect of their subordinates and team members, which will lead to effective resource management and maximize operational efficiency of each unit. The project consists of two training programs:

Multiplier Leadership Program	
Purpose	Leaders who build people and teams, uniting them with double the strength (2X) for a strong organization where everyone collaborates
Target Group	Managers or equivalent positions, and high potential employees
Number of Participants	81
Topics	• Ask better questions • Look for genius • Create space for others • Offer bigger challenges

Supervisory Development Program	
Purpose	Supervisors possess effective team management skills and are well-respected.
Target Group	Supervisors, assistant managers, or equivalent positions
Number of Participants	186
Topics	• Managing yourself & Team Management • Successful Planning, Organizing and Delegating • People Management of MP Practice

MITR Beyond Innovation Awards 2025

To foster a culture of innovation across the organization, Mitr Phol organizes the Mitr Beyond Innovation Awards annually, encouraging employees at all levels to engage in learn, innovate, develop, and translate new ideas into practice. This contest serves as a key mechanism to drive the Company toward sustainable growth. Project developments are advised by internal experts from various departments, including the Digital & Technology Transformation unit, and coached by external referees with profound experiences in innovation, digital technology, and organizational transformation. In 2025, employees submitted a total of 435 innovations, which are expected to generate revenue and cost savings of more than 11,000 million baht. This reflects the Company's commitment to empowering employees to drive innovation, improve work processes, create new products and services, and develop new business ventures for support the organization's long-term growth.



Champ of the Champs	New Process Excellence	Develop work procedures to optimize performance, reduce costs and working hours, as well as leverage service quality, enabling the organization to operate with greater agility and higher standards.
	New Product & Service Excellence	Focus on developing new products and services that respond to customer needs.
	New Business Excellence	A new business operation that Mitr Phol has never been initiated before, and which can generate income from outside the Company.
Transformation Idea	New Product & Service/ New Business Model	Develop new business models that ignite ideas among personnel and can be further developed commercially, while focusing on innovation development that responds to changes and long-term market trends.
Digitech Champion	Digitech Champion - AI the Next Generation	Applying digital tools and AI to improve work procedures to optimize performance, reduce steps, working hours and costs, and increase revenue for the organization.

Promotion of Diversity, Equity, and Inclusion

The Company has established the Diversity, Equity, Inclusion, and Belonging Policy* to promote an open work environment that embraces diversity and empowers all employees to reach their full potential, grounded in the principles of Diversity, Equity, Inclusion, and Belonging (DEI&B). The Company communicates and builds understanding of these principles through various channels to ensure that the Board of Directors, executives, and employees across Mitr Phol, ensuring that these principles are understood and put into practice.

* For more information information, please visit **Diversity, Equity, Inclusion, and Belonging Policy.**

CLICK HERE

Education on Preventing Discrimination and Harassment in the Organization

Mitr Phol provides training in preventing discrimination and harassment in the organization to contractual employees, temporary employees, permanent employees, and executives across Mitr Phol Group. The training covers bullying, power harassment, sexual harassment, and relevant laws. It aims to raise awareness and prevent actions or behaviors that may constitute abuse or harassment. In 2025, A total of 380 employees participated in the training. The Company also provides channels for reporting discrimination or harassment in accordance with its Whistleblowing Guidelines*. These guidelines cover the scope and procedures for handling complaints, protection of complainants, and confidentiality. This ensures that discrimination and harassment within the organization are prevented and addressed through appropriate processes.

* For more information, please visit **Whistleblowing Guideline.**

CLICK HERE

Promotion of Equal Employment Opportunities

▲ the “Honorary” Award in the category of Organizations Supporting Persons with Disabilities from the Department of Empowerment of Persons with Disabilities, under the Ministry of Social Development and Human Security.

Mitr Phol believes in the value of people and employs persons with disabilities in positions that match their abilities, with priority given to hire local residents. The Company also supports the formation of disability clubs to build networks and expand career opportunities for other persons with disabilities within the communities.

In 2025, the Company provided employment opportunities for 89 people with disabilities. Part of this employment reflects the Company’s concept of maximizing employment potential for people with disabilities by reinvesting tax savings to further expand employment opportunities in the area.

Welfare Arrangement

Mitr Phol strives to enhance the quality of life for all employees and to promote a healthy work-life balance. Therefore, the Company has established a Labor Welfare Committee composed of elected employee representatives through a transparency election process. These representatives act as intermediaries, communicating employees' welfare needs to the Company while also proposing, monitoring, and overseeing welfare initiatives regularly. The Company offers a range of welfare benefits that go beyond the minimum legal requirements to employees equally, including:

Financial Support

- Food and accommodation benefits for employees working at factory sites
- Allowances for housing rental, electricity, marriage, and funeral expenses
- Financial assistance for employees affected by disasters, including repair costs, temporary accommodation expenses, and special interest-free loans
- Funds, including the Social Security Fund, Compensation Fund, Provident Fund, and Employee Loan Fund
- Life and accident insurance
- Accommodation discounts at Company-affiliated hotels

Healthcare Support

- Annual health check-ups and provision of medical care in the workplace.
- Reimbursement of medical expenses with additional support for the treatment of serious illnesses.
- Reimbursement for dental care and essential vaccinations
- Exercise facilities, including a fitness center at the head office and sports facilities at factory sites
- Discounts for health care and dental care at various hospitals.

Family Support

- Pregnant employees are entitled to 120 days of maternity leave, 60 days of which are fully paid, along with access to a lactation room. Male employees can take 15 days of paternity leave to support their spouse during childbirth
- Special leave for important life events, such as graduation, marriage (regardless of gender) and funeral
- Reimbursement of outpatient medical expenses for employees' family members.
- Transportation service for employees' children between school and employee housing.
- Tuition assistance of employees' children from primary school to bachelor's degree level.

Other Benefits

- Flexible working hours to promote work-life balance
- Supporting the establishment of employee clubs to promote shared interest activities and engagement.
- Review and adjustment of the salary structure and starting rate, and provision of a cost-of-living allowance, to ensure that workers have a sufficient living wage to cover necessary expenses.
- Retirement benefits include:
 - 2 years of continuous health care support from the retirement date.
 - Training on financial planning for retirement, as well as providing life insurance and accident insurance coverage for 2 more years from the retirement date.



Health Promotion Activities for Employees

The Mitr Phol Live well+ Program was established to support the physical and mental well-being of employees, both at work and in their personal lives. The program focuses on development in four areas:

Mitr Phol Live Well-being+



Physical Well-being

The Company promotes employees’ physical well-being through activities such as exercise programs, sports competitions, and annual health check-ups. The health check-up results are analyzed to design appropriate health initiatives, alongside providing knowledge on self-care to prevent illness.



Mental Well-being

The Company supports the mental and emotional health of employees by promoting relaxation, building knowledge and awareness of mental health, and providing counseling to help reduce stress. The program also encourages a positive mindset and manages their own mental well-being.



Social Well-being

The Company fosters positive relationships between employees and the community through social contribution initiatives, volunteer activities, and employee engagement events such as the “Feedback is a Gift” initiative and blood donation activities, which aim to strengthen unity and create value for society.



Financial Well-being

The Company supports employees in their financial security through financial education, personal financial health assessments, savings promotion, retirement planning, and debt management counseling.

Compensation Management

The Company establishes criteria and processes for evaluating performance and determining compensation for employees and executives, with clarity and transparency, and linked to the Company’s strategic direction, goals, and performances in both the short and long-term, as well as individual performance. The Human Resources Management Committee and the Corporate Development and Remuneration Committee oversee compensation policies, compensation structure, welfare, and other benefits, including the annual adjustment of salaries and benefits for employees, based on business performance, economic conditions, living wage standards, and factors that may affect the labor market within the industry. This ensures employees receive fair and sufficient compensation while maintaining competitiveness in the labor market. In addition, the Company emphasizes performance-based pay regardless of gender, with clear criteria that are communicated to employees. The Company also conducts an annual review and analyze the gender pay gap. In 2025, the average compensation ratio of female to male employees at the management level was 1:1.07.

Mitr Phol has established performance indicators for evaluating the annual performance of executives and employees to drive employee engagement toward the Company’s goals and growth, by linking compensation to Key Performance Indicators (KPIs) in two main categories:

- **Value Creation Performance:** Assessing achievements aligned with the organization’s current-year goals.
- **Key Future Value Drivers:** Evaluating performance that contributes to the Company’s long-term sustainable growth.

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Promotion of Employee Engagement

Mitr Phol regularly conducts an annual employee engagement survey to analyze, develop, and improve employee care methods in alignment with modern working conditions. The employee engagement questionnaire covers stress management, recognition, basic support, and others which is consist of 4 categories as follows:

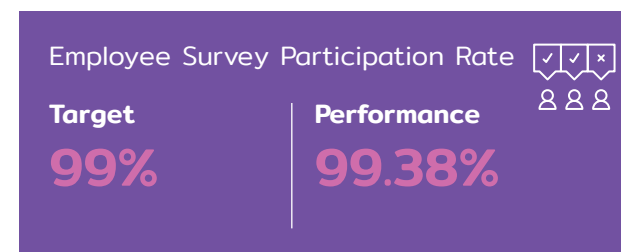
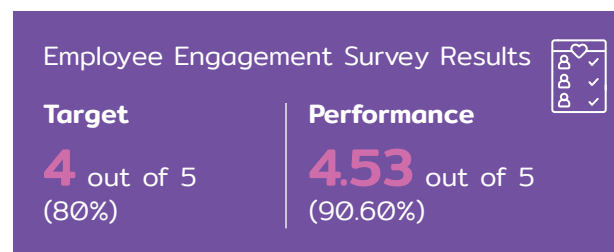
- 1. Basic Needs:** Provision of information, tools, resources, other necessities needed to perform duties, and understanding the organization’s expectations.
- 2. Individual Contribution:** Evaluates employee happiness and job satisfaction through employee engagement surveys, covering opportunities to demonstrate abilities, and recognition and appreciation from supervisors or colleagues.
- 3. Teamwork:** Employees feel accepted, valued, and a sense of belonging as part of the team and the organization, supported by positive relationships with colleagues, and are aware of how their work goals contribute to the organization.
- 4. Career Growth:** Employees receive feedback and advice, as well as learning and skills development opportunities.

Employee Engagement Initiative and Activities

- 1. Recognition Program:** Promotes an open communication culture through feedback exchange between supervisors and their subordinates such as the “Feedback is a Gift” initiative, which is a space for employees to give direct and positive feedback about work and the organization’s development. The program enhances a positive work environment while promoting employee engagement and inclusion in the Company’s success.
- 2. Recognition Awards:** Motivates and recognizes employees with outstanding performance through awards, including the CEO Trophy for personnel who have delivered great performance and contributed significantly to driving the organization, the long-service award for employees who have dedicated themselves to the organization over the years, and the Outstanding Employee Award for employees with performance that serves as a model and inspires colleagues. These awards encourage employees to be proud of their work and help them recognize the value of their own roles.
- 3. Promotes employee engagement through Employee Clubs:** Covers sports, learning, and recreational activities, such as the Football Club, Badminton Club, Table Tennis Club, MP Board Game Club, Tea and Coffee Club, and English Learning Club. These activities help strengthen relationships, enhance quality of life, and support work-life balancing, which is a key factor in building long-term engagement.



Result of the 2025 Employee Engagement Survey



Employee Performance Management

Performance management is a crucial process that enables the organization, departments, and individuals to achieve shared goals. Digital systems and technology have been adopted to support this process, making performance evaluation, skill development, and career progression planning more convenient for employees. The process focuses on linking individual performance with departmental and organizational goals to drive sustainable success through collaboration between supervisors and employees. Mitr Phol has established clear performance management steps and communicated them to all employees, as follows:

Goal Setting

Employee goals and KPIs are set in alignment with the organization's goals. At the beginning of the year, executives communicate the organization's goals, vision, and strategy to ensure employees understanding and jointly establish work objectives, plans, and responsibilities, as well as expectations regarding both performance outcomes and work behavior, in line with the organization's goals.

Performance Monitoring

Supervisors continuously and regularly monitor employee performance through meetings to follow-up work progress, review plans, and provide feedback and needed support to ensure employees enable to deliver work align with organization's goals.

Performance review and Evaluation

Management by Objectives is conducted twice a year against mutually agreed-upon key performance indicators (KPIs) with the team leader at the beginning of the year. These KPIs are used to measure individual success in alignment with strategic plans. Additionally, the Company assesses employees' competencies against the behaviors that align with the corporate culture "MITR Beyond" to drive operational efficiency and the Company's goal of achievement.

360-degree feedback is conducted annually through the MITR Success system to collect input from various perspectives, including colleagues, direct reports, and supervisors, regarding an employee's work performance, enabling both individual and team performance to be improved more effectively.

Team-based Performance Appraisal evaluates each employee as part of the team rather than individually. This approach is conducted twice a year against the team's key performance indicators (KPIs), aligning with the team's and the organization's strategic plans. It helps employees understand expectations and achieve the organization's goals.

Agile Conversations or Continuous Performance Feedback and Recognition refers to continuous performance reflection and feedback provided by supervisors, through 1-to-1 discussions or team meetings. This approach emphasizes constructive communication and gives employees the opportunity to express their opinions and exchange perspectives, promoting continuous learning and skill development.



Chapter 09

Society and Community

Key Stakeholders: Farmers / Communities / Government and Civil Society Sectors

Mitr Phol places strong emphasis on supporting and developing surrounding communities, in line with the Company's "Grow Together" principle. The Company has established two dedicated units including a Community Relations Unit and an Education Management Unit, as key mechanisms for advancing social and community development, covering quality of life improvement, occupational skills development, and community economic security, as well as education advancement and the promotion of positive community relations, aligned with local context.

2025 Target and Performance

Targeted communities can reduce household expenses on food.



Target

5%

Performance

8%

Communities can increase household income through agriculture.



Target

5%

Performance

6%

Develop community enterprises in collaboration with Plook Por Suk Co., Ltd.



Target

35

community enterprises

Performance

45

community enterprises

Establish sub-district model



Target

16

model sub-districts

Performance

15

model sub-districts

Driving Community Development and Community Relations

Mitr Phol is committed to improving the quality of life of communities and farmers, enabling them to live in a healthy environment and achieve sustainable self-reliance. The Company operates on a participatory basis by conducting field visits to understand community context, livelihoods, available resources, and existing strengths, to collaboratively plan and design initiatives with communities, partner networks, and the organization.

These efforts aim to strengthen communities and sugarcane farmers across economic, social, and environmental dimensions, advancing them toward “strong communities”, while fostering positive relations, mutual understanding, and trust between the Company and surrounding communities, guided by the principles of responsible business conduct.

Operational Framework

Target

- 1 To improve the quality of life for farmers, helping them to become self-sufficient and live happily in a healthy environment
- 2 To maintain positive relationships with surrounding communities and build mutual trust.

Operational Framework

- 1 **Listening to and Understanding Community Needs**
Study, analyze and understand community context and need to design suitable projects that truly address their needs.
- 2 **Promoting Inclusion and Sustainable Community Management**
Promotes community and the Company participation across all stages, from study, analysis, and planning through to project implementation, integrating with local administrative organizations' sub-district development plans through the Mitr Phol Joint Development Sub-District Committee.
- 3 **Development of Community Farming System and Food Safety**
Encourage communities to establish safe food banks through safe agricultural practices and knowledge transfer to promote community self-sufficiency and reduce household expenses in the long term.
- 4 **Development of Community Economy**
Supports the development of community products including handicrafts, processed foods, and safe agricultural produce, alongside knowledge transfer in agriculture and technology application, to enhance product quality and standards, marketing knowledge, and access to stable markets.
- 5 **Building a Collaborative Network**
Works with communities, local organizations, the government sector, and partners to build strong and sustainable collaborations.
- 6 **Promoting the UN's Sustainable Development Goals**
Implemented projects must align with sustainable development principles, taking into consideration both social and environmental impacts.

Monitoring and Evaluation

Project performance will be regularly monitored and evaluated to ensure effectiveness and delivery of expected results.

Communication and Reporting

Mitr Phol will continuously communicate and report its community relations performance to all stakeholders in a transparent manner.

Performance

Promoting Inclusion and Sustainable Community Management

“The Mitr Phol Subdistrict Joint Development Committee” was established under a multi-stakeholder mechanism through collaboration across all sectors of society, including local administrative organizations (SAOs/municipalities), community leaders, village health volunteers (VHVs), representatives from occupational groups, volunteer households, and Mitr Phol employees. The Committee plays a key role in ensuring subdistrict development plans align with government policies and community needs. Activities include knowledge exchange meetings, driving community development projects, and establishing the “Mitr Phol Subdistrict Learning Center” as a community learning hub.

Mitr Phol also collaborates to drive disability empowerment in the area through the “Strong Community Powered by Persons with Disabilities Project” encouraging people with disabilities to become a driving force in community development, generate income, improve quality of life, and promote active participation in their communities. This has led to the establishment of a disability network and club to sustainably and continuously expand their potential.

Mitr Phol Subdistrict Joint Development Committee

341 members



Mitr Phol Subdistrict Learning Center

9 sites



In collaborates to drive

3 elder clubs
and elder schools with local authority



Implemented the Strong Community project by employing persons with disabilities as follows:

Employed **89** persons with disabilities



with **52** persons working within the sustainable community development project area in collaboration with Sub-District Administration Organizations, Sub-District Hospitals, community schools, and the Mitr Phol Sub-District Learning Center.

Established **6** disability clubs to facilitate group organization, skill and knowledge development, and the provision of welfare for persons with disabilities in the community, in collaboration with partner agencies.



Development of Community Farming System and Food Safety

“Food Security Volunteer Households” refers to sugarcane farmers whom Mitr Phol supports in adopting mixed farming practices, transferring knowledge in agriculture and business management, and facilitating the conversion of agricultural waste into soil amendment materials, to strengthen food security, generate income, and reduce household expenses. Food Security Volunteer Households that demonstrate outstanding results and are able to scale their impact to wider networks are elevated to “Model Households”, serving as learning centers for communities surrounding the mills.

The Food Security Volunteer Households

2,408 households



Sugarcane Farmer Model and Model Households

73 households

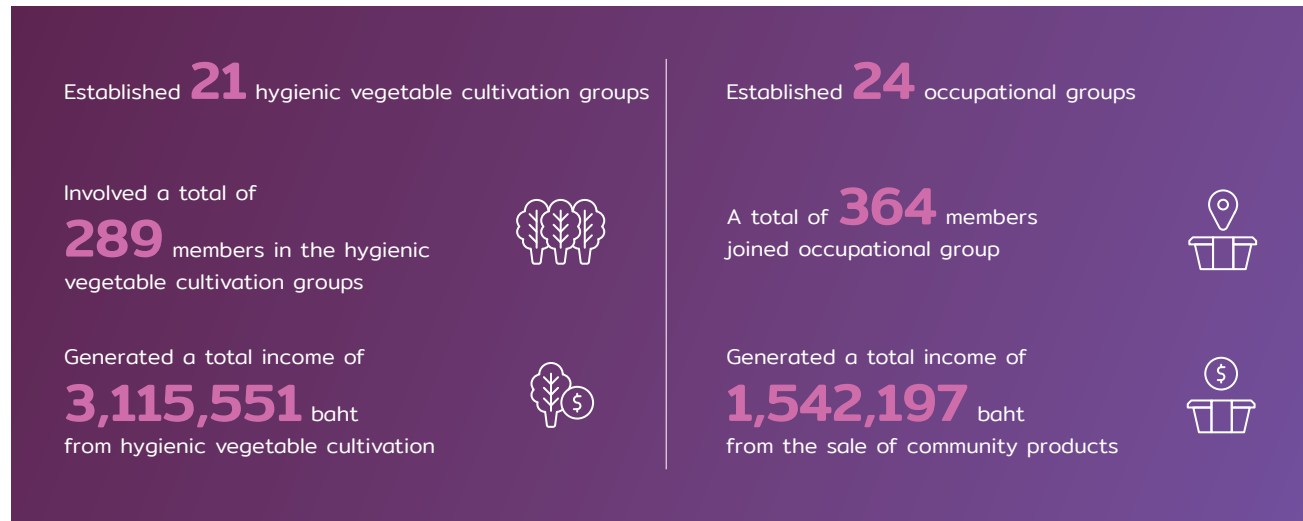


Agricultural waste and material supporting
869.4 tons,
comprising 864.9 tonnes of filter cake
and 4.5 tonnes of molasses.



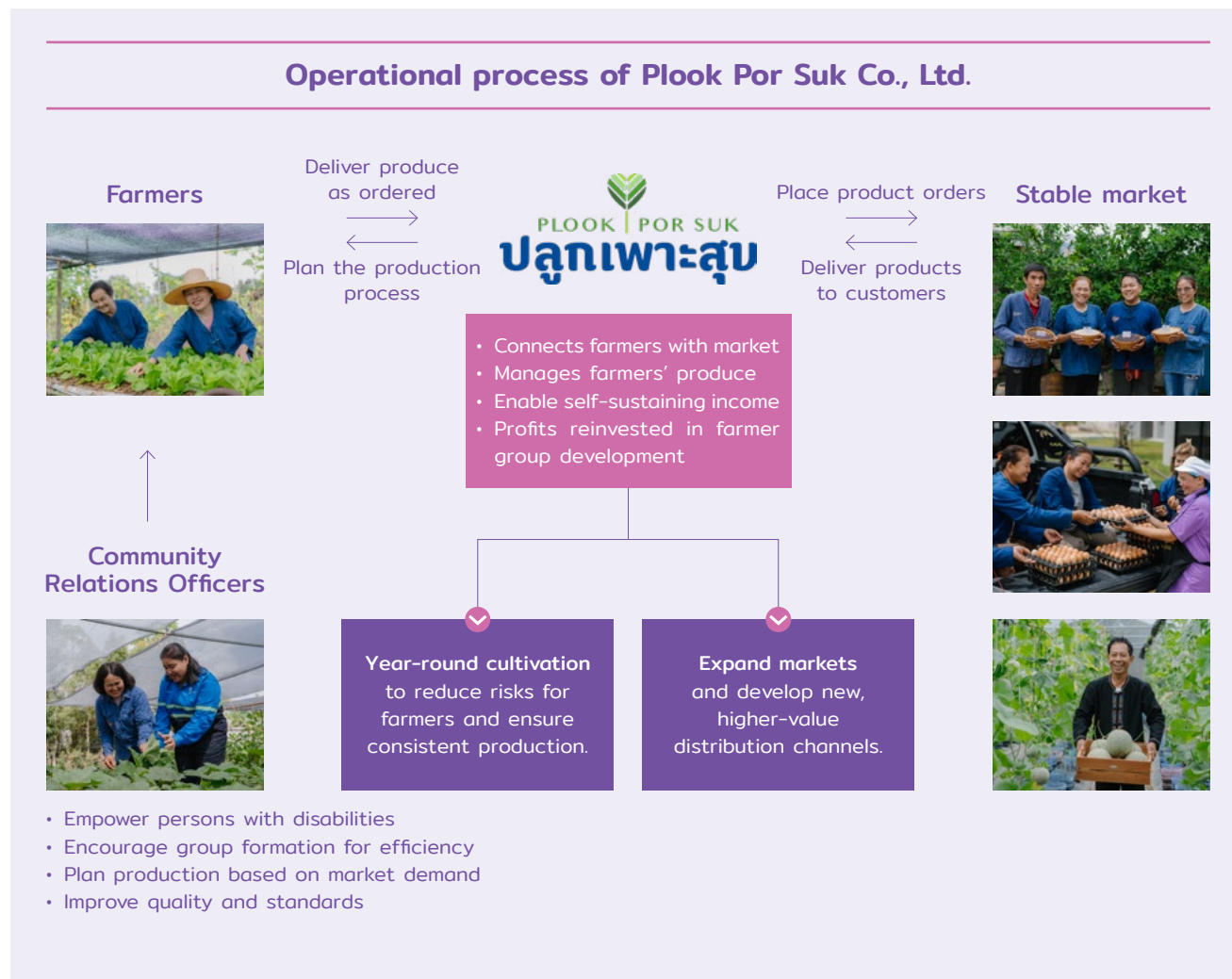
Development of Community Economy

The Company promotes and develops skills that align with local capacities and available resources, aiming to generate supplementary income, expand economic opportunities, and reduce household expenses alongside sugarcane farming as the primary livelihood. Support is provided through production and cost management, marketing knowledge, and advisory services to help farmers upgrade safe vegetable farming practices toward Good Agricultural Practices (GAP) certification, promoting the use of biopesticide to reduce costs and environmental impact. The Company also supports the cultivation of high-value crops such as tomatoes and melons to generate additional income alongside primary occupations, while advancing community products toward OTOP certification and community product standards.

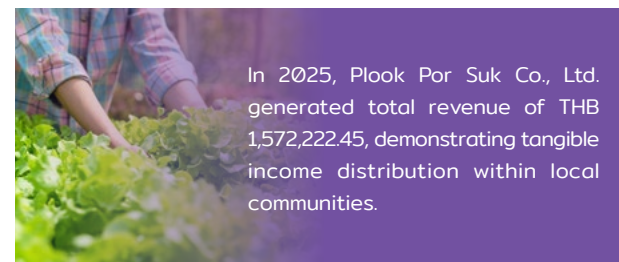


Established the Social Enterprise

“Plook Por Suk Co., Ltd.” is a social enterprise founded by Mitr Phol, serving as a platform to connect farmers to stable markets. All profits are returned to the community to fund development initiatives and address community needs, advancing balanced and sustainable community development.



Plook Por Suk Co., Ltd. supports a community enterprise in Nong Ruea District, Khon Kaen Province. The vegetables are grown following New Theory Agriculture principles and certified under Good Agricultural Practices (GAP), and are sold to Ad Lib Khon Kaen Hotel, one of the province's leading hotels. This empowers the community to produce high-quality crops for premium markets at higher price points, while also connecting community enterprise products to additional distribution channels including supplying fresh produce as ingredients for employee meals at Mitr Phol's factories, and providing snacks and community products for Company meetings which is generating stable income for the communities.



Creating Positive Relations with Communities

The Company carries out a variety of activities and communications aimed at building positive relations and mutual understanding with surrounding communities continuously throughout the year, including:

Activity	Performance
Maintaining positive relations between the Company and communities	- Communicate and engage with communities in the Company’s operating areas to ensure that they understand and support the Company’s operations through such activities as seminars and site visits by external agencies. - Engage surrounding communities through various activities such as community surveys, complaint investigations and evaluations, visits to environmental monitoring checkpoints, tripartite activities, and the Mitr Phol Neighborhood Network.
Fostering community development projects	- Including community potential development projects, community economic development projects, sports and well-being promotion projects, environmental protection projects, and cultural preservation projects. - Mitr Phu Khiao Complex community projects and supports including - Annual health check - Community dialogue project (home visits to build relationships with surrounding communities) - Mitr Volunteer Project (create a livable community) - Project to preserve local cultural traditions - Project to visit and learn about the community environmental health assessment - Support schools through the Partnership School
Leverage operation in the Company’s area	- Improve the operation to elevate Mitr Phol’s facilities including - Activated sludge system installation project - Floating solar panel installation project - Converting forklift fuel from diesel to electricity project
Supporting activities under the Eco Industrial Town Project in the areas of Mitr Phol Dan Chang Complex, Suphan Buri and Mitr Phu Khiao Complex, Chaiyaphum	Participate in Ministry of Industry’s workshop on developing a five-year action plan (2023–2027) for eco-industrial estate development This participatory approach promotes inclusive decision-making in shaping the development direction, resulting in a high-quality action plan that is comprehensive, clear, and practical, supporting the effective implementation of industrial development initiatives.

MITR PHOL CLINIC FOOTBALL Project

The Mitr Phol Clinic Football Project was established to unlock opportunities and inspire youth with football potential, while promoting physical activity. The project provides children and youths in communities surrounding Mitr Phol Phu Viang, Phu Khiao, Phu Luang, and Kaset Somboon sugar mills with the opportunity to learn football techniques and skills from professional league players including Khon Kaen United and Mueang Loei United, nurturing those who aspire to become professional footballers in the future. Since 2021, Mitr Phol has supported the project with a total investment of 5.2 million baht.



Outstanding Projects in 2025

Project to Transform Sugarcane Leaf Fibers into High-Value Products



The project aims to add value to agricultural waste by combining academic knowledge with local wisdom, developing products suited to community culture, and connecting markets through both B2B and B2C channels. In collaboration with Asst. Prof. Dr. Saran Chankaew of Rajamangala University of Technology Phra Nakhon, the Mitr Phol Innovation and Research Center plays a key role in driving innovation across the full production process from fiber extraction and yarn formation to product development. In 2025, the knowledge and expertise gained were further expanded to other provinces where Mitr Phol operates, extending the reach of the project to additional communities.

Herb-to-Product Transformation Project

Mitr Phol collaborates with local network partners including Village Health Volunteer and Thai Traditional Medical Officer from Na Mo Ma Subdistrict Health Promoting Hospital to gather traditional herbal knowledge and jointly develop quality Plai balm products. The process involves sourcing fresh Plai, a key medicinal herb grown by community farmers using organic farming practices to ensure safe, high-quality raw materials while generating income for the community.



Valuable People Empowerment Project



This project was established through a collaboration between the Company and the Special Education Center, Education Unit 5, Suphan Buri Province, a school for children with special needs, to promote knowledge of morning glory cultivation and purchase the harvested produce through Plook Por Suk Co., Ltd., supplying it to Mitr Phol's canteen as an ingredient in meals prepared for employees. The project generates income for the school 32,000 baht in 2025 and supports skill development of valuable people.

The Magic Box Project

With the “From Waste to Value Creation” philosophy, Mitr Phol promotes waste reduction and waste management awareness. Fostering waste management and reduction practices, including cultivating waste-sorting habits among youth, reflects the Company’s commitment to participating in sustainable community management. The Magic Box Project, a school milk carton and milk bag management initiative, was launched at Mitr Phol Park, Suphan Buri Province, where the Company works with schools, communities, and local administrative organizations to develop an integrated collection system for milk cartons and milk bags. In 2025, the project reached 44 schools and 28 Early Childhood Development Centers, with 4,516 students participating. The project diverted 5,271 kg of milk cartons and milk bags from waste disposal. Beyond waste reduction, participating youth also learned about their role in reducing greenhouse gas emissions, contributing to a verified reduction of 20.9 tCO₂e, certified under the Low Emission Support Scheme (LESS) by the Thailand Greenhouse Gas Management Organization (TGO).



Building a Collaborative Network



Mitr Phol works with partners across multiple sectors to drive sustainable community development. In 2025, 18 social enterprises received funding support from Digital Economy Promotion Agency in leverage production with IoT and agricultural drones, with a total of 2,400,000 baht. The project helps farmers reduce labor costs, manage climate-related risks, and achieve more consistent yields. In parallel, Mitr Phol collaborates with the Office of Academic Services of Khon Kaen University to transfer knowledge and innovations linked to local wisdom, developing vocational models suited to local potential and generating stable long-term income for communities.

Driving Education Administration

Advancing education in communities surrounding its factories reflects a core commitment of Mitr Phol’s sustainable community management. The Company works with government agencies and private sector partners to develop curricula, promote vocational skills, and provide access to educational resources, with the aspiration of building a Learning Ecosystem and strengthening schools as community learning hubs to support human capital development and laying the foundation for the future of Thai youth.

Target

Elevate the quality of education in communities surrounding sugar mills tailored to local contexts.



1 Establish model community schools



2 Develop leading vocational institutions in agro-industry

Operational Framework



Building a Learning Ecosystem

- Improve the learning environment both inside and outside the classroom.
- Promotes knowledge management and collaborative learning to build Professional Learning Communities (PLCs)
- Provide essential educational technology



Academic Skills Development

- Train and develop teachers on quality education administration skills to improve student achievement and facilitate career advancement.



Vocational Skills Development

- Support extracurricular activities that develop learners’ professional skills tailored to the local context.
- Develop vocational competencies for vocational education students in line with international standards through collaboration with leading national and international organizations.



Life Skills Development

- Promotes participatory mechanisms between schools and communities in education management
- Supports extracurricular activities to foster desirable student characteristics and inspire purposeful future planning

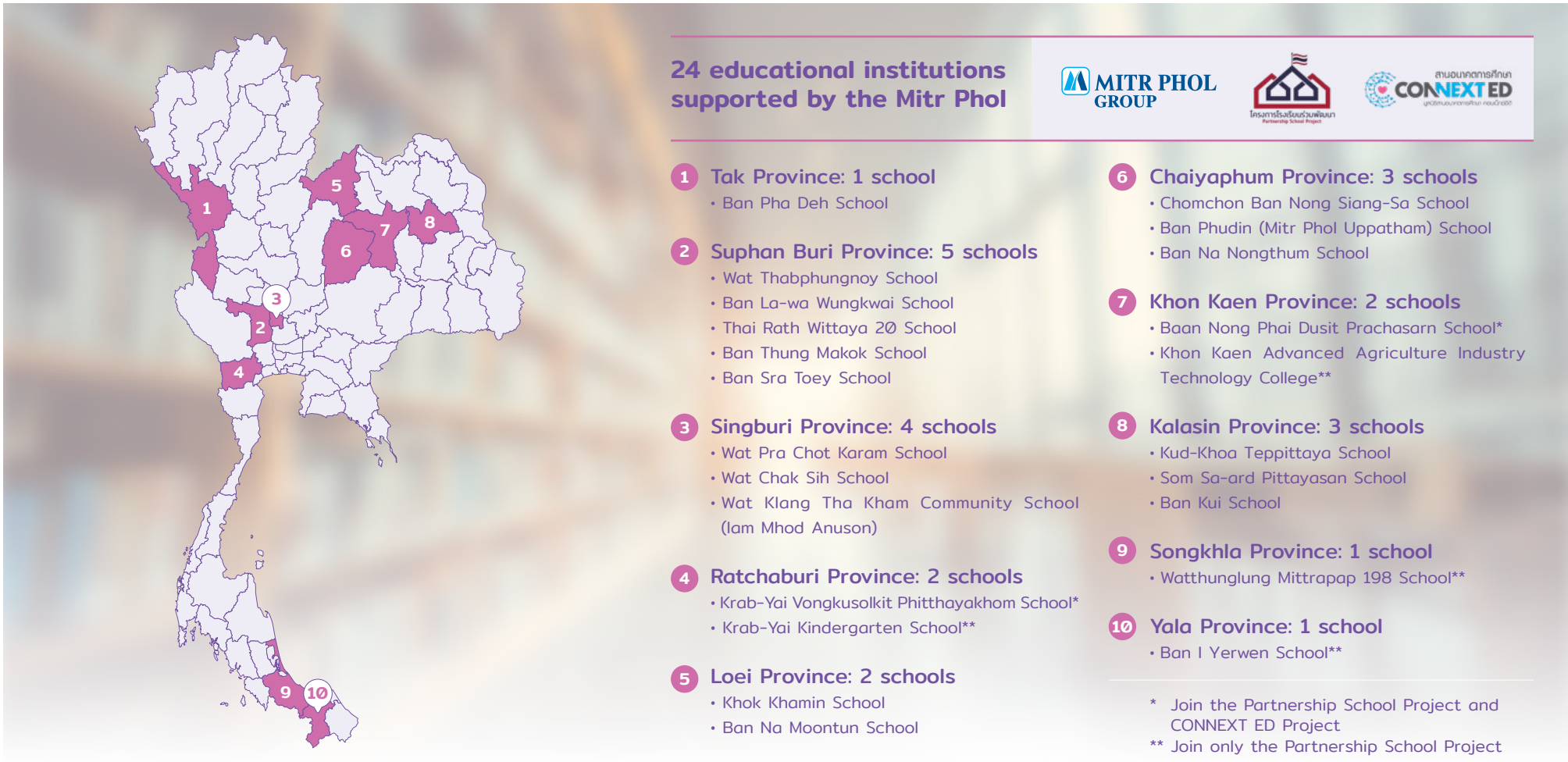
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Performance

Mitr Phol drives education development with both schools and vocational education institute including:

- 1) Partnership School Project: 8 educational institutions in the project (7 schools and 1 vocational education institute) in 6 provinces in Central region, Northeastern region and Southern region
- 2) CONNEXT ED: 20 schools in 8 provinces in Central region and Northeastern region



In 2025, Mitr Phol provided resources totaling 12.6 million baht to support activities, curriculum development, teacher and student development, and scholarships, with key initiatives as follows:

School Development

1. Building a Learning Ecosystem

- **Develops quality classrooms for sustainable learning and develops school quality improvement plans.**
- **Supported the development of learning ecosystem** including computers, books, scholarship
- **Leverage the school to be an innovation center of the area** with the Learning Center serving as the driving mechanism of a learning ecosystem that connects learners, schools, and communities toward lifelong learning, and elevating educational institutions as sustainable community learning hubs.
- **Mitr Volunteer for education initiative**
 - The Mitr Volunteer for education initiative supports continuous school development, including classroom renovation, fundraising for uniforms and teaching materials, and extracurricular learning activities.
 - The Mitr Phol Knowledge Sharing activity brings together employees to share their knowledge and skills with teachers, parents, and students, fostering inspiration and a culture of continuous learning.
- **Creates collaborative partnerships for education development** among schools, private sectors and communities through initiatives as follow:
 - **Robotic Club of Thailand (Central Region)** serves as a key mechanism for building networks and transferring and exchanging knowledge in Robotics and Coding, through the Mitr Phol Krabyai Ratchaburi Grand Robotics Championship 2025, held for the third consecutive year attracting over 1,000 participants from more than 450 competing teams across 145 schools in 37 provinces nationwide.
 - **Volunteer students from the international school** participated in “Senior to Junior: Educational Guidance for the Future” activity together with 150 students in Grades 5–6 from 4 schools across the Northeastern and Central regions, to expand equal access to learning opportunities.



2. Academic Skills Development

- **Develops teacher capacity and expands outcomes to network schools by disseminating best practices**, with Krab Yai Vongkusolkrit Phitthayakhom School, a model school under the One District One Quality School project, collaborating with Google Educator Groups (GEG Ratchaburi) to develop teacher skills and promote Google Certified Educator certification. To date, 100% of participating teachers are certified, driving the transformation of classrooms toward digital learning and expanding the impact to over 40 network schools nationwide.
- **Developing teachers’ digital skills** through training on “Utilizing AI in Teaching” and “Creative Teaching by AI”
- **Enhancing teaching quality with innovation: 1 Subject 1 Innovation**
- **Creates leaders to actively transfer learning innovations to network schools in the region**, disseminating knowledge on Active Learning integration following the approach of Chulalongkorn University Demonstration Elementary School to network schools in the Southern and Northeastern regions, developing additional 60 master teachers.
- **Elevates English language learning to international standards** aligned with the Common European Framework of Reference for Languages (CEFR), alongside supplementary activities during school breaks to strengthen communication skills and expand learning opportunities for upper primary students in Northeastern network schools.
- **Creates an opportunity for teachers to showcase and share success stories** through an Integrated Lesson Design Competition and “Mitr Phol Knowledge Sharing: Show & Share IDEA” activity.

3. Vocational Skills Development

- **Develops vocational skills tailored to local contexts** by integrating real-world experience with community, through collaboration among local business networks, communities, and parents to co-develop extracurricular learning activities, laying the foundation for students' future career pathways.
- **Equips students for vocational education pathways** through short-course programs in agro-industry, delivered in collaboration with industry experts, vocational college instructors, and network schools from 2023 to present.

4. Life Skills Development

- **Promotes participatory mechanisms between schools and communities in education management** through School Partners with 10 community leaders in the area to support extracurricular activity planning and implementation.
- **Organizes extracurricular learning activities at the factory**, opening opportunities for school principals, teachers, and students to visit sugar production processes and learn about the application of technology and robotics in modern industry.
- **Develops soft skills and innovative system thinking in educational institutions** by enhancing the capacity of school principals, teachers, and education staff through facilitator skill development and the application of Design Thinking processes.
- **Life Classroom: Connecting Schools with Communities**, promotes community-based learning through extracurricular activities, elevating schools as sustainable community learning hubs.
- **Scholarships** support living expenses and improve the quality of life for students from kindergarten to high school.

Develop the Vocational Institution

Mitr Phol prioritizes advancing Khon Kaen Advanced Agro-Industrial Technology College into a leading vocational institution in agro-industry, through the development of a hands-on learning ecosystem alongside teacher capacity building, cultivating vocational skills aligned with local contexts and industry needs, while promoting the institution as a community learning hub to sustainably develop human capital and innovation.

1. Building a Learning Ecosystem

- **Drives a learning ecosystem development suitable for vocational student growth**, through collaboration with leading network businesses in the agro-industry and international educational institutions including Guangxi Industry Vocational and Technical College and Guangxi Electrical Polytechnic College, China to promote integrated learning and develop skills aligned with modern industrial technology.
- **Established an Innovative Learning Center** as a shared learning space for faculty, teachers, students, parents, and communities, equipped with technology and resources to support the learning ecosystem.
- **Industry collaboration to elevate vocational education quality**, connecting learners with businesses and network partners from the public, private, and community sectors to develop student potential aligned with industry directions, cultivating the future workforce and advancing vocational education quality in line with labor market needs.



2. Academic Skills Development

- **A collaboration with a leading vocational college in China.** Mitr Phol partners with Guangxi Industrial Vocational and Technical College to establish the China-Thailand Institute of Modern Craftsmanship of Sugar Industry, developing program initiatives as follows:
 - Develops a simulation program for teaching sugar production processes, in parallel with knowledge exchange activities among college instructors, the company trainers, and teachers from China, to advance teaching quality and technology in the sugar industry.
 - Selects and prepares students for a one-year study-exchange program in China, with the first cohort scheduled to depart in 2026.
 - Produces process simulation of raw sugar, refined sugar, and electricity generation, scheduled for completion and launch in 2026.
- **A collaboration with Domestic industry leaders.** Mitr Phol partners with specialized network enterprises to develop curricula that enhance student capabilities, while providing tools, equipment, personnel, and professional training venues.

3. Vocational Skills Development Aligned with Standard

Supported students in developing in accordance with international standards to meet the needs of both local and international enterprises, as detailed below:

- **German Professional Standards** with Rajamangala University of Technology Isan Khon Kaen Campus to uplift the vocational skills in alignment with hands-on learning practices.
- **Test of English for International Communication (TOEIC) standards**, strengthening communication abilities for working in the international level.
- **Digital Literacy Certificate (IC3)** develops digital skills covering the efficient, safe, and workplace-appropriate use of information and communication technology.
- **Hanyu Shuiping Kaoshi or Chinese Proficiency Test (HSK)** develops basic Chinese language, enable to use during work and knowledge exchange and training in the companies in China

4. Life Skills Development

- **Granting scholarships to support students' living expenses and improve quality of life** for Higher Vocational Certificate programs and Vocational Certificate programs
- **Prepares students for the workforce** through extracurricular activities, including vocational skills competitions and young innovators' invention contests, to develop essential life and work skills.
- **Connects vocational learning with sustainable community development** through initiatives with community including the Fix It Center, a mobile household appliance repair clinic serving the community, drone photography and route survey services supporting local government operations, and short-course programs in Solar Cell Technology offered to students in the service area.

Chai Fah Vongkusolkrit Foundation

The Chai Fah Vongkusolkrit Foundation was established by the Vongkusolkrit family, in remembrance of Mr. Chai and Mrs. Fah Vongkusolkrit, the parents of Mitr Phol's executive family. The Foundation's primary mission is to support communities surrounding Mitr Phol's factories, with a focus on two key areas: education and healthcare. In 2025, the Foundation supported 47 projects with a total budget of 8,800,000 baht across 14 provinces including:

- Sugar Mills in Khon Kean, Kalasin, Roi Et, Chaiyaphum, Amnat Charoen, Loei and Suphan Buri
- Power Plants in Songkhla, Yala and Narathiwat
- Other areas in Bangkok, Ratchaburi, Tak and Chiang Mai

Educational Support

33 projects with a total of 5.2 million baht



Provides instructional materials, technology tools, and computer equipment to improve teaching quality and efficiency, alongside developmental resources to support children's holistic growth — including outdoor playgrounds for schools and Early Childhood Development Centers. The Company also supports basic infrastructure development, such as water filtration systems, to promote well-being and create opportunities for children and youth in the area.

Medicine, Nursing, and Public Health Support

14 projects with a total of 3.6 million baht



Donates medical equipment and supplies to enhance the capacity and efficiency of healthcare services at hospitals and public health facilities including Orthopedic Excellence Centers, dialysis units, and cancer treatment centers, to elevate the quality of care and promote the well-being of patients and communities in the area.



Chapter
10

Safety and Work Environment

Key Stakeholders: Shareholders / Suppliers / Customers and Consumers / Employees / Farmers / Government and Civil Society Sectors

Mitr Phol recognizes that safety, occupational health, and a safe work environment enhance operational efficiency, reduce workplace accidents and illnesses, support the well-being of all personnel, and lower medical and other related costs. The Company is therefore committed to managing safety toward a zero-accident goal, collaborating across all stakeholder groups to effectively prevent and mitigate loss of life and property. A clear policy has been established to guide the implementation of appropriate measures to promote, protect, and ensure the safety of all stakeholders.

2025 Target and Performance

Lost Time Injury Frequency Rate (LTIFR) for **employees**



Target

<0.50

person/ 1 million hours worked

Performance

0.45

person/ 1 million hours worked

Lost Time Injury Frequency Rate (LTIFR) for **contractors**



Target

<0.50

person/ 1 million hours worked

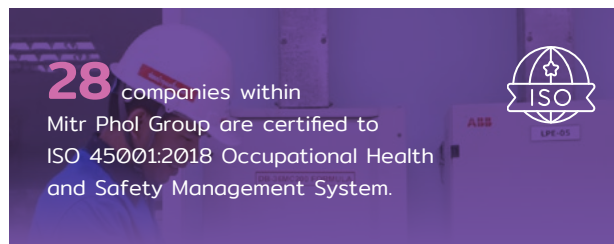
Performance

0.49

person/ 1 million hours worked

Management Approach

Promoting a culture of safety and occupational health, alongside a safe work environment is one of Mitr Phol's core priorities, enabling all stakeholders to work with confidence and well-being. The Executive Committee oversees and approves the Company's Security, Safety, Occupational Health, and Environment (SSHE) Policy*, which serves as a guideline for management in implementing appropriate measures. The Company has also obtained ISO 45001:2018 certification from an independent external body, ensuring that policy-setting, governance structures, risk management, mitigation measures, and stakeholder communication channels are subject to systematic, continuous review and improvement in line with internationally recognized standards. The Safety, Occupational Health, and Environment function serves as the primary driver of safety and occupational health operations across the organization.



The Company has also established a process to identify hazards, assess risks, and investigate incidents in order to identify risks and opportunities across work processes, activities, and work-related areas, products and services, as well as significant contractors' operations, including both normal and abnormal situations and emergencies. Based on these results, the Company formulates a risk management and mitigation plan to keep all significant risks within acceptable levels. To ensure current results, hazard identification and risk assessment are reviewed and updated annually, or whenever there are significant changes. Responsible personnel are appointed to implement and periodically monitor these plans. Should any activity or task be identified as posing a risk of harm, employees and supervisors are entitled to halt the operation and notify the relevant party for corrective action. In the event of an incident, a process of reporting, root cause analysis, corrective action, and follow-up is carried out to prevent recurrence, in accordance with Mitr Phol's Incident Management Standard. Insights gained from this process are used to continually enhance Mitr Phol's occupational health, safety, and environmental management system.

* For more information, please visit **Security, Safety, Occupational Health, and Environment Policy.**

[CLICK HERE](#)



Cultivation of a culture that prioritizes safety and occupational health is fundamental to sustainable and efficient business operations. By building collective awareness and shared responsibility, Mitr Phol aims to develop safety-conscious behaviors which is a critical factor in reducing workplace accidents and illnesses. The Company has continuously implemented training programs, activities, and educational campaigns focused on safety and occupational health.

Mitr Phol has conducted a Safety Culture Survey since 2023 to assess behaviors and attitudes toward workplace safety, as well as the perceptions of employees and executives at all levels regarding the promotion of a safety culture within each business unit. The results from this comprehensive survey will be used to enhance the Company's safety culture, address identified gaps and weaknesses, and support the ultimate goal of achieving zero injuries, accidents, and work-related illnesses. From 2023 to 2025, the survey covered employees in the Sugar, Energy and Wood Substitute Materials Businesses



Mitr Phol supports the well-being of its workforce through integrated health promotion activities, with the goal of developing the workplaces into the well-being organizations model through active participation. A quality-of-life promotion network has been established, with activities designed based on input from both employees and contractors. In 2025, the Company organized a variety of activities to promote health and well-being. Examples are as follows:

Supporting employees' and communities' sport club, weight management activities (Fit Battle, Fit Belly Season), Healthy You, Better Us activity, etc.

knowledge booth on mental health, safe space discussion, etc.

Training for Safety, Occupational Health, and Environment

The Safety, Occupational Health, and Environment Training Center (SHE Academy) serves as a key mechanism for elevating safety standards, delivering quality training in line with legal requirements and standards, alongside SSHE inspections, audits, and systematic consulting, all with the primary goal of achieving Zero Accidents, Zero Complaints, and Zero Fire Cases, while driving the development of a strong safety culture across the organization.

To date, the SHE Academy has offered
over **17** training courses.



In 2025, the SHE Academy delivered over
834 training hours.



Generated cost savings of over
2,000,000 baht
for the Company.



Mitr Phol also provides safety training for both employees and contractors, covering legally mandated content as well as broader occupational safety knowledge including ergonomics, occupational diseases, ISO 45001 requirements, first aid, and the use of Automated External Defibrillators (AEDs). The Company also promotes health risk reduction and accident prevention through year-round safety awareness activities, such as safe driving campaigns, road safety initiatives during the Songkran festival, Walk Rally events, and Safety Day activities.



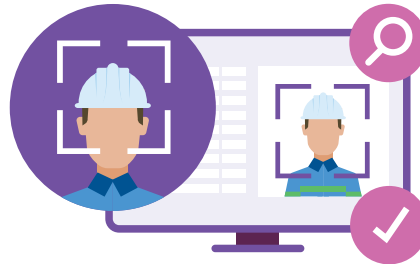
Mitr Phol systematically promotes fire safety knowledge among employees, covering relevant standards, fire extinguisher operation, and the use of extinguishing agents for lithium battery fires in response to the growing adoption of various types of electric vehicles. Safety-related information is also communicated to employees through the Mitr Sampan Internal Magazine.

Safety Innovation

To achieve zero incidents, Mitr Phol leverages technology and innovation to support and enhance safety operations, addressing both safety environment and safety behavior, through continuous research and development of tools, equipment, and new operational systems.

Safety Helmet Check by AI Project

Mitr Phol integrates AI into safety management to enhance operational efficiency and reduce employees’ workload through the CiRA CORE program. The system detects the wearing of safety helmets among employees and contractors working within the plant, with an accuracy of approximately 95%. It can capture images of non-compliant activities and issue real-time alerts to relevant personnel for prompt corrective action. This initiative strengthens safety monitoring and helps reduce workplace accident risks.



Fire monitoring via thermal cameras and drones

To mitigate the risk of fire in high-risk areas, such as bagasse storage piles, conveyor belts, bagasse dryers, and conveyor systems near cane leaf shredders, Mitr Phol has implemented an integrated approach combining area management with the provision of appropriate monitoring equipment. The Company has installed thermal detection cameras and deployed drone-assisted thermal monitoring across multiple facilities within the Mitr Phol Group. When the system detects temperatures exceeding predefined thresholds, responsible personnel are immediately alerted and coordinate with on-site staff to reduce the temperature at risk points. This approach helps prevent fire incidents and supports the safety of employees during operations.

Installation of fire extinguishers for electric forklift vehicles (EV forklifts)

Mitr Phol has transitioned to the use of EV forklifts to reduce greenhouse gas emissions. However, EV forklifts present potential fire risks associated with lithium-ion batteries, which may lead to high-impact fire incidents. To ensure safety management under the Management of Change (MOC) framework, the Company has installed AVD (Aqueous Vermiculite Dispersion) fire extinguishers, which are specifically designed to suppress lithium-ion battery fires. This measure helps mitigate the potential severity of fire incidents and enhances emergency preparedness for EV-related risks that may

A Collaboration with Government Organizations on Safety

Mitr Phol has continuously participated in the “Disease-Free, Safe Workplace, Healthy Body and Mind” project, led by the Department of Disease Control under the Ministry of Public Health. The project promotes the establishment of policies on health, safety, and environmental management, including disease prevention and control, injury prevention, and environmental health. These policies are communicated to all employees. Additionally, Mitr Phol has established a Safety, Occupational Health, and Environment Committee to foster employee participation and strengthen collaboration between the organization and its workforce. The Company also monitors and evaluates implementation outcomes to drive continuous improvement and expand its initiatives. In 2025, Mitr Phol joined the Ministry of Labor and 18 leading organizations in pledging a commitment to promote a safety culture. This initiative aims to enhance engagement among executives and employees at all levels in promoting a safety culture, with the goal of reducing workplace injuries and fatalities.



Environmental

- 100 Climate Change
- 107 Energy Management
- 112 Environmental and Pollution Management
- 119 Farm Management
- 126 Biodiversity
- 131 Packaging
- 135 Food Loss and Food Waste Reduction

"Enhancing Energy Efficiency and Advancing Collaborative Decarbonization Across the Value Chain"



98.88%

of total electricity consumption within the organization sourced from biomass electricity and solar energy.



609,003

toward a target of 1 million trees by 2032.



95%

of packaging made from reusable, recyclable, and compostable plastic materials.



160,080.96 hectares

of sugarcane cultivation area certified for sustainable sugarcane production.





Chapter

11

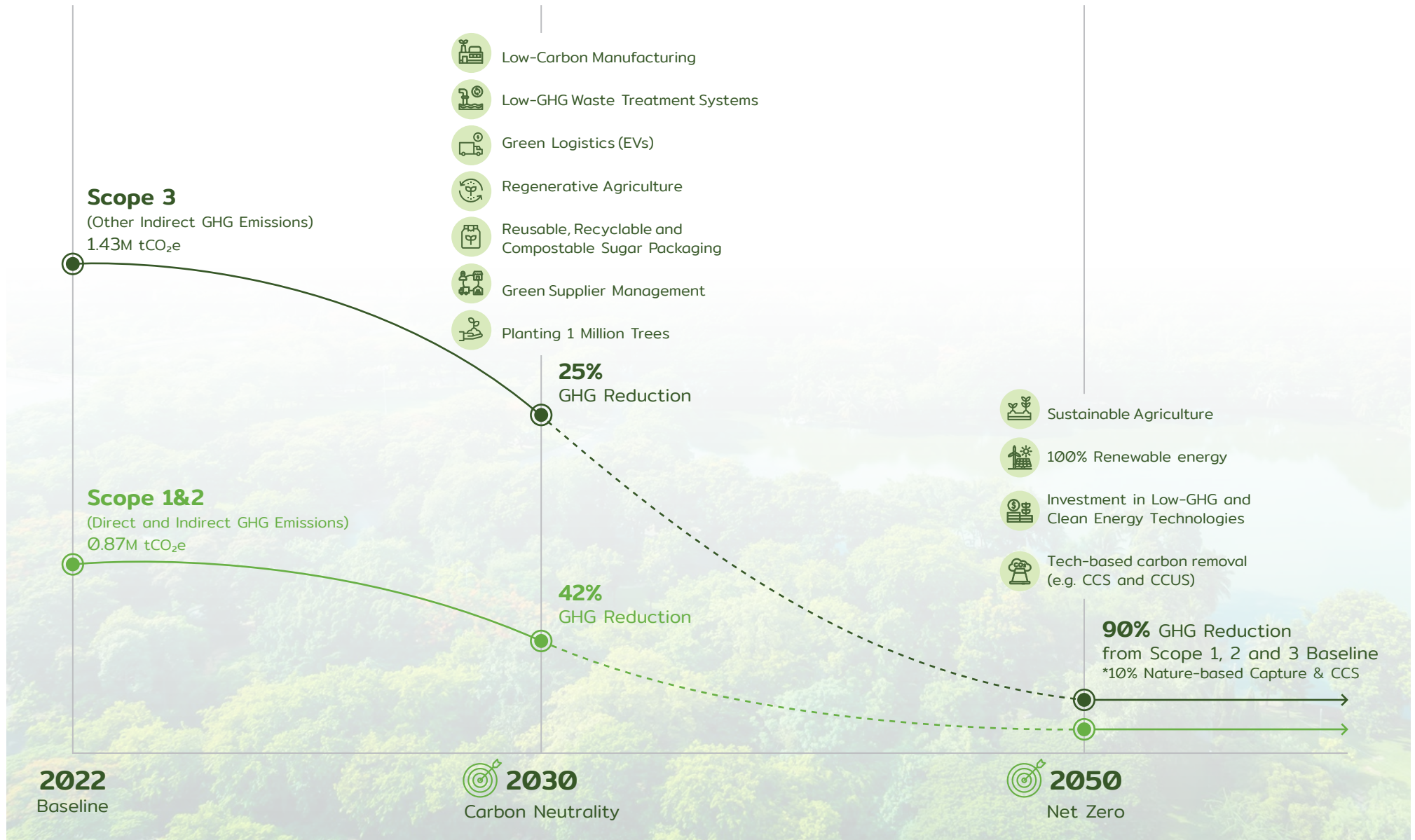
Climate Change

Key Stakeholders: Shareholders / Customers and Consumers / Government and Civil Society Sectors / Farmers / Communities / Employees / Suppliers



Climate change affects the availability and quality of agricultural raw materials, water and energy consumption, operating costs, and supply chain continuity. The increasing frequency of climate-related events, together with evolving regulations and market expectations, requires the Company to strengthen its preparedness and resilience. Mitr Phol has compiled its organizational GHG emissions inventory through the Carbon Footprint for Organization (CFO) assessment since 2015. The resulting data provides a foundation for developing strategies, setting targets, and planning greenhouse gas (GHG) emission reduction initiatives. Mitr Phol has set targets to achieve Carbon Neutrality by 2030 and Net Zero GHG Emissions by 2050. To achieve these targets, Mitr Phol continuously develops products and enhances operational processes that support GHG emission reductions across the value chain, while integrating environmentally friendly technologies and raising employee awareness to encourage participation in advancing the Company's goals.

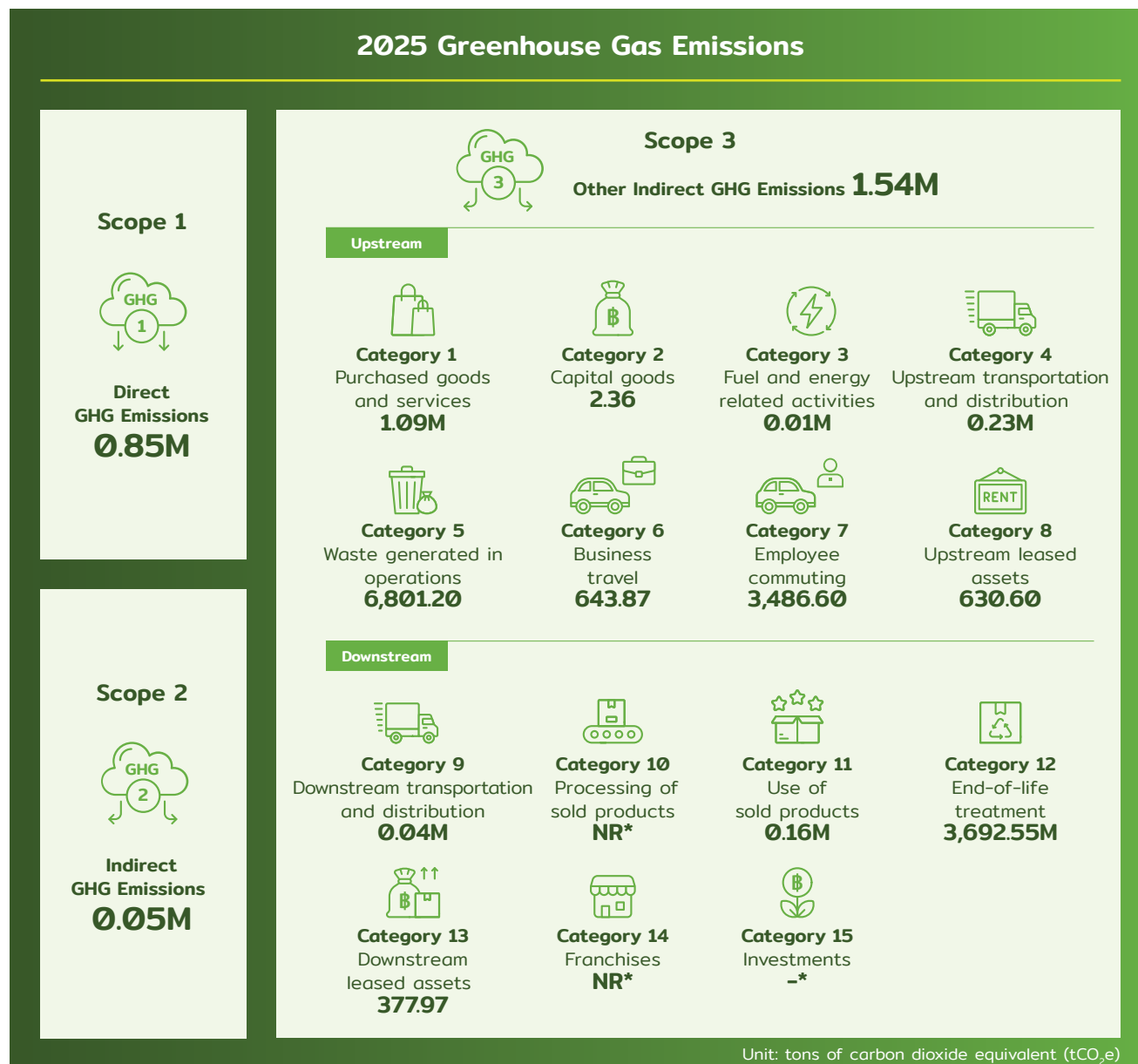
Net Zero Pathway



Management Approach

From Carbon Footprint for Organization (CFO) Inventory to Platform Development

Mitr Phol's organizational GHG emissions inventory, or Carbon Footprint for Organization (CFO), is prepared based on greenhouse gas (GHG) emissions data collected from responsible business functions using GHG emissions data provided by the business units responsible for the relevant activities. As data is gathered from a wide range of activities across diverse business operations, the process involves a large volume of information and requires significant time and resources for data collection and consolidation. In addition, challenges may arise from accuracy in data processing and analysis. To facilitate data collection and support appropriate GHG emissions reduction strategies, the Corporate Sustainability and the Digital Transformation team have collaborated to apply digital technologies to the collection and reporting of organizational GHG emissions data. This initiative aims to support greenhouse gas emission reduction plan and enhance data accessibility and usability, ensure alignment with the requirements of the Thailand Greenhouse Gas Management Organization (TGO) and the Greenhouse Gas Protocol, and support GHG emissions reduction planning. The Company is currently studying the development of a comprehensive platform for GHG emissions data collection and assessment for long-term use. The platform is expected to improve the speed and accuracy of data collection and support the achievement of the Carbon Neutrality target by 2030 and Net Zero target by 2050.



* Remarks: NR refers to no indirect greenhouse gas emissions activities under Scope 3, Category 10 and 14.

- refers to Category 15, which cannot be calculated due to insufficient data.

Climate-Related Risk Assessment

The Company prepares and discloses climate-related financial information, including assessments of physical risks, transition risks, and climate-related opportunities. The assessment covers the Company's operations and value chain and applies climate scenarios to evaluate potential climate-related impacts. The results inform short- and long-term investment decision-making, as well as climate-related planning and adaptation efforts. The Company discloses climate-related information in alignment with sustainability disclosure standards.

For more information, please visit
Mitr Phol's TCFD - IFRS S2 Report.

[CLICK HERE](#)



Social Impact Assessment and Actions for the Net-Zero Transition

The Company has developed a strategic climate transition plan to achieve its net-zero greenhouse gas emissions target. At the same time, the Company has assessed potential social impacts and engaged stakeholders across the value chain to support the effective implementation of its transition plans and actions. In 2025, the Company undertook the following key actions:

Building Knowledge and Understanding of Organizational Carbon Footprint Assessment and Reduction



To strengthen the Company's capability to meet its greenhouse gas emissions reduction targets, the Company regularly enhances employees' knowledge and understanding of greenhouse gas assessment, measurement, and emissions assessment, quantification, and reduction, as well as net-zero pathways. These efforts are carried out through training programs, communications across various channels, including emails, notice boards, and the Mitr Sam Pan Internal Magazine, as well as hands-on learning.

In 2025, the Company provided Carbon Footprint of Product (CFP) training to 201 executives and employees from the sugar and power businesses. The training aims to enhance employees' understanding of GHG Emission and build a shared understanding of the Company's targets.



In addition, the Company's subsidiaries obtained the Carbon Neutral Certification Mark for Organizations covering three sites: Mitr Phol Dan Chang Complex in Suphan Buri Province, Mitr Phol Phu Khiao Complex in Chaiyaphum Province, and Mitr Phu Viang Sugar Mill in Khon Kaen Province. This achievement builds on the pilot project implemented at Mitr Phol Dan Chang Complex in 2022 to strengthen the Company's organizational GHG management system and prepare employees for the carbon transition in line with the Company's future targets.

In addition, the Company promotes sustainable procurement by working closely with Mitr Phol's suppliers and providing knowledge and supporting the development of the knowledge and skills required for sustainable business practices throughout the supply chain.

For more information, please refer to **Supply Chain Management** chapter.

[CLICK HERE](#)



Product and Service Development

Products certified for GHG management

Driven by the ambition to reduce greenhouse gas (GHG) emissions, coupled with growing market trends and consumer demand for low-carbon products, Mitr Phol has continued to develop products with lower carbon footprints and apply for various carbon label certifications from the Thailand Greenhouse Gas Management Organization (TGO). The Company's certified products are as follows:

Carbon Footprint of Products

A label indicating the total greenhouse gas emissions produced throughout a product's life cycle, from material acquisition, production process, distribution, usage, and waste management at its end of life.



73 products are certified.

The certified products are in the groups of sugar, ethanol, and wood substitute materials products.

Carbon Footprint Reduction

A label indicating that the product has passed a carbon footprint assessment and meets the criteria for reducing GHG emissions.



13 products are certified.

The certified products are in the groups of sugar.

Carbon Footprint of Circular Economy Product: CE-CFP

A label indicating that the product is manufactured in accordance with circular economy principles, with its greenhouse gas emissions assessed using methodologies certified by the Thailand Greenhouse Gas Management Organization (TGO).



3 products are certified

The certified products are in the groups of ethanol and animal feed yeast.

Controlled Release Fertilizers



The Mitr Phol Innovation and Research Center has developed Controlled Release Fertilizer (CRF), which gradually releases nitrogen over an extended period, ensuring that sugarcane receives sufficient nutrients throughout the growing cycle. A 50-kilogram application of CRF is equivalent in effectiveness to 100 kilograms of conventional fertilizer, helping reduce resource use and environmental impacts.

Bioplastic Products



Mitr Phol's Bio-Materials Business has developed compostable bioplastic compounds under the 'PlaneX' and 'CaneX' brands. These products are derived from natural raw materials, such as cassava and sugarcane. The products are safe and environmentally friendly, helping meet the demand from environmentally conscious consumers.

Low-Carbon Logistics Services



Fair and Fast Co., Ltd., a Mitr Phol subsidiary, provides integrated digital logistics and supply chain solutions. The Company is committed to reducing GHG emissions from transportation through the use of rail transport and electric trucks. In 2025, the Company transported more than 21,700 tonnes of raw sugar by rail instead of conventional trucks, resulting in an estimated GHG emissions reduction of approximately 650 tCO₂e. The Company also began using electric trucks to transport syrup to customers, covering more than 80,000 kilometers and resulting in an estimated GHG emissions reduction of more than 80 tons tCO₂e compared with conventional trucks. Moreover, Fair and Fast also plans to expand rail transport and the use of electric trucks for sugar deliveries to customers.

Partnership Development to Support the Transition to a Low-Carbon Society

Financial Mechanisms to Support Carbon Reduction and Enhance Climate Resilience

To support the transition to a low-carbon society, Mitr Phol collaborates with financial institutions through Sustainability-Linked Finance mechanisms. In 2025, the Company secured a Green Working Capital Loan from HSBC Thailand to fund projects that generate positive environmental and social outcomes across its value chain.

Collaboration with Climate Change Partners



In 2025, Mitr Phol joined the 4th Thailand Climate Action Conference (TCAC 2025) as a partner organization. The conference was organized by the Department of Climate Change and Environment to advance Thailand's climate actions toward its Net Zero target. It also served as a platform for collaboration among stakeholders across sectors to address climate change challenges and exchange knowledge and best practices. Through this partnership, Mitr Phol supported a project on the development of bioplastics from agricultural and industrial residues, led by students from King Mongkut's Institute of Technology Ladkrabang under the Climate Change and Environment Children & Youth Network (CCE Children & Youth). The project represents one of the collaborative efforts to promote greenhouse gas emissions reduction.

In addition, the Company participated as a partner in Sustainability Expo 2025 and supported the event through carbon credits generated from its biomass power generation project to help offset associated greenhouse gas emissions. This contribution supported the achievement of Carbon Neutral Event status and reflected the Company's commitment to advancing the transition to a low-carbon society.

Research for Greenhouse Gas Emission Reduction

To support our climate change target, the Company continuously conducts research and development to identify opportunities for reducing greenhouse gas emissions and enhancing resource efficiency. Examples of research and development initiatives in 2025 are provided below.

- Research and Development of Low-Carbon Fertilizer Formulations and Fertilizer Use Efficiency:** This research aims to reduce greenhouse gas (GHG) emissions while maintaining soil improvement performance and promoting plant growth. In addition, comparative studies are conducted between conventional fertilizer application and soil analysis-based fertilization to ensure that crops receive nutrients in appropriate quantities according to their actual needs.
- Application of Thermal Infrared (Thermal IR) Camera Technology for Fire Prevention:** Large bagasse stockpiles are at risk of spontaneous combustion, leading to material losses and avoidable GHG emissions. Mitr Phol therefore combines thermal infrared (IR) camera technology with drone-based aerial surveys to regularly monitor bagasse temperatures. This approach enables the rapid detection of temperature anomalies and supports more effective risk management.



2025 Target and Performance

Energy consumption reduction compared with the baseline year 2022.



Target

Reduce energy consumption by **4%** annually.

Performance

Energy consumption increased by **11.2%*** from the baseline.

* Total energy consumption increased as a result of business expansion.

Chapter 12

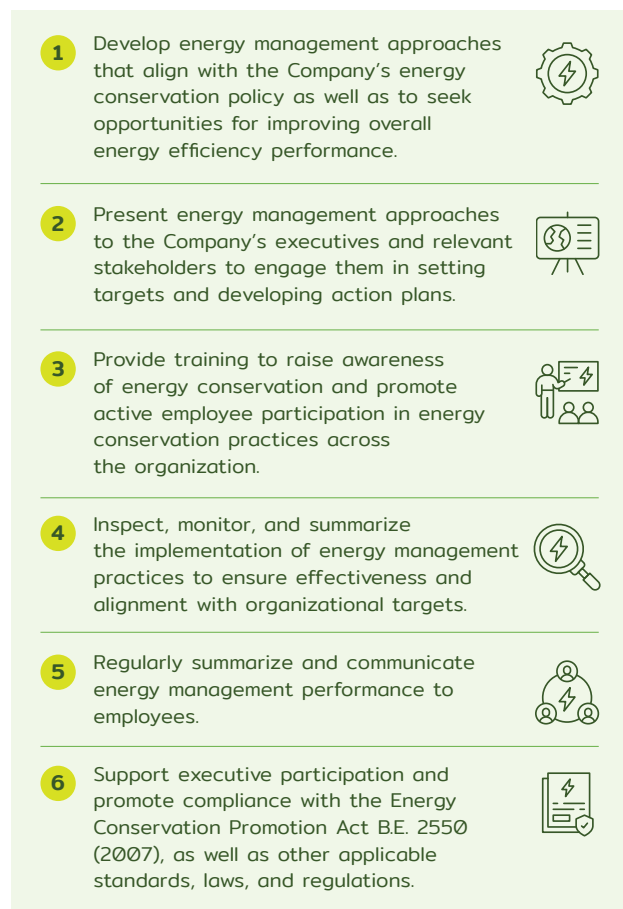
Energy Management

Key Stakeholders: Shareholders / Customers and Consumers / Employees / Government and Civil Society Sectors / Suppliers

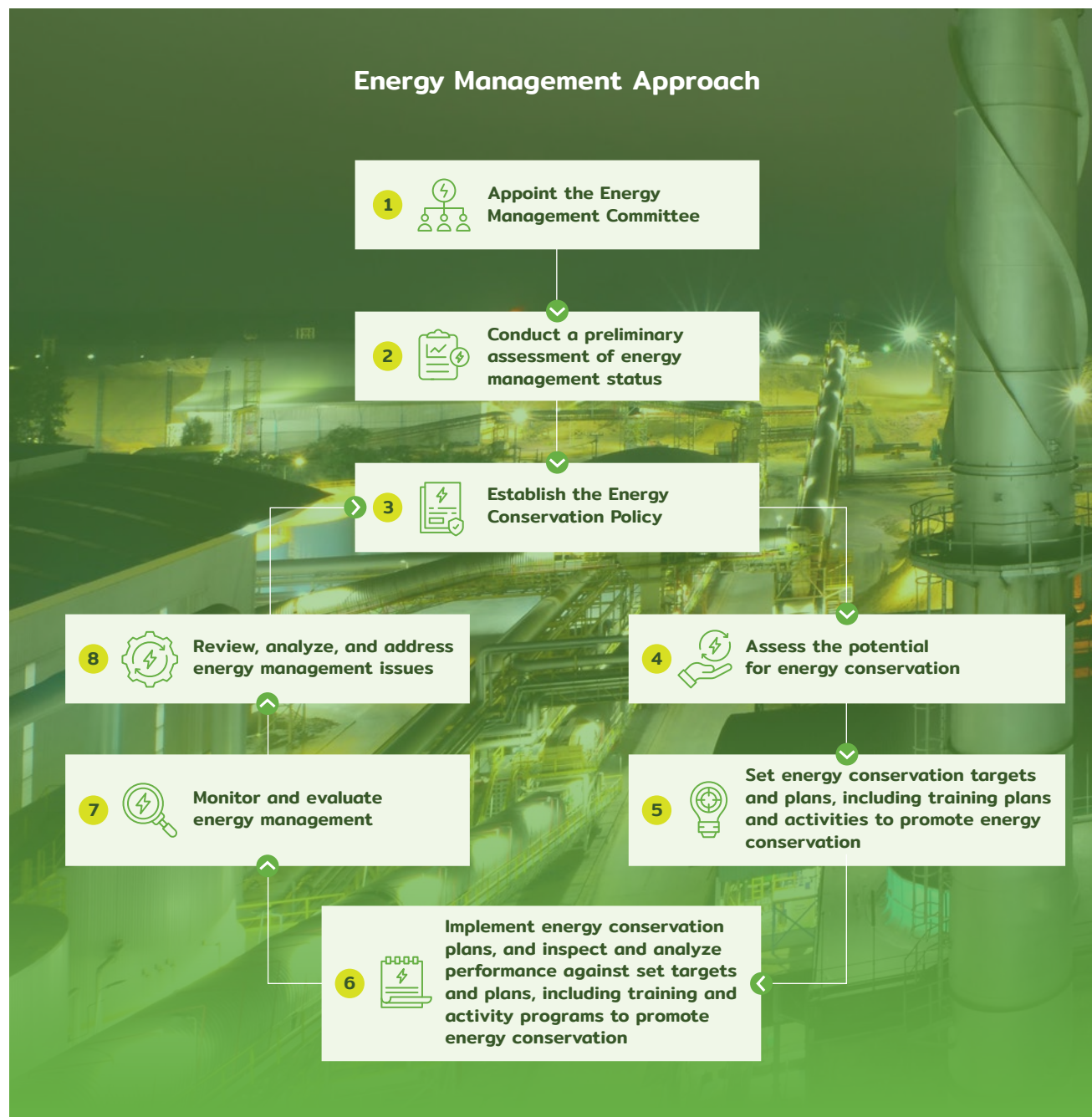
Mitr Phol is committed to sustainable energy management through a systematic management approach, the implementation of energy conservation measures, and the continuous execution of energy efficiency initiatives. The Company also adopts modern technologies to enhance energy efficiency and support the reduction of energy consumption, contributing to the achievement of its long-term organizational energy reduction targets. Furthermore, Mitr Phol also emphasizes building employees' knowledge and capabilities through training, encouraging participation, raising awareness, and cultivating leadership to drive shared environmental and energy targets. In addition, the Company collaborates with business partners to promote comprehensive socially responsible practices throughout the supply chain.

Management Approach

Mitr Phol has established a clear energy management policy and translated it into systematic implementation plans, focusing on implementation, inspection, monitoring, and evaluation while promoting knowledge and understanding of appropriate energy management and conservation practices among employees at all levels. To support its implementation, each factory has established an energy management working group with the following roles and responsibilities:



Energy Management Approach



Energy Conservation and Energy Efficiency Management Initiatives

Mitr Phol remains committed to reducing energy consumption and continuously improving energy efficiency across its operations. In addition to achieving energy savings, many of the Company's energy initiatives also contribute to enhanced operational efficiency. In 2025, Mitr Phol implemented various energy conservation and energy efficiency management initiatives, with the following notable examples:



Sugar Business

Sugar Mill	Energy Conservation Project	Target	Performance
Mitr Phu Khiao Sugar Mill	Replacing existing centrifuges with higher-efficiency equipment that requires less energy per unit of production.	Reduce energy consumption by 0.22%	Energy consumption was reduced by 0.22%
	Installing a multiple-effect evaporator system to recover and reuse heat from steam, thereby reducing energy consumption.		
Mitr Phu Viang Sugar Mill	Adopting an automated sugar dissolution system to enhance process stability and reduce production re-runs.	Reduce energy consumption by 0.83%	Energy consumption was reduced by 1.21%
	Installing motor speed controllers on pumps to optimize motor speed operation and reduce unnecessary electricity consumption.		
Mitr Phu Luang Sugar Mill	Installing motor speed controllers on the Rotary Dryer to optimize motor speed operation and reduce unnecessary electricity consumption.	Reduce energy consumption by 0.71%	Energy consumption was reduced by 0.72%
	Controlling boiler cleaning plan to reduce unnecessary steam and fuel consumption.		

ETHANOL



Power Business

Plant	Energy Conservation Project	Target	Performance
Mitr Phol Bio-Power (Amnat Charoen)	Improving the insulation of the combustion chamber walls to reduce heat loss from equipment surfaces and lower fuel consumption for steam generation.	Reduce energy consumption by 0.0036%	Energy consumption was reduced by 0.0064%
Mitr Phol Bio-Power (Kuchinarai)	Covered bagasse stockpiles during the rainy season to control moisture content and improve its efficiency as a boiler fuel.	Reduce energy consumption by 4.89%	Energy consumption was reduced by 5.04%
Mitr Phol Bio-Power (Kalasin)	Improving boiler insulation to reduce heat loss from equipment surfaces, thereby retaining more thermal energy within the system.	Reduce energy consumption by 0.0036%	Energy consumption was reduced by 0.0064%
Mitr Phol Bio-Power (Phu Khiao)	Controlled and reduced bagasse moisture content before boiler combustion to increase its calorific value and reduce fuel consumption for steam generation. Installed a ventilation system on the conveyor belt to reduce fuel moisture content and improve combustion efficiency.	Reduce energy consumption by 0.45%	Energy consumption was reduced by 0.84%



Ethanol Business

Plant	Energy Conservation Project	Target	Performance
Mitr Phol Bio Fuel (Kuchinarai) Plant	Reducing pump operating frequency to lower electricity consumption. Upgrading the pump system with high-efficiency motors	Reduce energy consumption by 0.01%	Energy consumption was reduced by 0.01%



Wood Substitute Materials Business

Plant	Energy Conservation Project	Target	Performance
Panel Plus (Hat Yai)	Replaced conventional lighting with LED lamps and installed translucent roofing panels to reduce unnecessary electricity consumption. Improving the efficiency of air conditioner usage by scheduling on/off times, performing regular cleaning, and setting optimal temperatures.	Reduce energy consumption by 0.5%	Energy consumption was reduced by 0.1%

Promotion of Renewable Energy Consumption

Mitr Phol promotes the use of renewable energy, including solar power and biomass electricity generated from agricultural residues such as bagasse, sugarcane leaves, and oil palm empty fruit bunches. The Company promotes fresh sugarcane harvesting and purchases sugarcane leaves from farmers, together with other agricultural residues sourced from local areas. These efforts not only help reduce agricultural waste but also reduce greenhouse gas emissions and PM2.5 air pollution, thereby helping mitigate climate change and local air quality impacts. They also reduce the Company's reliance on fossil fuels.

In 2025, the Company consumed a total of 20.63M megawatt-hours (MWh) of alternative energy, accounting for **98.88%** of total electricity consumption within the organization.



Raising Awareness on Energy Conservation

Mitr Phol Group's factories conduct energy conservation training programs tailored to the specific operational contexts of each location. The training covers:

- Raising awareness of energy conservation within the organization
- Energy-saving practices
- Electrical safety in the workplace
- Energy conservation policy
- Energy-saving measures implemented in factories and office buildings

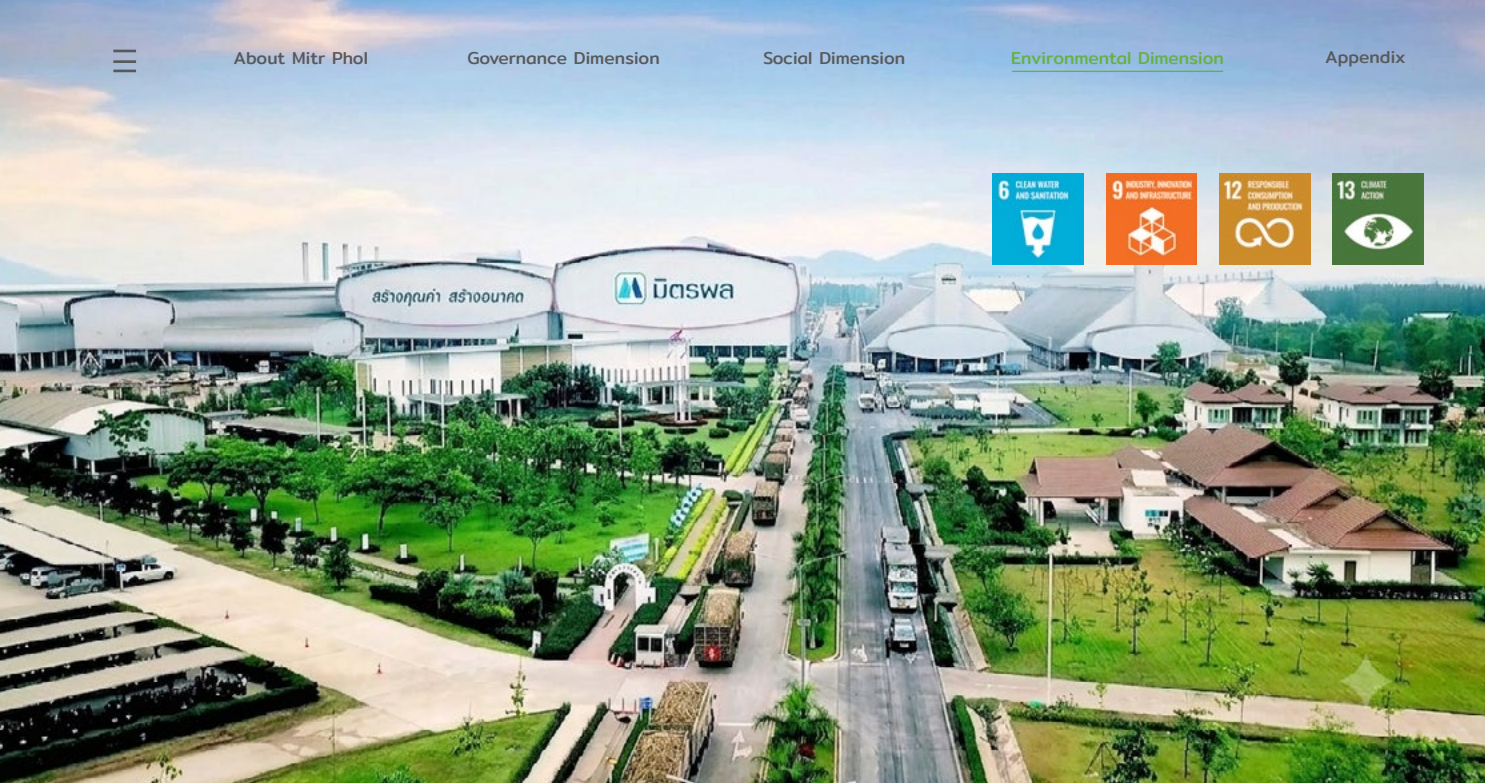
In addition, the Group communicates its energy management policies, action plans, activities, and performance across the organization to encourage employee participation and foster a culture of efficient and sustainable energy use.



Investments in Research and Development to Reduce Energy Consumption

In 2025, the Company piloted the use of advanced technologies and machinery, and equipment to reduce energy consumption and enhance resource efficiency in its production processes. These initiatives focused on further improving process efficiency and achieving long-term reductions in energy consumption. Examples include:

- **Implementation of Near-Infrared Spectroscopy (NIR) technology to improve sugar production efficiency and reduce energy consumption:** By enabling real-time monitoring and analysis of extraction process data, the technology allows production parameters to be adjusted accurately and continuously to meet target levels, resulting in improved process efficiency and lower energy consumption.
- **Pilot testing of fuel moisture reduction system at biomass power plants:** A prototype system was introduced to reduce the moisture content of bagasse prior to its use as biomass fuel for electricity generation. This initiative aimed to enhance fuel efficiency and reduce thermal energy losses during the combustion process.



2025 Target and Performance

Receipt of Serious environmental complaints*

Target

No serious environmental complaints received*

Performance

No serious environmental complaints received*



Water consumption reduction compared with the baseline year 2022.



Target

Reduce water consumption by **4%** annually.

Performance

Water consumption increased by **20.50%**** from the baseline

* A serious environmental complaint refers to significant social opposition involving a large group of people, which prompts the activation of a business continuity plan or an order to cease operations under Section 39 of the Factory Act B.E. 2535.

** Total water consumption increased as a result of business expansion.

Chapter 13

Environmental and Pollution Management

Key Stakeholders: Shareholders / Communities / Employees / Customers and Consumers / Government and Civil Society Sectors

Sustainable business growth must be grounded in environmental and social responsibility. Mitr Phol Group therefore places strong emphasis on systematic environmental management, encompassing pollution control, water management, the efficient use of resources with responsibility. Through these efforts, the Company aims to minimize environmental impacts while maintaining a balance business growth with the long-term sustainable development of communities and society over the long term.

Management Approach

The Board of Directors has established a policy on Security, Safety, Occupational Health, and the Environment* and has allocated the necessary resources to support the development of preventive, monitoring, and corrective measures, as well as the inspection of environmental systems. Each factory has a dedicated environmental unit responsible for implementing policy, environmental aspect, and risk assessment. In addition, the units are responding on implementing measures, providing environmental knowledge, awareness-raising activities, and promoting environmental conservation to relevant stakeholders through monthly meetings that are convened between factory management and the Occupational Safety, Health, and Environment (OSHE) Committee. Additionally, meetings with senior management from the business groups are held at least once a month to monitor safety and environmental issues, and exchange views. For large factories, the Company has established a tripartite committee and a Community Committee for power plants with a capacity not exceeding 9.9 MW. These committees, comprising representatives from factories or power plants, the government sector, and communities, serve as a platform for sharing opinions and offering recommendations to improve the effectiveness of the environmental management system effectively.

The Company manages its environmental performance in accordance with ISO 14001, the international standard for environmental management systems (EMS). The system encompasses policy setting, planning, risk assessment, the establishment of preventive and mitigation measures, and the continual review and improvement of environmental performance. This enables the Company to appropriately prevent and mitigate environmental risks and impacts while strengthening stakeholder confidence. Mitr Phol personnel have the following environmental roles and responsibilities:

1 The Management
 Establish policies, allocate resources, and delegate decision-making authority to the Environmental Management Representative (EMR), and formally appoint an Environmental Management Committee, with the EMR serving as the key driver of the environmental management system, and monitor performance and evaluate its effectiveness while evaluating at least annually.

2 Responsible Persons
 Identify environmental aspects and assess their associated impacts in order to implement corrective actions and identify opportunities to improve environmental performance. The assessment covers energy consumption, air pollutant emissions, effluent discharge, and waste generation. The results of actions taken to address environmental issues are reported to management at least annually.

3 Environmental Management Committee in collaborating with Responsible Persons
 Identify significant environmental aspects and establish relevant targets, objectives, and a corresponding plan. This includes preventive and mitigative measures implemented by the Environment Management Committee, which is responsible for reviewing, approving, monitoring, and reporting the results to management on performance to management for continual review and improvement.

4 Controls Function
 Responsible for the central systems management such as monitoring, review and update identified environmental issues; and communicate and promote information sharing among departments to support improvement. The results are presented to management at least annually.

* For more information, please visit
[Security, Safety, Occupational Health, and Environmental Policy](#)

CLICK HERE

Water Management

Utility Water

The Company has established requirements to analyze the impact of water usage and the water dependency of business activities from upstream to downstream, using a tool called ENCORE (ENsemble for CO-Re-Analysis), as well as assessing water availability risk and water quality risk using the WWF Biodiversity Risk Filter (WWF BRF), to enable the Company to prevent and prepare for the impacts of water-related risks on its business, and to plan appropriate management accordingly. In addition, the Company studies the potential impact of El Niño and La Niña on sugarcane yield, by considering precipitation and rainfall forecasts from the Meteorological Department, to assess water availability and develop efficient water management in the fields.

For more information, please refer to **Farm Management** chapter

CLICK HERE



Wastewater

The Company requires that wastewater generated from the production process be treated using appropriate treatment systems, such as the Upflow Anaerobic Sludge Blanket (UASB) system, Oxidation Pond system, and Activated Sludge system, to ensure that effluent quality does not impact the environment and complies with the effluent discharge control standards under the Notifications of the Ministry of Industry and the Ministry of Science, Technology and Environment. Currently, the wastewater treatment systems at Mitr Phu Khiao Complex and Mitr Phol Dan Chang Complex have been installed to Activated Sludge systems to enhance wastewater treatment efficiency, and there are plans to expand this installation to other factories in the future.



▲ The Activated Sludge wastewater treatment system at Mitr Phu Khiao can recycle water for use over 5,000 m³/day.

To enhance efficiency and reduce impacts related to water management, the Company has applied the 4Rs principles, with the following management approach:

Resource: Securing backup water sources

- Dredging shallow ponds, digging more reservoirs, and storing rainwater collected from factory areas in reservoirs.



Reduce: Reducing water consumption in the production process

- Use steam from the sugarcane juice evaporation instead of the steam from the power plant for production process and reducing the use of raw water from natural sources.
- Use clarified sugarcane juice to dilute flocculants instead of raw water.
- Reduce drainage from the cooling tower by optimizing the sugar crystallization process to minimize contamination of evaporated sugar and cooling water.



Reuse: Reusing water in the process

- Use condensed water from sugarcane juice evaporation to spray bagasse during the milling process.
- Adjusting the temperature of water from sugarcane juice evaporation to reuse in washing machinery.
- Reuse machinery coolant from the milling process.



Recycle: Recycling treated water to reuse in process

- Water treatment and recycling.
- Classify wastewater based on Total Dissolved Solids (TDS) and treat low-TDS wastewater before reuse.
- Use treated water to sprinkle bagasse piles and conveyor belts transporting ash from boilers.
- Use treated water from the final effluent treatment pond that meets quality standards to control dust in open areas, sugarcane truck parking lots, and for crop irrigation.



Air Quality Management

The Company has implemented air quality management measures to control and mitigate air pollution from its source to the point of emission, in order to prevent and reduce potential impacts on surrounding communities. The specific air quality management guidelines for each factory are tailored to its circumstances, with measures categorized into three main approaches:

1. Air quality monitoring

- The Company proactively manages air quality under the concept “Know Before the Community, Act Before Impact,” through the installation of the AERMODEL system and IoT sensors to monitor wind direction and wind speed, and to measure air quality in areas surrounding its factories, including PM2.5 and PM100. Currently, the sugar mills and factories located within the same area, Panel Plus Co., Ltd. (Hat Yai factory) and Mae Sot Clean Energy Co., Ltd. have installed advance wind forecast notification systems to determine impact mitigation measures according to weather conditions. In addition, the weather forecast and meteorological data are analyzed to determine mitigation measures for both daily and long-term pollution-source activities, in order to reduce impacts on communities for example, by activating dust-trapping sprays at high-risk areas and avoiding potentially pollution-emitting activities during critical periods. In 2025, Sing Buri Sugar Mill conducted a pilot study on the application of artificial intelligence (AI) to improve the accuracy of wind forecasting. This initiative enabled the mill to prevent and manage dust emissions more precisely through the development and installation of an automated system and equipment

to manage pollution sources in alignment with wind direction data. Particulate matter (PM) levels were used as a key indicator to evaluate the effectiveness of dust prevention measures. As a result, the mill enhanced its ability to control and mitigate dust-related impacts, leading to more effective pollution prevention and control.

2. Prevention and Control of Pollution at Its Source

- **Improve machinery and equipment and control the combustion process** by optimizing fuel use and combustion factors in biomass power plant boilers to achieve complete combustion.
- **Installing mesh barriers, water spray, and constructing earth walls and tree windbreaks to contain dust** to control dust from stockyards.
- **Install and upgrade air pollution control systems** in energy production including wet scrubber, electrostatic precipitator, and multi-cyclone systems. In the wood substitute materials production, a multi-cyclone system has been installed to capture dust and wood scraps for reuse as fuel in the production process, along with an air pollution treatment system

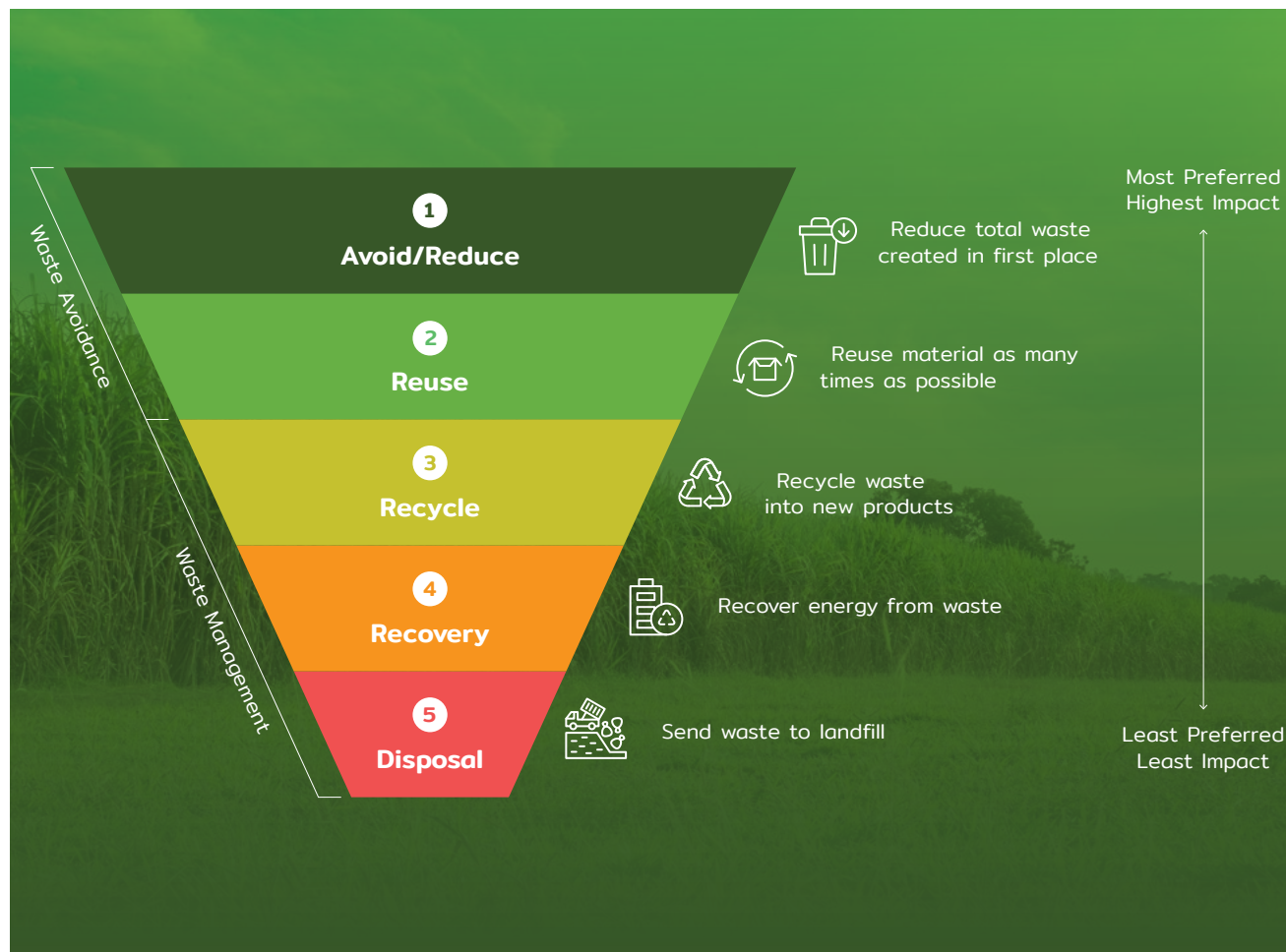
using a high-efficiency Wet Electrostatic Precipitator (Wet-ESP) to capture particulate matter and air pollutants.

- **Using water trucks to sprinkle roads, organize sugar cane transportation routes and conduct community visits** to develop solutions for controlling dust from sugarcane transport during the milling season.
- **Using shredders equipped with dust covers, spraying water on the leaves before shredding, and installing dust collectors** to reduce dust dispersion from the sugarcane leaf shredding process.

3. Air Quality Monitoring

- **Air quality at emission stacks and the opacity levels of smoke emissions** are monitored to ensure compliance with legal standards and the requirements outlined in the Environmental Impact Assessment (EIA).
- **Installing the Continuous Emission Monitoring System (CEMS)** at biomass power plants and connecting it to a remote pollution monitoring and early warning system called the Pollution Online Monitoring System (POMS) from the Department of Industrial Works, to control air pollutant levels and monitor the efficiency of furnaces and the combustion process.

Waste Management



With a strong commitment to advancing Thailand’s agricultural sector under the concept “From Waste to Value Creation,” Mitr Phol utilizes waste from one business is continuously transformed to create value for another. For example, bagasse is converted into biomass-fueled electricity, molasses is processed into ethanol, and filter sludge and distillation effluent are used to produce fertilizer as well as developing bio-based products to reduce waste. The Company has established its waste management strategy based on the waste hierarchy concept, which consists of avoidance/reduction of waste generation, reuse, recycle, recovery and disposal, as illustrated below.

Mitr Phol Dan Chang Complex has piloted a study on a data collection system for waste profiles, covering waste type, quantity, and management methods in accordance with environmental standards, to serve as a database for determining waste management and reduction approaches, alongside developing a Closed-loop Recycling system with partners. In addition, the Company is studying third-party certification of waste diverted from landfill for other beneficial uses instead of disposal, to build transparency and enhance waste management with sustainability approaches.

Approaches to Developing Personnel in Environmental Management

Training on Environmental Management Systems (ISO 14001)

Mitr Phol organizes training courses on Environmental Management System and safety (ISO 14001 & ISO 45001) for target units, to strengthen knowledge of occupational health, safety, and the environment, including waste management such as types of waste bins, waste sorting, and correct waste disposal by category, and to apply this knowledge for practical benefit in both work and everyday life. In addition, Mitr Phol has successfully achieved Multi-site One Certification for its sugar mills and biomass power plants, covering certification of the organization's Environmental Management System (ISO 14001) and Occupational Health and Safety Management System (ISO 45001). In the future, there are plans to further extend certification to Mitr Phol Kaset Somboon Sugar Mill, Chaiyaphum Province.

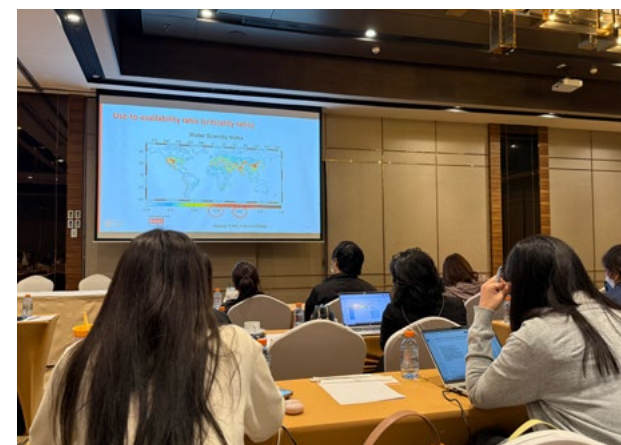
Waste Reduction Training

Mitr Phol provides employees with waste reduction training tailored to the specific context of each factory. The training covers waste segregation, including general waste, recyclable waste, and hazardous waste, as well as the repurposing of by-products as soil conditioners. Following the training, employees apply their knowledge in practice through activities such as sorting recyclable waste for resale, producing compost and bio-liquid fertilizer, and collecting UHT cartons for donation to be transformed into the recycle roofing materials.



Training to Raise Awareness on Efficient Water Management

Mitr Phol has provided internal training at its factories on utility water management and wastewater treatment. The training covers measures to reduce and control water use and optimize water efficiency, such as using treated water to irrigate plants, ensuring that taps are fully turned off after each use, selecting water-efficient sanitary fixtures, and checking sanitary equipment for leaks. It aims to raise employees' awareness on the importance of water resources and promoting efficient water management. In addition, selected employees participate in external training on Water Footprint assessment, to strengthen their capabilities in sustainable water management.



Investment in R&D to minimize waste

Mitr Phol remains committed to continuous research and to add value to residual materials and use innovation to reduce waste disposal through landfill. Key ongoing projects include:

- Soil-mix and soil conditioner development project, utilizing agricultural waste from sugar production, such as sugarcane leaves, sand residue from sugarcane leaves, bagasse ash and filter cake, to develop products soil-enrichment materials suited to different types of plants and suitable for commercial sale. Currently, this product has been developed to commercial sale state and generating income for the Company in certain areas. In 2025, planting soil sales generated revenue of more than 380,000 baht.
- Study on the conversion of residual ash from power plants: The project explores the use of power plant ash to produce paving blocks, table-and-chair sets, and plant pots. The Company also tests and develops the ash for use as a soil conditioner, seeking to maximize the value of residual biomass ash from power generation in line with Mitr Phol's "From Waste to Value Creation" concept. In 2025, more than 1,000 tonnes of ash were converted into value-added materials.





Chapter 14

Farm Management

Key Stakeholders: Shareholders / Farmers / Customers and Consumers / Government and Civil Society Sectors

As an agro-industrial business, Mitr Phol relies heavily on agricultural produce, particularly sugarcane. Effective management of sugarcane farming is essential to ensuring a stable supply for the business, while also supporting sustainable income for farmers. The Company initiated the modern sugarcane farming practices calls the Mitr Phol ModernFarm project, aiming to increase productivity and reduce costs while minimizing social and environmental impacts. The project provides opportunities, equality, funding, knowledge, sugarcane varieties, and technology. It also supports the conservation of natural resources and builds knowledge and skills for personnel to manage sugarcane farms effectively.

2025 Target and Performance

Being certified for sustainable sugarcane production



Short-term Target

160,000 hectares
by 2024/25

Performance

160,080.96 hectares
during 2024/25

Long-term Target

176,000 hectares
by 2030/31

Promotion of sugarcane farming based on the Mitr Phol ModernFarm approach



Target

117,280 hectares
by 2024/25

Performance

112,231.2 hectares
during 2024/25

Develop the irrigation infrastructure in the promoted sugarcane plantations



Target

Accumulated irrigated area of
220,160 hectares
by 2024/25

Performance

Accumulated irrigated area of **100%**

Management Approach

Committed to developing a sustainable sugarcane and sugar industry, Mitr Phol promotes farming practices based on the Mitr Phol ModernFarm approach, incorporating modern information technology and enhancing the knowledge and skills of its personnel and partner farmers through the Mitr Phol ModernFarm Academy. The Company also encourages sugarcane farmers to obtain international standards for sustainable sugarcane and sugar production processes, to ensure transparency and sustainability across every stage.

SUSTAINABLE AGRICULTURE

SMART FARMING

1



Knowledge

Mitr Phol ModernFarm 4 Pillars Plus

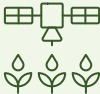
2



Tools

Sugarcane harvester, Soil preparation machine, Sugarcane leaf baler, Drone

3



Digitalized Control

Farm Focus (AI, Machine Learning, Satellite , IoT)

SMART FARMER

4



People

Mitr Phol ModernFarm Academy (MFA)

WORLD QUALITY

5



Proud member of

Bonsucro



Sustainable Supply

Programme

World Benchmark

Bonsucro Standard, VIVE Sustainable Supply Programme



Mitr Phol ModernFarm

Guided by Mitr Phol Group’s “Grow Together” principle, the Mitr Phol ModernFarm initiative was launched to promote sustainability for sugarcane farmers. It integrates environmentally friendly farm management practices with innovative technologies to help farmers increase yields, reduce costs, and improve their quality of life sustainably under the 4 Pillars Plus framework.

1 Legume Rotation Crops

Continuous sugarcane planting without fallowing can lead to pest accumulation. Therefore, incorporating fallow periods and crop rotation, particularly with legumes, is essential. Legumes host rhizobium bacteria in their root nodules, which fix atmospheric nitrogen and improve soil fertility for subsequent sugarcane crops. This practice enhances soil quality, breaks pest and disease cycles, reduces chemical use, and generates additional income from legume crops.

2 Controlled Traffic

Forming beds with bed renovators facilitates the use of agricultural machinery throughout the production cycle, from land preparation to harvesting. Designated furrows allow machinery to operate without trampling raised beds, reducing soil compaction and harvest-related damage while improving ratooning performance.

3 Minimum Tillage

Plowing only the raised beds helps preserve soil structure while reducing land preparation requirements by about 50%. This approach lowers fuel consumption and saves time, enabling timely planting before soil moisture is depleted.

4 Trash Blanket

Harvesting fresh sugarcane and retaining leaves on the soil surface helps conserve soil moisture and suppress weeds, reducing herbicide use and improving yields. As the leaves decompose, they provide organic matter for future crops. Avoiding cane leaf burning also helps protect soil quality and beneficial microorganisms.

+ On-farm Irrigation System

Climate change has resulted in insufficient and unevenly distributed rainfall, causing recurring drought conditions that adversely affect sugarcane productivity. Effective irrigation planning is therefore essential to improve water management efficiency and support sustainable sugarcane cultivation.

In the 2024/25 corp year, Mitr Phol Group encourages sugarcane farmers to adopt the practices of “Mitr Phol ModernFarm” more than 112,000 hectares partners with 31,500 contract farming families and over 120,000 agricultural workers. Additionally, the Company offers a mobile soil analysis program to 1,200 farmers, enabling them to apply fertilizers based on the specific needs of their crops. The Company also promotes biological farming practices by breeding and releasing natural enemies into sugarcane fields to control pests and reduce reliance on chemical pesticides, helping to maintain the balance of beneficial soil microorganisms.

Deployment of Advanced Technology and Information Technology

Application of Soil Water Index (SWI) derived from satellite imagery technology

The Soil Water Index (SWI) is used to analyze soil moisture levels to support more efficient water management. Its application reduces the need for traditional ground-based soil moisture sensors, allowing farmers to manage water usage more precisely. This not only helps prevent over-irrigation but also contributes to improved sugarcane yields over time.

Promotion of Smart Farming with agricultural drones and helicopters

The Company promotes Smart Farming management or Precision Agriculture by hiring contractors with agricultural drones and helicopters to survey sugarcane fields and spray pesticides and ripening chemicals, replacing traditional tractor-based methods. This approach helps reduce production costs, increase daily work capacity, and lower fuel consumption. In the 2024/25 crop year, agricultural drones and helicopters were applied across more than 12,480 hectares.

Deployment of the GPS Guidance system in sugarcane planting and transportation processes

The Company adopts GPS guidance in large-scale agricultural operations to improve farming management precisely and effectively, from soil preparation through to transportation.

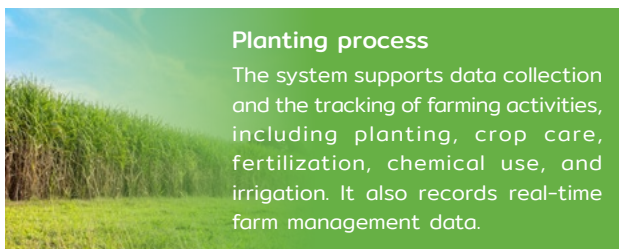
Soil preparation process

The GPS Guidance system is used to control and navigate tractor routes, minimizing traffic on sugarcane plots that can cause soil compaction and restrict root nutrient uptake.



Planting process

The system supports data collection and the tracking of farming activities, including planting, crop care, fertilization, chemical use, and irrigation. It also records real-time farm management data.



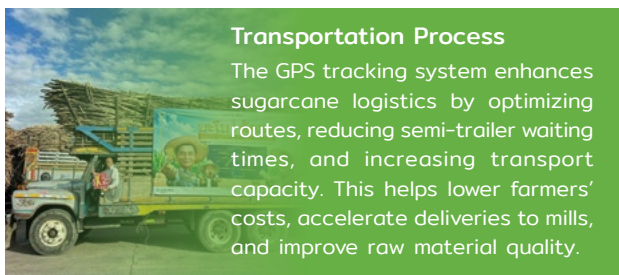
Harvesting process

The GPS Guidance system is integrated into tractors and sugarcane harvesters to ensure accurate harvesting along preset routes. This improves harvester efficiency and enables 24-hour operations.



Transportation Process

The GPS tracking system enhances sugarcane logistics by optimizing routes, reducing semi-trailer waiting times, and increasing transport capacity. This helps lower farmers' costs, accelerate deliveries to mills, and improve raw material quality.



Application of artificial intelligence/machine learning (AI/ML)

Mitr Phol has integrated AI/ML and Digital Channels across land management, crop health monitoring, yield projection, and harvest monitoring through the Farm Focus Project, using satellite imagery combined with geographic, environmental, and field data to manage sugarcane farms and increase sugarcane yields.

Developing a cane management information system (Cane MIS)

The Cane Management Information System (Cane MIS) is designed to facilitate smooth and efficient sugarcane trading between Mitr Phol and farmers. This system connects related data including geographic information, contract information, financial information and other related contract.

Drip Fertigation

Drip fertigation is the application of water-soluble fertilizer through the existing on-farm irrigation system. This method addresses the issue of insoluble granular fertilizer, especially in areas with limited rainfall or irrigation. Drip fertigation can increase fertilization efficiency to 80-90%, ensures that sugarcane plants receive nutrients thoroughly and grow evenly across the entire plot, while reducing nutrient loss due to leaching.

Mitr Phol ModernFarm Academy



MFA Learning Framework Self-driven & Lifelong Learning

Inspire

We help people think and act differently

Do

Learn by doing to create own solutions

Share

Reflect to process and build confidence

Mitr Phol ModernFarm Academy serves as a modern agricultural learning center dedicated to enhancing the knowledge and practical skills of employees, farmers, and the next generation of agricultural practitioners through the Mitr Phol ModernFarm approach. The Academy promotes knowledge transfer and capacity building to improve productivity, reduce production costs, and support environmentally sustainable farming practices. In 2025, the ModernFarm Academy provided training to 120 participants, including 102 employees and 18 farmers and youth interested in agriculture.



Sustainable Sugarcane and Sugar Production in Accordance with International Standards

Mitr Phol is committed to supporting farmers in following international sustainable sugar production processes and standards, such as Bonsucro and the VIVE Programme. These certifications ensure full traceability of raw materials throughout the entire production process, in response to customer and consumer needs, and improve the Company's business practices in line with Environment, Social, Governance (ESG) principles across the supply chain.

The Company has set a target to expand sustainable sugarcane production certification coverage, including Bonsucro and the VIVE Programme, to over 176,000 hectares by 2030. As of the 2024/25 crop year, 49% of total sugarcane purchased has been certified.

Green Sugarcane Harvesting and Sugarcane Leaf Purchasing



▲ A public awareness campaign promoting green cane harvesting practices, "Let's Green the Sugarcane"

Mitr Phol has continuously supported green cane harvesting by purchasing fresh-cut sugarcane leaves from farmers to convert into biomass electricity. The campaign aims to distribute income to local economic and support renewable energy through follow practices:

- Promoting the appropriate use of agricultural machinery to replace manual labor
- Providing green cane harvesting services for farmers
- Providing loan guarantees to support farmers in accessing low-interest government credit
- Supplying sugarcane leaf strippers prior to harvesting and purchasing fresh sugarcane leaves for use as biomass fuel in place of wood chips
- Communicating and promoting green cane harvesting through multiple channels and engagement activities such as under the "Cut Fresh Cane, Reduce Dust" theme and campaign stickers under the "Let's Green the Sugarcane" campaign



As a result of these measures, the proportion of fresh sugarcane in Mitr Phol's total cane crushed increased by **13** percentage points in the 2024/25 crop year compared with the 2023/24 crop year.



On-farm Water Management

Increasingly severe weather patterns caused by climate change, particularly the intensifying effects of El Niño and La Niña, pose a growing threat to sugarcane production and the livelihoods of those in the sugarcane industry. Mitr Phol has assessed water risks in supplier and farmer areas, and implemented an irrigation program aimed at ensuring a sufficient water supply for sugarcane production by promoting the development of on-farm water sources and supplemental irrigation to enhance yields.

Promoting the Development of On-farm Water Sources

Currently, the Company achieved its target for accumulated irrigated areas, reaching a total of 220,288 hectare, categorized by type of irrigation system as follows:



Mitr Phol Oasis

Mitr Phol has developed and constructed large farm reservoirs in areas prone to recurring floods. The reservoirs are designed to collect water during the rainy season for use during the dry season, helping to support sugarcane farmers. The project benefits over 3,520 hectares with 500 beneficial families.

Promoting Supplemental Irrigation to Enhance Yields

Enhancing Irrigation Performance

- Promoting the use of an on-farm drip irrigation system:** The most efficient method for watering sugarcane, as it delivers a minimal yet sufficient amount of water directly to the base of the plant. The Company encourages farmers to adopt and implement the system, covers 120,000 hectares of sugarcane areas.
- Installing solar panel systems:** Solar panel systems have been installed across 29,568 hectares to provide clean energy for water pumping in sugarcane farming. This also helps reduce reliance on fossil fuels, a major source of greenhouse gas emissions.
- Developing groundwater wells and recharge ponds:** Mitr Phol has thus developed 175 groundwater wells across 1,120 hectares to help restore and conserve groundwater, while also restoring natural groundwater levels.

Deployment of Water Management Technologies

- Internet of Things (IoT) and Geographic Information System (GIS):** These systems support timely water management by monitoring soil moisture levels to control water distribution, resulting to efficiently regulate the amount of water provided to crops and ensuring it meets the plants’ needs.

Collaboration with External Agencies

- Collaborative irrigation projects with government agencies

Mitr Phol supports and collaborates between governance agencies and farmers in the areas of irrigation projects. The Company collects local farmers’ needs, organizes meetings, established water user groups, and submits project requests through local administrative organizations. These requests are then reviewed by the provincial Water Resources Subcommittee and included in the National Irrigation Development Plan. In 2025, Mitr Phol requested support for the following projects:

Royal Irrigation Department:
3 projects

Project area

480

hectares

Cover area of sugarcane farm

192

hectares

Land Development Department:
210 ponds

Project area

168

hectares

Cover area of sugarcane farm

168

hectares

Department of Groundwater Resources:
75 projects

Project area

60

hectares

Cover area of sugarcane farm

48

hectares

Collaborative Projects for Agricultural Residue Reduction

Mitr Phol is committed to reducing post-harvest agricultural residues, advancing research on residue utilisation, and transferring knowledge to farmers. The following projects have been implemented:

- **Green Sugarcane Leaf Purchasing Program**
to support green cane harvesting, reduce field burning, and provide additional income opportunities for farmers, by utilizing sugarcane leaves as biomass fuel for energy production.
- **Sugarcane Leaf Fiber Development Project,**
a research and development initiative to process post-harvest sugarcane leaves into fibre for textile products, expanding options for appropriate agricultural waste utilization and creating supplementary income opportunities across the value chain.

For more information, please refer to **Society and Community** chapter.

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2025 Target and Performance

No net loss (NNL) of biodiversity within the Company's operational scope



Target

Achieve no net loss (NNL) of biodiversity within the Company's operational scope by 2030

Performance

Achieved no net loss (NNL) of biodiversity within the Company's operational scope

Ratio of green space within the factory area



Target

At least 5% of the factory area

Performance

14.34% of the factory area

Tree planting



Target

Plant 1 million trees within 10 years (2022 - 2032)

Performance

91,062 trees planted in 2025; cumulative total of **609,003 trees**

* For more information, please visit **Biodiversity Management Statement.**

CLICK HERE



Chapter 15

Biodiversity

Key Stakeholders: Shareholders / Farmers / Communities / Customers and Consumers / Government and Civil Society Sectors

Ecosystem services supported by rich biodiversity across the value chain are essential to Mitr Phol's business operations, from sugarcane sourcing and production processes to the delivery of products to customers and consumers. Therefore, preserving, restoring, and promoting balanced biodiversity, including soil fertility, water system integrity, and environmental stability, are key factors contributing to consistent and efficient production.

To build a "resilient production system" that both the Corporate and farmers can rely on in the long term, serving as both a risk buffer and a driver of sustainable growth, Mitr Phol conducts biodiversity assessments in alignment with the Taskforce on Nature-related Financial Disclosures (TNFD) framework to better understand and manage nature-related risks and opportunities. The Company also discloses relevant information to ensure transparency, while implementing measures to prevent, restore, and remediate impacts, as well as promoting community awareness and engagement in biodiversity conservation and sustainable use.

Management Approach

Biodiversity Risk Management

Mitr Phol reports on its biodiversity management in line with the Taskforce on Nature-related Financial Disclosures (TNFD)* framework, covering the assessment and disclosure of relevant information as follows.



1. Governance

Determining appropriate structures, roles, and responsibilities of relevant parties to ensure systematic oversight of natural resources and biodiversity.



2. Strategy

Identifying nature-related dependencies, impacts, risks, and opportunities related to business operations, including potential financial implications, to enable the Company to better understand these issues, develop response plans, and capture emerging opportunities.



3. Risk Management

Integrating nature-related risks into the organization's risk management system, including risks arising from drought, floods, and biodiversity loss.



4. Metrics & Targets

Defining metrics and targets to monitor and evaluate the Company's performance in biodiversity, such as conservation areas, ecosystem integrity, and environmental impact reduction.

* For more information, please visit **Mitr Phol's TNFD Report**.

[CLICK HERE](#)



Application of the Mitigation Hierarchy

Mitr Phol has applied the AR3T Action Framework of the Science-Based Targets for Nature (SBTN) network, in alignment with TNFD recommendations. The framework includes:



1 Avoid

Design and manage factory areas with consideration of sensitive ecosystems to minimize the likelihood of future impacts and maintain the integrity of surrounding ecosystems.



2 Reduce

Improve business activities to reduce environmental impacts, such as upgrading wastewater treatment systems and applying the “From Waste to Value Creation” concept. This includes generating electricity from sugarcane bagasse, transforming molasses into ethanol, and processing vinasse and filter cake into fertilizer and animal feed yeast.



3 Restore

Restore ecosystems to improve ecological integrity, such as developing water storage ponds to enhance groundwater recharge and the use of natural soil-gravel filtration systems for water quality management. In addition, the Company has set a target to plant one million trees by 2032, alongside efforts to rehabilitate degraded forest areas and restore forest conditions through initiatives such as community forest conservation projects.



4 Regenerate and Transform

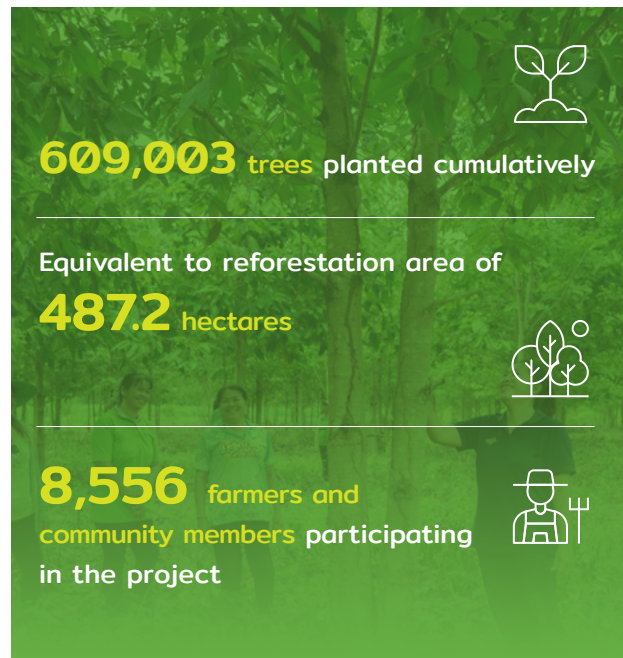
Advance sustainable farming through the “Mitr Phol ModernFarm” initiative to promote environmentally friendly cultivation practices. This includes crop rotation with legumes during fallow periods, maintaining soil cover using green cane trash, reducing tillage, efficient water consumption, and adopting advanced agricultural machinery to optimize resource use, reduce costs, and minimize environmental impacts.



Biodiversity Conservation Activities

One Million Tree Planting Project

Tree planting project for conservation and ecological restoration aims to expand green spaces and enhance carbon absorption for local communities. The project targets the planting of one million trees over a 10-year period (2022–2032), including tree planting within the Company’s own areas and community areas in collaboration with farmers and local communities. As of 2025, the project has achieved the following:



Mitr Volunteer Forest Planting Project at Phu Long



The Mitr Volunteer Forest Planting Project at Phu Long, Chaiyaphum Province has been held annually since 2020. The project aims to promote environmental protection, and restore watershed forests, while also helping to prevent wildfires. It focuses on planting native tree species such as Hopea ferrea, sappanwood, bungor, black rosewood, Siamese rosewood, teak, yang, and jambolan to rehabilitate forest areas damaged by fire. Over the past six years, a total of 50,000 trees has been planted across 32 hectares.

Degraded Soil Rehabilitation and Sang Mon Bamboo Planting Project

The Company has initiated a pilot approach to restore degraded soil by applying compost derived from by-products of its sugar and power production processes. This initiative has been implemented in the Company’s areas in Dan Chang District, Suphan Buri Province. Once soil quality improved to a level suitable for cultivation, Sang Mon bamboo was introduced as a pioneer species for land rehabilitation. The species helps improve soil structure, enhance soil fertility, and expand green spaces for communities. In addition, the project has been expanded to leverage the carbon sequestration potential of the bamboo plantations and has been registered under the Thailand Voluntary Emission Reduction (T-VER) Program as an Economic Fast-Growing Tree Plantation Project.

Community Forest Project in Collaboration with the Mae Fah Luang Foundation

The Community Forest Project, located in Amnat Charoen Province, is a collaborative initiative between Mitr Phol Group and the Mae Fah Luang Foundation, covering 160 hectares over a three-year period (2023–2025) with a total budget of 2.7 million baht. The project aims to restore forest areas, increase carbon sequestration by approximately 5.625 tCO₂e per hectare per year, and create income for local communities through forest care activities. Moreover, these activities include establishing a community fund, providing training, building firebreaks, developing guidelines for forest use, and monitoring progress in line with forestry-based greenhouse gas reduction standards set by the Thailand Greenhouse Gas Management Organization (TGO).

Biodiversity Conservation Projects in Collaboration with Suppliers

Panel Plus Co., Ltd. collaborates with rubber farmers and local communities surrounding its factories to assess biodiversity and enhance community knowledge, raising awareness of the importance of ecosystem services. The project also involves compiling a database of local flora and fauna for further conservation and restoration efforts. Biodiversity assessments and monitoring are conducted in community forest areas every five years, covering a total area of 842.24 hectare, comprising:

Community Forests	2025 Area	Performance
Thung Hua Mueang Community Forest, Tha Pradu Sub-district, Na Thawi District, Songkhla Province	154.4 hectares	Collectively manage forests, focusing on community engagement. Activities include surveying local flora and fauna, patrolling forest areas, and studying methods to control invasive plants.
Ban Khuan Khao Wang Community Forest, Tha Plak Noo Sub-district, Na Thawi District, Songkhla Province	165.28 hectares	Establishing community forest guidelines and installing boundary signboards to enhance awareness and promote collective participation in forest conservation.
Ban Chong Khao Community Forest, Rattaphum District, Songkhla Province	63.2 hectares	Provide training on the sustainable use of community forests and develop these areas into ecotourism sites, including installing tree tags, developing nature trails and scenic viewpoints.
Khao Kho Hong Protected Area, Songkhla Province	32 hectares	
Pa Phong Protected Area, Tamot Sub-district, Tamot District, Phatthalung Province	318.88 hectares	Collaborate with Prince of Songkla University to evaluate the economic value of medicinal plants.
Ban Chang Lon Community Forest, Khuha Tai Sub-district, Rattaphum District, Songkhla Province	29.6 hectares	
Ban Khuan Dan Community Forest, Khuha Tai Sub-district, Rattaphum District, Songkhla Province	43.68 hectares	
Ban Bon Khuan Community Forest, Khuha Tai Sub-district, Rattaphum District, Songkhla Province	35.2 hectares	

Check Dam Construction Activity in Wang Nam Phung Watershed Forest



Panel Plus Co., Ltd. provided funding and encouraged employee participation in a check dam construction activity in the Wang Nam Phung watershed forest, located in Moo 10, Ban Rai Subdistrict, Hat Yai District, Songkhla Province. The initiative, conducted in collaboration with local communities and industrial network partners for the second consecutive year, aims to store water for use during the dry season, serve as nurseries for aquatic life and restore the upstream ecosystem.



2025 Target and Performance

Packaging is made from reusable, recyclable, and compostable materials.



Target

95%
of total packaging

Performance

95%
of total packaging

Chapter 16

Packaging

Key Stakeholders: Shareholders / Suppliers / Customers and Consumers / Government and Civil Society Sectors

The use of high-quality, eco-friendly packaging is essential to Mitr Phol in order to ensure both product excellence and its responsibility to society and the environment. Good packaging protects sugar from contamination and damage during transportation and storage, ensuring customer trust and confidence. Opting for eco-friendly packaging also underscores Mitr Phol's commitment to minimizing environmental impact. This includes ensuring consumer convenience and safety, as well as facilitating proper sorting and disposal once the packaging becomes waste, helping to reduce landfill waste and unnecessary use of natural resources. To fulfill this commitment, Mitr Phol has set a target that by 2030, 100% of its sugar packaging will be designed to be reusable, recyclable, or compostable.

Management Approach

Mitr Phol places great importance on minimizing the environmental impact of its packaging throughout its life cycle, while also satisfying the diverse needs of consumers. Therefore, the Company has established a packaging policy focused on four key areas:

1
Develop packaging technologies that support the circular economy model.

2
Reduce the use of single-use plastics and increase the adoption of reusable packaging.

3
Promote the use of compostable and recyclable materials in packaging design and development.

4
Promote the use of recycled materials to reduce dependence on virgin resources.

For more information, please visit
Packaging Policy.

[CLICK HERE](#)



Promoting the use of Compostable or Recyclable Packaging



▲ Compostable Packaging

Mitr Phol has developed naturally compostable packaging, initially introduced for its natural cane sugar products. The outer layer is made of kraft paper while the inner layer is made from plant-based bioplastics. These bioplastics protect the product from moisture and naturally degrade after disposal. In 2025, the Company used approximately 0.1 tons of compostable packaging materials.



▲ Recyclable Packaging

Mitr Phol has designed its sugar packaging to be monomaterial to make discarded packaging easier to recycle as well as to encourage on phasing out single-use plastic. In 2025, the Company used approximately 7,350 tons of recyclable packaging materials.

Promoting the use of rPE in the production of outer packaging

Mitr Phol has introduced recycled polyethylene (rPE) in the production of outer packaging bags for non-food-contact applications, blended with virgin plastic to reduce petroleum-based plastic use, minimize plastic waste, and lower greenhouse gas emissions.

The Company is collaborating with SCG Chemicals Public Company Limited (SCGC) under the “Packaging Circularity Collaboration” project to study and produce PCR (Post-Consumer Recycled) plastic pellets from post-use plastics collected within Mitr Phol sugar mills, for use in manufacturing product wrapping film. In 2025, Mitr Phol used approximately 11 tons of PCR Resin.



▲ In Collaboration with suppliers to develop wrapping film from rPE

Promoting a 10% reduction in the use of PETE plastic

Mitr Phol reduces the use of single-use Polyethylene Terephthalate (PETE) plastic in its syrup packaging by 4 tons in 2025.



▲ Packaging with reduced Polyethylene Terephthalate (PETE) content

Improving material efficiency in carton packaging

Mitr Phol incorporates up to 94% recycled paper in its carton packaging production. By enhancing the strength of the paper pulp and optimizing the production process. In 2025, Mitr Phol used approximately 1,784 tons of recycled paper and reduced paper usage by 102 tons.



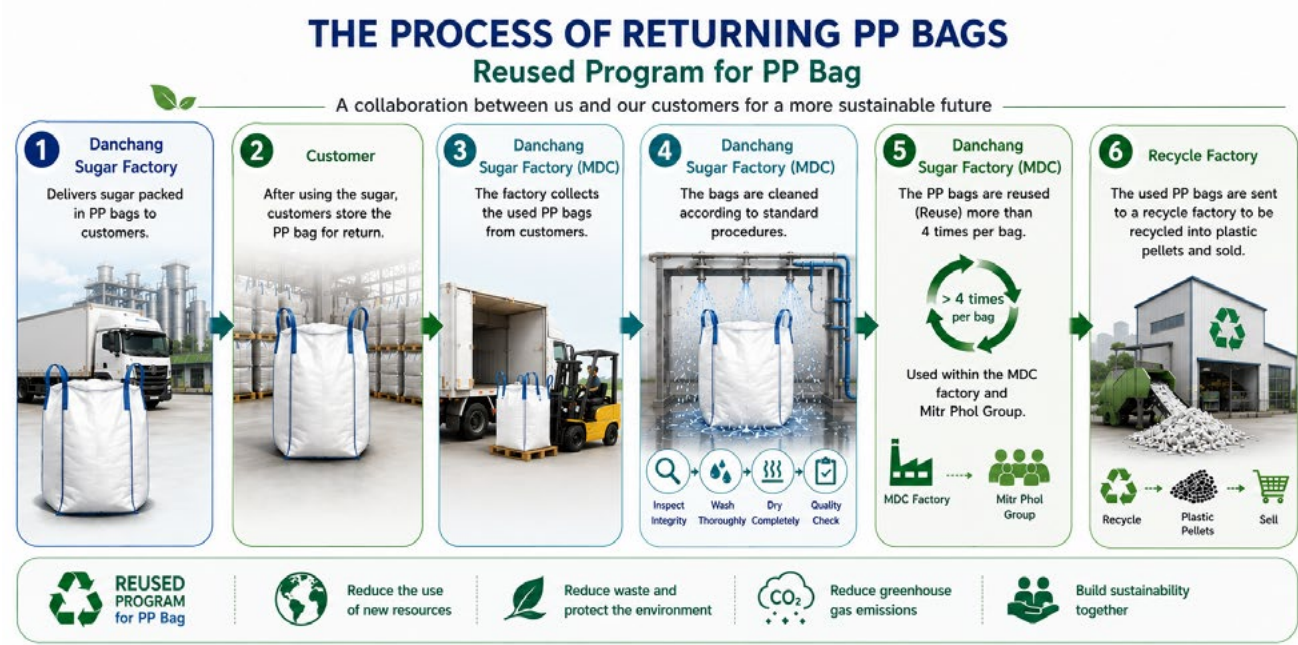
▲ Carton packaging that is made of recycled paper pulp



Collaboration to drive and promote sustainable packaging management

Mitr Phol Group recognizes that achieving its sustainability targets requires strong collaboration across the supply chain. This has led to the development of cross-sector partnership projects aimed at advancing sustainable packaging, including:

- The Reused Program for PP Bag at Mitr Phol Sugar Mill, Suphanburi Province, in collaboration with customers, reuses PP (Polypropylene) bags in non-food-contact packaging to reduce the use of new bags. In 2025, the estimate reused PP bags was equivalent to a reduction of over 48.6 tons of plastic.



- Using tank trucks to deliver sugar and syrup to customers helps reduce the use of single-use plastic packaging. In 2025, over 181,800 tons of syrup and more than 34,700 tons of sugar were delivered via tank trucks, reducing the use of approximately 585 tons of PP plastic bags.
- Expansion of the Closed-loop Recycling Model to advance material recycling back into the production process, reduce costs, and minimize landfill waste through value chain partnerships. Building on the success of the “Packaging Circularity Collaboration” project, the Company plans to extend this model to other factories and waste streams in the future.
- Collaboration with the Faculty of Agro-Industry, Kasetsart University to promote research and academic partnerships, as well as the development of sustainable packaging study projects, with a focus on redesigning packaging structures to incorporate recyclable materials in support of efficient resource use and reduced environmental impact.



Chapter 17

Food Loss and Food Waste Reduction

Key Stakeholders: Shareholders / Employees / Suppliers / Customers and Consumers / Farmers

Mitr Phol recognizes that food loss and waste reflect wasted investment as they lead to the unnecessary use of resources, such as raw materials, labor, energy, and water, without delivering any value. They can also limit access to food for vulnerable groups and contribute to methane emissions, a powerful greenhouse gas. At Mitr Phol, food or sugar loss can occur at any stage from sugarcane cultivation to consumer use. Therefore, effective management to reduce food loss and waste not only helps cut costs through better resource efficiency but also improves overall operational performance.

2025 Target and Performance

The ratio of total food loss and waste to the total amount of sugar sold (tons/tons sugar sold)



Target

0.19

Performance

0.23

Management Approach

Sugar loss can occur at any stage of the sugar production process. Mitr Phol is therefore committed to managing and reducing food loss and waste throughout its production processes efficiently. The Company announced a Food Loss and Waste Policy,* with defined measurement and data collection requirements for food loss and waste, particularly sugar in accordance with the Office of the Cane and Sugar Board's requirements, using direct weighting as the primary method and mass balance calculations for the remaining minor data to enable analysis and development of preventive measures at each activity across the supply chain. Food loss and waste data is also verified by a third party under FSSC 22000 (Food Safety System Certification). Additionally, relevant training is provided regularly to personnel across operational units to ensure efficient resource use in line with sustainable production and consumption principles. The Company's approaches to reducing food loss and waste are outlined as follows.

* For more information, please visit **Food Loss and Food Waste Policy**.

[CLICK HERE](#)

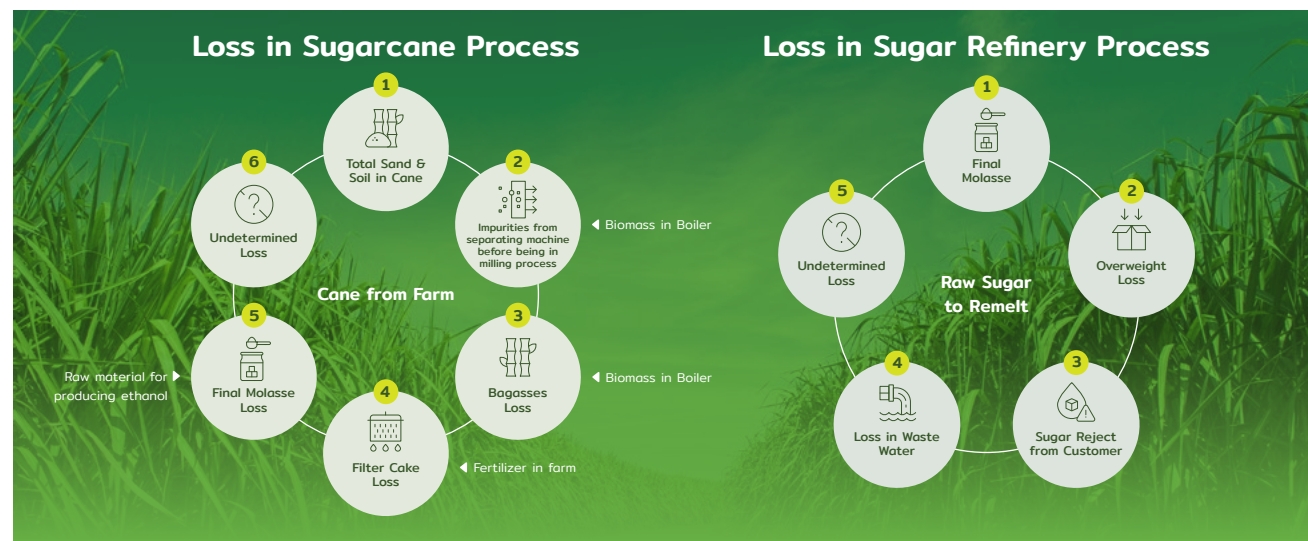


Reduction of Sugar Loss Before Crushing

- Selecting high-quality sugarcane varieties that are suited to local climate and resistance to diseases and pests. Proper care during the growth phase, including appropriate irrigation and fertilization and weed control, promotes healthy sugarcane leading to greater sugar accumulation and reduced sugar loss before crushing.
- Collaborative projects with partners to harvest sugarcane at the optimal time, when fully ripe, to maximize Commercial Cane Sugar (C.C.S.) quality and yield. This includes supporting sugarcane harvesters and promoting green harvesting practices through the “Let’s Green the Sugarcane” campaign, with proactive farmer engagement through accessible communication channels such as social media, signage, stickers, and banners.
- The “From Cut to Crush” sugarcane logistics management approach uses technology to streamline queue coordination between farmers and sugarcane transporters. This helps minimise losses in cane sweetness and prevents unnecessary sugar degradation. The process controls the time from harvesting to mill delivery, targeted at no more than 8 hours through GPS tracking, efficient route planning, and reduced waiting time at the mill. As a result, farmers benefit from improved sugarcane quality and better prices.

Reduction of Sugar Loss During Sugarcane Crushing and Production Processes

The Company has developed a sugar loss database in compliance with the regulations of the Office of the Cane and Sugar Board. This database tracks sugar loss associated with bagasse, filter cake, molasses, and unidentified causes. Data is monitored in real-time via a dashboard, enabling ongoing analysis and continuous improvement of production planning to enhance operational efficiency.



Reduction of Sugar Loss During Transportation

Poor packaging standards and inefficient transportation can negatively affect sugar quality. Mitr Phol therefore prioritizes effective packaging and transportation management across its operations.

- Select high-quality packaging materials and tightly seal technology that are durable for transport and storage, preventing leakage or damage to the sugar during transportation and storage. All suppliers are encouraged to obtain quality assurance certifications or implement quality assurance systems such as ISO 9001, GHP, and HACCP. Moreover, the Company regularly checks and tests the quality of the packaging to ensure it effectively protects the products.
- Provide training on appropriate and safe transportation practices for truck operators to prevent loss during transportation.
- Utilize a modern logistics management system and efficient route planning, such as GPS tracking, to enable quick detection and response to potential problems.

Reprocessing and Alternative Use of Substandard and Residual Sugar and Syrup

The Energy Power Plant Supporting Fasting in Ramadan

The Company provides syrup, sugar, sugarcane juice, and dates to Muslim communities nearby the power plants in Songkhla, Narathiwat, Yala, and Pattani provinces during Ramadan, supporting religious activities and strengthening community relations. This initiative also serves as a food loss and waste prevention measure by maximising the use of sugar and syrup with limited remaining shelf life, providing an alternative approach to product management and avoiding food waste.

Approach to Managing Leftover Sugar and Syrup Products

During transportation to customers via tank trucks, small amounts of sugar or syrup may remain in the tanks. Leftover sugar content is expelled using air, while syrup is drained. These remnants are then recycled and reused in the production process. The Company has agreements with customers to adjust the price to reflect any remaining sugar or syrup in the tanks.

Fermented Extract Production from Degraded Sugar

Mitr Phu Viang Sugar Mill has implemented a fermented extract production project using degraded sugar, vegetables, and fruits in collaboration with the Ban Nong Paen Hygienic Vegetable Group, Chorakhe Subdistrict, Nong Ruea District, Khon Kaen Province. The fermented extract produced is applied in agricultural plots to improve soil structure, enhance water retention, increase soil microbial activity, and accelerate plant growth.





Chapter 18

About This Report

Mitr Phol has published an annual sustainability report to disclose its sustainability performance across the environmental, social, and governance (ESG) dimensions. The information disclosed in this report is in accordance with the GRI Standards and covers the operations of Mitr Phol and its subsidiaries in Thailand for the period from January 1 to December 31, 2025. The report covers 7 business groups, including 2 companies in the farming business, 9 companies in the sugar business, 54 companies in the energy business, 8 companies in the wood substitute materials business, 4 companies in the fertilizer business, 7 companies in the logistics and warehousing business, and 16 companies in other businesses. Collectively, these entities represent 100% of Mitr Phol Group's total revenue.

Companies Listed in the Report

Business/Company	Corporate Governance Performance	Environmental Performance	Social Performance	
			Occupational Safety	HR
Mid Siam Sugar Co., Ltd.	✓	NR	NR	NR
Farming Business				
Rai Dan Chang Co., Ltd.	✓	✓	✓	✓
Rai E-Sarn Co., Ltd.	✓	✓	✓	✓
Sugar Business				
Mitr Phol Sugar Corp., Ltd. (Dan Chang)	✓	✓	✓	✓
Singburi Sugar Co., Ltd.	✓	✓	✓	✓
United Farmer and Industry Co., Ltd. (Phu Khiao)	✓	✓	✓	✓
United Farmer and Industry Co., Ltd. (Phu Viang)	✓	✓	✓	✓
United Farmer and Industry Co., Ltd. (Phu Luang)	✓	✓	✓	✓
Mitr Kalasin Sugar Co., Ltd.	✓	✓	✓	✓
Mitr Phol Sugar Corp., Ltd. (Amnat Charoen)	✓	✓	✓	✓
Pacific Sugar Corporation Co., Ltd.	✓	✓	✓	✓
Mitr Phol Sugar Corp., Ltd. (Kaset Somboon)	✓	✓	✓	✓
Energy Business				
Power Business				
Mitr Phol Bio-Power (Dan Chang) Co., Ltd.	✓	✓	✓	✓
Mitr Phol Bio-Power Co., Ltd. (Phu Khiao)	✓	✓	✓	✓
Mitr Phol Bio-Power (Phu Viang) Co., Ltd.	✓	✓	✓	✓
Mitr Phol Bio-Power (Kalasin) Co., Ltd.	✓	✓	✓	NR
Mitr Phol Bio-Power (Phu Luang) Co., Ltd.	✓	✓	✓	NR
Mitr Phol Bio-Power (Kuchinarai) Co., Ltd.	✓	✓	✓	NR
Mitr Phol Bio-Power (Amnat Charoen) Co., Ltd.	✓	✓	✓	NR

Business/Company	Corporate Governance Performance	Environmental Performance	Social Performance	
			Occupational Safety	HR
Natural Fuel Co., Ltd.	✓	NR	NR	NR
MP Choosak Bio-Power Co., Ltd.	✓	NR	NR	NR
Nara Clean Energy Co., Ltd.	✓	NR	NR	NR
Biomass Clean Energy Co., Ltd.	✓	NR	NR	NR
Kasetsoomboon Bio-Power Co., Ltd.	✓	✓	✓	NR
Phetchabun Bio-Power Co., Ltd.	✓	NR	NR	NR
Selaphum Bio-Power Co., Ltd.	✓	NR	NR	NR
Mitr Phol Bio-Power (Songkhla) Co., Ltd.	✓	NR	NR	NR
Chaiyaphum Community Power Plant (Project 2) Co., Ltd.	✓	NR	NR	NR
Kalasin Community Power Plant (Project 1) Co., Ltd.	✓	NR	NR	NR
Kalasin Community Power Plant (Project 2) Co., Ltd.	✓	NR	NR	NR
Songkhla Community Power Plant (Project 1) Co., Ltd.	✓	NR	NR	NR
Songkhla Village Energy Co., Ltd.	✓	NR	NR	NR
Suphan Buri Community Power Plant Co., Ltd.	✓	NR	NR	NR
Yala Community Power Plant (Project 1) Co., Ltd.	✓	NR	NR	NR
Yala Valley Community Co., Ltd.	✓	NR	NR	NR
Mitr Phol Energy Services Co., Ltd.	✓	✓	NR	NR
Power Prospect Co. Ltd.	✓	✓	✓	✓
MP Energy Services Co., Ltd.	✓	NR	NR	NR
Betong Green Power Co., Ltd.	✓	✓	✓	✓
BMC Energy Co., Ltd.	✓	NR	NR	NR
THL Power Co., Ltd.	✓	NR	NR	NR
Sawasdee Energy Holding Co., Ltd.	✓	✓	NR	✓
Steem Inc. Co., Ltd.	✓	✓	NR	✓
Kampaengpetch Green Energy Co., Ltd.	✓	✓	✓	✓

Business/Company	Corporate Governance Performance	Environmental Performance	Social Performance	
			Occupational Safety	HR
C A B Woodchip Co., Ltd.	✓	✓	✓	NR
Apcon Renewable Energy Co., Ltd.	✓	✓	✓	✓
MP Apcon Operations Co., Ltd.	✓	✓	✓	✓
Rungtiva Biomass Co., Ltd.	✓	✓	✓	✓
Saraburi Solar Co., Ltd.	✓	✓	NR	✓
Prize of Wood Green Energy Co., Ltd.	✓	✓	✓	✓
Safe Biomass Co., Ltd.	✓	✓	NR	NR
Deeyiam Solar Power Co., Ltd.	✓	✓	NR	✓
BS Green Energy Co., Ltd.	✓	✓	NR	✓
Eco Energy Group Corporation Co., Ltd.	✓	NR	NR	NR
TPCH Power 1 Co., Ltd.	✓	✓	✓	✓
TPCH Power 2 Co., Ltd.	✓	✓	✓	✓
TPCH Power 5 Co., Ltd.	✓	✓	✓	✓
Pracharat Biomass Mae Lan Co., Ltd.	✓	NR	✓	✓
Pracharat Biomass Bannang Sata Co., Ltd.	✓	NR	✓	✓
Ethanol Business				
Mitr Phol Biofuel Co., Ltd. (Dan Chang)	✓	✓	✓	✓
Mitr Phol Biofuel Co., Ltd. (Chaiyaphum)	✓	✓	✓	✓
Mitr Phol Biofuel Co., Ltd. (Kalasin)	✓	✓	✓	✓
Mitr Phol Biofuel (Kuchinarai) Co., Ltd.	✓	✓	✓	✓
Maesod Clean Energy Co., Ltd.	✓	✓	✓	✓
Bangkok Alcohol Industrial Co., Ltd.	✓	✓	✓	✓
Green Pharmahol Co., Ltd.	✓	✓	✓	✓

Business/Company	Corporate Governance Performance	Environmental Performance	Social Performance	
			Occupational Safety	HR
Wood Substitute Materials Business				
Panel Plus Co., Ltd.	✓	✓	✓	✓
Panel Decor Co., Ltd.	✓	✓	✓	✓
Panel Plus MDF Co., Ltd.	✓	✓	✓	✓
Panel Plus Bio-Power Co., Ltd.	✓	✓	✓	✓
MP Particle Board Co., Ltd.	✓	NR	NR	NR
Panel Design Lab Co., Ltd.	✓	✓	✓	✓
Songkhla Green Energy Co., Ltd.	✓	✓	✓	✓
Wood Solution Co., Ltd.	✓	✓	✓	✓
Fertilizer Business				
Productivity Plus Co., Ltd. (Dan Chang)	✓	✓	✓	✓
Productivity Plus Co., Ltd. (Phu Khiao)	✓	✓	✓	✓
Productivity Plus Co., Ltd. (Saraburi)	✓	✓	✓	✓
Productivity Silo Co., Ltd.	✓	✓	✓	✓
Logistics and Warehousing Business				
United Standard Terminal Public Co., Ltd.	✓	✓	✓	✓
Mitr Phol Warehouse Co., Ltd.	✓	✓	✓	NR
Aawthai Warehouse Co., Ltd.	✓	✓	✓	✓
MP Smart Logistics Co., Ltd.	✓	NR	NR	NR
Fair and Fast Co., Ltd.	✓	✓	✓	✓
Logis Link Co., Ltd.	✓	✓	✓	NR
Ocean Connext Co., Ltd.	✓	✓	NR	NR

Business/Company	Corporate Governance Performance	Environmental Performance	Social Performance	
			Occupational Safety	HR
Other Businesses				
Sugar Excellence Co., Ltd.	✓	NR	NR	NR
Ratchasima Green Starch Co., Ltd.	✓	✓	✓	✓
Mitr Phol Sugarcane Research Center Co., Ltd.	✓	✓	✓	✓
Mitr Phol Development Co., Ltd.	✓	✓	✓	NR
Mitr Phol Treasury Center Co., Ltd.	✓	✓	✓	✓
Khon Kaen Innovation Center Co., Ltd.	✓	✓	NR	✓
Mitr Phol International Holding Co., Ltd.	✓	NR	NR	NR
Mitr Chuenjai Co., Ltd.	✓	✓	✓	NR
Plook Mitr Co., Ltd.	✓	✓	✓	NR
Thai Environmental & Energy Development Co., Ltd.	✓	✓	✓	✓
Health Innotech Co., Ltd.	✓	✓	✓	NR
Plook Por Suk Co., Ltd.	✓	✓	✓	NR
Eto-Huay Kasian Valley Co., Ltd.	✓	✓	NR	✓
Mitr Phol Biotech Co., Ltd.	✓	✓	✓	NR
MP-CFI Xylitol Co., Ltd.	✓	NR	NR	✓
MP Green Industrial Co., Ltd.	✓	NR	NR	NR

Remarks: NR (Not Relevant) – The issue is irrelevant.

For more information, please contact:

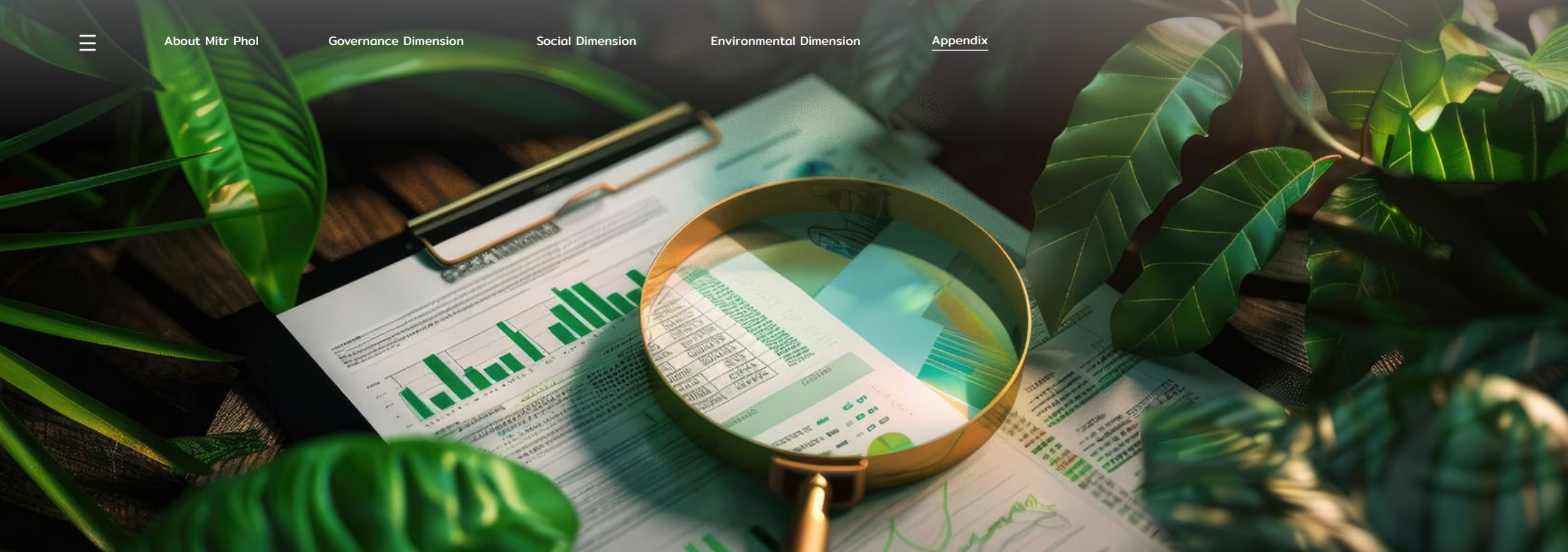
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Tel. +662 2794 1505

Email: sustainability@mitrphol.com



Chapter 19

GRI content index

Statement of use	Mitr Phol Group has reported in accordance with the GRI Standards for the period of 1 st January – 31 st December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 13: Agriculture, Aquaculture, and Fishing Sectors 2022

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	10-14	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization’s sustainability reporting	138-143				
	2-3 Reporting period, frequency and contact point	138-143				
	2-4 Restatements of information	138				
	2-5 External assurance	Link				
	2-6 Activities, value chain and other business relationships	10-14, 42-49				
	2-7 Employees	Link				
	2-8 Workers who are not employees	Link				
	2-9 Governance structure and composition	16, 28-29				
	2-10 Nomination and selection of the highest governance body	16, 28-29				
	2-11 Chair of the highest governance body	16, 28-29				
	2-12 Role of the highest governance body in overseeing the management of impacts	16, 28-29				
	2-13 Delegation of responsibility for managing impacts	16, 28-29				
	2-14 Role of the highest governance body in sustainability reporting	16, 28-29				
	2-15 Conflicts of interest	28-29				
	2-16 Communication of critical concerns	28-29				
	2-17 Collective knowledge of the highest governance body	29				
	2-18 Evaluation of the performance of the highest governance body	29				
	2-19 Remuneration policies	77				
	2-20 Process to determine remuneration	77				
	2-21 Annual total compensation ratio	-		Confidentiality constraints		
	2-22 Statement on sustainable development strategy	4				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-23 Policy commitments	15, 59-63				
	2-24 Embedding policy commitments	3				
	2-25 Processes to remediate negative impacts	32, 62-63				
	2-26 Mechanisms for seeking advice and raising concerns	32, 62				
	2-27 Compliance with laws and regulations	Link				
	2-28 Membership associations	24-26				
	2-29 Approach to stakeholder engagement	20-23				
	2-30 Collective bargaining agreements	Link				
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	17-18	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	18-19				
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	10-14				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	10				13.22.2
	201-2 Financial implications and other risks and opportunities due to climate change	103				13.2.2
	201-3 Defined benefit plan obligations and other retirement plans	10, 76				
	201-4 Financial assistance received from government	Link				
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	10, 81				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage			Confidentiality constraints		
	202-2 Proportion of senior management hired from the local community			Information unavailable/ incomplete		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	10-14				13.22.1
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	10				13.22.3
	203-2 Significant indirect economic impacts	10				13.22.4
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-49				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	43				
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	28-32				13.26.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption			Information unavailable/ incomplete		13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	31				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	32				13.26.4
Anti-competitive behavior						
GRI 3: Material Topics 2021	3-3 Management of material topics	28-32				13.25.1
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			Information unavailable/ incomplete		13.25.2

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	14, Link				
GRI 207: Tax 2019	207-1 Approach to tax	14, Link				
	207-2 Tax governance, control, and risk management	14, Link				
	207-3 Stakeholder engagement and management of concerns related to tax	14, Link				
	207-4 Country-by-country reporting	14, Link				
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	9, 116-118				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Link				
	301-2 Recycled input materials used	Link				
	301-3 Reclaimed products and their packaging materials			Information unavailable/ incomplete		
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	107-111				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Link				
	302-2 Energy consumption outside of the organization	Link				
	302-3 Energy intensity	Link				
	302-4 Reduction of energy consumption	109-110				
	302-5 Reductions in energy requirements of products and services	109-111				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	114				13.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	114, 124				13.7.2
	303-2 Management of water discharge-related impacts	114				13.7.3
	303-3 Water withdrawal	114, Link				13.7.4
	303-4 Water discharge	114, Link				13.7.5
	303-5 Water consumption	Link				13.7.6
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	126-130				13.3.1
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	126				13.3.2
	101-2 Management of biodiversity impacts	126-130, Link				13.3.3
	101-3 Access and benefit-sharing	126-130, Link				13.3.4
	101-4 Identification of biodiversity impacts	Link				13.3.5
	101-5 Locations with biodiversity impacts	Link				13.3.6
	101-6 Direct drivers of biodiversity loss	Link				13.3.7
	101-7 Changes to the state of biodiversity	Link				13.3.8
	101-8 Ecosystem services	Link				13.3.9

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	100-106, 112-118				13.1.1 13.2.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Link				13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	Link				13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	Link				13.1.4
	305-4 GHG emissions intensity	Link				13.1.5
	305-5 Reduction of GHG emissions	103-106				13.1.6
	305-6 Emissions of ozone-depleting substances (ODS)	Link				13.1.7
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Link				13.1.8
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	116				13.8.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	9, 116				13.8.2
	306-2 Management of significant waste-related impacts	9, 116-118				13.8.3
	306-3 Waste generated	Link				13.8.4
	306-4 Waste diverted from disposal	Link				13.8.5
	306-5 Waste directed to disposal	Link				13.8.6
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-49				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	44				
	308-2 Negative environmental impacts in the supply chain and actions taken	44				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	71-79				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Link				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	76, Link				
	401-3 Parental leave	Link				
Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	71-79				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	72				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	94-98				13.19.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	94-95				13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	95				13.19.3
	403-3 Occupational health services	94-96				13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	96-98				13.19.5
	403-5 Worker training on occupational health and safety	96				13.19.6
	403-6 Promotion of worker health	96-98				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	96-98				13.19.8
	403-8 Workers covered by an occupational health and safety management system	Link				13.19.9
	403-9 Work-related injuries	94, Link				13.19.10
	403-10 Work-related ill health	Link				13.19.11

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	71-74				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Link				
	404-2 Programs for upgrading employee skills and transition assistance programs	71-74				
	404-3 Percentage of employees receiving regular performance and career development reviews	Link				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	71-74				13.15.1
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Link				13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	Link				13.15.3
Additional Sector Disclosures	13.15.5			Information unavailable/ incomplete		13.15.5
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	59-63				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	32				13.15.4
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics	59-63				13.18.1
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	59-63				13.18.2

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	59-63				13.17.1
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	59-63				13.17.2
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-49, 59-63				13.16.1
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	42-49, 59-63				13.16.2
Security practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	59-63				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	59-63				
Rights of indigenous peoples						
GRI 3: Material Topics 2021	3-3 Management of material topics	59-63				13.14.1
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	32				13.14.2
Additional Sector Disclosures	13.14.3	59-63				13.14.3
	13.14.4			Information unavailable/ incomplete		13.14.4
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	80-93				13.12.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	80-93				13.12.2
	413-2 Operations with significant actual and potential negative impacts on local communities	80-93				13.12.3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-49				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	44				
	414-2 Negative social impacts in the supply chain and actions taken	44				
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics	24-26				13.24.1
GRI 415: Public Policy 2016	415-1 Political contributions	24-26				13.24.2
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	64-70				13.10.1
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	65				13.10.2
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	66				13.10.3
Additional Sector Disclosures	13.10.4	8, 65				13.10.4
	13.10.5	66				13.10.5
Natural Ecosystem Conversion						
GRI 3: Material Topics 2021	3-3 Management of material topics	126-130				13.4.1
Additional Sector Disclosures	13.4.2	126-130				13.4.2
	13.4.3	126-130				13.4.3
	13.4.4	126-130				13.4.4
	13.4.5	126-130				13.4.5

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Soil Health						
GRI 3: Material Topics 2021	3-3 Management of material topics	119-125				13.5.1
Pesticides Use						
GRI 3: Material Topics 2021	3-3 Management of material topics	119-125				13.6.1
Additional Sector Disclosures	13.6.2			Information unavailable/ incomplete		13.6.2
Food Security						
GRI 3: Material Topics 2021	3-3 Management of material topics	135-137				13.9.1
Additional Sector Disclosures	13.9.2	Link				13.9.2
Land and Resource Rights						
GRI 3: Material Topics 2021	3-3 Management of material topics	119-125				13.13.1
Additional Sector Disclosures	13.13.2	119-125				13.13.2
	13.13.3	119-125				13.13.3
Employee Practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	71-79				13.20.1
Living Income and Living Wage						
GRI 3: Material Topics 2021	3-3 Management of material topics	77				13.21.1
Additional Sector Disclosures	13.21.2			Information unavailable/ incomplete		13.21.2
	13.21.3			Information unavailable/ incomplete		13.21.3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION New	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Supply Chain Tracebility						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-49				13.23.1
Additional Sector Disclosures	13.23.2	42-49, 123				13.23.2
	13.23.3	42-49, 123				13.23.3
	13.23.4	42-49, 119-125				13.23.4

Topics in the applicable GRI Sector Standards determined as not material

TOPIC	EXPLANATION
Animal Health and Welfare	
13.3.10	Mitr Phol Group has no operations in the aquaculture sector.
13.3.11	Mitr Phol Group has no operations in the aquaculture sector.
13.11.1	Mitr Phol Group has no operation in animal health and welfare.
13.11.2	Mitr Phol Group has no operation in animal health and welfare.
13.11.3	Mitr Phol Group has no operation in animal health and welfare.



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