Climate Impact Report 2024

(Alignment with TCFD and IFRS S2 requirement)

S&P Syndicate Public Company Limited

Contents

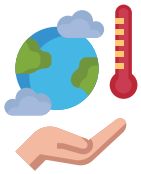
Introducing S&P's Climate Impact Report 2024

S&P Syndicate presents our second annual climate impact report. This report, which follows the International Financial Reporting Standards (IFRS S2) report guidelines, discloses the climate-related risks and opportunities relevant to our business.It details our ongoing efforts to manage these climate risks and opportunities in accordance with international standards. We are committed to supporting the transition to a sustainable economy with net-zero greenhouse gas emissions, while remaining mindful of the world's increasing energy needs. S&P will continue to prioritize sound risk management principles and collaborate with our clients to reduce greenhouse gas emissions and enable a transition to a greener, more sustainable society.

S&P actively evaluates climate disclosure recommendations across various risk and opportunity dimensions, including physical and transitional risks, to identify emerging trends. We endeavor to include relevant and applicable data, such as greenhouse gas emissions, climate-related financial impacts, and scenario analysis, in accordance with these standards and are committed to continually improving our climate-related performance and disclosures to align with the best international practices, including those set by the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB), and the Global Reporting Initiative (GRI).

Governance

Governing Responsibly



To enable users of general-purpose financial reports to understand S&P's Governance processes, controls and procedures S&P uses to monitor, manage and oversee climate-related risks and opportunities

S&P's oversight of climate-related risks and opportunities is integrated at the highest levels of the organization.

Our corporate governance structure is continually evolving as a result of our growing awareness of the significance of acting on climate change and its impact on our business.

S&P establishes the Corporate Governance and Sustainable Development Committee, along with a system to recommend strategies for greenhouse gas emission reduction at the operational level. The Committee identifies material sustainability and ESG issues to guide the implementation of climate-related initiatives. It also assesses critical issues to identify associated risks and opportunities, evaluates their impacts, establishes monitoring mechanisms, and oversees progress.

Skill of our board member to oversee the respond to climate-related risks and opportunities

The company benefits from the expertise of two board members with relevant experience in environmental management and climate change:

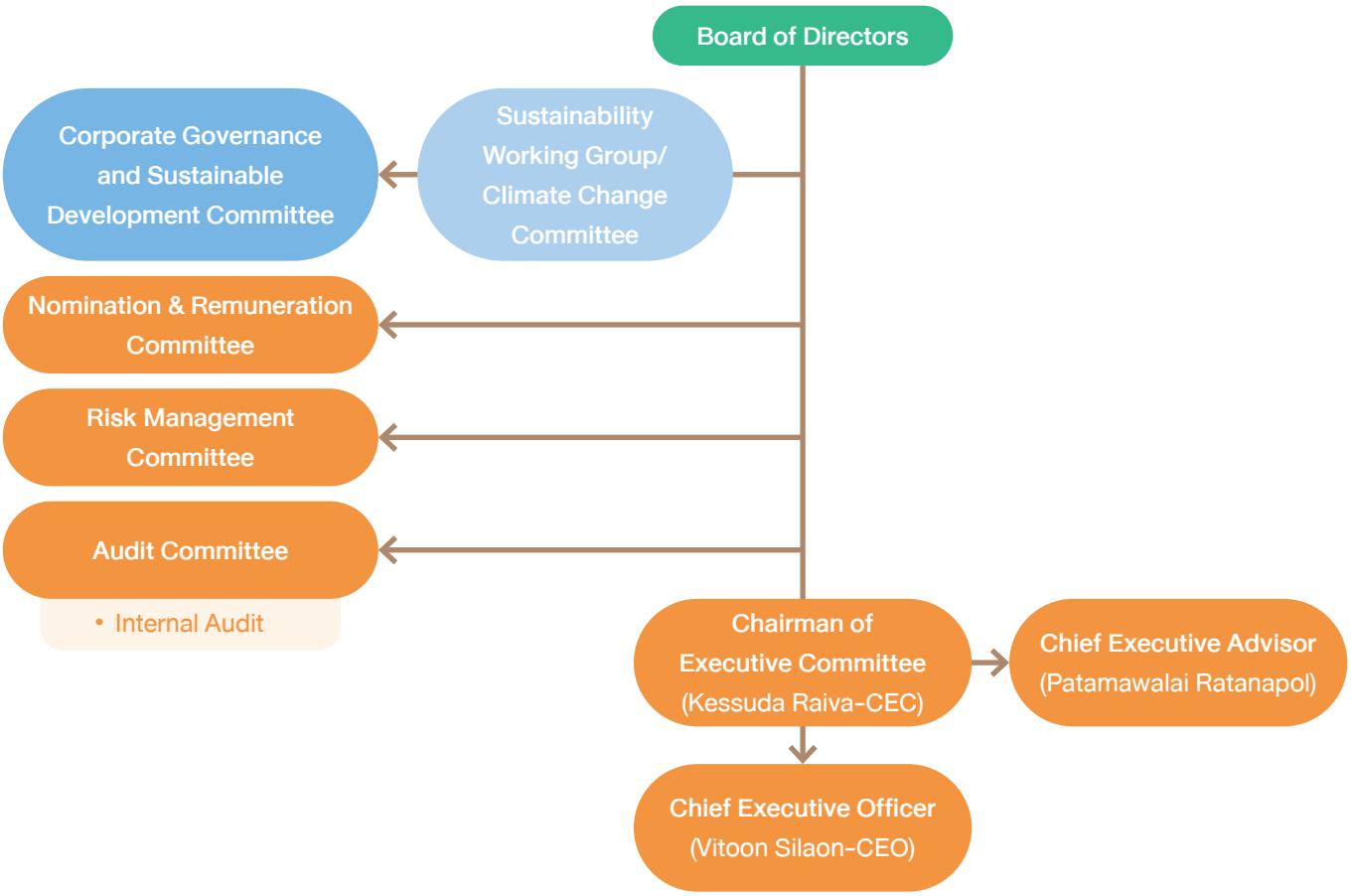
- Mr. Teeranun Srihong, President of the Corporate Governance and Sustainable Development Committee, has academic training in Energy Science for Senior Executives and ESG (Environmental, Social, Governance).
- Mr. Kamtorn Sila-on, a Committee Member, has an academic background in chemical engineering, providing technical expertise in environmental management.

Their combined knowledge guides the company's approach to environmental stewardship, climate change mitigation strategies, and integrating sustainability into governance and operations.

Remuneration policies to monitor progress towards climate-related risk and opportunities

S&P acknowledges the importance of linking board and executive remuneration to climate-related performance metrics, as this incentivizes effective climate governance and supports the transition to a low-carbon economy. Although such remuneration policies are not currently in place, S&P is committed to developing frameworks that integrate relevant climate considerations into compensation structures. S&P will engage with stakeholders to ensure a robust and transparent approach to incorporating climate factors into executive incentive plans. This commitment underscores S&P's dedication to addressing climate change through its operations, strategic decision-making, and ongoing sustainability initiatives.

Corporate Governance Structure



The Corporate Governance and Sustainable Development Committee evaluates strategies, goals, and operational plans related to climate issues and sustainability, presented by the Sustainability Working Group. Quarterly performance is reviewed by the Committee before being presented to the Board of Directors for approval.

S&P will consider issues that have the greatest impact on the company and are the main risks to the organization. It will prioritize accelerating corrective actions and proactively preparing to address these situations before they escalate, while also evaluating potential trade-offs involved in the decision-making process.

Under the Corporate Governance and Sustainable Development Committee, S&P has established a robust governance framework to address climate-related challenges. This includes the formation of two key groups: Sustainability Working Group/Climate Change Committee to ensure the effective governance, monitoring, and advancement of climate action initiatives across the organization.

The Climate Change Committee is responsible for overseeing the collection and monitoring of greenhouse gas (GHG) emissions data across all of S&P's operations. It plays a key role in developing strategies to reduce emissions and identifying factors that contribute to climate change.

The Sustainability Working Group functions as a cross-functional team that collaborates with various departments to gather sustainability-related data and insights. It is responsible for monitoring and evaluating the governance of climate-related risks and opportunities, ensuring that strategies are effectively implemented.

Climate Governance Responsibilities

Board of Director

Role and Responsibilities

- Supervise and direct the organization's operations covering climate change issues.
- Review and approve the Company's climate change strategies and targets based on Corporate Governance and Sustainable Development Committee's report.

Frequency

Quarterly

Risk Management Committee

Role and Responsibilities

- Monitoring, analyzed and reviewing on climate-related risks and opportunities to be aligned with the current trend including preparing risk management plans and reporting the risk management result/guidelines to the Board of Director.
- Develop a risk assessment system and create a risk assessment culture, as well as prepare a plan to cope with risks that may affect the organization.

Frequency

Quarterly

Corporate Governance and Sustainable Development Committee (CG&SD Committee)

Role and Responsibilities

- Present policies and practices on corporate governance and sustainability development, including issues related to climate change, to the Board of Directors.
- Supervise the operation of the working group in accordance with the principles of good corporate governance and sustainable development.
- Formulate and review the operational guidelines and sustainable development goals covering climate change management by comparing them with international standards and proposing them to the Board of Directors for continuous modernization and responding to stakeholder expectations. Climate-related issues that affect the whole company, including alternative raw material sourcing, energy efficiency and GHG reduction target are evaluated and reviewed by CG&SD Committee.

Frequency

Quarterly

Climate Change Committee

Role and Responsibilities

- The management level of each department is monitored, measured, calculated greenhouse gas emissions data of the S&P's units from operations activities throughout the value chain for effective planning.
- Identifies and explores ways to reduce GHG emissions and mitigate factors contributing to climate change. The data will be reported to the Corporate Governance and Sustainability Working Group, which collaborates on unified strategies to reduce the company's overall greenhouse gas emissions.
- Develop a climate change action plan with the goal of achieving net-zero greenhouse gas emissions.
- Support and drive innovation or emerging technologies aimed to reducing greenhouse gas emissions.
- Monitor global and local climate change situations, including evolving laws and regulations that impact sustainability.
- Assess climate-related risks and opportunities that affect financial reports and business operations, in alignment with the International Financial Reporting Standards (IFRS S2) disclosure guidelines.

Frequency

Quarterly

Sustainability Working Group

Role and Responsibilities

- Collaborates with representatives from various departments to gather data and coordinate efforts related to climate initiatives.
- Monitors and evaluates the effectiveness of climate-related governance, focusing on the management of risks and opportunities.
- Develops comprehensive action plans to support the company's transition toward achieving net-zero greenhouse gas emissions.

Frequency

Quarterly

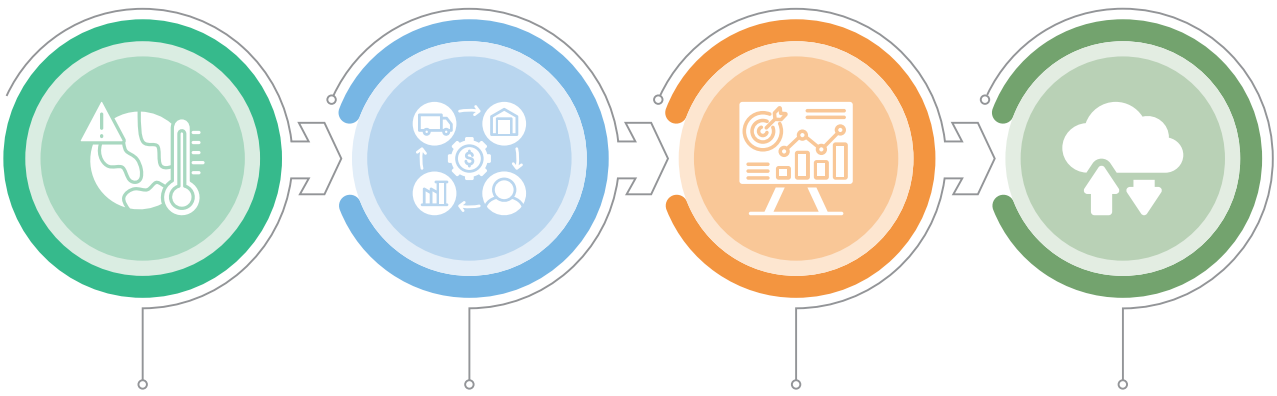
Climate Strategy

Climate Strategy Framework

To enable users of general-purpose financial reports to understand. An entity's strategy for managing climate-related and opportunities

S&P has formulated strategies and assessed climate change risks and opportunities in the short-term, medium-term and long-term and assessed the financial impact for the cycle period of our report.

S&P will continuously improve the robustness of data for the climate-related financial impacts, covering risk and opportunities from the impacts of climate change of short, medium, and long-term which will be more in line with IFRS S2's requirement.



Climate-related Risks and Opportunities

Business Model and Value Chain

Strategy and Decision-Making

Climate Resilience

Sustainability Strategy

S&P sets the vision, mission, and framework for sustainability to align with the organization's operational approaches and strategies. This enables everyone in the organization to have shared goals, contributing to success through interconnected work processes across the sustainable business value chain. This approach aims to improve and develop operations, reduce impacts, support opportunities for the organization, society, and the environment, and innovate and adopt technology to maximize operational efficiency. Ultimately, it fosters sustainable growth for the business.

Sustainability Vision

Healthier Family, Happier World

Climate Change Risk Assessment

In 2024, S&P further enhanced its climate risk and opportunity assessment by integrating it more deeply with Corporate Risk Management. This improvement aimed to strengthen the identification, evaluation, and management of potential climate-related impacts. The refined assessment involved a structured three-step approach, including the review and categorization of climate-related risk scenarios based on distinct patterns. This rigorous methodology provides a more nuanced understanding of climate-related exposures across the value chain and enhances our ability to respond effectively.

S&P will continuously disclose about climate resilience information at each reporting year and in line with strategic planning cycle. Including a multi-year strategic planning cycle (e.g. every 3-5 years).

In some reporting periods the S&P's disclosures in accordance with climate scenario analysis's scope of work could remain unchanged from the previous reporting period if S&P does not conduct a scenario analysis annually.

Step 1

Identifying Climate Risk and Opportunity Drivers

S&P conducted a comprehensive desktop review covering the latest climate-related policies, regulations, prevailing market trends, and historical hazard events relevant to the company's operations. This review recognized the integrated Corporate Risk Management framework outlined in the Enterprise Risk Management Manual. By strategically incorporating these elements, S&P ensures a robust and aligned approach to identifying climate-related risks and opportunities specific to its operations and value chain, effectively embedding climate considerations within the broader corporate risk management framework.

Step 2

Scenario Analysis

Following the identification of key climate-related drivers, S&P conducted internal consultations through dedicated workshops. These sessions were designed to gather expert perspectives on the potential magnitude and likelihood of impacts associated with each driver across short-, medium-, and long-term time horizons. This process enabled the Company to strategically position the identified drivers on a risk matrix, providing a comparative understanding of their significance to S&P's business under both a baseline (high-emissions) scenario and a low-emissions scenario.

Each driver was subsequently assigned an indicator derived from external climate scenarios. Scenario data were incorporated into S&P's assessment to integrate an objective, science-based perspective.

Step 3

Implication Analysis

Once drivers and their materiality were identified and assessed, S&P reviewed and identified the implications of each driver on various aspects from the upstream supply chain to downstream customers.

S&P also discussed the mitigation measures currently in place or planned in the future among internal stakeholders. The key findings of this discussion enabled S&P to formulate a climate strategy framework and action plan.

Scenario Analysis

In accordance with IFRS S2 recommendations, the scenario analysis was conducted using selected future-looking climate-related scenarios, as described below.

Scenario Analysis Inputs

Scope

- For transition scenario analysis, group-wide impacts were assessed.
- Considered the impacts of climate change on of the S&P's business operations: business operation and value chain. (including upstream and downstream impacts).

Transition Scenarios

- The Stated Policies Scenario (IEA STEPS): a scenario which is more conservative benchmark to explore existing and announced policies without assuming full achievement. Global energy-related and industrial process GHG emissions rise to 36 Gt CO_2eq in 2030.
- Net Zero Emissions by 2050 Scenario (NZE): a scenario which is a pathway to achieve net-zero GHG emission by 2050. GHG emissions fall to 21 Gt CO_2eq in 2030, marking a decisive achievement in global climate action.

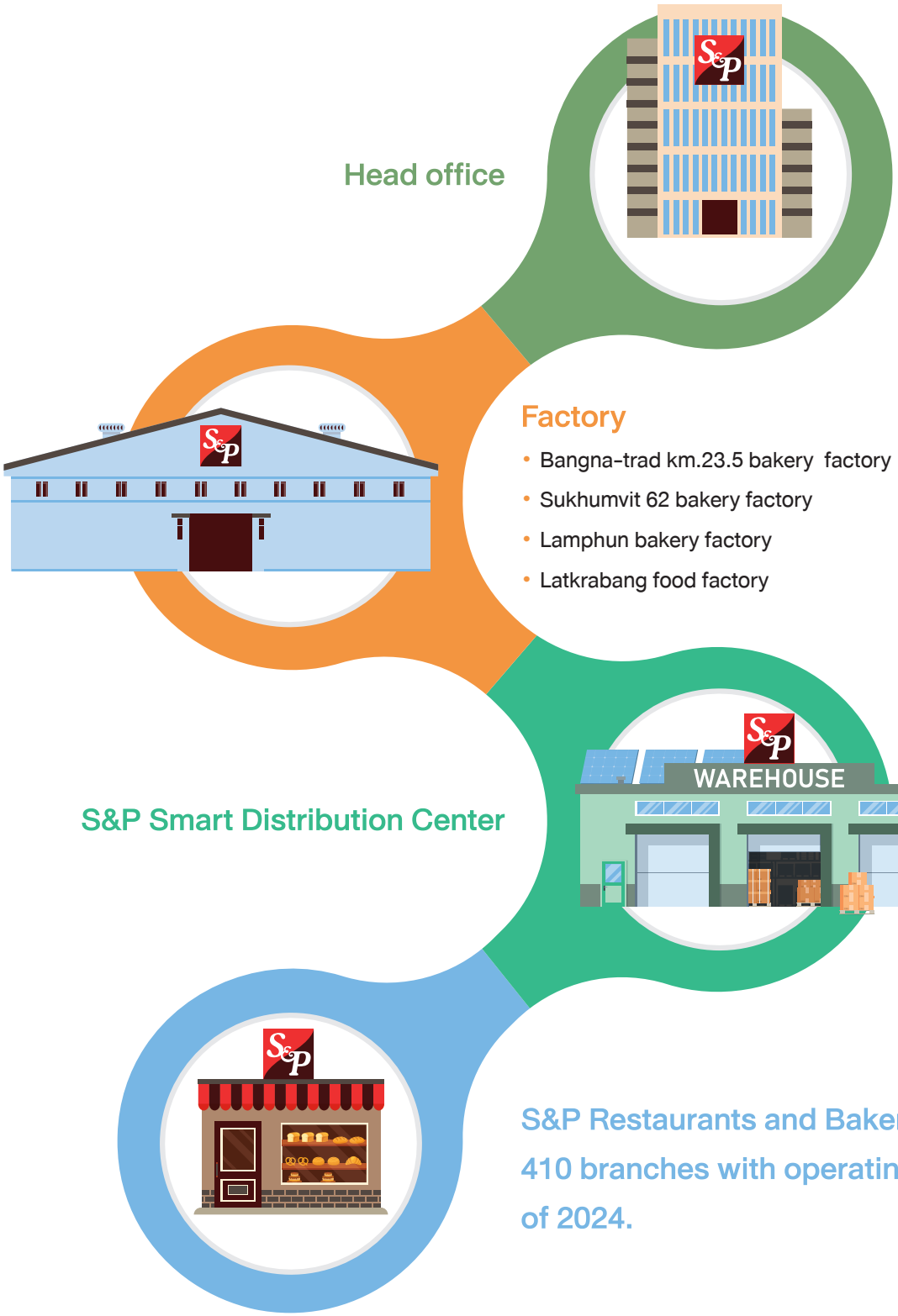
Physical Scenarios

- Baseline: based on historical data at S&P's assets locations.
- IPCC SSP 1-2.6: A low emissions scenario that shows global efforts in alignment to current commitments under the Paris Agreement. Estimated increased in temperature 1.8˚C by 2100.
- IPCC SSP 5-8.5: A high emissions scenario following a 'business as usual' trajectory, assuming no additional climate policy and seeing GHG emissions triple by 2100. Estimated increased in temperature 4.4˚C by 2100.

Time Horizons

- Short-term: <3 years (2023-2025)
- Medium-term: 3-10 years (2026-2035) to estimate impacts and prioritize mitigation actions, while considering the expected lifetime of assets.
- Long-term: over 10 years and represented by 2050 to align with S&P's Carbon Neutral target.

The operating locations and business units used in the analysis included



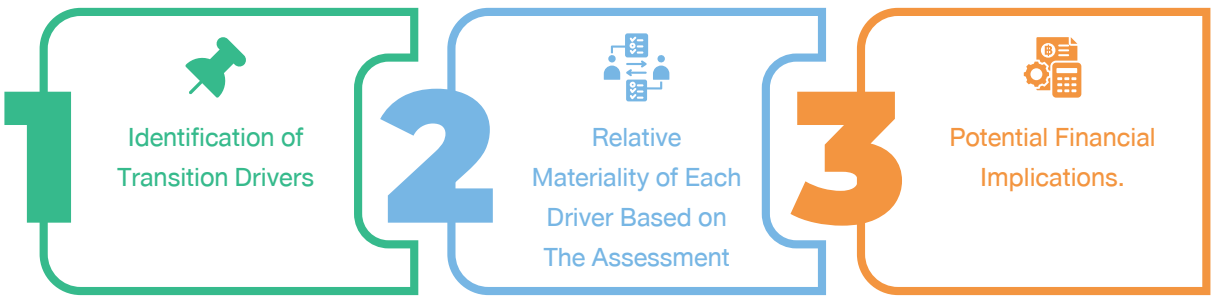
Noted: S&P Restaurants and Bakery Shops have branches opening and closing during the year. Therefore, the number of branches each year is different.

Having the scenario assessment, S&P can move forward to implement the climate resilience to adjust or adapt its strategy and business model to climate change over the short-, medium- and long- term. Including the effect of the S&P's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience.

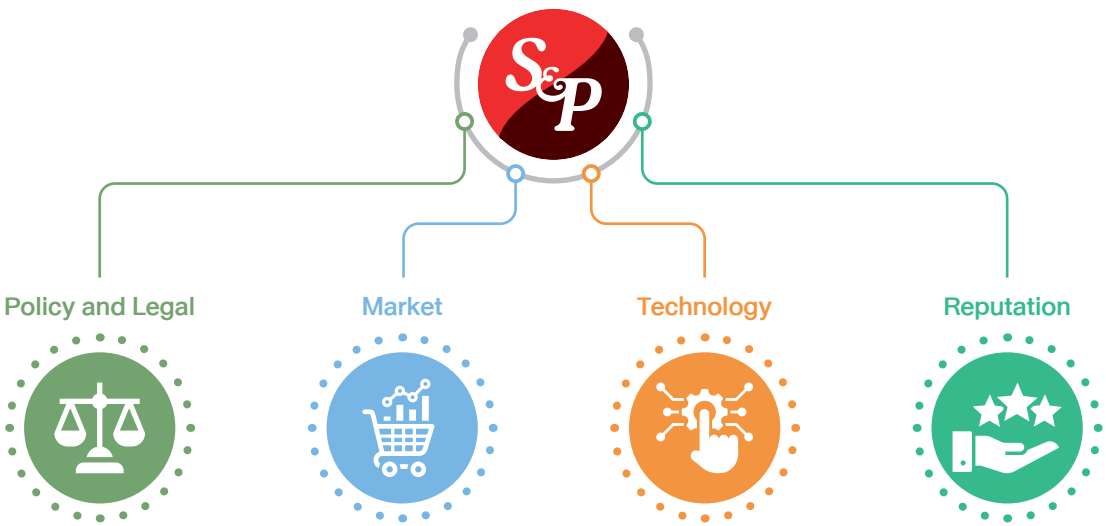
Transition Scenario Analysis

Following previous TCFD recommendations, and having considered these drivers in this transition period of the IFRS S2 report, S&P categorized transition drivers into 4 types through internal stakeholder consultation: POLICY AND LEGAL, MARKET, TECHNOLOGY, and REPUTATION. Before conducting a semi-quantitative assessment and prioritization of transition drivers for S&P's business and value chain, S&P sought to ensure that it takes into consideration the factors linked to the transition towards a low-carbon economy, potentially impacting the corporate entity. Additionally, measures aimed at addressing identified transition risks and seizing emerging opportunities were considered.

S&P QUANTIFIED THE FINANCIAL IMPACTS OF CLIMATE and THE LOW-CARBON TRANSITION, subsequently developing strategies to mitigate risks and leverage opportunities, was conducted in three steps.



It should be noted that the relative materiality was determined by incorporating S&P's internal perspective on the magnitude and likelihood of impact from each driver and the external perspective informed by the International Energy Agency (IEA)'s World Energy Outlook 2023. Here, the Company focuses on the comparative significance of each driver between the base case and the low-carbon case, as it assumes that most transition drivers can be influenced by various factors not related to climate change or low-carbon economy transition. For example, the global energy crisis since 2023 was mainly driven by geopolitical conflicts rather than the low-carbon transition. By focusing on the comparative significance (or difference) between the base case (i.e., where low-carbon transition is lagged) and the low-carbon case (i.e., where the progress of low-carbon transition aligns with international climate commitments), S&P can capture the precise impact of climate-related risks and opportunities have on its business.



S&P firmly acknowledges the critical significance of comprehensively evaluating the potential financial implications arising from fluctuations in carbon pricing, evolving consumer perspectives, and investments in low-carbon technologies, and a thorough assessment of these pivotal issues is currently underway.

Transition Risks Assessment

Transition Drivers		Potential Impacts			Potential Financial Impacts	Impact on S&P's business	Adaptation or Mitigation plan (current period – next 5 years)
		Time Horizon					
		Baseline (2022–2025)	2030	2050			
POLICY AND LEGAL	Carbon pricing mechanism Increase cost of production due to carbon pricing.	High	High	High	1.07% of EBIT[1/]	• Higher production cost	• Assess the impact of carbon tax on the business in both the present and future, and develop strategies to reduce CO_2 emissions. • Review and improve production processes to increase efficiency. • Closely monitor trends in the enforcement of related laws and regulations. • Train employees on the importance of reducing CO_2 emissions and encourage their involvement in energy-saving practices and increasing work efficiency. • Implement financial strategies focused on reducing carbon emissions such as using carbon credits to offset emissions. • Reduce GHG on scope 1+2 by 20% in 2030 as compared to 2023 (base year).
TECHNOLOGY	Low-carbon technology Implementation of new technologies in low carbon for products and services.	Med	High	High	Not yet calculated	• Increase the investment cost for low-carbon technologies, such renewable energy infrastructure, energy efficient equipment, electric vehicles, and carbon capture and storage systems, often require significant initial capital expenditure. • Increase the investment cost of research and development of products and services.	• Select raw materials and products with lower CO_2 emissions. • Life cycle assessment to evaluate the total GHG emissions associated with the entire lifecycle of the technology, from raw material extraction and manufacturing to operation and disposal. • Collaborate with S&P's business partners who are the experts in technology development. • Invest in more efficient technologies to improve energy use efficiency.

Transition Drivers		Potential Impacts: Time Horizon: Baseline (2022-2025)	Potential Impacts: Time Horizon: 2030	Potential Impacts: Time Horizon: 2050	Potential Financial Impacts	Impact on S&P's business	Adaptation or Mitigation plan (current period – next 5 years)
MARKET	Changing Consumer Behaviors with customers expecting more sustainable solutions.	Med	High	High	Not yet calculated	• Competitiveness and sustainability in future business operations. • Conduct research and development for new products based on statistical data and contemporary consumer behavior studies. • Utilize innovative technologies, such as Artificial Intelligence, to analyze consumer behavior and preferences along with tracking emerging trends that influence consumer lifestyles.	• Develop business strategies and plans based on customer demand and preference analysis using company statistical data, such as product sales, sales per transaction, and daily sales. • Monitor and report operational performance according to the plan by presenting results in the weekly marketing department meetings and monthly management meetings. • Collect and analyze competitor data to create annual reports tracking businesses in the same or similar industries, including trends affecting products, pricing and distribution channels both domestically and internationally (Competitor Benchmarking).
REPUTATION	Shareholder and Stakeholder sentiment Increase external stakeholder pressure to disclose climate-related activities.	Low	Med	High	Not yet calculated	• Loss of market share from distrust of the S&P's operations. • Decrease of profit due to the decrease of customer retention.	• Disclosing information on the environmental impact of products transparently, potentially through clear labeling, marketing campaigns, and highlighting long-term ambitions. • Develop engagement with stakeholder groups to build a good image of the company.

Noted: [1/] The calculation involved multiplying the S&P's 2023 baseyear GHG emissions associated with fuel consumption by Thailand's carbon tax. This carbon tax, integrated into the existing excise tax system on fuels, was set at 200 THB/tonCO_2e (approximately USD 5.50 - 6.00 per tonCO_2e).

Transition Opportunities Assessment

Transition Drivers		Potential Impacts			Potential Financial Impacts	Impact on S&P's business	Adaptation or Mitigation plan (current period – next 5 years)
		Time Horizon					
		Baseline (2022–2025)	2030	2050			
MARKET	Low-carbon product Increase the implementation of green market/ low-carbon product	Low	High	High	Not yet calculated	• Initiate market competitive opportunities such as low-carbon products. • New environmentally friendly innovations production processes. • Increased sales of low environmental impact products are driven by the rising popularity among customers. • Financial accessibility for enables the implementation of mitigation and adaptation strategies.	• Increase the proportion of production of a wider range of low-carbon products to meet the needs of customers. • Formulate innovation strategies to meet the needs of consumers and investors in the future. • Study the feasibility of low-carbon technologies, as well as invent and develop new products that are socially and environmentally friendly. • Strengthening the methods used to demonstrate low environmental impact.
TECHNOLOGY	Energy source Clean energy provision e.g. solar rooftop and EV transportation	Low	High	High	Not yet calculated	• Opportunities from the use of clean energy in the production process to reduce environmental impact. • Adjust energy consumption in the transportation process to reduce environmental impact.	• S&P installed solar roofs at 3 bakery factories, 1 food factory and 1 distribution center to reduce the electricity cost in the production process. • Utilizing data to identify and implement energy efficiency improvements.

Physical Scenario Analysis

S&P has conducted an initial physical risk assessment, evaluating both acute and chronic climate change risks arising from conditions such as flooding, drought, and extreme heat as key physical drivers. This assessment prioritized 14 assets, reviewing each asset's location to evaluate relevant regional and country-level physical risks. A "hot spot" site-level risk analysis was performed, and S&P intend to expand this analysis in upcoming years.

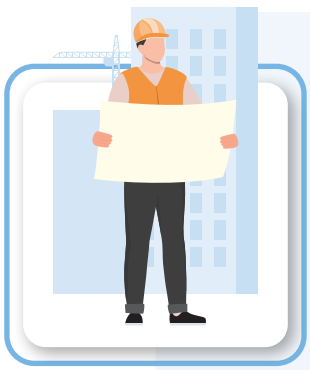
In this preliminary stage, S&P has also quantified the potential financial impact on its business under both physical and transition scenarios, based on assumptions made by the company. This analysis has informed the development of group-level strategic responses to address and mitigate these identified risks.

Potential Financial Impact Calculation Method for Physical Risks

S&P initially estimated a potential financial impact of **198.7 million baht** from Physical Climate Risks, based on the following:

1 — Impact on Sales Revenue

- Aggregated monthly sales of branches historically/projected to be affected by climate events (flooding, drought and extreme heat).
- Timeframe based on typical disruption duration per event type.
- Assumption: Direct correlation between event and temporary sales cessation/reduction.



2 — Contingency for Damages to Buildings and Infrastructure

- Additional 5% of affected branches' aggregated monthly sales.
- Assumption: Accounts for initial estimate of repair/replacement costs and short-term business interruption due to asset damage.

No.	Asset	Risk
1	S&P Head Office	Flood
2	Sukhumvit 62 Bakery Factory	Flood
3	Bangna-trad km.23.5 Bakery Factory	Flood
4	Lamphun Bakery Factory	Flood, Drought, Extreme Heat
5	Latkrabang Food Factory	Flood
6	S&P Smart Distribution Center	Flood
7	S&P Restaurant, Suvarnaphum Airport Branch	Flood
8	S&P Restaurant, Don Muang Airport Branch	Flood
9	S&P Restaurant, Future Park Rangsit Branch	Flood
10	S&P Restaurant, Bangkok Hospital Pattaya Branch	Flood
11	S&P Restaurant, Central Khon Kaen Branch	Flood
12	S&P Restaurant, Central Big C Hat Yai Branch	Flood
13	S&P Restaurant, Chang Phueak Branch	Flood, Drought, Extreme Heat
14	S&P Restaurant, Robinson Saraburi Branch	Flood, Drought, Extreme Heat

In the upcoming years, S&P seeks to develop a deeper understanding of the risks posed to sites through site-specific physical risk assessments focusing on key assets and key hazards. As part of on-going efforts to mitigate and adapt to physical risk, S&P considers appropriate insurance products to cover damages and losses due to potential natural hazards at given locations and have set up asset/site-based mitigation plans.

Physical Risk Assessment

Categories	Risk	S&P's description of risks	Impact on S&P's business	Adaptation or Mitigation plan (current period – next 5 years)	Potential Impact
Acute	Flood Climate change refers to the increased likelihood and severity of flooding events resulting from climate-related factors such as intense rainfall.	Flooding results in disruption to operations, which directly affects the loss of S&P's revenue. It also delays the delivery of raw materials by suppliers.	• Raw materials may be damaged or contaminated, leading to supply chain shortages in food and bakery production. • Production facilities and equipment can sustain damage. • Logistical disruption can cause delays and potential shortages. • Revenue may decrease because customers are unable to access products for purchase. • Flood-resistant construction leads to increased costs.	• Develop the Business Continuity Plan (BCP Plan) to assess and address potential risks, specifying the severity level, the person responsible if such an event occurs, and the steps to be taken. • Continuously monitor up-to-date information and news, and prepare plans in case of the need to comply with government orders that involve multiple parties. • Communicate or provide knowledge to employees and executives through online systems or Town Hall meetings to ensure that all employees and executives understand and are informed. • Secure a safe location for storing important company documents and establish a data backup system to ensure that all necessary data is properly stored and accessible in emergencies.	It is estimated that the cost of the shutdown of the production line of the factory is approximately 163.8 million baht per month.
	Drought Extended period of dry weather characterized by significantly below-average rainfall or lack of precipitation, resulting in a shortage of water supply in a specific region.	Water shortages that disrupt production processes can affect the S&P by causing higher costs, reduced availability, potential quality issues, and threats to food security.	• A shortage of raw materials for food production. • Low-quality agricultural products and raw materials can negatively impact the final product. • Low product quality can damage brand reputation and reduce customer trust. • The cost of raw materials is a significant risk due to the highly volatile prices of key ingredients like butter, flour, and eggs, which are essential for bakery products. For example, a drought can lead to an increase in the cost of flour because production is affected by a lack of water (impact).	• Continuously monitor and assess risks arising from drought conditions, and develop response plans and business continuity management plans to address potential drought events. • Support investments in technology and improvements to production processes; explore alternative water sources; and implement wastewater reuse strategies from wastewater treatment systems. • Identify alternative raw materials or substitute products. • Develop substitute formulas for core products by using alternative raw material. • Ingredients in case of supply disruptions. • To manage raw material costs, S&P should establish future contracts, defining the price and quantity of key ingredients. Additionally, consider adjusting some menu items to substitute ingredients that may be affected by drought conditions.	Not yet calculated

Categories	Risk	S&P's description of risks	Impact on S&P's business	Adaptation or Mitigation plan (current period – next 5 years)	Potential Impact
Chronic	Extreme heat Accumulation of GHG in atmosphere, trapping heat and leading to a global warming trend. This rise in temperature disrupts weather patterns.	Change in the temperature may result in a decrease in agricultural output throughout the supply chain.	• Damage to raw materials during production and quality control leads to disruptions in the production process. • Higher procurement costs. • Loss of sales revenue due to insufficient product availability for customer needs.	• Capacity building for farmers in resource conservation will allow them to prepare for natural disasters and apply technology to increase production efficiency. • Secure second/multiple suppliers and alternative materials to mitigate risks.	Not yet calculated

Climate Action

Our commitment to reducing greenhouse gas emissions has been reinforced through structured initiatives, strategic planning, and transparent reporting. Below are our key milestones:

Energy Management Approaches

Renewable electricity — 2 Bakery Factories, 1 Food Factory and Smart Distribution Center

S&P has set a target for renewable energy consumption to account for 20% of its total energy consumption by 2030. This plays a crucial role in reducing greenhouse gas emissions, particularly Scope 2 emissions, which refer to indirect emissions from the consumption of purchased electricity and energy by the factories. To support this goal, S&P has installed energy-efficient machinery, implemented various energy conservation measures, and expanded the use of renewable energy within its operations. Notably, solar rooftop systems have been installed at two bakery factories, one food factory, and the S&P Smart Distribution Center, with a total installed capacity of 2,729.56 kW.

In 2024, the full implementation of the solar rooftop project generated 3,253,785.97 kWh of renewable electricity. This accounted for 8.02% of S&P's total electricity consumption for the year and contributed to a reduction in GHG emissions by approximately 1,626.67 tCO_2e.

Location	Latkrabang Food Factory	Bangna-Trad km 23.5			Lumphun	S&P Smart Distribution Center	Total
	Solar Roof-Phase1	Solar Roof-Phase1	Solar Roof-Phase2	Solar Roof-Phase3	Solar Roof-Phase1	Solar Roof-Phase1	
Installation date	March 2023	October 2016	January 2021	October 2023	October 2023	October 2023	-
Installation size (Kwh)	532.56	538	459	313	293	594	2,729.56
Investment budget (million baht)	13.91	39.7			7.27	12.43	73.31
Electricity production from solar energy (Kwh/year)	702,936	1,349,056			391,794	810,000	3,253,785.97
Greenhouse gas reduction ($TonCO_2e$)	351.40	674.39			195.86	404.92	1,626.57
Cost savings (million baht)	3.11	6.22			0.35	0.58	10.26
Total Electricity Consumption* (kWh/year)	40,579,219						
Proportion of Renewable Energy (%RE)	8.02%						

Remark : *Covering the electricity consumption of three bakery factories (Sukhumvit 62, Bangna-Trad km.23.5 and Lumphun), Lat krabang food factory S&P Smart Distribution Center, Offices, and 410 S&P outlets.

Green logistics EV Truck

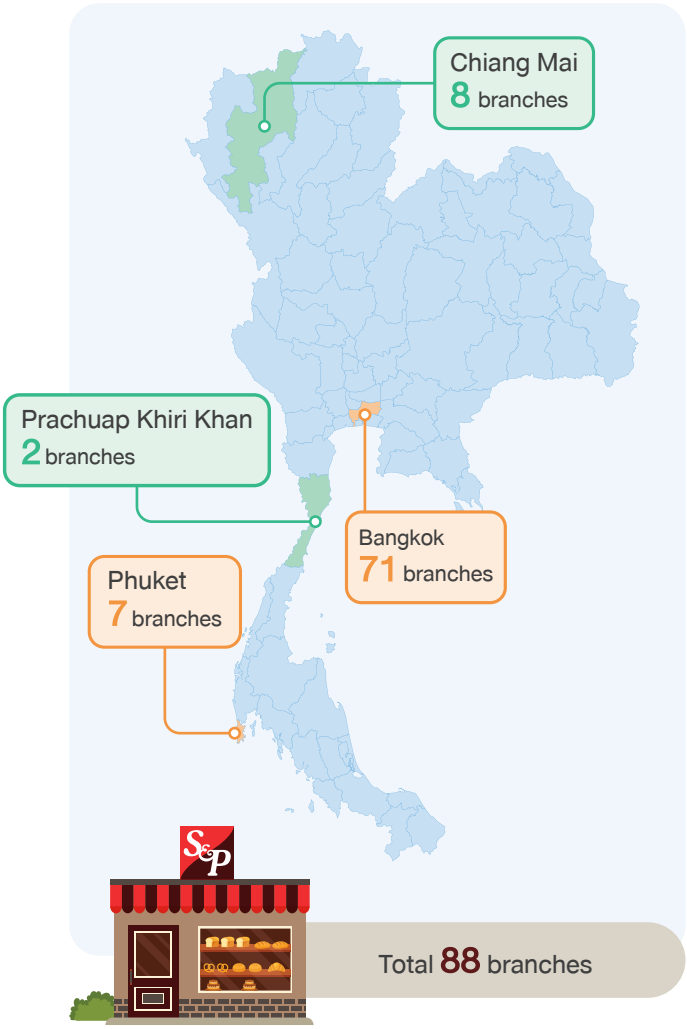
S&P has strategically planned and is actively implementing environmentally friendly transportation and distribution methods for goods moving from its distribution center to S&P outlets. This initiative underscores the company's commitment to reducing carbon dioxide emissions generated from fuel combustion and fostering sustainability throughout its value chain operations.A key component of this strategy is the S&P EV Truck project. Commencing its operational phase in December 2023, the project introduced 100% electric-powered 4-wheel trucks to pilot the transportation of finish goods from the S&P Smart DC to S&P outlet locations. This initial phase has already yielded significant positive outcomes, resulting in a reduction of diesel consumption by 4,642 liters/year. The adoption of electric vehicles has demonstrably contributed to environmental preservation by reducing greenhouse gas emissions by approximately 14.12 tonsCO_2e/year.

Waste Management Approaches

Food Waste Management

A key sustainable development goal for the food production business of S&P is to minimize excess food. This aligns with the United Nations Sustainable Development Goals (SDGs), particularly Goal 12 to ensure sustainable consumption and production patterns.

In 2024, S&P expanded the project by increasing the number of participating outlets from 52 to 88 outlets, which can delivered 58,115.42 kilograms of excess bakery from production, equivalent to 244,087 meals and also reduced greenhouse gas emissions by 147.03 tonCO_2e.



Circular Economy Project

S&P is collaborating with partners to establish a circular economy-based material or waste management system. The objective is the utilization and circulation of natural resources within the value chain to maximize benefits and enhance the efficiency of raw material management in production, thereby reducing waste and expired products through appropriate processes. These efforts contribute to easing the negative impacts of waste management via landfill, which emits greenhouse gases into the atmosphere.

Fried to Fly

contributor of used cooking oil for the production of Sustainable Aviation Fuel (SAF)

Transfer used cooking oil

68.79 ton

GHG reduction

97.16 $tonCO_2e$

Please Give Me… Your Plastic Bottles

Delivering post-consumer bottles to the recycling system for circular transformation into new items.

PET to recycling system

2.15 ton

GHG reduction

2.22 $tonCO_2e$

WON (flexible plastic bag)

Facilitating the transfer of clean flexible plastics bags, bread bags, and plastic films, to recycling system.

Plastic bag to recycling system

91 kg

GHG reduction

79 $kgCO_2e$

Sustainable Packaging Development

S&P is actively engaged in Research and Development (R&D) on sustainable packaging, focusing on reducing plastic usage and exploring the feasibility of transitioning to fully recyclable packaging which achieved 97.14 % of entire packaging. This initiative is driven by the target that 100% of packaging for products at S&P outlets must be recyclable or biodegradable.

Year	2018	2019	2020	2021	2022	2023	2024
Plastic packaging reduction (tons)	100	82	117	41.80	8.13	3.08	0

While the 2024 shift to mono-material cookie sachets enhanced recyclability without reducing plastic, S&P actively collaborates with packaging manufacturers on R&D to achieve its 100% recyclable/biodegradable packaging target.

Water Management Approaches

In 2024, S&P conducted an annual water risk assessment covering all areas of our business operations using the Aqueduct Water Risk Atlas tool. The assessment results showed that 50% of S&P operating areas, namely Lamphun Bakery Factory and Latkrabang Food Factory, are located in areas of extremely high risk. Meanwhile, the other 50% of S&P operating areas, namely Sukhumvit 62 Bakery Factory and Bangna-Trad Km. 23.5 Bakery Factory, are located in areas of medium to high risk.

Nonetheless, S&P factories in areas of extremely high risk are found to be located in industrial estates, which require that wastewater discharge quality must comply with general wastewater discharge standards for factories in industrial estates. In addition, industrial estates have their own central wastewater treatment system to receive and treat wastewater from factories to meet legal wastewater quality prior to release into public water sources.

Water consumption is 10.09 cubic meters per ton of production, a decrease of 5.68% compared to water consumption per unit of production.

Treated and recycled wastewater volume is **36,723 cubic meters**, accounting for **37.14%** of total treated wastewater.

- Manage water risks by monitoring the amount of water available at the local level.
- Evaluate the quality of water sources used in production processes by conducting sensitivity analysis annually.
- Monitor water usage volume throughout the organization, including the financial impact of changing water prices.
- Control the quality of wastewater from production processes according to legal standards.
- Invest in a wastewater recovery project using Sequencing Batch Reactor (SBR).
- Install a grease trap at all S&P outlets to trap grease.
- Promote awareness and understanding of water resource conservation among employees and relevant stakeholders.

Sustainable Value Chain

Business Model

S&P values our all groups of stakeholder, whether internal stakeholders such as executives, shareholders, employees and external stakeholders such as customers, government agencies, business partners and community.

Climate-related risk and opportunity is a factor that causes the change of business operations and adapt to the current climate situation. Stakeholder groups are becoming more complex and have higher expectations of unprejudiced also participation in decision-making on matters of impact. Therefore, S&P has established climate-related risk and opportunity guidelines for stakeholder engagement to build a trust among all groups of stakeholders in the responsible to climate change.

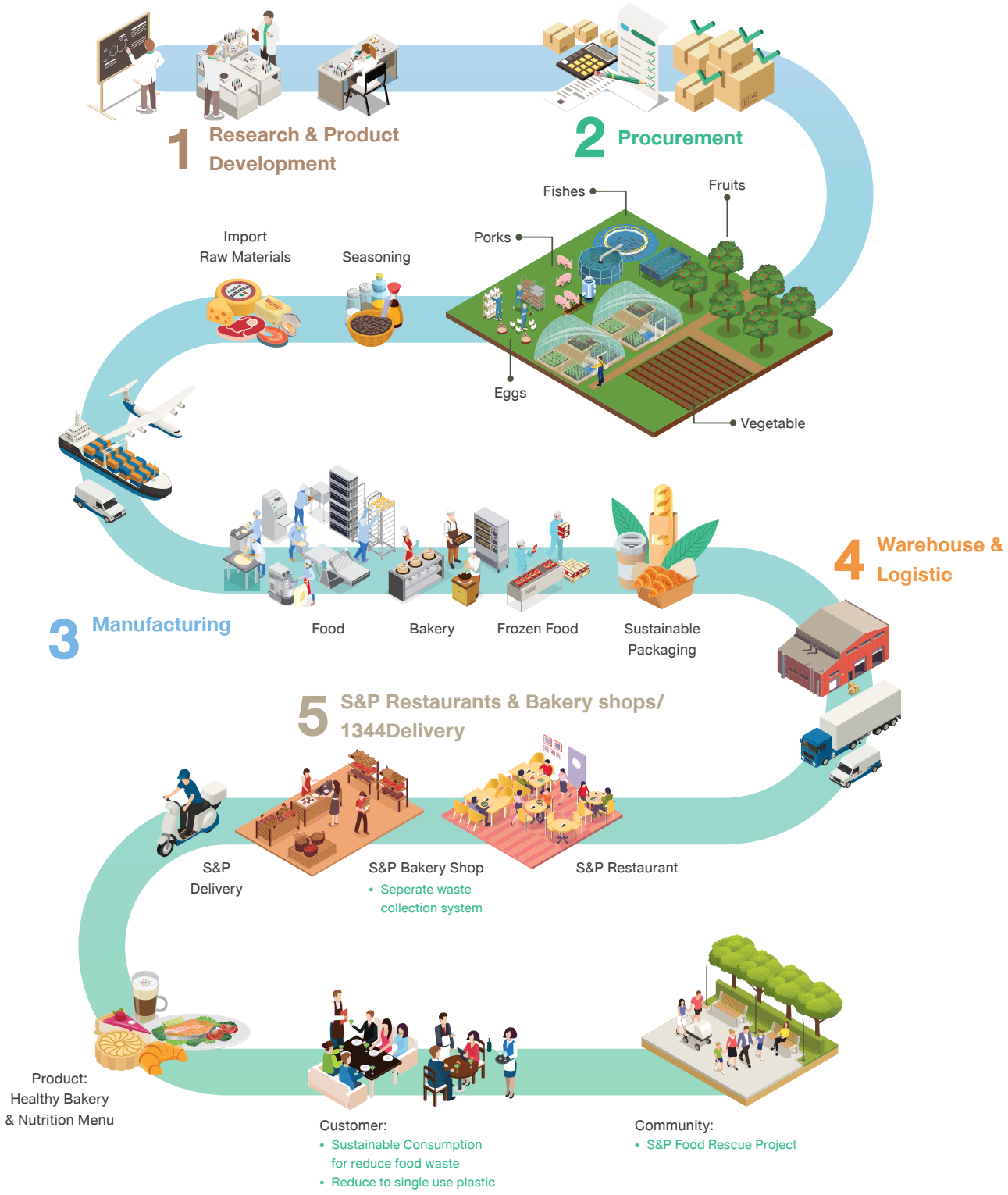
Business Risk Assessment

S&P has a business risk assessment process related to vendors, prioritizing them based on product categories,

trading value, and the economic risks they pose. This assessment aims to mitigate risks associated with dependency on a limited number of vendors or the receipt of substandard products, which could disrupt the supply chain and impact S&P's revenue, covering Business Continuity Management (BCM), sustainable supply chain management policies, environmentally friendly procurement, and anti-corruption policies and preventive measures. According to the 2024 ESG risk assessment of 235 vendors, no significant risks were identified.

S&P has prepared some mitigation actions to respond and minimize the impacts pose significant risks to S&P operation;

- **Multiple Supplier Procurement:** Backup suppliers are pre-identified to ensure supply continuity when primary suppliers face disruptions. This approach minimizes business impact and ensures a stable supply chain.
- **Single Supplier Procurement:** For S&P specific or exclusive raw materials, forecasting is conducted in coordination with production planning teams and the Data Information Center (S&P Outlets). Forecasts are shared with exclusive suppliers to ensure adequate stock levels and prevent short supply issues (when primary suppliers cannot fulfill demand).


1 Research & Product Development
2 Procurement
Import Raw Materials
Seasoning
Fishes
Fruits
Porks
Eggs
Vegetable
3 Manufacturing
Food
Bakery
Frozen Food
Sustainable Packaging
4 Warehouse & Logistic
5 S&P Restaurants & Bakery shops/ 1344Delivery
S&P Delivery
S&P Bakery Shop
• Seperate waste collection system
S&P Restaurant
Product: Healthy Bakery & Nutrition Menu
Customer:
• Sustainable Consumption for reduce food waste
• Reduce to single use plastic
Community:
• S&P Food Rescue Project

Responsible Organization

Low-carbon products

In 2024, 8 products were certified for Carbon Footprint Products Label:

1. Butter Breadstick
2. Almond Cake
3. Sun Dried Banana Cake
4. Cold Brew Coffee
5. Jeilo Jelly Strawberry Favored (low sugar)
6. Jeilo Jelly Orange Favored (low sugar)
7. Jeilo Jelly Sala Favored (low sugar)
8. Jeilo Jelly Lychee Favored (low sugar)

The project is an estimation of the amount of GHG emissions over the life cycle of products from the acquisition of raw materials, production process, product distribution and waste management.

S&P has continuously implemented the carbon footprint product labeling initiative since 2018. To dates, total of 24 products have been certified with the Carbon Footprint Product label, and 6 products have been certified with the Carbon Footprint Reduction label.

Driving Carbon Reduction Across Manufacturing Operations

- S&P will increase the proportion of production of a wider range of low-carbon products to meet the needs of customers.
- S&P will formulate innovation strategies to meet the needs of consumers and investors in the future.
- S&P will study the feasibility of low-carbon technologies, as well as invent and develop new products that are socially and environmentally friendly.


Certificate Number: TGO CFO FY25-06-388
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO
CERTIFICATE
Awarded to
S&P Syndicate Public Co., Ltd.
Company address verified: 86 Moo 4 Bang na-Trad km 23.5 Bangsaothong Samutprakarn 10540
Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Bureau Veritas Certification (Thailand) Ltd. and found to be in accordance with the requirements of the standard detailed below.
Standard
TGO Guidance of the Carbon Footprint for Organization
Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 2,080 tonCO2e/year
Direct GHG emissions 693 tonCO2e/year
Energy Indirect GHG emissions 1,387 tonCO2e/year
Other Indirect GHG emissions 6,370 tonCO2e/year
The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2025
Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)


Certificate Number: TGO CFO FY25-06-380
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO
CERTIFICATE
Awarded to
S&P Syndicate Public Co., Ltd.
Company address verified: 2,2/1 Soi Sukhumvit 62 (yak 3) Sukhumvit Rd. Bangjak Phrakanong Bangkok 10260
Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Bureau Veritas Certification (Thailand) Ltd. and found to be in accordance with the requirements of the standard detailed below.
Standard
TGO Guidance of the Carbon Footprint for Organization
Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 2,181 tonCO2e/year
Direct GHG emissions 478 tonCO2e/year
Energy Indirect GHG emissions 1,703 tonCO2e/year
Other Indirect GHG emissions 10,823 tonCO2e/year
The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2025
Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)


Certificate Number: TGO CFO FY25-03-372
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO
CERTIFICATE
Awarded to
S&P Syndicate Public Co., Ltd.
Company address verified: 81 Mu 4 Tambon Bannklang Amphur Mueng Lamphoon 51000
Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Bureau Veritas Certification (Thailand) Ltd. and found to be in accordance with the requirements of the standard detailed below.
Standard
TGO Guidance of the Carbon Footprint for Organization
Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 1,561 tonCO2e/year
Direct GHG emissions 1,147 tonCO2e/year
Energy Indirect GHG emissions 414 tonCO2e/year
Other Indirect GHG emissions 6,163 tonCO2e/year
The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2025
Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)


Certificate Number: TGO CFO FY25-02-389
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO
CERTIFICATE
Awarded to
S&P Syndicate Public Co., Ltd.
Company address verified: 31/4 Mu3, Bang Sao Thong , Bang Sao Thong , SamutPrakan 10540
Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Bureau Veritas Certification (Thailand) Ltd. and found to be in accordance with the requirements of the standard detailed below.
Standard
TGO Guidance of the Carbon Footprint for Organization
Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 3,153 tonCO2e/year
Direct GHG emissions 1,979 tonCO2e/year
Energy Indirect GHG emissions 1,174 tonCO2e/year
Other Indirect GHG emissions 2,740 tonCO2e/year
The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2025
Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)


Certificate Number: TGO CFO FY25-05-552
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO
CERTIFICATE
Awarded to
S&P Syndicate Public Co., Ltd.
Company address verified: 65/4-5 Soi G1/13 Moo 4, Ladkrabang Industrial estate ,Chalong-krung Road, Lumpratiew, Ladkrabang, Bangkok 10520
Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by SGS (Thailand) Limited and found to be in accordance with the requirements of the standard detailed below.
Standard
TGO Guidance of the Carbon Footprint for Organization
Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 6,202 tonCO2e/year
Direct GHG emissions 4,457 tonCO2e/year
Energy Indirect GHG emissions 1,745 tonCO2e/year
Other Indirect GHG emissions 7,058 tonCO2e/year
The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2025
Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)


Certificate Number: TGO CFO FY25-04-400
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (Public Organization) TGO
CERTIFICATE
Awarded to
S&P Syndicate Public Co.,Ltd.
Company address verified: 2034/100-103, 23rd Floor, Italthai Tower, New Petchburi Rd., Bangkapi, Huaykwang, Bangkok, Thailand 10310
Thailand Greenhouse Gas Management Organization certifies that the quantity of Greenhouse Gas of the above organization has been verified by Bureau Veritas Certification (Thailand) Ltd. and found to be in accordance with the requirements of the standard detailed below.
Standard
TGO Guidance of the Carbon Footprint for Organization
Verification Period: [01/01/2024 - 31/12/2024]
Total Greenhouse Gas Emission (Scope 1&2): 16,018 tonCO2e/year
Direct GHG emissions 3,779 tonCO2e/year
Energy Indirect GHG emissions 12,239 tonCO2e/year
Other Indirect GHG emissions 4,695 tonCO2e/year
The agreed level of assurance is: Limited, at materiality of 5%
Registration Date: 22 April 2025
Mrs. Natarika Wayuparb Nitiphon
Acting Executive Director
Thailand Greenhouse Gas Management Organization (Public Organization)

S&P has a policy to compile a database on greenhouse gas emissions across the entire organization, including the Head Office, Sukhumvit 62 Bakery Factory, Bangna-Trad Km. 23.5 Bakery Factory, Lamphun Bakery Factory, Latkrabang Food Factory, S&P Smart Distribution Center, and all S&P outlets. This initiative supports climate change response planning and has been established as part of the corporate strategy. The Carbon Footprint Organization (CFO) 2024 has been certified by the Thailand Greenhouse Gas Management Organization (TGO).

Carbon Credit

S&P has set a goal to achieve carbon neutrality by 2050 and has therefore implemented projects to reduce greenhouse gas emissions, such as solar power installation projects, low-carbon product projects, projects to increase the efficiency of electrical equipment in food and bakery plants, as well as using carbon credits to ultimately offset the organization's greenhouse gas emissions from operations.

S&P purchased carbon credits originating from solar energy through BCPG Public Company Limited, a leading renewable energy producer in the Asia-Pacific region under the Bangchak group.

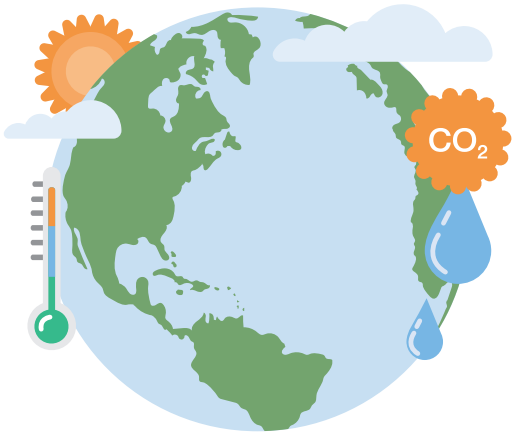
S&P acquired 10,000 tons of CO_2 equivalent carbon credits from the BSE-BPI Grid-Connected Solar PV Project of Bangchak Solar Energy, which is certified by the Thailand Greenhouse Gas Management Organization (TGO). In total, the company has accumulated 23,400 tons of CO_2 equivalent in carbon credits to date.

The company is committed to conducting business while reducing greenhouse gas emissions that impact the world. It has planned to purchase carbon credits to offset the organization's emissions, after implementing greenhouse gas reduction projects. The amount of carbon credits purchased is considered based on the current net emissions. For the future, it plans to purchase additional credits, considering the net greenhouse gas emissions each year, aiming for the emissions rate to decrease according to the company's emissions reduction plan and technologies adopted to achieve this goal.

In considering purchasing carbon credits from sellers, the company selects credible organizations that clearly disclose the origin of the credits, and have been certified by a reliable external agency, namely the TGO.

Climate Resilience

S&P established its Sustainability and Corporate Communications Department in 2018, marking the first time the company has formally prioritized responsible business practices. Key initiatives include developing the organization's climate change action plan, pursuing carbon neutrality by 2050, and achieving net-zero greenhouse gas emissions by 2065. Significant greenhouse gas reduction strategies involve energy sourcing, sustainable raw material procurement, and waste and water management, all aimed at minimizing environmental impact.



2016
- Solar rooftop Phase#1 installed at Bangna-Trad km. 23.5 Bakery Factory.

2018
- Establish Sustainability and Corporate Communications Department
- Conduct research and development for sustainable packaging. (to reduce plastic or transition to recyclable packaging).

2019
- Carbon Footprint Organization certificate for Bakery Factory (Bangna-Trad km. 23.5 and Sukhumvit 62).

2020
- Carbon Footprint Organization certificate for Latkrabang Food Factory.
- Circular economy project : Food rescue, Please give me…your plastic bottle, WON).

2021
- Carbon Footprint Organization certificate for Head office.
- Solar rooftop Phase#2 installed at Bangna-Trad km. 23.5 Bakery Factory.

2022
- Carbon Footprint Organization certificate for Lamphun Bakery Factory.

2023
- Carbon footprint organization certificate for Smart DC& Outlets 375 branches to Set base year for decarbonization pathway.
- Solar rooftop Phase#3 installed at Bangna-Trad km. 23.5 Bakery Factory.
- Solar rooftop installed at Latkrabang Food factory, Lumphun Bakery Factory and Smart DC.
- Launched EV Truck.
- Circular economy project: Fried to fly by transforming used cooking oil (UCO) into Sustainable Aviation Fuel (SAF).

2024
- Full operation of solar rooftops across all factories
- EV Truck deployment
- Circular economy project
- Adoption of alternative sustainable packaging

2025
- Flagship green outlet (Eco-friendly shop)
- EV-10 wheels deployment
- Internal Carbon Pricing (ICP)

2027
- Collect primary GHG scope 3 database
- Reduce packaging &raw material usage (scope 3)
- Reduce plastic sticker usage

2029
- Zero waste to landfill (All factory)
- Low carbon refrigerant replacement
- Purchase Carbon Credit or RECs (Renewable Energy Certificates) to offset GHG emissions or support renewable energy

2030
- High efficiency technology
- Waste to energy (Biogas)
- Waste heat recovery

Target
- Reduce 20% of GHG in Scope 1&2
- 20% by renewable energy

2050
- Become Carbon Neutrality

2065
- Become Net Zero

Climate Strategies

• Short-term strategies

S&P has established a target to reduce 20% of Scope 1&2 GHG emissions by 2030 (2023 as the base year). This target only encompasses GHG emissions reduction on Thailand's S&P Syndicate business only.

To achieve its GHG emission reduction target, S&P Syndicate has developed climate strategies to effectively reduce GHG emissions from Thailand business, while also aiming to expand its coverage in the following year. The main climate strategic projects under the climate strategies by 2030, as follows:

Solar Rooftop Installation

S&P has implemented substantial investments in renewable energy through installing solar rooftops at its food factory and bakery factories in Thailand. The solar rooftops will harness sunlight to generate electricity, reducing reliance on conventional power sources and contributing to a more sustainable energy mix.

Low GHG Refrigerant

S&P plans to implement the low refrigerant project by replacing substances with lower global warming potential (GWP).

Renewable Energy Certificates

S&P plans to implement the low refrigerant project by replacing substances with lower global warming potential (GWP).

• Long-term strategies

For the long-term climate strategic projects, S&P has developed a comprehensive strategies as follows.

Produce biogas energy from anaerobic digestion of organic fertilizer

Capture and purify biogas, and use as a renewable energy source including heating, electricity generation and transportation fuel.

Carbon Credit Project

There is a plan to accumulate purchases annually, considering the amount of net greenhouse gas emissions.

Low-Carbon Product Development Project

Approximately 5 items per year across food, bakery, and beverage products, considering operational suitability each year. For certification of the Corporate Carbon Footprint Project, Product Carbon Footprint Project, and Carbon Footprint Reduction Label Project (CFR) for products.

Circular economy

Concept will continue to be implemented. Any new projects with partners and self-initiated company projects will be considered in line with current pain points, as well as forecasting future risks and opportunities.

Single-Use Plastic Reduction Project

by campaigning for consumers to bring their own reusable bags instead of asking for plastic bags, and a bring-your-own-tumbler campaign for a 10 Baht discount. There are also recycling projects with various partners for plastic bottles, bags and used paper.

Environmentally-friendly packaging project

such as food boxes made from natural pulp, paper straws, mono-material plastics that can be recycled. In the future, there are plans to develop R-PET for the company's packaging as well.

Climate Risk Management

Risk Management

To enable users of general-purpose financial reports to understand S&P's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.

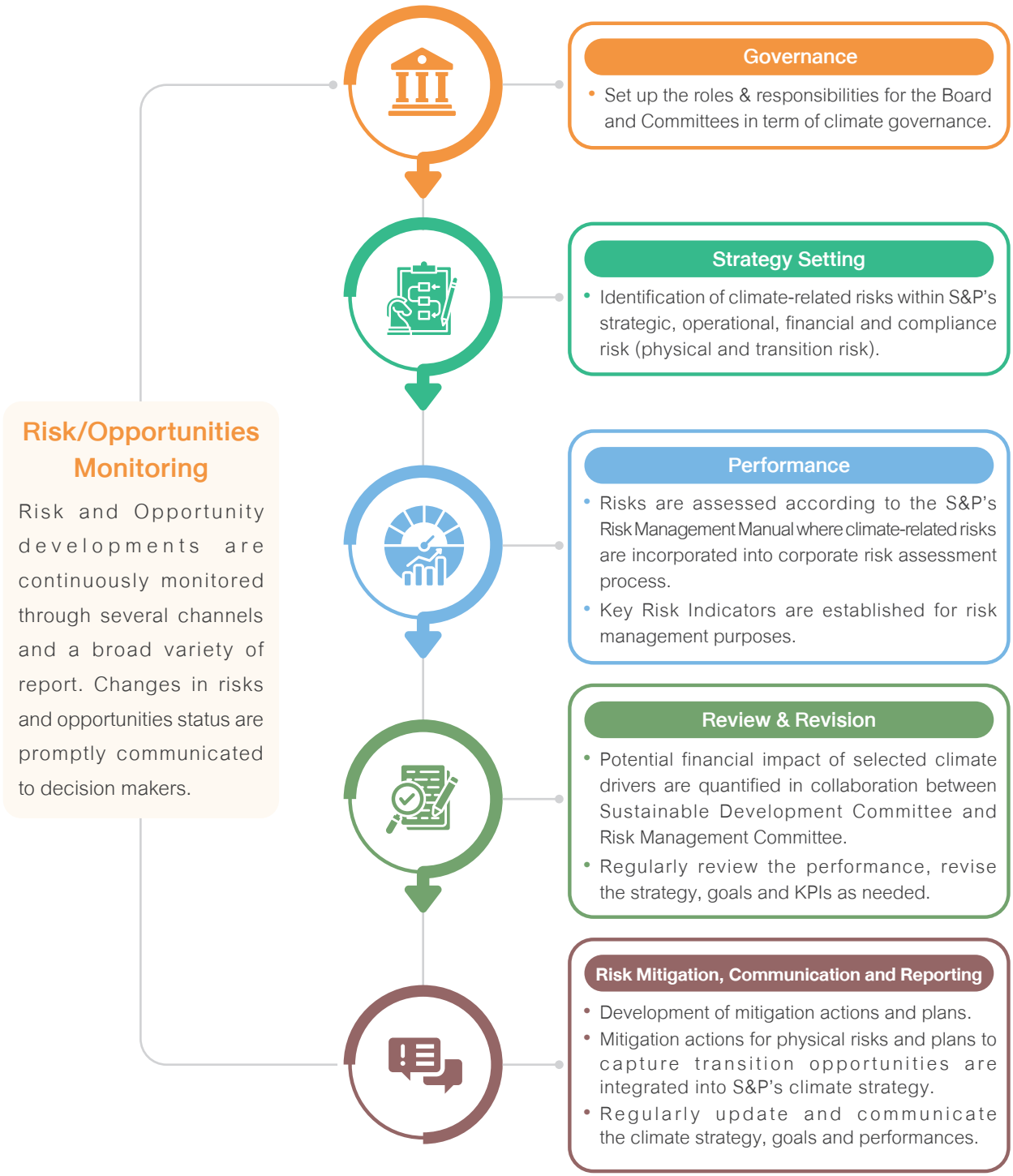
Climate risk is assessed and managed through the S&P's annual risk assessment. S&P has developed an environmentally conscious risk taxonomy to classify risks according to strategic risks, operational risks, financial risks and compliance risks. It integrates climate-related issues into various categories so that S&P can identify different types of climate-related risks that may affect S&P's business.

Climate Change Risk Management

Having completed the climate change risk management, S&P adopts the Committee of Sponsoring Organizations of Treadway Commission (COSO) international standard to guide its risk policies, objectives, management frameworks and management structure. See Figure below for how climate change risk management is integrated in the Company's adoption of the COSO ERM framework.

The processes and related policies S&P uses to identify, assess, priorities and monitor climate-related risks.

Climate Change Risk Management in the COSO ERM Framework



Scope

The inputs and parameters S&P uses

Physical Risk Parameter

- Flood: Latkrabang

Transition Risk Parameter

- Carbon price: Business Operation

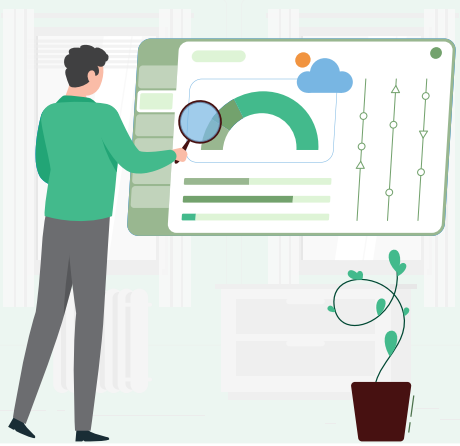
Transition Risk Opportunity

- Low carbon product

Process

Climate change as a cross-cutting theme is well embedded in this COSO ERM Framework. S&P has established robust climate governance, as described in the Governance section of the report. Under the Strategy Setting pillar, a comprehensive climate change risk assessment was conducted and introduced above. Based on the findings of the climate change risk assessment, the climate strategy framework which outlines the Company's climate-related targets, and key initiatives has been formulated by the Climate Change Committee and endorsed by the Sustainability Development Committee. Meanwhile, under Performance, S&P has made climate-related risk and opportunities assessment and the climate strategy framework, to prioritize the risk items. Key climate-related risks are identified and prioritized based on qualitative factors 1) Likelihood of occurrence and 2) Impact of risks, and response measures that it will focus on in the short, medium, and long term. Climate performance has been and will continue to be regularly tracked by key performance indicators (KPIs) and will be reviewed annually by the Sustainable Development Committee and Climate Change Committee, while revisions of the climate strategy, targets and KPIs will be conducted on an as-needed basis. Finally, S&P is committed to constantly updating and communicating its climate strategy and performance in the Annual Report, Sustainability Report and the IFRS S2 Report.

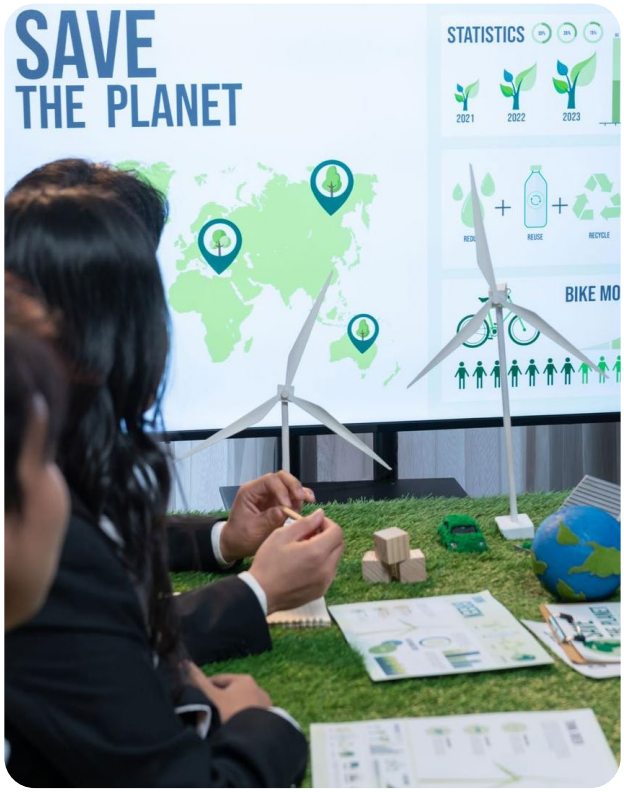
Monitoring



How S&P monitors climate-related risks (Track and assess actions)

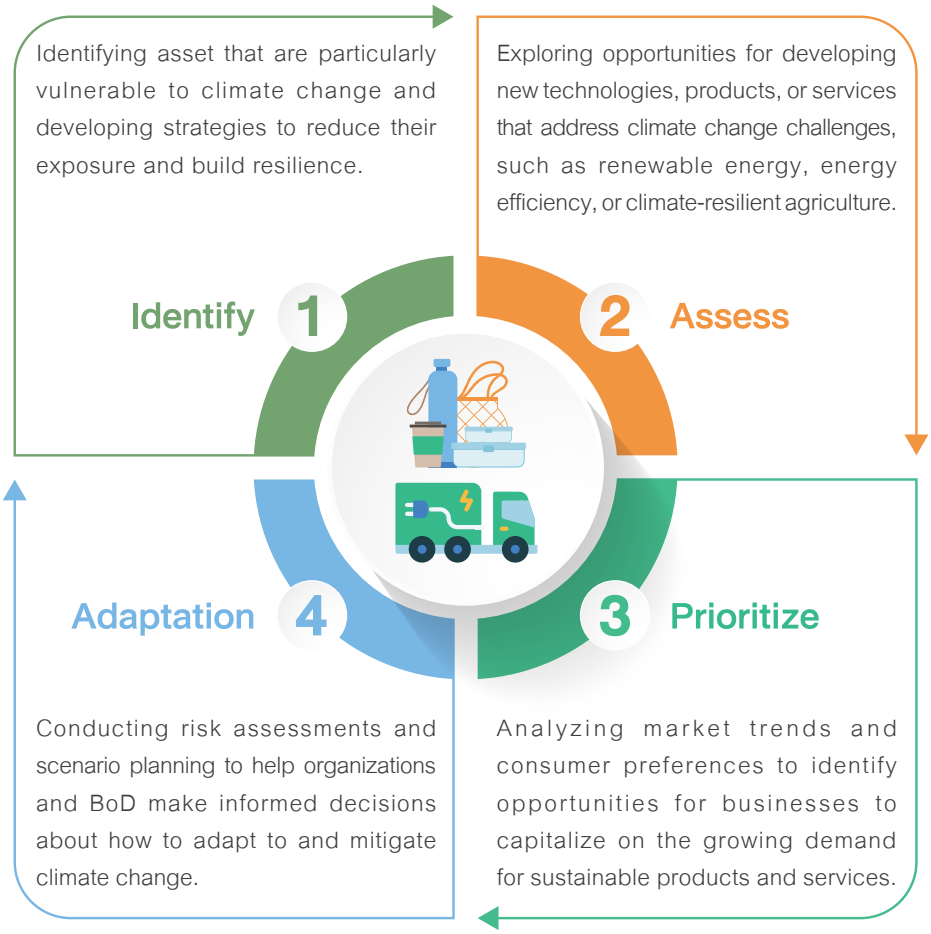
- Risks identified are monitored using appropriate indicators, with data collection coordinated across all functions.
- Climate risks are reported to the Board of Directors, the Risk Management Committee, and the Audit Committee.
- All functions report, on an ad hoc basis, to the Corporate Governance and Sustainability Committee.

Identification of Climate-related Opportunities



Climate change is a huge threat to the food business, but this gap is an opportunity to develop agriculture society and its raw materials, including nutritional value and the transportation to maintain the product quality.

Climate-related opportunities from scenario analysis refers to the process of finding and exploiting potential benefits and advantages that arise from understanding and responding to climate change. According to the S&P's climate scenario analysis, it involved analyzing climate data, projections, and impacts to identify areas where action can be taken to mitigate the negative effects of climate change or capitalize on emerging opportunities.



Overall, the identification of climate-related opportunities is a proactive approach to addressing climate change by seeking out positive outcomes and benefits that can be derived from understanding and responding to its impacts.

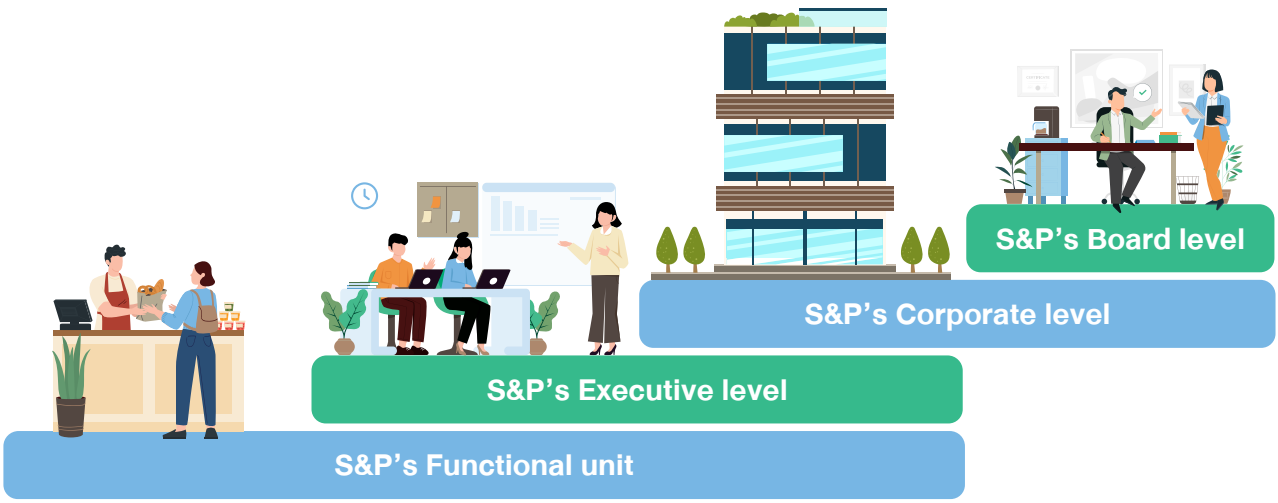
How the climate-related risks and opportunities risk management processes are integrated into and inform, S&P's overall risk management process

Integrating Climate into S&P's Enterprise Risk Management

Our risk management process is an ongoing systematic approach present in corporate and operational business unit. It based on internal best practices from Business Continuity Plan. S&P have disclosed our most material climate-related risks and opportunities result from our business operation, value chain, retails, customers, and suppliers including reputational losses incurred as a result of customer acquisition.

S&P continue to develop an organization culture that encourages regular discussion and consideration of emerging climate-related risks. Our risk team is working with our value chain and stakeholder, encouraging them to talk about managing the risks and opportunities associated with climate change, assisting us to progress our low carbon transition target focused on our major emitting sources.

The S&P's Climate-related integration to Risk Management Process



Identification risk

Climate related risks and opportunities identification and screening in Physical risks, Transition risks and Opportunities (Described in Strategy section).

Prioritize of Risk

Identified risks and opportunities in term of level of impact and likelihood including both financial and non-financial impact, and then, risks and opportunities prioritization and analysis.

Report and Communication

Results from the prioritization are integrated into the corporate risk/ opportunity management process and reported to relevant executive-levels.

S&P Consolidate Management Process

The consolidation of the corporate risks and opportunities results as input parts of executive strategic thinking session and contribution to Business Strategy Executive-level has own sponsorship on the scenario analysis.

Metrics and Targets

Metrics and Targets

S&P has established reduction targets in line with its sustainability strategy. With the performance within the company that relation to progress towards any required by law or regulation.

S&P track progress towards the GHG targets and key performance indicators in different time horizons for the focused climate topics of the Company.

S&P believes that setting annual performance targets as its interim progress is supportive to the success of our 2030 targets.

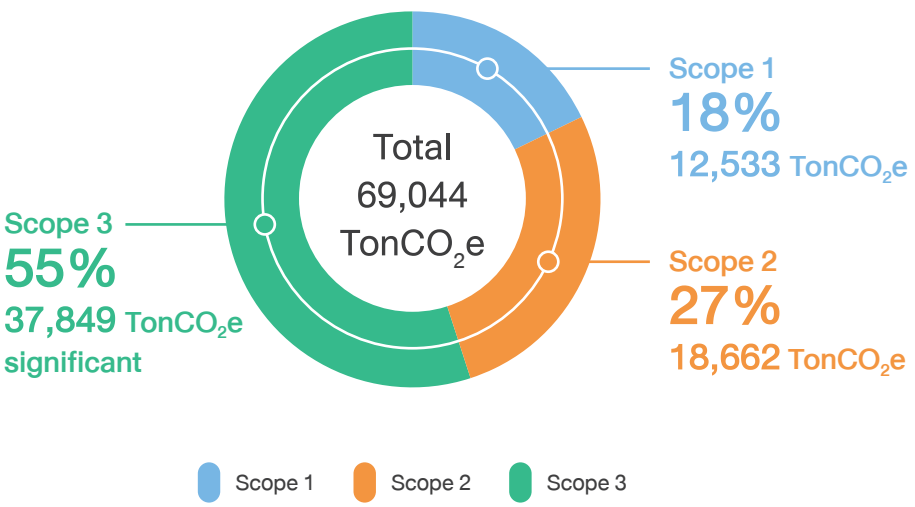
In term of climate-related targets, S&P prioritized one area across climate risk identified is in GHG emissions mitigation and due to their direct impact on S&P's operations.

GHG EMISSION METRICS AND TARGETS

To continuously monitor progress, S&P regularly measures and reports its greenhouse gas (GHG) emissions across all business operations. The GHG emissions data are collected and calculated in accordance with the methodologies of the GHG Protocol, ISO 14064:2018, the Intergovernmental Panel on Climate Change (IPCC), and the Thailand Greenhouse Gas Management Organization (TGO), following the National Guideline on Carbon Footprint for Organization (CFO).

S&P conducts annual third-party verification of its GHG emissions data by Bureau Veritas Certification (Thailand) and SGS (Thailand). The GHG emissions data reported in the table cover the Sukhumvit 62 Bakery Factory, Bangna-Trad Km. 23.5 Bakery Factory, Lamphun Bakery Factory, S&P Smart Distribution Center (Smart DC), Latkrabang Food Factory, Head Office, and 410 S&P outlets. These account for approximately 100% of business units or about 45% of total GHG emissions. Compared to the 2023 (baseline), GHG emissions in Scope 1 and Scope 2 increased from 29,568 to 31,195 tonCO2e in 2024, due to an accidental refrigerant leak at the Smart DC. However, S&P has already analyzed the incident and developed a contingency response plan.

Total GHG 2024 ($TonCO_2e$)



S&P Syndicate GHG Scope 1 and 2 Metrics (tonne CO_2eq)

GHG Emissions	2022	2023	2024
Scope 1	7,288	11,131	12,533
Scope 2	6,112	18,437	18,662
Total Scope 1 and 2	13,400	29,568	31,195
GHG Emission Intensity (tonne CO_2e eq/tonne production unit)	1.06	1.03	1.00

S&P Syndicate GHG Scope 3 Metrics (tonne CO_2e eq)

- Category 1 = 24,935
- Category 3 = 1,731
- Category 4 = 276
- Category 5 = 1,329
- Category 6 = 36
- Category 7 = 1,029
- Category 8 = 623
- Category 9 = 66
- Category 11 = 1,541
- Category 12 = 2,476

Total* 26,608 tonne CO_2 eq

- Category 1 = 40,639
- Category 2 = 6
- Category 3 = 4,450
- Category 4 = 2,928
- Category 5 = 1,831
- Category 6 = 511
- Category 7 = 4,276
- Category 8 = 352
- Category 9 = 2,642
- Category 11 = 1,337
- Category 12 = 4,020

Total* 40,757 tonne CO_2 eq

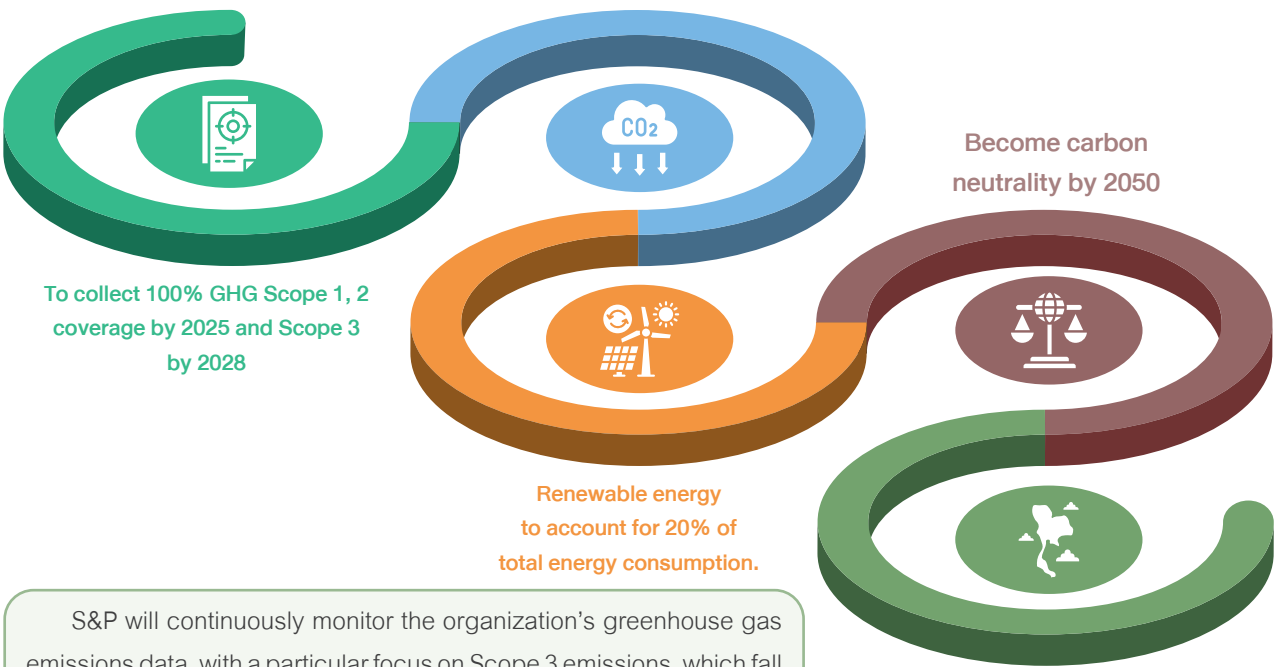
- Category 1 = 38,918.03
- Category 2 = 0
- Category 3 = 4,589.46
- Category 4 = 3,260.06
- Category 5 = 3,115.64
- Category 6 = 285.42
- Category 7 = 6,799.80
- Category 8 = 276.21
- Category 9 = 2,559.73
- Category 10 = 0
- Category 11 = 4,721.36
- Category 12 = 2,210.01

Total* 37,849 tonne CO_2 eq

*only significant categories

S&P Syndicate GHG Scope 1, 2 and 3 Targets

Reduce GHG Scope 1&2 emissions by 20% in 2030 (from 2021 base year)



To collect 100% GHG Scope 1, 2 coverage by 2025 and Scope 3 by 2028

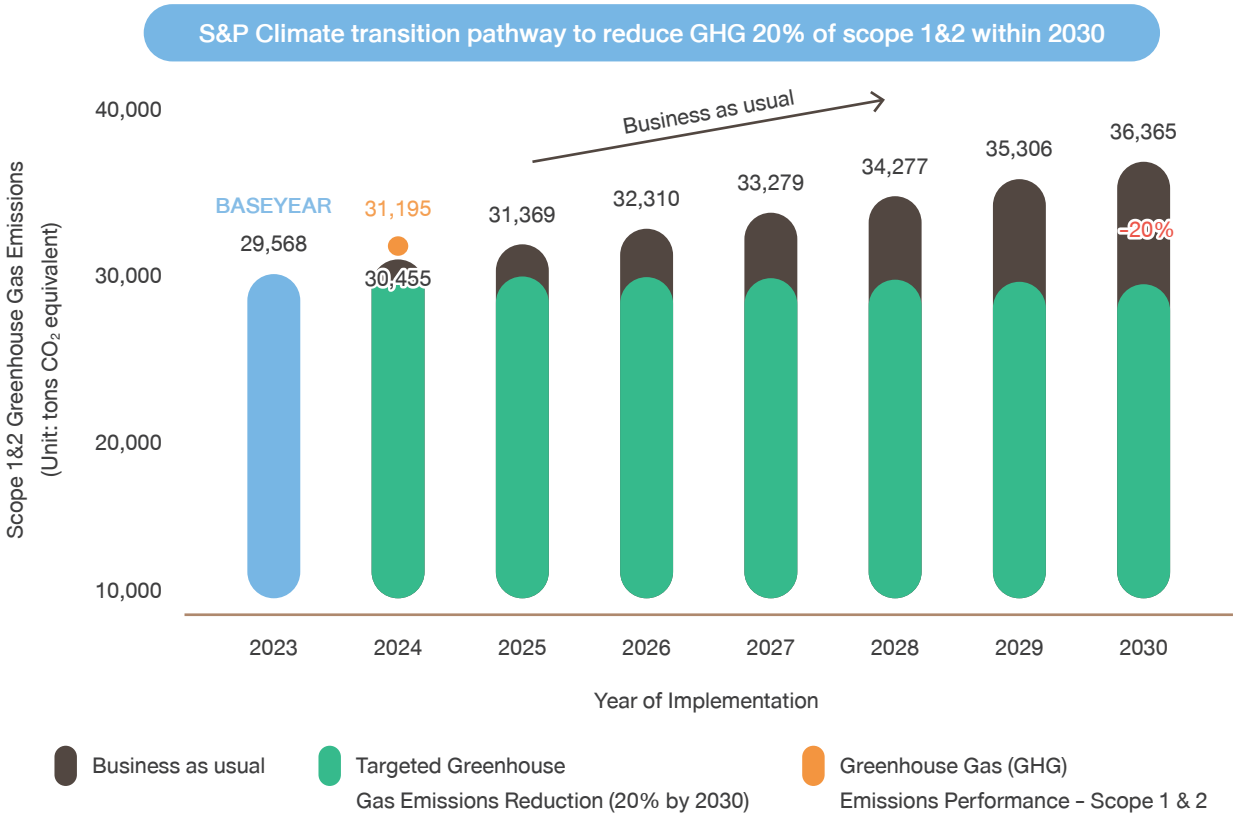
Renewable energy to account for 20% of total energy consumption.

Become carbon neutrality by 2050

Become net-zero by 2065 following Thailand's National Determined Contribution (NDC)

S&P will continuously monitor the organization's greenhouse gas emissions data, with a particular focus on Scope 3 emissions, which fall outside the organization's direct operational control. These emissions present a challenge but also offer an opportunity for the company to identify concrete approaches to drive sustainability throughout the value chain, in alignment with the goal of achieving achieve carbon neutrality by 2050 and net-zero emissions by 2065.

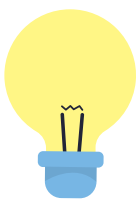
S&P's GHG Emission reduction performance



In 2024, S&P's Scope 1 and 2 GHG emissions amounted to 31,195 tons of CO_2 equivalent, representing a 2.43% increase compared to the base year under Business as Usual conditions. However, when considering operations across other business units, there is a notable downward trend in emissions. S&P remains committed to applying low-carbon technologies in its production processes to align with its established targets.

OTHER CLIMATE-RELATED METRICS AND TARGETS

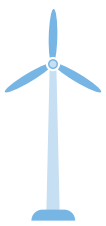
ENERGY MANAGEMENT



Total electricity consumption

2023
51,517 GJ

2024
134,371.56 GJ



Total renewable energy generated

2023
7,350 GJ

2024
11,713.63 GJ

% Renewable Energy

2023
14%

2024
8.72%

S&P has set an energy management target by using 20% renewable energy from total consumption within 2030

REMUNERATION CONSIDERATION FROM CLIMATE-RELATED MANAGEMENT

S&P currently recognizes the critical importance of integrating comprehensive sustainability and climate strategies into our core operations. Therefore, the management board is committed to evaluating and incorporating climate-related metrics into future performance evaluations, which will inform remuneration to align with climate-related management performance.

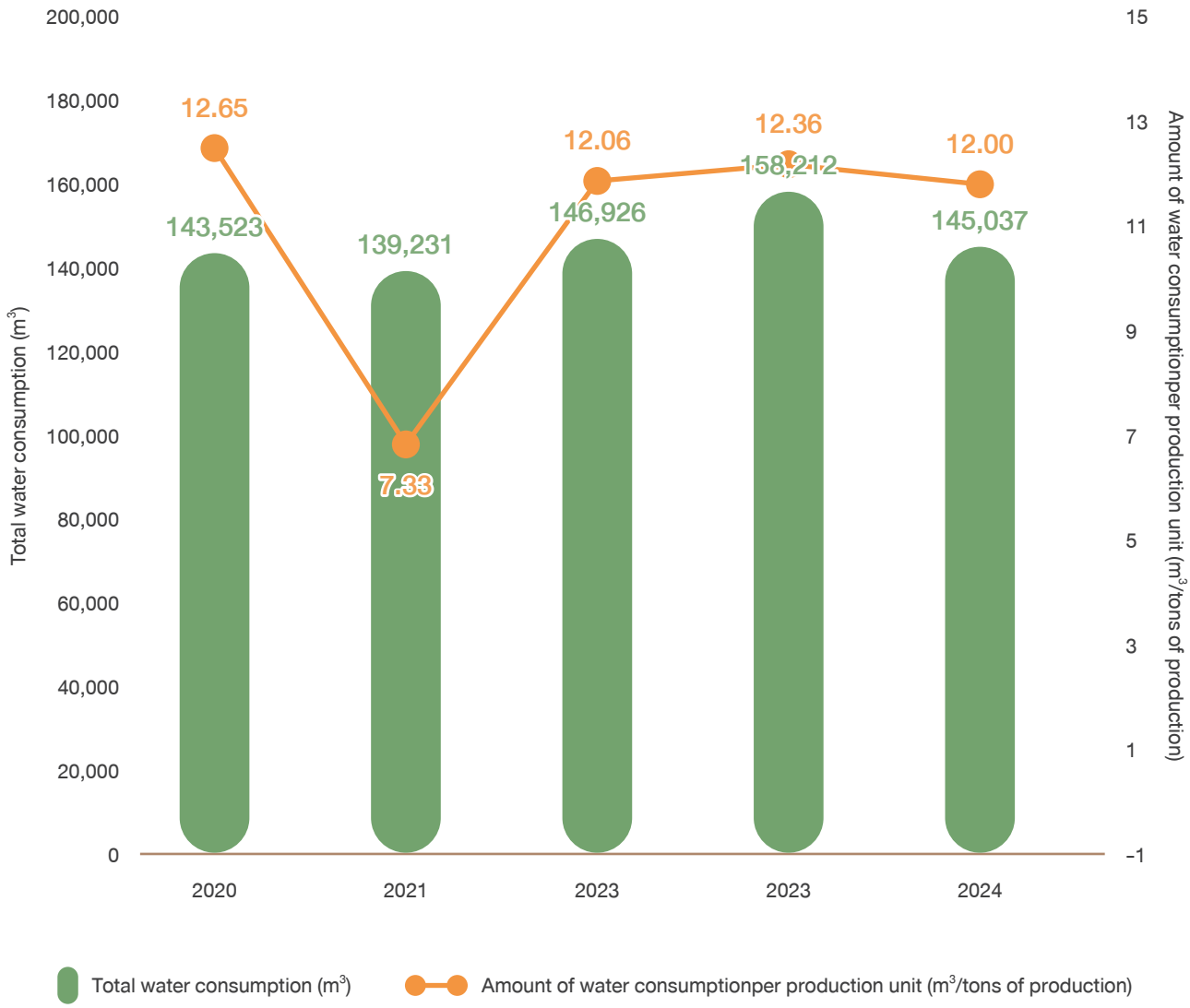
Appendix

INDUSTRY-BASED REQUIREMENT

Water Management

Quantitative in m^3 or Percentage

1. Total water withdrawn : 2024 data



2. Treated and recycled wastewater volume is 36,723 cubic meters, accounting for 37.14% of total treated wastewater.

Supply Chain Management

Quantitative in Percentage by Cost Percentage of food purchased

1. **Meets environmental and social sourcing standards :** S&P has policies covering environmental and social such as Waste Management Policy, Human rights policy.

2. **Certified by third-party environmental or social standards:** Good Agriculture Practices : GAP, SDGsPGS for Organic Agriculture, and various certifications and licenses such as aquatic animal import permits and the ASC CoC Certificate.

More details

www.snpfood.com

Discussion and Analysis

3. **Discussion of strategy to manage environmental and social risks within the supply chain, to help vendors meet S&P's quality standards and enhance their sustainability practices.**

Environmental: (E)

- The environmental policy is announced
- Natural resource conservation
- Activities to promote the employee's engagement in the environment
- Sustainable purchasing and procurement
- No complaints on the environmental issues
- Animal welfare

Social: (S)

- Human rights and labor use
- Occupational health and safety
- Neither complaints nor prosecution on labor cases
- Engagement in the community sustainable development

Governance: (G)

- The insider information access is protected
- The business is operated with transparency, integrity, and fairness
- The appropriate risk management is provided
- The operation is correspondent with the international standards

Activities Metrics

Quantitative number

Number of operational businesses

1 Entity-owned

2 Franchise restaurants

Domestic Restaurants Brands

S&P Brand

S&P Restaurant and Bakery

Bangkok and Perimeter 82 branches

Other Provinces 46 branches

Total 128 branches

S&P Bakery Shop

Bangkok and Perimeter 129 branches

Other Provinces 146 branches

Total 275 branches

S&P DelTA

Bangkok and Perimeter 27 branches

Other Provinces 2 branches

Total 29 branches

Affiliated Brands

Patara

Bangkok and Perimeter 1 branch

Total 1 branch

Patio

Bangkok and Perimeter 1 branch

Total 1 branch

Nais / SNP Cake Studio

Bangkok and Perimeter 1 branch

Total 1 branch

Grand Seaside

Other Provinces 1 branch

Total 1 branch

Maisen

Bangkok and Perimeter 9 branches

Total 9 branches

Umenohana

Bangkok and Perimeter 1 branch

Total 1 branch

Motoi

Bangkok and Perimeter 1 branch

Total 1 branch

Total

Bangkok and Perimeter 252 branches

Other Provinces 195 branches

Total 447 branches

Number of employees

1 Entity-owned 4,278 persons

2 Franchise locations 5 persons

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